

## United Nations Office on Drugs and Crime

### Evaluation Summary

#### **Strengthening the Secretariat of the National Authority for Combating Drugs (NACD) and the National Drug Control Programme of Cambodia, AD/CMB/F14**

<b>Thematic area:</b>	Policy support, legislation and advocacy
<b>Region:</b>	South East Asia
<b>Project budget:</b>	US\$ 2,068,697
<b>Project duration:</b>	Four years (May 2001 to April 2005)
<b>Executing agency:</b>	UNODC
<b>Associated agency:</b>	UNODC
<b>Type of evaluation:</b>	Mid-term evaluation
<b>Date of evaluation:</b>	February 2003

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#### **Introduction**

Cambodia lacks a strong and well functioning central body for planning, coordinating and implementing a national drug control programme and for cooperation with countries of the region. Without such an efficient structure it is extremely difficult to provide productive bilateral and multilateral drug control assistance to the country. Recognizing the crucial importance of having an independent government body to undertake drug control policy planning and to coordinate operational activities, and in order to respond effectively to the increasing threats posed by the production, trafficking and abuse of drugs, in 1995 the Government established a ministerial level committee, the National authority for Combating Drugs. (NACD) to make decisions on drug control policy and to supervise drug control operations.

#### **Project design**

The project aims at providing support to the NACD Secretariat that will enable it to fully fulfill its mandated functions. This will be achieved through provision of staff training, experts in various technical fields, establishing of planning, operational and administrative procedures and provision of basic transportation, communications and office equipment. Training of key staff in related government agencies and training and networking with the NGO sector are also important parts of the project. The project was designed to be implemented in two phases; the first phase (2 years) to consolidate the basic functions of the NACD Secretariat and the second phase (2 years) to further build and sustain the Secretariat's capacity and produce and begin implementation of a coordinated National Drug Control Plan.

#### **Project objectives**

To establish the NACD Secretariat in a sustainable manner as an effective body which, based on the principles of professionalism and integrity, will serve as the Government's

prime institution for national drug control policy planning, coordination and operational drug control cooperation.

### **Findings/Conclusions**

- The project experienced difficulties related to the initial structuring and staffing of the NACD Secretariat, and continues to experience problems due to funding shortfalls and uncertainty, negatively affecting longer term decision making and planning.
- While the project has conducted several worthwhile activities, progress in achieving the Immediate Objective and Outputs agreed on in the Project Document has been quite slow. In particular, strengthening of the NACD Secretariat has been very limited.
- The project appeared to employ no consistent or clear strategy in implementation, including perceived confusion between project and UNODC goals (under its new mandate).
- Project management was frequently seen as ad hoc, insufficiently proactive, and deficient in close coordination and consultative decision making among the major partners, especially the NACD Secretariat.
- Given current funding problems and the slow start-up, the original scope of the project is too ambitious and could likely negatively affect the sustainability of results.

### **Recommendations**

- The original Project Document must be reviewed and the Outputs and Activities scaled down in light of the previous slow progress and reduced funding. At the same time, the project must refocus strongly on strengthening the NACD Secretariat and, through it, the national drug control programme.
- The project must invest considerable effort in strengthening the relations between the NACD Secretariat and the Project/UNODC.
- The project and the NACD should place increased emphasis on good public relations, based on an increasingly strong Secretariat, including: documenting the strategies and accomplishments of drug control in Cambodia, the placement of drug control issues on national agenda, public awareness, and donor and inter-agency relations.
- The structure and methods of the Project Advisory Committee (PAC) must be reviewed and revised with respect to: increasing the quantity and quality of member participation; mutual consultation, review & analysis of progress and joint decision-making, and providing policy and direction.
- Lastly, project partners, as well as UNODC Headquarters and the Regional Centre, must review current project office staffing in light of funding limitations and management needs & practices. In this regard, project management must become much more proactive and responsive to partner needs.