

Final In-depth Evaluation of the

**Global Anti-corruption component of
GLOU 68:
“Looking Beyond: Towards a Strategic
Engagement with Civil Society on Anti-
Corruption, and Drugs and Crime Prevention”**

ADC Project No. 2678-00:
Strengthening the Capacity of Civil Society Organizations in
Africa to Combat Corruption and Contribute to the UNCAC
Review Process” (Phase 1 and 2)

Selected countries in Africa

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This evaluation report was prepared by an evaluation team consisting of Dr. Janina Berg in close cooperation with the Independent Evaluation Unit (IEU) of the United Nations Office on Drugs and Crime (UNODC). UNODC IEU provides normative tools, guidelines and templates to be used in the evaluation process of projects. Please find the respective tools on the IEU web site: <http://www.unodc.org/unodc/en/evaluation/evaluation.html>

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ABBREVIATIONS AND ACRONYMS

ADA	Austrian Development Agency
AusAid	Australian Government Aid
CEB	Corruption and Economic Crime Branch
CLP	Core Learning Partners
CoSP	Conference of State Parties
CPS	Co-financing and Partnership Section
CR	Country Review
CSO	Civil Society Organizations
CSS	Conference Support Section
CST	Civil Society Team
DfID	Department for International Development, United Kingdom
FCO	Foreign Commonwealth Office
FO	Field Office
FRMS	Financial Resources Management Service (UNODC)
HQ	Headquarters
IACA	International Anti-Corruption Academy
IACC	International Anti-Corruption Conference of TI
IEU	Independent Evaluation Unit
IRG	Implementation Review Group
IRM	Implementation Review Mechanism
MoU	Memorandum of Understanding

MS Member State

OHCHR Office of the High Commissioner for Human Rights

ROSAF Regional Office for Southern Africa

ROSEN Regional Office for West and Central Africa

RP Regional Programme

SEE South Eastern Europe

SMART Strategic, Measurable, Achievable, Relevant and Time-bound

TA Technical Assistance

TI Transparency International

ToR Terms of Reference

UN United Nations

UNCAC United Nations Convention against Corruption

UNDP United Nations Development Programme

UNODC United Nations Office on Drugs and Crime

VIC Vienna International Centre

WG Working Group

MANAGEMENT RESPONSE

The UNODC Civil Society Team (CST) manages the global GLOU68 programme “Looking Beyond: Towards a stronger partnership with Civil Society Organizations (CSOs) on Drugs and Crime,” which has two main segments: one of drug and another on corruption. In 2016 the CST commissioned a final in-depth evaluation of the global anti-corruption component of the GLOU68 project, focusing in particular on the project component “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process,” which aims to strengthen policy dialogue and partnership with CSOs and, as part of the project, CSOs engagement with the private sector (through the private sector Small Grant scheme). Despite its global potential, the project was focused on Africa primarily due to the main donor’s priority countries.

The final in-depth evaluation concluded that “the anti-corruption component and the Civil Society Team (CST) project to strengthen African civil society addressed important needs and have been relevant in enhancing knowledge and expertise on UNCAC, in supporting trust- and confidence-building between governments and civil society, and in facilitating civil society participation in intergovernmental meetings.” Taking the project’s three outcomes into consideration, the evaluation went further to state that the project had “successfully created a platform for networking, exchange and knowledge transfer for civil society and government representatives from a continent as big and diverse as Africa.”

The evaluation outlined a number of recommendations to implement in future stages of the project. In response, an evaluation follow-up plan for the implementation of recommendations was prepared by the project manager and was presented to and endorsed by all involved parties (senior management, CEB, IEU and external partners). The following are the most significant recommendations, which have already been, or are in the process of being implemented by the project management team:

Recommendation No. 1: For any new intervention, CST should embed a ‘theory of change’ logic, undertake a priori baseline assessment and align the project with other UN programmes.

As outlined in its most recent project proposal to the Austrian Development Agency (ADA), the CST embedded a ‘theory of change’ to that project to demonstrate the ‘bigger picture’ of the project and to better align and integrate the project into other global, thematic and regional programmes. CST also undertook a priori baseline assessment for the latest ADA proposal, which has now been integrated into an improved project Logframe.

Recommendation No. 2: Project management should continue the multi-stakeholder trainings to support the second review cycle in Africa and roll out the project to other regions beyond Africa and the SEE region.

In support of the second review cycle, the project management team will continue the multi-stakeholder workshops, particularly for those countries under review and engage in a reciprocal exchange of experiences between regions.

Recommendation No. 3: CST should re-new its formalised partnerships with its implementing partners the UNCAC Coalition, and IACA, and collaborate more closely with the CEB and field offices through deeper integration of work-streams and additional joint projects.

The CST is in the process of finalizing its partnership agreements with the UNCAC Coalition, which will be sealed with a Memorandum of Understanding (to be tentatively signed in May 2017) followed by a financial agreement, while the CST, CEB and field offices are jointly identifying opportunities for collaboration and designing structured coordination mechanisms accordingly to better align, coordinate and mutually reinforce each other's work.

Recommendation No. 4: CST needs to invest in more project-specific progress monitoring and evaluation capacity, in the short term, and build one coherent MEL system for CST and CEB on joint activities, where joint CST and CEB data collection is useful, to enhance data analysis, knowledge-sharing and organizational learning, in the long-term.

CST will invest in more project-specific progress monitoring and evaluation capacity and systems (either through specialist staff or by contracting external technical MEL project assistance). The Team has already started discussions with colleagues in CEB on improving data collection and sharing.

Recommendation No. 5: CST should design a strategy for future joint fundraising in cooperation with CEB and add local follow up activities as a new, innovative component to any future intervention to ensure greater sustainability.

CST is currently exploring opportunities to diversify funding for anti-corruption activities in the Africa region that so far has heavily relied on one donor, namely ADA. Concerning South Eastern Europe, the CST and CEB have jointly developed a new component on "Enhancing the Capacity of Civil Society on Anti-Corruption and Good Governance in the Western Balkans" (2018-2019) that will be implemented thanks to funding received from the European Bank for Reconstruction and Development and alongside the Southeast Europe Regional Programme on Strengthening the Capacity of Anti-corruption Authorities and Civil Society to Combat Corruption and Contribute to the UNCAC Review Process.

Recommendation No. 6: CST should mainstream human rights into the project design and embed human rights more firmly in the training curricula.

CST has incorporated human rights into the new ADA project design (including indicators on women and youth) and will embed and implement human rights considerations in the training curricula through modules on the link between corruption, human rights and organized crime. Furthermore, relevant anti-corruption agents, human rights defenders, investigative journalists and whistleblowers will participate in workshops as described in the upcoming ADA project.

Recommendation No. 7: CST should develop a targeted, project-specific communication strategy to better communicate achievements and increase visibility of the project.

A communication strategy was developed by the CST under the guidance of the UNODC Advocacy section. As part of its implementation, the CST launched a Twitter and LinkedIn

account on social media in May 2017 to better engage its stakeholders and increase visibility of its projects.

For more information on the recommendations and the respective follow-up actions undertaken, refer to the Evaluation Follow-up Action Plan.

Yours sincerely,
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EXECUTIVE SUMMARY

Background and Context

This independent final evaluation focuses on the UNODC global programme GLOU68 ‘Looking Beyond: Towards a stronger partnership with Civil Society Organizations (CSOs) on Drugs and Crime’ launched on 2 November 2009 that is a follow up to GLO/J37 ‘Beyond 2008’.¹ The global programme’s objectives are to increase civil society awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant UN legal instruments, standards and norms in crime prevention and criminal justice, and to advance capacity of Member States to implement relevant international conventions and standards and norms under UNODC mandate. As an international convention, the UNCAC calls on Member State governments to increase transparency, improve public access to information and to promote public contributions to the government decision-making process (Article 13), while UNODC considers civil society engagement as an integral part of the fight against corruption promoting confidence-building and constructive dialogue between civil society and Member States. Addressing this mandate, the anti-corruption component of GLOU68, which is the main focus of this evaluation, aims at strengthening policy dialogue and partnership in anti-corruption, building on the synergy between CSOs, Member States and UNODC. It seeks to improve dialogue between Member States and CSOs by facilitating civil society’s effective participation in inter-governmental meetings, as well as to inform and train CSOs on the UNCAC review mechanism, and to support them in their engagement with the Private Sector in anti-corruption efforts. GLOU68 is linked to the Thematic Programme on Corruption (2012-2015) and rooted within UNODC Sub-Programme 7 on Policy Support.

This final in-depth evaluation is a summative evaluation assessing, in particular, the GLOU68 project component “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process,” (ADC Project No. 2678-00),” which aims to strengthen policy dialogue and partnership with CSOs and, as part of the project, CSOs engagement with the private sector (through the private sector Small Grant scheme). Despite its global potential, the project was focused on Africa primarily due to the main donor’s priority countries.

The project is managed by UNODC Civil Society Team (CST) in cooperation with the Corruption and Economic Crime Branch (CEB) and the umbrella civil society organisation ‘UNCAC Coalition’. The project was drafted within the context of Article 13 of the UNCAC, a provision that recognises, however, the importance of contributions of the public to government decision-making processes and the need for active participation of individuals and groups outside the public sector - including civil society - in the prevention of and the fight against corruption. For these purposes, the project provides tailored multi-stakeholder trainings to CSOs with the aim (i) to enhance knowledge and expertise on UNCAC; (ii) to support trust-building between governments and civil society; and (iii) to facilitate civil society participation in inter-governmental meetings.

¹ Cf. UNODC Project document GLOU68 – Looking Beyond: Towards a stronger partnership with Civil Society Organizations on Drugs and Crime (2009)

After six years of project implementation, UNODC has contracted an independent evaluator to carry out the final, in-depth evaluation of the project (following a mid-term evaluation that was conducted after three years). The evaluation was carried out in close cooperation with and under the guidance of the UNODC Independent Evaluation Unit (IEU).

Evaluation Methodology

The evaluation focused on the implementation of the independent mid-term evaluation recommendations covering project phase 1 (1 December 2011 – 31 December 2013) and on assessing the design, relevance, efficiency, effectiveness, partnership and cooperation, impact, sustainability, human rights and gender aspects of project phase 2 (1 January 2014 – 31 December 2016) and was concluded in a time-frame of three months (1 September – 24 November 2016). It involved a combination of desk research, direct observations of the implementation of a project activity, stakeholder interviews as well as an online survey. The interviewed stakeholders included UNODC project management and non-project management staff, project implementing partners, donors, beneficiary governments/ Member States and beneficiary CSOs. Due to time and budget constraints the evaluation did not include a field visit to a beneficiary country but a mission to the Vienna multi-stakeholder workshop in Vienna in September 2016. The workshop presented a good opportunity to meet many beneficiaries in one place that allowed for the observation of the implementation of the workshop at the same time.² The independent evaluator was supported and guided by the UNODC Independent Evaluation Unit in order to mitigate the limitation of only one evaluator. The evaluator interviewed 33 individuals from all stakeholder groups in-person and by Skype/ phone interviews and sent the online survey to 245 stakeholders. The desk review was extensive and included over 100 documents and web-based materials. This methodology enabled the evaluator to triangulate key findings and make recommendations to support the management team of the GLOU68 anti-corruption component.

Main findings

Design: The project’s intervention logic is well-integrated into the mandate of UNODC and is also in line with the respective strategic frameworks of the project years 2011-2016, but it lacks a baseline assessment and a theory of change logic. The inter-linkage of the intervention with other regional and thematic interventions (such as the Regional Programmes for Eastern Africa, Southern Africa, West Africa or the Global Programme for Combating Wildlife and Forest Crime, etc.) remains at a descriptive level at the outset of the project documents and can thus also be improved. Overall the logical framework of the project has significantly improved since the project’s beginning and particularly the previous evaluation in 2013, while outcomes still tend to be fairly wide and impact monitoring is rather unstructured and not producing sufficient systematic, comparable and quantitative monitoring data.

Relevance: The multi-stakeholder workshop trainings for civil society and Member States provided under the GLOU68 anti-corruption component were relevant and valid in meeting the stakeholders’ needs, particularly due to UNODC expertise, role and ‘neutral’ convening power. The project also continues to be relevant in addressing the persisting challenges for CSOs,

² If the workshop had taken place in-country, a field visit to the country where the workshop would have been organized, would have been financed, according to the UNODC project management.

including the perceived ‘instrumentalization’ of CSOs for political purposes, the lack of technical expertise on UNCAC, and the high fluctuation among CSO staff.

Efficiency: In terms of efficiency, the relationship of resources and overall results achieved can be considered appropriate and justifiable.

Effectiveness: UNODC engagement with civil society was effective and has developed considerably through the multi-stakeholder workshop trainings in the project years with the project covering almost the entire African continent in six project years. UNODC facilitation efforts regarding civil society participation at inter-governmental meetings and conferences served to increase knowledge-sharing and relationship-building among civil society, attesting to the project’s effectiveness and success.

Partnership and cooperation: UNODC and its implementing partner UNCAC Coalition have no longer been found to have divergent agendas, indicating that the MoU has helped to improve their partnership and cooperation compared to the findings of the previous evaluation. In addition, the CSO umbrella organisation is still considered the best partner for the implementation of the project due to its wide network and reach. Yet, the procurement process of UNODC has presented a significant obstacle to the successful financial formalization of the partnership, which as a yearly required process has been found to be costly. Interview and survey feedback demonstrated that the coordination with the CEB worked well overall. At times, the implementation of the project activities by CST and CEB was however hampered by various internal factors causing delays that impacted the implementation of the workshop activities. Coordination mechanisms with other UN agencies and field offices that would allow for greater involvement and alignment with other UN programmes do not seem to exist. The procurement process of UNODC has presented an obstacle to the successful continuation of the cooperation with IACA in 2016, which affected the project implementation.

Impact: So far the management structure does not systematically assess behavioural change and impact as a result of the project activities. The provision of data and information on the measurement of medium- and long-term impact at the macro-level thus calls for an improvement. In addition, the focus of the data collection is rather quantitative than qualitative data.

Sustainability: Apart from the UK FCO contribution to the 2016 multi-stakeholder workshop, the resources in the second phase of implementation (2014-2016) have primarily relied on one donor and thus posed a risk to the sustainability of the project. It is, however, noteworthy as good practice that the project team has - already before the end of the activities under this project - established a framework for continued engagement with civil society in another, new region outside Africa and has successfully secured already half of the project budget that was used for the previous Phase 2.

Human rights: Although references are made in the trainings and its curricula, human rights are not systematically integrated in the project design or in the project activities. In particular, the question as to how the legal and policy frameworks and mechanisms (e.g. on human rights, the UN SDGs, the UN Global Compact, etc.) could serve the fight against corruption and the implementation of the UNCAC is not addressed, although it could create greater synergies between the anti-corruption and the human rights field.

Gender/ under-represented groups: The project has successfully reached out to, involved and met its targets regarding the number of female participants in the trainings and of female beneficiaries under the private sector Small Grants scheme. The mainstreaming of a broader, gender-sensitive approach specifically on the effects of corruption on the various under-represented groups, including women, is however missing.

Main conclusions

Design: Based on the desk research, which is corroborated by the stakeholder interviews and the survey feedback, the programmes' intervention logic offers room for improvement, particularly regarding the integration of a 'theory of change' that can turn the log-frame in to an effective management tool.

Relevance: The anti-corruption component of GLOU68 and the CST project to strengthen African civil society addressed important needs and have been relevant in enhancing knowledge and expertise on UNCAC, in supporting trust- and confidence-building between governments and civil society, and in facilitating civil society participation in inter-governmental meetings over the six project years. Since the three obstacles for Member States to engage civil society persist, the objectives of the intervention, including multi-stakeholder trainings, also remain to be relevant and valid in support of the effective implementation of UNCAC across the globe in the coming years.

Efficiency: The results achieved are appropriate and justifiable with a view to the expenditure of resources, while budget planning and income and expenditure tracking leave room for improvement. The cost-benefit ratio of the Small Grants scheme is questionable, whereby training sessions on the engagement of the private sector need to be enhanced.

Effectiveness: The project was overall effectively implemented and met its objectives in training stakeholders from almost the entire African continent (and many beyond) and in facilitating CSO participation in inter-governmental meetings and conferences, increasing knowledge-sharing among CSOs and relationship-building with Member States. Internal and external communication as well as internal knowledge-gathering and –sharing leaves room for improvement, which to date present obstacles to the visibility of the project's achievements and organizational learning.

Partnership and cooperation: The formalised partnership with the UNCAC Coalition has contributed to enhance the partnership and cooperation between the two partners, while the cooperation with the CEB and field offices could benefit from closer collaboration and integration of work-streams as well as joint projects (such as the new 2015 proposal that was jointly developed between CST and CEB).

Impact: Progress monitoring, evaluation and learning (MEL) are not yet systematically undertaken and call for improvement being essential for a more comprehensive evaluation analysis and therefore the success of any future intervention.

Sustainability: Ensuring sustainability will be key to any new project and future intervention. So far the outlined limitations to sustain the project results have not hindered the project management and civil society to create impact in as much as the limited resources allowed, but longer-term sustainability is questionable, particularly if the donor commitment will not be renewed for the African region, while intensified resource mobilization efforts divert valuable human resources of the small CST team from the key objectives of the project. A more diverse funding base and, where feasible, core funding support would offer the project team more flexibility to expand the project's reach to other regions and to innovate, adapt and respond to CSO needs more effectively.

Human rights: The project team has made progress in including human rights sessions in the training curricula, while the project could further benefit from the systematic integration and mainstreaming of human rights in the programme and the project work.

Gender/ under-represented groups: There is a positive trend in the project implementation regarding gender-sensitivity when it comes to involving women in workshop trainings, whilst the project met its set targets. Sex-aggregated data was also sufficiently collected. However, gender is not mainstreamed throughout the project activities, as a consequence of which the effects of corruption on women (but also the various under-represented groups) are, for example, so far not part of the training curricula.

Recommendations

Against this background, the evaluation team proposes the following key recommendations (while the comprehensive set of all recommendations can be found in the subsequent Summary Matrix further below in this text):

- For any new intervention, CST should embed a ‘theory of change’ logic, undertake an a priori baseline assessment (e.g. through a KAP survey³), and align the project with other UN programmes;
- Project management should continue the multi-stakeholder trainings to support the second review cycle in Africa and roll out the project to other regions beyond Africa and the SEE region;
- CST should re-new its formalised partnerships with its implementing partners the UNCAC Coalition, and IACA, and collaborate more closely with the CEB and field offices through deeper integration of work-streams and additional joint project;
- CST needs to invest in more project-specific progress monitoring and evaluation capacity, in the short term, and build one coherent MEL system for CST and CEB on joint activities, where joint CST and CEB data collection is useful, to enhance data analysis, knowledge-sharing and organizational learning, in the long-term⁴;
- CST should design a strategy for future joint fundraising in cooperation with CEB and add local follow up activities as a new, innovative component to any future intervention to ensure greater sustainability;
- CST should mainstream human rights into the project design and embed human rights more firmly in the training curricula.

³ A KAP survey is a baseline survey that is conducted, for example in behaviour-change campaigns to assess **Knowledge, Attitudes and Practices** of the target audience with regard to the issue at stake, combining quantitative data and qualitative information obtained from a relatively small sample of the target population, for instance through questionnaire-based surveys of targeted focus groups, and is therefore a manageable and feasible tool even if human and financial resources are limited.

⁴ Where necessary politically sensitive information can be marked as confidential information that treated confidentially in-house and will not be made publicly available

Lessons learned

Within only six years, a project - such as the one being evaluated herewith – can successfully create a platform for networking, exchange and knowledge transfer for civil society and government representatives from a continent as big and diverse as Africa.

Demand for additional, more practical multi-stakeholder workshop training sessions, interlinking corruption with other international agendas and frameworks, is high among project beneficiaries.

Multi-stakeholder workshop trainings that bring representatives from different regions together were highly appreciated and reportedly already fostered exchange and collaboration and should therefore be replicated, where feasible.

The MoU between UNODC and the UNCAC Coalition, as recommended by the previous evaluation, appears to have contributed to clarifying responsibilities and the common goal of the project implementing partners.

The specific, internal procurement process requirements and the new financial management system (Umoja) of UNODC, as well as the way the procurement process is done within Umoja should be well anticipated by CST, in the short term, and re-assessed together with the procurement unit, in the long-term, to define a functioning and realistic framework providing for a more practical solution - if not even an exception to the rule - to be able to process contracts with implementing partners on time and according to the real status of the partner's organisation (e.g. CSOs as non-private sector 'vendors'), thereby preventing obstacles to the project implementation .

The gap between reality and the perception among project beneficiaries of UNODC capacities to fund local advocacy campaigns and other activities need to be addressed to better manage the relations with project beneficiaries and create more realistic expectations for collaboration.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings ⁵	Evidence (sources that substantiate findings)	Recommendations ⁶
Key recommendations		
<p>Project design/ intervention logic The intervention logic and the log-frame (which has improved since the previous evaluation but still) lack a Theory of Change` logic, while the inter-linkage of the project with other regional and thematic interventions stays at a descriptive level. No baseline assessment was undertaken at the outset of the project, which has made the assessment of the project's impact more difficult.</p>	<p>Project proposal documents, UNODC strategic frameworks, Annual Report, donor reports, interviews</p>	<p>CST should embed in any new project proposal a `Theory of Change` to demonstrate the `bigger picture` of the project; better align and integrate the project into other global, thematic and regional programmes; and undertake an a priori baseline assessment (e.g. on the basis of a KAP survey for any new project to identify the specific needs of a region and tailor the project accordingly to create a more effective management tool.</p>
<p>Relevance The multi-stakeholder trainings were and continue to be relevant, particularly due to UNODC expertise, role and convening power and due to the project addressing the persisting challenges for CSOs (i.e. the perceived `instrumentalization` of CSOs for political purposes; the lack of technical expertise; the high fluctuation of CSO staff)</p>	<p>Desk review, direct observations, stakeholder interviews, survey</p>	<p>In support of the second review cycle, the project management should continue the multi-stakeholder workshops, particularly for those countries under review and broadened to other regions (beyond the African and SEE region).</p>
<p>Partnership & cooperation: The MoU between UNODC</p>	<p>Project proposals and project revisions, including the mid-</p>	<p>It is recommended for CST to</p>

⁵ A finding uses evidence from data collection to allow for a factual statement.

⁶ Recommendations are proposals aimed at enhancing the effectiveness, quality, or efficiency of a project/programme; at redesigning the objectives; and/or at the reallocation of resources. For accuracy and credibility, recommendations should be the logical implications of the findings and conclusions.

<p>and the UNCAC Coalition has contributed to improving cooperation between the partners. UNODC new procurement processes and the new financial system Umoja have presented significant obstacles for the partnership with the UNCAC Coalition as well as the continuation of the cooperation with IACA in 2016, which had affected the project implementation. The implementation of the project activities by CST and CEB was hampered at times due to various internal factors, while structured coordination mechanisms with other UN agencies and field offices that would allow for greater involvement and alignment with other UN programmes, do not seem to exist.</p>	<p>term evaluation report, direct observations, stakeholder interviews, Survey</p>	<p>continue its formalised partnership agreements with the UNCAC Coalition and IACA and to agree with the procurement unit on a practical framework for any future contract, while CST, CEB and field offices should jointly identify opportunities for collaboration and design structured coordination mechanisms accordingly to better align, coordinate and mutually reinforce each other's work.</p>
<p>Impact So far behavioural change and impact resulting from the project activities are not systematically assessed and the focus of data collection is on quantitative data.</p>	<p>Project documents, Mid-/ Annual Progress Reports, Donor reports, Interviews</p>	<p>CST needs to invest in more project-specific progress monitoring and evaluation capacity and systems (either through specialist staff or by contracting external technical MEL project assistance) in order to strengthen the collection of comparable data that allow for a more comprehensive analysis, while building one coherent MEL system for CST and CEB on joint activities, where joint data is useful, to enhance knowledge-sharing and organizational learning.</p>
<p>Sustainability Resources of the anti-corruption component of GLOU68 have relied primarily on one donor between 2014-2016, posing a risk to the sustainability of the project</p>	<p>Programme documents, project documents (including donor agreements and reports), project budget information, interviews</p>	<p>CST should design a project-specific fundraising strategy in cooperation with the CEB and coordination with CPS (by contracting external, technical fundraising project assistance) to attract a wide range of diverse and different donors and add local follow up activities (such as conferences, meetings in</p>

		close cooperation with field offices) as a new, innovative project component to any future intervention (including a budget line).
<p>Human rights Human rights are not systematically integrated in the project design or in the project activities, although references to human rights are made in trainings, but how the legal and policy frameworks and mechanisms could serve the fight against corruption and thus stir legal and policy reform could be emphasised to a greater extent to create synergies between the two fields.</p>	Desk review, direct observations, stakeholder interview and survey feedback	It is advisable to mainstream human rights into the project design (including indicators) and to embed and implement human rights considerations in the training curricula (e.g. on the link between corruption and human rights violations/ Member States' human rights obligations and anti-corruption efforts as well as on the collaboration between anti-corruption agents and human rights defenders, investigative journalists and whistleblowers).
Important recommendations		
<p>Efficiency The relationship of resources and overall results achieved can be considered appropriate and justifiable.</p>	Project material, including financial information provided by project management, stakeholder interview feedback, online survey feedback	It is recommendable for CST to improve the planning of resources in future interventions with respect to the creation of a project-only income and expenditure tracking system for the specific project activities, of a small budget reserve for eventual exchange rate losses to enhance financial accountability; and of a budget line for substantive branches/field offices in support of the needs of civil society towards them.
<p>Effectiveness UNODC engagement with CSOs through trainings was effective and has developed considerably over the project years, with the coverage of almost the entire African continent attesting its success, while UNODC facilitation at inter-governmental meetings</p>	Project material, including trainings-related material; IRG, IRM documents, Stakeholder interviews, Survey feedback	Project management should continue the facilitation of CSOs' participation in inter-governmental meetings as well as its engagement of CSOs through trainings, with the majority of trainings being organised within the respective, targeted region of any future intervention, while training

<p>and conferences served to increase knowledge-sharing and relationship-building.</p>		<p>curricula should put greater emphasis on sessions with practical relevance for CSOs, including on UNCAC-related advocacy and communications, role play exercises as well as specific corruption issues and the link to other international agendas (e.g. human rights, SDGs, Global Compact).</p>
<p>Communication and knowledge management The project has successfully enhanced communication between UNODC and the UNCAC Coalition, yet external communication is not sufficiently informing stakeholders regarding the fact that the multi-stakeholder trainings are part of a greater, multi-annual effort and global project of UNODC, indicating a lack of visibility, whereby internal communication, including knowledge-gathering and -sharing is minimal</p>	<p>Web-based material review, stakeholder interviews Survey feedback</p>	<p>Project Management should develop a targeted, project-specific communication strategy (by contracting external, technical project assistance for communications) to better communicate achievements and increase visibility of the project (including, for example, a CST activity and progress report); advertise UNODC’s Anti-corruption eLearning Course as an avenue for additional online trainings (which would also support the sustainability of the project); and increase knowledge-sharing between CST, CEB and field offices through regular, systemized feedback to provide better informed services to stakeholders.</p>
<p>Working with the private sector The small size of recipients of the Small Grants scheme raises questions as to its costs-benefits ratio and its likelihood of change and impact, while training sessions on the work with the private sector were found to be rather weak.</p>	<p>Project documents, financial agreements with beneficiaries, reports of beneficiaries, donor reports, direct observations, pre-/post tests for trainees, stakeholder interviews feedback, survey feedback</p>	<p>CST should conduct an internal assessment on whether to expand the Small Grants scheme in future interventions to achieve a more cost-benefit balanced and thus justifiable activity with wider implications; increase efforts in including private sector representatives in trainings and provide more in-depth training sessions on the UN Sustainability Development Goals (Goal 16 and 17) and the UN Global Compact.</p>
<p>Gender/ under-represented</p>	<p>Project proposals, Progress</p>	

<p>groups The project has met its set targets of involving female civil society and Member State participants and of supporting female Small Grants beneficiaries. Mainstreaming of a broader approach specifically on the effects of corruption on the various under-represented groups is however missing.</p>	<p>Reports, stakeholder interviews, survey</p>	<p>The evaluation recommends project management to continue its successful outreach and involvement of female participants and beneficiaries; and to mainstream a broad-based approach on women and other under-represented groups into the project training sessions specifically devoted to the effects of corruption on under-represented groups, and gender-related human rights.</p>
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I. INTRODUCTION

Background and Context

Since the adoption of the UN Convention against Corruption (UNCAC) by the General Assembly on 31 October 2003 and its entry into force on 14 December 2005, to date 180 countries have become parties to the only legally binding, global and universal anti-corruption instrument. To review the implementation and to facilitate activities required by the UNCAC, a Conference of State Parties (COSP) was established, which adopted a review mechanism to assist in the implementation of the Convention that started operation in 2010.⁷ As with the ratification of international instruments, the UNCAC's review mechanism as well as local reforms in legislation are Member State-driven processes and as such based on governmental and intergovernmental processes, respectively.

Civil society, in turn, takes up a public watchdog role, promoting transparency and ethical behaviour, while independently monitoring progress and legal initiatives and reform.⁸ According to the collected interview feedback, civil society functions as an important player that can drive public discourse on anti-corruption forward, while contributing innovative ideas to the process. As a growingly influential voice, advocate for the public's interest and innovator, there should be a role for civil society's active and effective participation in the review process bearing the potential to multiply the efforts in the global fight against corruption.

The UNCAC recognizes the role of civil society in combating corruption under Article 13, by calling on governments to increase transparency, improve public access to information and to promote public contributions to the government decision-making process, while UNODC considers civil society engagement as an integral part of the fight against corruption promoting confidence-building and constructive dialogue between civil society and Members States, as evidenced in the CoSP resolution 4/6 of 2011.⁹

The importance of the UNCAC has also been recognised on the highest level, with UN Secretary-General Ban Ki-moon stating that “[t]he United Nations Convention against Corruption provides a comprehensive platform for governments, non-governmental organizations, civil society, and individual citizens [... to advance the] global progress toward ending corruption.”¹⁰ Curbing

⁷ See CAC/COSP 3 Resolutions and Decisions, Resolution 3/1 – Review mechanism (2009), available online at <https://www.unodc.org/unodc/en/treaties/CAC/CAC-COSP-session3-resolutions.html>

⁸ Cf. UNODC, Annual Report 2014 (2015), p. 70, available online at https://www.unodc.org/documents/AnnualReport2014/Annual_Report_2014_WEB.pdf

⁹ The resolution 4/6 on Non-governmental organizations and the Mechanism for the Review of the Implementation of the United Nations Convention against Corruption, adopted at the CoSP during its fourth session (24-28 October 2011), is available online at <https://www.unodc.org/unodc/en/treaties/CAC/CAC-COSP-session4-resolutions.html>

¹⁰ See the UN Secretary-General's Message for the 2015 International Anti-Corruption Day, available online at <http://www.un.org/en/events/anticorruptionday/messages.shtml>

corruption thus demands efforts from all stakeholders, including the public sector, the private sector, civil society organizations (CSOs) and the wider public.

In order to address these needs, the Civil Society Team (CST) of UNODC designed a project together with civil society umbrella organisations and as part of UNODC’s global programme GLOU68 “Looking Beyond: Towards a stronger partnership with Civil Society Organizations on Drugs and Crime” to provide, inter alia, tailored multi-stakeholder trainings to CSOs with the aim to enhance knowledge and expertise on UNCAC, to support trust-building between governments and civil society, and to facilitate civil society participation in inter-governmental meetings.

Global Programme description

The global programme GLOU68 “Looking Beyond: Towards a stronger partnership with Civil Society Organizations on Drugs and Crime” is a follow up to GLO/J37 “Beyond 2008”, which “demonstrated the value of engaging at an early stage with civil society on issues related to implementing ECOSOC and the General Assembly resolutions involving NGOs (example 49/2).”¹¹ GLOU68 is linked to the Thematic Programme on Corruption (2012-2015) and rooted within UNODC Sub-Programme 7 on Policy Support. The global programme’s objectives are to increase public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant UN legal instruments, standards and norms in crime prevention and criminal justice, and to advance capacity of Member States to implement relevant international conventions and standards and norms under UNODC mandate.

The anti-corruption component of GLOU68, which is the focus of this evaluation, aims at strengthening policy dialogue and partnership in anti-corruption, building on the synergy between CSOs, Member States and UNODC. It seeks to improve dialogue between Member States and CSOs by facilitating civil society’s effective participation in inter-governmental meetings, as well as to inform and train CSOs on the UNCAC review mechanism, and to support them in their engagement with the Private Sector in anti-corruption efforts.

Evaluation scope

This final in-depth evaluation is a summative evaluation assessing the ADC Project No. 2678-00: “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process,” component of the UNODC global project GLOU68 which – apart from strengthening policy dialogue and partnership between governments and CSOs¹² - also aims at fostering CSO engagement with the private sector (through the private sector Small Grant scheme).

The evaluation focuses in particular on the implementation of the independent mid-term evaluation recommendations covering project phase 1 (1 January 2012 – 31 December 2013) and assess the design, relevance, efficiency, effectiveness, partnership and cooperation, impact,

¹¹ Cf. UNODC Project document GLOU68 – Looking Beyond: Towards a stronger partnership with Civil Society Organizations on Drugs and Crime (2009)

¹² Civil Society Organizations (CSOs) refer to non-governmental (NGOs) and non-for-profits, including community groups, labour unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations

sustainability, gender and human rights aspects of project phase 2 (1 January 2014 – 31 December 2016). The evaluation was concluded over a span of three months (1 September – 24 November 2016) and was carried out in Vienna and at the domicile of the evaluator.

The evaluation results will be used to derive lessons learned, best practices and recommendations to inform future programming, policy making and overall organizational learning regarding the future partnership between civil society and UNODC.

The main evaluation users are the Civil Society Team (CST) and UNODC as a whole, in particular senior management, the UNCAC Coalition and Transparency International (TI), the Austrian Development Agency (ADA), Member States and beneficiaries.

Evaluation methodology

The final, in-depth evaluation is based on a mixed methods approach, including qualitative and quantitative methods in view of an unbiased and objective approach, triangulating sources, methods, data and theories. Information stemming from secondary sources was cross-checked and triangulated through data retrieved from primary research methods to ensure accuracy and appropriateness. Particularly for the primary data collection a gender-inclusive approach was applied, including observations at the training, face-to-face as well as phone/Skype interviews and a survey.

The evaluation was generally carried out based on a participatory approach, which sought the views and assessments of all parties, including a representative level of women and in particular the Core Learning Partners (CLPs). The CLPs are the core stakeholders who have played a particularly relevant role in the evaluation process. In general, stakeholders included all those who were invited to participate in the face-to-face or phone and Skype interviews and survey, including the CLPs.

To assess whether the learning of training participants has resulted in behavioural change and impact on the ground, Kirkpatrick's training model was used as a methodological approach. In addition, eliciting information on all evaluation criteria and on the implementation of the mid-term evaluation recommendations, a three-tiered approach (consisting of (1) passive data acquisition, (2) active data acquisition & (3) data analysis and reporting) was adopted to carry out the evaluation of the overall anti-corruption component of the GLOU68, including the following:

Passive data acquisition: the documentary review of existing data was performed to (i) present preliminary findings, (ii) establish the evaluation questions and (iii) select the evaluation tools to acquire data. This resulted in the production of an inception report.

Active data acquisition: direct observations and interviews were carried out at the 2016 workshop at UNODC headquarter in Vienna. Subsequently, Phone and Skype interviews were arranged and conducted with the relevant stakeholders that were not available at the meeting. In addition, an online survey was sent to the project stakeholders as listed in the Evaluation ToR as well as to Member States to further analyse viewpoints on the operations of the project and on the implementation of the recommendations of the previous evaluation.

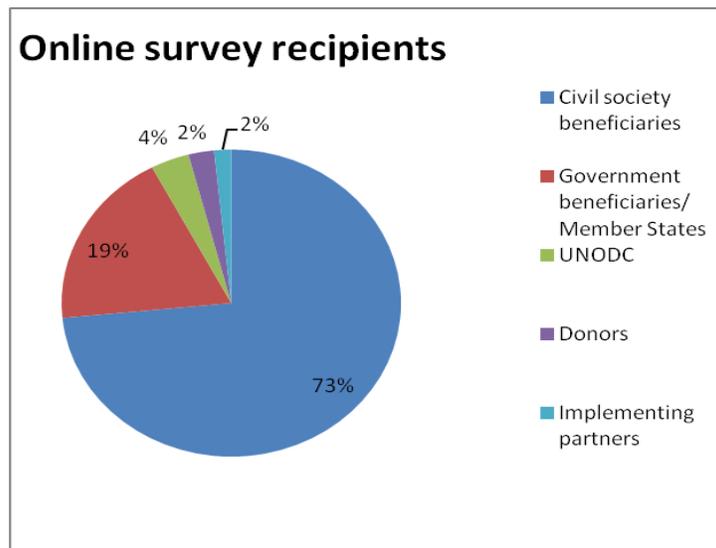
Data analysis and reporting: the evaluation findings were compiled on the basis of the training observations/ the training video recordings, the desk review, the interviews conducted and the survey results. The report’s structure is taking into account the evaluation criteria design, relevance, efficiency, effectiveness, partnerships and cooperation, impact, sustainability and gender and human rights.

Sampling size

The sample consisted of a total of 245 stakeholders, including training participants of the six years of the project implementation (civil society beneficiaries and focal points of member states), as well as all Core Learning Partners (CLPs), UNODC staff and implementing partners, including donors to the project.

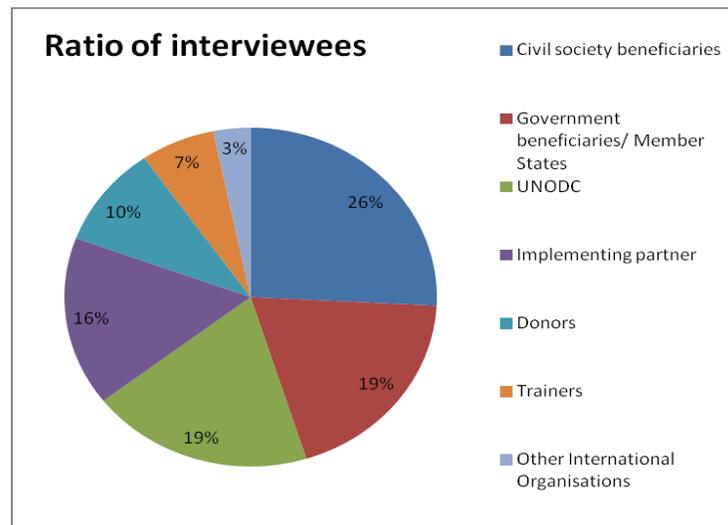
All 245 stakeholders have received the online survey, the sampling of ratio of which is displayed below.

Figure I. Sampling ratio: online survey recipients



On the basis of a participatory and gender-sensitive approach a total of 31 individuals were interviewed (of the 35 individuals contacted) during the multi-stakeholder workshop in Vienna 2016 and afterwards via phone and Skype calls. Of all individuals interviewed, 48% were female and 52% male.

Figure II. Sampling ratio: interviewees



Data collection instruments

Four data collection approaches were used for this evaluation, namely:

1. **Desk review:** UNODC CST supplied a tranche of documentation to the evaluation team for the review at the beginning of the evaluation process and prior to the multi-stakeholder workshop in preparation of the inception report. Additional information was gathered by the evaluation team during the course of the evaluation. A full list of documents reviewed can be found in Annex III.
2. **Direct observations:** in lieu of a field mission to Africa, the participation in the project's last multi-stakeholder workshop in Vienna in September 2016 allowed for direct observations of the project activities in person, presenting an opportunity to meet with beneficiaries from a diverse range of countries and stakeholder groups. Due to interviews scheduled in parallel to the workshop sessions, only a few sessions could be observed by the evaluation team. This limitation was mitigated by the provision of video and audio recordings of the sessions. The observations served to assess whether the findings tally with the desk review and interview data.
3. **Semi-structured face-to-face and phone/Skype interviews:** The interviews were designed to extract qualitative data in the key areas of the evaluation per the ToR and after an initial desk review of the project material. They included the most important outcome question (what has been the key outcome/impact generated by this project) as well as strategic and operational questions (cf. Annex II).
4. **Online survey:** the originally foreseen separate training questionnaire was merged with the planned survey in one larger survey for different stakeholder groups to assess longer-term training results and the strategic and operational views of the widest possible

number of project stakeholders, including civil society and government beneficiaries, UNODC, donors and implementing partners.

Limitations

There were limitations regarding this evaluation. The originally foreseen focus group could not be held at the 2016 multi-stakeholder workshop in Vienna due to the tight conference agenda that had to already take a number of other unexpected, ad-hoc changes into consideration that were caused by speakers late arrival in Vienna as well as the evaluation team's tight interview and observation schedule. To still capture the wealth of detailed information and deep insights of stakeholders, this limitation was mitigated by creating an inviting and confidential environment during the interviews that allowed stakeholders to thoughtfully answer questions in their own words and add meaning to their answers, while giving in addition extensive room for comments in almost all survey sections.

Limitations to the direct observation during the 3 day mission in Vienna, which was caused by the fact that the evaluation team cannot participate in the multi-stakeholder workshop while conducting interviews at the same time, was mitigated to a large extent by the provision of video and audio recordings of the workshop session.

As a particularity, a number of interviewees had been only recently assigned to their new role and have thus been new to the project, including training participants at the Vienna workshop as well as donors. This could however partly be mitigated by interviewing additional interviewees/colleagues and by reaching out to a greater number of training participants as the originally foreseen 180 survey participants. In total, 33 individuals were interviewed in the course of the evaluation, of which 15 were male and 13 female.

Number of respondents to the survey: The online survey was sent to 245 individuals covered by the anti-corruption component of GLOU68 with an adequate response level of 41% (out of 245, 101 responses (i.e. 100 online and one as an emailed hard copy in pdf-format)) whereby the information gathered by the survey can be considered as representative of the pool of stakeholders concerned and involved in the evaluation.

Through the use of the data collection instruments the evaluation team is confident that an appropriate level of information was generated to complete the evaluation as per the Terms of Reference (ToR). The analysis of the desk review material, the semi-structured interviews and the results from the online survey, supplied the quantitative data. The semi-structured interviews, the most important outcome and strategic questions and aspects of the desk review supplied the qualitative data. Both the qualitative and quantitative data is drawn from a cross-section of stakeholder group and individuals within those groups. By applying this mixed, primary and secondary, multi-sourced data against the ToR questions adequate triangulation of data was achieved.

The size and thematic area covered by the project would have warranted a larger evaluation team to simultaneously collect observation, interview, and focus group data. Although project documentation and background information compensated for the fact that only one project site could be visited (the multi-stakeholder workshop in Vienna), a more extensive field mission would have benefitted this evaluation particularly with regards to the collection of data on the longer-term behavioural change and impact. This limitation was partly mitigated through the

involvement of the Independent Evaluation Unit (IEU) in some interviews and the evaluator's deliverables.

II. EVALUATION FINDINGS

Design

To assess the project design the evaluation looked at the intervention logic and logical framework of the project. Based on the preliminary and follow up review of the project material and feedback from the interviews and the online survey, the programme and project's intervention is well-integrated into the mandate of UNODC and in line with the organisation's overall strategic framework. As regards the project design, there is room for improvement regarding the quality of its logical framework including the three outcomes to provide better overall direction.

As to the **intervention logic**, UNODC is mandated to assist States "in the ratification and implementation of the relevant international treaties",¹³ including the UN Convention against Corruption (UNCAC) that entered into force in 2005 and calls in its Article 13 on Member States to raise awareness of corruption and to promote the active participation of civil society, non-governmental organizations and community-based organizations in the prevention of and the fight against corruption. This mandate is mirrored and further specified in 2008-2011 and its 2012-2015 Strategic Framework of UNODC and, more specifically, in the latter's sub-programme 2 on countering corruption, including the prevention of and fight against corruption, as well as sub-programme 7 on policy support and partnerships with civil society.

With its strategic goal to increase public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice, and to advance capacity of Member States to implement relevant international conventions and standards and norms under UNODC mandate, the anti-corruption component of GLOU68 seeks to strengthen policy dialogue and partnership in anti-corruption, building on the synergies between UNODC, Member States and civil society. As a focus of this evaluation and part of the GLOU68 anti-corruption component, the objectives of the project 'Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process' are threefold:

- (i) it seeks to improve dialogue between Member States and civil society by facilitating effective participation of civil society in inter-governmental meetings;
- (ii) to train and inform civil society on the UNCAC review mechanism; and
- (iii) to support civil society in their engagement with the private sector.

As such, the anti-corruption component, more specifically the civil society project under consideration, has evolved in line with the UNODC mandate since 2009, when the UNCAC review mechanism was adopted, providing for multi-stakeholder workshop trainings - including civil society - as a capacity-building exercise to increase knowledge and to facilitate dialogue between the public sector and the civil society sector and more meaningful CSO contributions to

¹³ See UNODC website, About UNODC, available online at <https://www.unodc.org/unodc/en/about-unodc/index.html?ref=menutop>

the inter-governmental UNCAC review process. In this regard **the intervention logic appears to be well-integrated into UNODC the mandate of UNODC and also in line with the organisation's overall strategic framework** for the relevant project years under scrutiny.

Following the preliminary finding, the follow up review of the project material and feedback from stakeholder interviews pointed, however, to some gaps that should be addressed in future interventions, including the lack of a comprehensive description and illustration of the 'bigger picture' in which the multi-stakeholder workshops are taking place, and of how and why the desired, positive change is expected to happen through the project activities. The integration of a theory of change logic to the project could fill and help define the missing middle part between the well-featured and comprehensive project activities and the question of how they will lead to the desired goals through, inter alia, the identification of long-term goals and backward mapping.

Further the lack of a baseline or needs assessment at the outset of a project - as was the case with the project under the GLOU68 anti-corruption component - poses difficulties to evaluations and to measure and evaluate the findings due to the lack of a basis for comparison of the situation before and after the intervention as a critical reference point for assessing change and impact. It is recommended to undertake a baseline assessment before any new intervention to serve as a benchmark for any future evaluation and analysis of whether the change was actually triggered by the activities. Useful sources for future baseline assessments include, for example, official statistics, quality research reports, existing survey results and alike that would help to undertake an a priori, formative situational and stakeholder analysis, also outlining in more detail the specific problem for civil society to contribute more meaningfully to the review process.

The preliminary desk review has found, in addition, that the inter-linkage with other regional and thematic interventions remains in both the programme and project documents at a rather descriptive level with a mere list of related thematic and regional projects without a reference of how complementarities and synergies could be established, maintained and enhanced. Conducted stakeholder interviews and survey responses to the question on potential avenues to strengthen complementarities and synergies have not brought any additional conclusive evidence. The evaluation recognises however that in practice the CST has managed to create synergies to the extent that representatives from related thematic and regional programmes were invited to participate in the project's multi-stakeholder workshops functioning as trainers for the invited stakeholders. Such activities find no detailed reference in the respective descriptive part of the proposals nor in the log-frames and could be better featured in an explanatory way to highlight the project's relevance and interconnectedness with the UN's global fight against corruption and related issues.

The **logical framework** of the GLOU68 programme has significantly improved over the programme years, according to the research conducted during the desk review, including the following three outcome indicators that have been introduced in the project proposal revision of 2013 when the previous evaluation had been conducted:

- (i) improved dialogue between CSOs and Member States on all subject matters under UNODC mandate, including effective participation in inter-governmental meetings and communication with relevant stakeholders;
- (ii) enhanced cooperation between Member States and CSOs through UNODC thematic, global, regional and country programmes on issues related to drugs and crime; and
- (iii) increased level of contribution of CSOs to countries reviewed under UNCAC.

Despite major improvements compared to the 2009 project document, both, outcomes and outputs still tend to be fairly wide, since they apply to all subject matters under UNODC mandate (cf. outcome 1), including not only UNCAC-related work but as far reaching subjects as, for example, drugs, terrorism and human-trafficking. In turn, to better measure key outcomes of the project of this evaluation, indicators such as the following would be more focused: (i) increased cooperation between UNODC and relevant civil society measuring the framework of in place; (ii) activities engaging CSOs in the work of UNODC; as well as (iii) increased cooperation (including dialogue) between Member States and civil society measuring the results of the project activities. Should it be decided to keep the programme outcomes fairly wide - for example to cover the entire range of CSTs activities - it is advisable to at least further breakdown the listed outputs according to the different projects and activities to be able to plan, manage, monitor, measure and evaluate the success of each project individually

Moreover, the outcome 2 outputs are rather relating to drugs and emerging forms of crime and make no reference to the UNCAC work of the CST, while the outcome itself seems to assess outcomes of other programmes of UNODC, including thematic, global, regional and country programmes, the results of which can hardly be attributed to the project component. As previously indicated, dialogue should be considered a form of cooperation, so the indicator would need to be sharpened also in this regard or, alternatively, be merged with outcome 3 (which already covers CSO contributions to countries under review), in order to comply with the suggested SMART indicator approach to enhance the project design and the evaluability.

Overall indicators tend to be rather quantitative and should be supported by additional, currently missing qualitative impact data to turn the log-frame into an effective management tool that guides and helps monitor and evaluate the activities. The log-frame designed for the project proposal level (e.g. for the largest donor of the project), which has greatly benefited from the previous mid-term evaluation feedback, provides much more detailed and specific objectives, outcomes, outputs and SMART indicators, which could inform and serve as a basis for the log-frame of the overall GLOU68 programme.

The project design would have also benefited from a more comprehensive and detailed situational analysis and a risk assessment, including an accompanying mitigation strategy, considering that the project activities are taking place in a politically highly sensitive environment with a persisting building block of countries that are not in favour of engaging with civil society or of civil society participation in the review process. Links with local processes taking the context of the region into consideration, such as region-specific risks or political situations, and articulating ways of catalysing others to take forward replicable trainings also need improvement.

The form of the impact evaluation questions can be seen as too unstructured.¹⁴ Furthermore, the questions do not comprehensively assess impact and also miss out on assessing the third level of the suggested Kirkpatrick's training module evaluation, namely on behavioural change that precedes the fourth evaluation level of impact (while level 1 and level 2 are already assessed by the project team through commendable pre- and post training tests). Further, the lack of a clear indicator on the actual number of interaction

¹⁴ So far project management uses the following four questions to assess impact provided to trainees via email, as opposed to a structured survey, however, with an adequate and recommended lapse of time of six months: 1. Have you or your organization been involved in any way in the country review or have you engaged in any way with your government on UNCAC? If yes, in which way? 2. Since the workshop, have you replicated the training programme or shared the knowledge and information received? 3. What anti-corruption campaigns or advocacy material has your organization produced? 4. Have you approached the private sector in any way on the UNCAC or other anti-corruption activities?

between civil society and Member States and UNODC, as it exists for drug-related and newly emerging crimes, such as smuggling of migrants, needs to be noted as a weakness, as well as the lack of data to illustrate progress against positive behavioural change and impact on the fight against corruption on the ground, which would enable evaluators to assess the long-term results of the trainings.

To conclude based on the desk research which is corroborated by the stakeholder interviews and survey feedback, the programmes logical framework offers room for improvement to turn into an effective management tool. It is therefore recommended to embed in any new intervention a strategic framework such as a ‘theory of change’ to demonstrate the ‘bigger picture’ of the project, while undertaking an a priori baseline assessment for any new intervention to identify and tailor the specific needs of a region to the local needs, and to adjust the logical framework by sharpening the two of the three outcomes (on dialogue and cooperation) to the specific project activities and to better align and integrate the project into other global, thematic and regional programmes (such as the Global Programme for Combating Wildlife and Forest Crime, the Regional Programme for Eastern Africa, for Southern Africa, for West Africa, etc.), while better featuring the key challenges for civil society (e.g. politicised environment) in the risk mitigation strategy (as a risk rather than an assumption).

Relevance

According to the desk review, direct observations during the September 2016 multi-stakeholder workshop, feedback from stakeholder interviews and from the online survey, the programme and project addressed important needs, while the objectives and activities of the anti-corruption component of GLOU68, including the capacity-building exercise for African (and other benefiting) stakeholders, have been relevant and remain to be relevant to beneficiary Member States and CSOs. Despite its successes (which will be further elaborated on below in this text in the chapter on effectiveness), the project has so far been limited primarily to one region in the developing world due to correlating donor priorities, carrying however a great potential for a roll-out to other regions (even beyond the already agreed upon and newly targeted South Eastern European region, which will be a focus region for the next two years as of September 2016). In sum, it is advisable for UNODC to continue engaging the increasingly important and vocal civil society sector in the coming years, while broadening the scope of the multi-stakeholder workshop trainings.

According to interviewed stakeholders, the growing strategic relevance of UNODC civil society work in general is also supported by the recently approved change in the organisational structure separating the CST from its original location within the Advocacy Section of the Division for Policy Analysis and Public Affairs (DPA) as an independent team with a new, direct reporting line to the DPA Director.

The interviews and survey feedback revealed, in addition, that primarily three reasons present, and continue to present, barriers to civil societies’ effective participation, including (i) the perceived politicisation and “instrumentalization” of non-governmental organisations that are perceived to be opposition-led with the sole aim to overthrow government hindering a credible partnership; (ii) the lack of technical expertise on UNCAC and the review mechanism hindering a meaningful engagement (this statement was particularly made in reference to the previous chapters under review, including Criminalization and law enforcement (Chapter III) and International cooperation (Chapter IV); as well as (iii) high fluctuation in staff in civil society organisations, particularly where expertise is/was available hindering a reliable partnership.

UNODC trust-building activity that provides technical expertise to an increasing number of CSOs therefore seems to be the right tool to address these obstacles.

Findings from the desk research, interviews and the survey corroborate that UNODC has bolstered the capacity and engagement of civil society under this project, especially in Africa, by delivering tailored trainings on UNCAC and its review mechanism, and supports CSO engagement in inter-governmental meetings providing the necessary platform and tools to them to work constructively with their governments on UNCAC implementation. As such, UNODC has fully met the needs of civil society by addressing the three persisting gaps outlined above through a continuous trust-, confidence and capacity-building exercise for civil society as well as Member States that drive the UNCAC process. This analysis is also confirmed by the majority of interviewed training participants across the board and is reflected in the survey results: respondents consider the UNODC trainings conducted to a large or some extent (i) to have been relevant, valid and the right tool to enhance their UNCAC expertise (CSOs 90%; government 100%), (ii) to turn civil society into a credible and knowledgeable partner on UNCAC for their governments (CSOs 85%, government 88%); (iii) to facilitate civil society participation in inter-governmental meetings (CSOs 69%, government 88%); and (iv) to build trust between civil society and government (65%, 88%).

The **objectives of the project also remain to be relevant** and valid considering the remaining building block of countries opposing civil society participation in inter-governmental processes, considering that not all CSOs are trained on UNCAC and its review mechanism, and considering the high fluctuation in knowledgeable CSO staff prevails pursuant to the stakeholder feedback. In addition, while many countries have finalized the first review cycle on the UNCAC's Chapter III on Criminalization and law enforcement and Chapter IV on International cooperation, the second review cycle has just begun in 2015 focusing on new areas, including Chapter II on Preventive Measures and Chapter V on Asset Recovery. While asset recovery is a highly technical area, interview feedback revealed that there is a greater role for civil society particularly with regards to Chapter II on preventive measures.

In addition, interviewees considered UNODC to have the **comparative advantage** to be able to deliver targeted and tailored interventions, while at the same time being in the unique position as a “neutral door opener” with convening power on “neutral territory” bearing a great potential for building trust and confidence and for the facilitation of constructive dialogue and cooperation between the two stakeholders with at times diverging agendas, which was found to be of particular relevance where the relationship between government and civil society is politically sensitive and tense.

Against this background, the evaluation concludes that the anti-corruption component of GLOU68 and the CST project to strengthen African civil society addressed important needs and has been relevant in enhancing knowledge and expertise on UNCAC, in supporting trust- and confidence-building between governments and civil society, and in facilitating civil society participation in inter-governmental meetings over the six considered project years. Since the three obstacles for Member States to engage civil society persist, the objectives of the intervention, including multi-stakeholder trainings, also remain to be relevant and valid in support of the effective implementation of UNCAC across the globe in the coming years.

In support of the second review cycle, the evaluation recommends to continue the trainings to train new and already trained stakeholders on the new chapters (Preventive Measures and Asset

Recovery) – and by so doing, also addressing the continuing high fluctuations in CSOs’ staff to ensure institutional knowledge -, while also broadening the regional scope of the multi-stakeholder workshop trainings to other regions (beyond the African and SEE region to use the potential of the training’s global reach as a global instrument) with a particular, strategic focus on those countries currently under review.

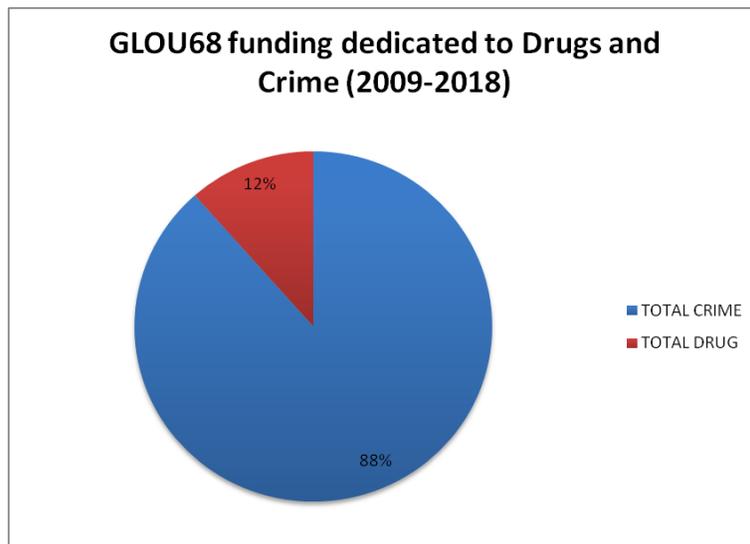
Efficiency

Project resources

In terms of efficiency, the triangulation of data revealed difficulties in the collection of project specific data for the GLOU68 anti-corruption component, which can be explained by UNODC overall budget management and the cost-sharing of different initiatives. Thus a breakdown of the project expenditure of the funds devoted to the specific anti-corruption component for the project years under question was not available, as UNODC Financial Resources Management Service (FRMS) only issues annual financial statements for the entire GLOU68 project. In addition, specific data on income and expenditure on the project years were recorded under two different financial systems as a consequence of the introduction of the Umoja system in October 2015. Access to and training for Umoja has been performed with a great delay at a later stage, while the financial statement regarding the 2015 income and expenditures has been released only in November 2016. Moreover, the management of the project, the funds and grants has been re-designed internally, which reportedly created a gap in merging the financial data of both systems and in ensuring a more efficient income and expenditure tracking. Notably, however, upon request, the CST provided as much additional data as possible to fill the gap, which allowed for the following analysis that is based, in addition, on data stemming from stakeholder interview feedback and the online survey. With these limitations in mind, the evaluation comes to the conclusion that **the relationship of resources and overall results achieved can be considered appropriate and justifiable** (despite the lack of a breakdown of data on the spending of the funds on the specific project activities, including trainings, conference and advocacy, campaigns and communications).

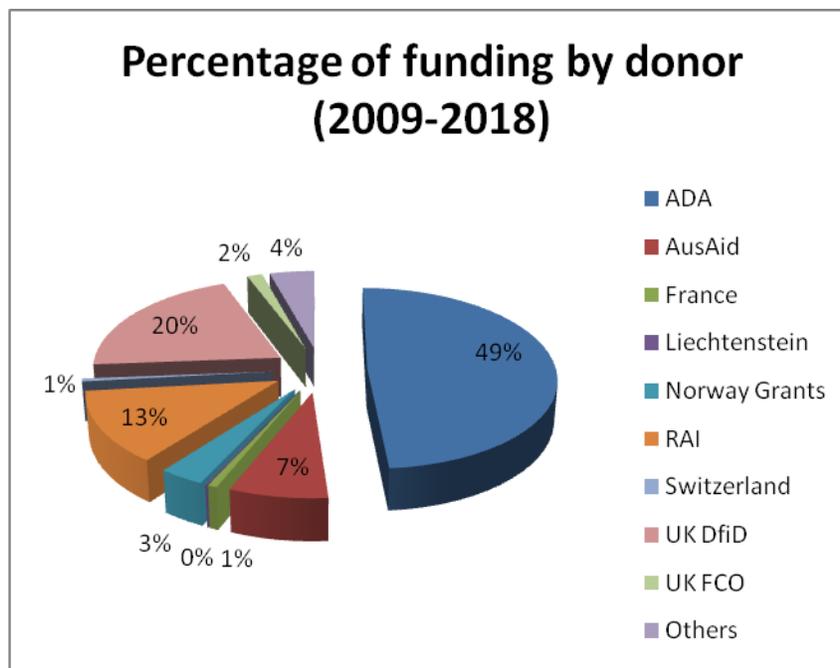
In general, the income of the anti-corruption of the GLOU68 is dedicated to 88% to the crime-related as opposed to the drug-related work of UNODC (see figure IV. below on the ration of the drugs- and crime-related work of UNODC).

Figure III. Total income of the GLOU68 programme



Since its kick-off years 2009/10 until to date (i.e. including the years 2017-2018, for which funding is already secured to support project activities in the SEE region) the module is entirely financed by 10 different, primarily European external sources (with the exception of the non-European donor AusAid) without any significant contribution from core funding (see figure VI below on the resource ratio for all project years).

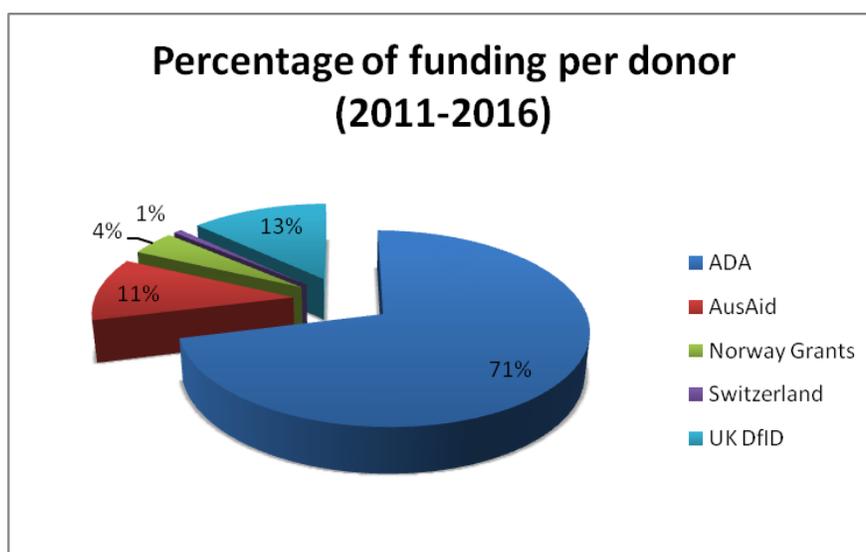
Figure IV. Overall resources of the GLOU68 anti-corruption component (by donor, since the project's existence)



The Austrian Development Agency (ADA) has so far been the largest donor of the project having financed almost half of the activities implemented (and being implemented in the two project years to come in the new SEE region), followed by the UK's Department for International Development (DfID), which has been instrumental in the project kick-off phase in 2009 and 2010, having supported – compared to other income sources – a total of 20% of the project's activities.

If looked at the project period under consideration of this evaluation (2011-2016), the implementation of the numerous activities¹⁵ as possible thanks to the financial support of five donors, including the ADA, AusAid, Norway Grants, the Swiss government and the DfID (see figure V below on illustrating the ratio of resources for the relevant evaluation period per donor). Also in this regard, ADA remained to be the largest contributor with 71% of funding, having financed activities throughout the entire project period and with consistent, almost equally distributed shares over the two different project cycles 2011-2013 (Phase 1) and 2014-2016 (Phase 2), which led to an Africa focus of the project along the lines of the donor's priority countries (although, notably, CSOs from other regions have reportedly showed interest in trainings as well attesting to the large potential of the project).

Figure V. Resources of the relevant evaluation period (by donor, six project years)



The project activities over six years covered nearly 90% of African countries (48 in total) with 180 individuals from 170 African CSOs/NGOs being trained and brought up to speed on the UN Convention against Corruption (UNCAC) and its review mechanism, which accounts for the level of success regarding resource inputs considering that the ADA with its priority focus on Africa remained to be the largest donor over the project years. Compared to all other regions, almost 65% of trainees came from Africa¹⁶ with a slight

¹⁵ The activities include the multi-stakeholder workshop trainings, the organization of conference side-meetings, the awards under the private sector grant scheme, and advocacy campaigning and communications.

¹⁶ Despite the fact that this project focused primarily on Africa, UNODC trainings attracted, in addition, many Asian participants especially in the Malaysia workshop, which took place along-side Transparency International's global 'International Anti-Corruption Conference' (IACC) in February 2014, as well as Eastern Europeans, a great number of which have participated in the last project workshop in Vienna in

increase of trainees from other regions in the project Phase 2, which may be due to the fact that only one workshop was organised in Africa (as opposed to two in the previous project phase).

Further, the triangulation of data illustrates a significant income drop from the project Phase 1 (2011-2013) to Phase 2 (2014-2016) by more than 30%, with four donors discontinuing their funding, including Australian Government Aid (AusAid), Norway Grants, UK DfID and Switzerland, that amounted to half of the project funding (compared to the other half that ADA contributed in Phase 1). The discontinuation can be explained by changes in donor priorities and partly due to the fact that the contribution was earmarked for a specific multi-stakeholder workshop. It is, in addition, noteworthy that the UK has re-joined the group of donors (through its FCO grant scheme) for the new project activities that have just commenced in September 2016.. However, the dependence on one donor source in project Phase 2 is problematic; having posed a risk to the sustainability of the project (more details on this aspect can be found further below in this text under the Chapter on Sustainability).

Triangulated stakeholder feedback regarding the distribution of the project budget indicates that 70% of the project management team respondents found that the budget allocation for travel and events were sufficient to achieve the intended results (i.e. to train civil society, to facilitate civil society participation in inter-governmental meetings, to support civil society in engaging in the private sector). Findings from the desk review support this, as the figures proposed in the different project proposals and the reported expenditure for trainings, including training materials, remained more or less the same over the project years. In turn, half of the respondents expressed the opinion that the budget allocation for staff, training material, communications and for the partnering branches (including CEB, regional and other substantive offices) were not sufficient to achieve the intended project results under the project cycles from 2011-2016. Particularly the latter point was raised a number of times with a view for CEB to be in the position to provide for and respond on a more immediate and continuing basis to the needs of civil society in terms of information, services and materials requested by the stakeholders, particularly surrounding the CoSP. Interview feedback and findings from the desk review confirm staff shortages and limited internal and external communication, which are partly linked to the former. In this regard, the second permanent CEB staff was reduced during the project years, while field office have only been considered in the budget with one month salary to contribute as trainers to the trainings exclusively, rather than in addition to align work-streams, to coordinate outreach to local stakeholders and follow-up activities or monitoring of impact on the ground. To address these concerns and apparent needs of civil society, the evaluation recommends considering to strategically devote resources to a second permanent staff member in the CST team and to provide budget lines also for the partnering branches and field offices, to elaborate a joint fundraising strategy and to undertake joint and coordinated resource mobilization activities (for more details on the partnership and cooperation, refer to text further below on the issues).

Working with the private sector

To raise awareness on UNCAC and its implementation among the private sector, UNODC successfully launched the Small Grants scheme to encourage African CSOs to target in particular Small and Medium-sized Enterprises (SMEs) in 2012. On the basis of triangulated desk review and interview feedback data, the evaluation found that **the grant scheme is generally managed**

September 2016 (that is partly covered by a new project, which is not considered by this evaluation).

by the CST in an exemplary manner, including a widely advertised call for proposals, detailed accompanying guidelines for the application process, clear eligibility criteria and an effective applicant selection process including an evaluation committee of four individuals, of which three are UNODC staff and also meeting its gender-related targets. Considering its small scope in terms of budgets awarded (USD 5.000), the small number of recipients (in total 16 African CSOs in the project Phase 2 of a total of USD 80.000) and the short implementation period (approximately 6 months), it is however questionable whether the relatively small scale of the scheme warrants the time invested in the process given limited human resources within the CST.

Despite its limited scope, the triangulated **data evidences** impact particularly with regards to an **increased understanding and awareness among the SMEs** engaged on corruption, the UNCAC and its review mechanism as well as to a sustained interest of the private sector in the process. Previous doubts and misconceptions among private sector representative towards the CSO intervention and the CSOs role in the process could successfully be overcome, while the activities empowered CSOs to multiply their work and knowledge within the local communities.

Good practice:

The field visit of UNODC staff was overall found to be very useful for MEL purposes and should therefore be replicated, if the Small Grants scheme will be continued.

In terms of **other opportunities for UNODC to support civil society in engaging with the private sector**, the training sessions on private sector involvement have been found to be rather weak, according to workshop observations and interview and survey feedback. Both findings from the interviews and the survey show the clear need for more in-depth expertise-sharing with and possible involvement of private sector representatives in the workshops.¹⁷ As anti-corruption is firmly established in the UN Global Compact,¹⁸ training sessions specifically on its 10th principle could encourage private sector representatives to participate in UNODC efforts to promote the implementation of UNCAC. Similarly, training participants reported high interest in more in-depth knowledge on the UN Sustainable Development Goals (SDGs) and more specifically Goals 16 and 17 to help frame the local anti-corruption work in other international activities. Further UNODC and UNDP field office could assist in the outreach and involvement of local private sector representatives (for more details on the partnership with field offices, refer to the chapter on Partnerships and Cooperation further above in this text).

On the basis of the desk research of the beneficiary reports and triangulated feedback from the interviews and the survey, it can be concluded that the activities of the 16 African CSOs financed

¹⁷ This would also help the trainings to live up to the claimed multi-stakeholder approach that was already recommended in the previous evaluation. The evaluation acknowledges however that, according to triangulated data, the outreach and involvement of the private sector in the workshop trainings, despite the recommendations of the previous evaluation, has been found to be rather difficult in practice for lack of interest on the side of the private sector and lack of contacts on the side of the project management team.

¹⁸ As the largest corporate sustainability initiative in the world and one of the UN's main interfaces with the business community, the UN Global Compact carries a great potential in reaching out to the private sector.

by the scheme are - despite its limited scope in terms of resources awarded, the short implementation time per grant and the short operation of the scheme – appropriate and justifiable. However, triangulated data also pointed to the necessity to undertake better budget planning before project activities start, in order to prevent that the private sector grant or other project activities have to be dropped. This has been the case for the fifth round of the private sector small grant in 2016, which can be explained by unforeseeable exchange rate losses.

Regarding the private sector work conducting an internal assessment on whether to expand the small grant scheme in future interventions to achieve a more cost-benefit balanced and thus justifiable activity with wider implications is recommended. As a small-scale grant with a small number of recipients of relatively small grant amounts, an internal assessment should weigh the anticipated impact against the number of staff involved in the selection process (including days to invest and daily units to use). In order to make an informed decision, it will also be important to take the context of the operations of the small CST team into account and, in particular the fact that the limited human and financial resources invested in the Small Grant scheme selection process will not be invested in the required and strongly suggested additional MEL, fundraising, communications and internal coordination activities with CEB and field offices to mutually reinforce UNODCs and UN agencies work. Despite its arguable impact, the evaluation findings have pointed to too little impact compared to the time and human resources invested by CST, including a relatively over-designed election process including even an election committee, which has, however, overall been found exemplary. Given the correlation between cost and benefit/awards and impact, the greater the number of grantees and amounts awarded, the more justifiable the time and human resource investment of CST will become. Otherwise, the CSTs limited human and financial resources should rather be invested in more MEL, more communications, more fundraising, and more coordination work with CEB and field offices.

Moreover, it would be advisable to better integrate into the project other, related UN frameworks and areas of work relating to the private sector by further developing the provided UNDP training sessions on the work with the private sector and in particular on Goal 17 of the SDGs and the Global Compact, which carry a great potential to strengthen complementarities and synergies with other UN programmes, while also increasing efforts to include private sector representatives in the multi-stakeholder workshops (in close cooperation with field offices).

Overall, it can be noted that the project financing was so far primarily oriented towards African countries (with some few exceptions of CSOs of other countries being trained in side-meetings of global conference). The number of supporting sources seems to have reduced over time, while exchange rate losses have resulted in the reduction of project activities that aimed at increased stakeholder engagement (CSOs/private sector). In the meantime however, a new project focusing on the Balkans commenced the implementation of its project activities at the 2016 multi-stakeholder workshop (while the project was officially launched already in December 2015).

It is recommended to improve the planning of resources in future interventions with respect to (i) the creation of a project-only income and expenditure tracking system for the specific project activities to enhance financial accountability; as well as (ii) the creation of a small budget reserve for eventual exchange rate losses and other eventualities; (iii) the creation of a budget line for substantive branches/ field offices in support of the needs of civil society towards them.

Effectiveness

To address questions to what extent the GLOU68 anti-corruption component and the project strengthening CSO in particular in Africa have been effective, the evaluation set out to examine three aspects: (i) the multi-stakeholder workshop trainings provided; (ii) the facilitation of civil society participation in conferences such as the CoSP; (iii) the interaction between UNODC and civil society through the created and used communication tools, whilst the primary focus of this evaluation remains on the trainings conducted, including the project's second phase between the project years 2014 to 2016 that have not yet been evaluated.

According to the triangulation of the collected data, the GLOU68 anti-corruption component and, more specifically, the project to strengthen CSOs in Africa on UNCAC, have overall effectively implemented a range of activities for the project's target countries and beyond. They have enabled capacity-building, created an enabling environment for trust-building between Member States and civil society, and facilitated confidence-building in civil society, reaching in sum a high number of to date 286 CSOs worldwide. This has contributed to resulting, inter alia, in dialogue and collaboration between CSOs and Member States as well as invitations to collaborate in the future. Outreach to and involvement of the private sector in the trainings, despite the recommendation of the previous evaluation, has been found to be rather difficult for lack of interest on the side of the private sector and lack of relevant contacts on the side of the project management team pursuant to the desk review and stakeholder interviews.

Multi-stakeholder workshop trainings

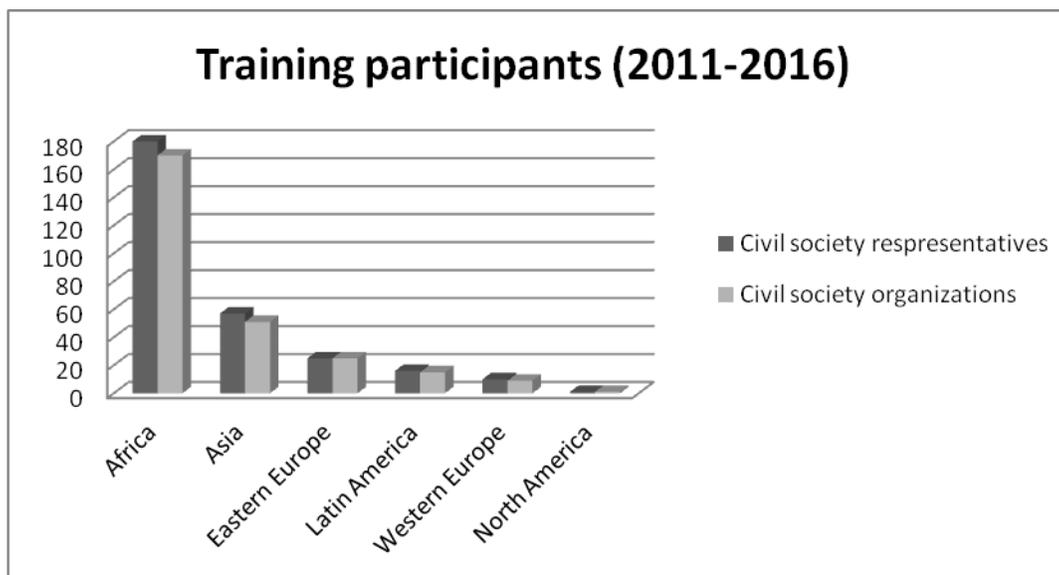
In detail, the desk research unveiled that **the engagement of CSOs with UNODC has developed considerably** over the project years under scrutiny. In terms of outreach, the project can clearly be considered a success story having covered almost 90% of Africa (89%), including the project donor's priority countries (including Burkina Faso, Ethiopia, Mozambique and Uganda), by having trained, at least, one civil society organisation in a total of 48 (out of the 54) African countries (excluding only non-signatory countries, such as Chad, the Equatorial Guinea, Eritrea, as well as Lesotho and Sao Tomé and Príncipe, and the dependent territories La Reunion, Mayotte, St. Helena and Western Sahara, which should be reviewed under the French and UK review respectively).

Map 1. Geographical reach of UNODC trainings for civil society organisations



The project's geographical reach (displayed on Map 1 above) has thus been extensive, not only reaching but also exceeding the project's targets, also taking into account that civil society representatives from other regions have also been trained throughout the project duration (see Figure III. below indicating the numbers of CSO training participants reached by region).

Figure III. Civil society representatives reached with UNCAC trainings by region



Moreover, the number of trainings conducted was consistent over the two project phases with six workshops having been conducted in the years 2011-2013 (Phase 1) and five in the years 2014-2016 (Phase 2) with an average of 2.5 training days per training. Consequently, slightly less training days were devoted overall in the second phase (12.5 days in Phase 2 versus 15 days in Phase 1). Most trainings took place outside Europe in Phase 1 (4 out of 6, including in South Africa, Brazil, Senegal and Panama), while Phase 2 saw most trainings in Vienna (3 out of 5, with the two taking place in Malaysia and Ethiopia) with cost-effectiveness remaining to be at a comparable level.

The desk review delivered also sufficient evidence pointing to the phenomenon that all three African trainings reached the highest numbers of participants overall. At the same time, the same three African trainings also reached a significantly higher number of African participants with 102 in total (of which 4 attended two African trainings, i.e. 98 individuals) compared to all other seven workshops, including the five workshops in Austria, one workshop in Brazil, and one in Malaysia taken together that were only attended by 84 African participants.¹⁹ Hence, there is a notable tendency that the workshops in Europe and Asia did not attract as many African stakeholders. The evaluation therefore concludes that African CSO participation at trainings is generally higher, when workshops take place on the African continent, while – according to the mid-term evaluation - the overall costs of the training remain more or less the same whether the workshop takes place in Austria or abroad. Thus, the desk review indicated that in-country training workshops on the UNCAC and its review mechanism reach greater number of stakeholders if being arranged in Africa as opposed to at UNODC headquarters in Vienna or other international destinations abroad.

Overall, the South African training was most successful in terms of numbers of participants, especially of having encouraged participants to attend a workshop in the years

¹⁹ Noting that data on the Panama training was not provided (due to lack of gathered data) and thus not taken into consideration, which however may not be relevant for or impact this finding.

to follow (4 repeaters) and also in terms of encouraging de facto the highest number of females among civil society participants in Phase 1 (22% in total of all participants).

Good practice:

The South African workshop therefore appears to be good practice training example due to reaching the highest number of African participants overall and the highest number of women in the project Phase 1, the specific conditions of which may be further elaborated on for learning purposes and its potential replication.

In terms of the training content, both stakeholders - civil society and Member States - rated the presentation of CSOs with experience of the UNCAC review as most useful compared to the other offered training sessions (such as the preparatory session for CSOs, the session on substantive provisions, the presentations of governmental focal points with experience). In addition, for civil society the sessions with greater practical relevance, including for example the presentations on national, regional and global advocacy and communication and how to contribute to the country report or draft a parallel report, were found highly useful, while the session on working with the private sector sticks out as improvable (with 21% considering the session as too basic or not useful). In addition, more and more in-depth trainings and more time for exchange during the trainings was recommended and can be supported by the observations undertaken during the last workshop training in Vienna. Other than CSOs, three quarters of the Member States found the session on working with the private sector useful or highly useful. In general they preferred sessions with more practical relevance that came out as most useful, particularly the role play exercise (see related photo on this page, Title: UNCAC role play exercise; Source: UNODC), in which civil society and focal points switch roles as well as the presentation on the specific links between corruption and related areas (e.g. environment, UN SDGs, etc.).



A similarly positive picture can be drawn from the desk research and the stakeholder interview feedback on the follow up activities of CSOs. Of all the trained CSOs between 2014 and 2016, a total of 67% of the CSOs worldwide compared to an even greater percentage of 70% of African CSOs, having participated in one of the five workshops, have undertaken follow up steps subsequently to their training. Moreover, more than every second African CSO that has taken part in UNODC trainings on UNCAC reports to have replicated the training and/ or to have conducted advocacy and media campaigns, which all in all corroborates the assumption that trained CSOs,

particularly those from the African continent, had the opportunity, or have used the opportunity, to contribute with their gained knowledge on UNCAC to the UNCAC implementation review mechanism and their local fight against corruption.

According to interviews and observations by the evaluation team, the overall satisfaction level with the organisation surrounding the multi-stakeholder workshop training at the Vienna International Center (VIC) in 2016 was lower compared to the high satisfaction levels toward the trainings and their content and previous satisfaction levels that have been exceedingly high according to the previous evaluation. In this context, participants highlighted in particular the last minute changes in the programme, reported visa issues, hotel changes and partly late arrival times (that impacted to some extent speaker's contribution schedule). Notably, most of the delays can be explained by the increased, required internal coordination efforts among the different departments involved as well as the political sensitivity surrounding the review process encountered this time.

In addition, the new procurement processes of UNODC have posed significant obstacles to the implementation of the project activities in the year 2016 according to triangulated data, particularly with a view to holding the multi-stakeholder workshop at the premises of the implementing partner IACA, as originally planned and agreed, which caused delays and obstacles for the organisation. The new system was also made responsible for the major delay in being able to formalise the partnership with respect to the other implementing partner, the UNCAC Coalition. The contract for the joint whole 2016 activities with the UNCAC Coalition could consequently only be issued on time before the project activities commenced, but only late in the year in autumn of 2016. The success of the 2016 multi-stakeholder workshop despite these obstacles is owed to the flexibility of both partners and the coincidence that the training activities took place towards the end of the year. Whilst any anti-corruption initiative needs to live up to transparency and accountability standards, the intricacies of the new public procurement should not pose a risk to the project activities overall and needs to be well-planned and integrated into any future intervention.

Nevertheless, the evaluation also highlighted the lack of involvement of the private sector and the potentially expandable role and interaction between the CST and local field offices and local anti-corruption advisors on the ground, respectively (for recommendations on how to involve the private sector, please refer to the chapter on 'Efficiency – Working with the private sector' further above in this text). They generally play a crucial role in raising awareness about UNCAC, while their local knowledge and expertise appears to be under-utilized with regard to the local engagement of civil society in UNCAC and its review mechanism (more details on these two particular issues can be found in this text under the Partnership and Cooperation chapter and the chapter on Working with the private sector).

When asked how else (other than by trainings) UNODC could support the survey respondents in fighting corruption, most civil society organisations and Member States recommended considering whether UNODC can play a greater role for civil society in delivering technical support for the actual implementation on the ground, acting (i) as a facilitator for additional trainings and more in-country trainings to reach a greater number of civil society representatives and to create an additional platform after the trainings for government and CSOs; (ii) as a more active pressure point summoning the government regarding progress made in anti-corruption initiatives; or (iii) as a 'resource mobilizer', reinstating the private sector small grants programme. It is noteworthy that the feasibility of the implementation of

these recommendations will depend on additional resource mobilisation, carrying however the potential to elevate the project to the next level.

Facilitation of civil society participation in inter-governmental conferences

Regarding **UNODC facilitation of civil society participation in inter-governmental meetings** and conferences, the evaluation findings could be triangulated regarding the feedback that it **served** effectively those CSOs, that have already participated in a CoSP or a side-meeting, particularly **in increasing knowledge-sharing opportunities during and after the events and in building relationships** with other CSOs (notably half of the respondents to the survey and even more interviewees have not yet participated in an inter-governmental meeting). Almost half of the polled Member States, in turn, found that UNODC facilitation served primarily a knowledge-increase of CSOs in the UNCAC review mechanism. Among civil society only every fifth respondent is of the opinion that the facilitation helped in building relationships with government representatives so far, while Member State turned out to be more optimistic with every third respondent believing that UNODC assists successfully in the relationship-building to CSOs, indicating the need to increase UNODC facilitation efforts in inter-governmental conferences.

Communication and knowledge transfer

The project has also successfully enhanced **communication** between civil society and UNODC and the UNCAC Coalition. Triangulated data points out that particularly the CSO database maintained through the project as well as the website, including the web-stories, have to a large or some extent contributed to more effective communication and outreach, according to three quarters of the interviewed and polled stakeholders.

Yet according to the triangulated data, the visibility about the multi-stakeholder workshop trainings being part of a greater, multi-annual effort and global project of UNODC is not sufficiently reaching and informing participating Member States/policy-makers and civil society representatives. The project management should therefore consider developing a more targeted communication strategy using a variety of media platforms (including increased social media use) to better communicate the project achievements, while also considering the drafting of a CST activity and progress report that would assist in increasing visibility and in supporting resource mobilization.

A good indicator of whether and to what extent the website content reaches an audience is measuring the traffic on the website and the number of hits from time-to-time (for instance with freely available website analytics and traffic measurement tools). The same accounts for the effectiveness of other social media used by the CST, including Twitter. Meaningful data indicating the actual reach of the project may, however, only be gathered, if CST were to create its own, project-related Twitter account (in addition to the UNODC account) that would require regular maintenance. Notably, almost half the respondents did not know about, or found the CSO Mailbox only to a minor extent or not at all effective for the communication between civil society, on the one hand, and UNODC and the Coalition, on the other hand. If further maintained, it is advisable to enhance the visibility of the CSO Mailbox tool and to equip it with effective guides and focal point information to enhance the efficiency and responsiveness to civil society

inquiries. Furthermore, it is also advisable to build additional, project-specific human capacities for the needed website overhaul and a strengthened stakeholder outreach (e.g. through additional and more widely translated web-stories), which should both be considered in any future resource mobilisation effort.

Noteworthy regarding **external communication** and perception, particularly during the interview and survey stage of the evaluation, it became clear that a number of project beneficiaries have a distorted perception of UNODC as a wealthy organisation with financial capacities to fund local advocacy campaigns and other activities. It is therefore advisable to design a clear and effective communication strategy, inter alia, to explain UNODC capacity limitations to beneficiaries in order to manage the relations with the project's beneficiaries and to create more realistic expectations for collaboration. A similar need for improvement exists regarding **internal communication**. More than one quarter of the surveyed project management respondents said that they do not know whether the adoption of a multi-stakeholder approach, the formalisation of the partnership with the UNCAC Coalition, or the trainings for CSOs on the private sector had improved following the recommendations of the previous mid-term evaluation (as opposed to more than 30% who believed they did to a large extent). The situation is even more apparent when looked at the recommended mission to Africa that was meant to improve the monitoring and evaluation of the project with more than 50% of the project management respondents revealing the lack of information sharing.

The evaluation could not establish whether the project has enhanced UNODC knowledge about civil society in fighting corruption. The desk review findings and interview feedback reveal that increased **knowledge-sharing** between CST, CEB and field offices would be appreciated to better integrate and align UNODC activities and to provide better informed services to its stakeholders. In this context, the integration of the websites of the Anti-Corruption Regional Platforms into the UNCAC Coalition website could add value to the current knowledge management structures, as providing one official centralized platform for civil society. In turn, the **knowledge transfer** from UNODC to the multi-stakeholder workshop participants over the years is appreciated with 67% of the survey respondents and interview feedback expressing that the project managed to help share good practice among civil society and other stakeholders to a large and some extent.²⁰ Stakeholder feedback also pointed to the possibility of using UNODC Anti-corruption eLearning Course as an additional means of replicating the trainings to reach an even greater number of CSOs.

To conclude, UNODC engagement of CSOs through trainings was effective and should therefore be continued with the majority of trainings being organised within the respective, targeted region of any future intervention, while training curricula should put greater emphasis on sessions with practical relevance for CSOs (in support of local advocacy and communication needs and of reaching out to the private sector) and inter-related themes (such as to specific human rights and human frameworks, the UN Sustainable Development Goals, and the UN Global Compact). Further, project management should continue the facilitation of CSO participation in inter-governmental meetings and conference and inform and encourage trained CSOs to participate. In addition, the evaluation recommends developing a targeted communication strategy using a variety of media platforms (including social media) to be able to better communicate the project

²⁰ In this context, stakeholders highlighted in particular the experience-sharing of CSOs that have participated in a peer review process in their countries and the possible avenues the project provides to replicate the trainings at home with stakeholders that were not able to participate in the trainings.

achievements to increase visibility, while also considering the drafting of a CST activity and progress report. UNODC's Anti-corruption eLearning Course could be used, adapted and advertised as an avenue for online trainings for civil society organizations that cannot participate in the multi-stakeholder workshops (which would also support the sustainability of the project beyond the donor funding activities), while regular and systemized feedback could increase knowledge-sharing between CST, CEB and field offices and thus help to better integrate and align UNODC activities to provide better informed services to stakeholders.

Partnerships and cooperation

As part of a thematic and global programme, neither the anti-corruption component of GLOU68 nor the project implemented by the CST can operate in the void but instead build effective and mutually reinforcing partnerships and coordination mechanisms with key partners to reach its objectives and achieve workable results. The evaluation has addressed the partnership and cooperation section with questions relating to the CST's relation with its implementing and partnering organisations, including in particular (i) the UNCAC Coalition/ Transparency International acting as a secretariat for the Coalition; (ii) the CEB; (iii) field offices of the UN; and (iv) the International Anti-Corruption Agency (IACA). The triangulated findings discussed in this chapter come in particular from the previous mid-term evaluation report, direct observations during the multi-stakeholder workshop, and feedback from the stakeholder interviews and the survey. The evaluation found examples of partnership-building and coordination at the headquarter level, primarily with the CEB, and equally at the regional level with field offices and other UN agencies (in particular UNDP) that were successfully maintained but still offered significant room for improvements bearing the potential to elevate the project to the next level.

Triangulated data indicates that the cooperation between **UNODC and the UNCAC Coalition** has improved in the project's Phase 2 following the recommendations of the previous evaluation. The Memorandum of Understanding (MoU) – that is now coming to an end - recommended in the previous mid-term evaluation report has been successfully drafted, signed and implemented with the result that the roles between the two partners seemed to have been better defined and clarified, while multi-stakeholder workshop participants no longer felt that the two implementing partners had 'two diverging agendas'. Further, as an umbrella CSO organisation, the UNCAC Coalition is still considered the best partner to implement the project activities. Implications for the continuation of a fruitful cooperation among the partners could only be identified with regards to the severe staff reduction on the side of both partners: while UNODC CST had to give up the only second permanent staff member (support for the remaining permanent staff member continues to exist due to the remaining two temporary consultants), Transparency International's (TI) global advocacy team dealing specifically with UNCAC and functioning as the secretariat of the Coalition so far suffered from losing its additional team members, currently being reduced to one person only due to internal restructuring, which reportedly impacted on the level of availability and responsiveness. In addition, the UNCAC Coalition re-registered as an independent legal entity under Austrian law this year, which has caused questions as to the new management (and particularly contact persons) and the effectiveness of the new administration (and particularly the membership status of the members with a view to numbers and voting rights). The new UNCAC Coalition structure – that is formally independent of the TI-Secretariat – offers however the opportunity to UNODC to formalise the partnership with its core implementing partner through direct contracting of the UNCAC Coalition (as opposed to TI acting as a secretariat) Although the MoU has helped to improve the formalisation of the

partnership, the newly introduced procurement process of UNODC has reportedly posed a significant obstacle to the successful financial formalization of the partnership. While the negotiation process between the project partners lasted five months resulting in a contract valid until 31/12/2016, the contract was only signed due to the lengthy and impractical process almost at the end of its validity in September 2016. Due to the new Umoja process adopted in October 2015, as well as the lack of human resources allocated to support the new system's implementation and its payment processes, the first instalment to the UNCAC Coalition has witnessed some delays. The relationship between the CST and the UNCAC Coalition that is characterised by trust has minimized the consequences on the implementation of the project activities, but concerns remain as to the costliness of the yearly process. Observations of the evaluation team during the multi-stakeholder workshop and interview feedback show that the **coordination with CEB** is generally effective, yet has proven to be more difficult ahead of the last and observed multi-stakeholder workshop due to the more time-consuming selection procedure of invited CSOs as a consequence of increased political sensitivity surrounding the workshops, which led to delays in VISA applications and in late arrivals of participants and speakers that impacted to some extent the effective implementation of the 2016 training agenda. The main underlying factors hampering the implementation of the project activities by CST and CEB were reportedly the internal workload within UNODC, the fact that the workshop is not a priority of CEB and, with regard to the 2016 workshops, the fact that governmental focal points had to be consulted regarding the participation of each designated CSOs prior to the workshop. While the CSO selection process is normally closed at least a month ahead of the workshop, by that time in 2016 some of the governmental focal points were still unknown to UNODC or proved to be unresponsive, at times, until one week before the 2016 multi-stakeholder workshop. In addition, based on the survey respondents and interviews the coordination between CEB and CST has been effective to a large or some extent, particularly with regards to the CSO trainings (90% of the survey respondents were affirmative) and to enhancing dialogue between the sometimes diverging stakeholders of civil society and Member States (80% of the survey respondents). According to the same respondents, cooperation could still increase between the two stakeholders through other UN programmes (60% found that the cooperation in this regard was only to some extent, to a minor extent or not at all effective; whereby a total of 20% did not know whether such form of cooperation existed, calling for more visibility).

The results of the desk review show that the **role of UNODC field offices** in the project may need to be enhanced building on the progress made, deepening the involvement and use of the 'Anti-corruption regional platforms' particularly with the view to improving the monitoring and assessing whether the mid- to longer term effects of the trainings result in behavioural change and impact on the ground, as well as assistance for the replication of trainings/knowledge-sharing to use the full potential of the multiplier effect. These findings could be confirmed by the stakeholder feedback delivered in interviews and through the survey. The establishment and maintenance of coordination mechanisms with other relevant development entities relating to the project, including other UN agencies and field offices are – according to the triangulated evaluation data - an essential requirement for the project management. They help to successfully implement the project, while conducting the multi-stakeholder trainings and contributing to inter-governmental conferences through the engagement and involvement of civil society. Direct observations during the multi-stakeholder workshop and interviews verified that robust coordination between the different partners as well as inter-agency coordination is a necessary means to reach the project's objectives.

UN field offices have reportedly partly been involved in the CST- and CEB-driven selection process of CSOs to participate in trainings; in the trainings themselves as trainers (for instance, UNDP Turkey or UNODC ROSEN, with a month of budgeted salary but no budget for local follow up activities following the trainings to foster stakeholder engagement and networking on the ground); and in the dissemination of the small grant call for proposal. Evaluation evidence regarding the question whether training information was shared or not between CST and field offices following the trainings (e.g. CSO participation lists) already point to the general need for closer coordination and collaboration. In addition, to enhance cooperation with the local, national level, the evaluation results clearly suggest a greater role and involvement of UN field offices, including for example UNODC and UNDP field offices. Similarly, external communication on the role of field offices appeared to be improvable and should be enhanced, as only 50% of the all stakeholder respondents to the poll and the majority of interviewees opined that field offices have not at all, or not to their knowledge, been involved in the selection of civil society organisations for the trainings, whereby another 60% believe that their support for civil society delivered during all project years was only to a minor extent, not at all or not to their knowledge effective. Accordingly the knowledge and expertise of field offices in this regard is majorly under-utilised in the project. To some degree this can be explained by existing human resource limitations and the mandate of regional offices and thus regional anti-corruption advisors to primarily serve Member States.

Yet, the role of local UN representations could be significantly increased, inter alia, with regards to follow up activities facilitating the use of the gained knowledge, networking platforms and impact, as well in the monitoring of progress and impact, where feasible. Thus, if additional internal and external resources were to be unlocked in the future, it is highly advisable to build in-house capacities in field offices for civil society contact/focal points to be enabled to facilitate closer collaboration, implementation of local activities, behavioural change and impact monitoring resulting from the project activities for mutual learning purposes, as well as to meet the growing demands of citizens of UNODC as an effective convening power. A formalised partnership in the form of a MoU setting out roles and responsibilities as well as concrete opportunities for cooperation will be a feasible first step to pave the way for closer cooperation creating additional impact in the future.

The triangulation of data shows that collaboration with the implementing partner **IACA** has worked well in the preparation of and during the three workshop trainings that took place at their premises between 2011 and 2014, yet the new procurement processes of UNODC have presented an obstacle to the continuation of the cooperation in 2016, which affected the project implementation. Since IACA, as an experienced conference organising partner, is the preferred partner for the UNCAC multi-stakeholder workshop trainings that take place in Austria for its tested smooth cooperation as well as to circumvent simultaneous interpretation limitations (that exist for workshops taking place at the VIC due to internal UN policies) and other obstacles at the VIC (particularly the new procurement rules and the limitations created by Umoja), it is recommended to evaluate how the requirements of the new procurement process of UNODC could best allow for IACA to function as the most effective and therefore preferred workshop host to ensure coherence and prevent duplication in the trainings for Member States and civil society.

It is recommended to organise a structured feedback briefing between the partners UNODC and the UNCAC Coalition as well as to renew the partnership agreement setting out roles and responsibilities for future interventions that may - due to the new legal structure - become part of a direct contractual agreement with the UNCAC Coalition (as opposed to the TI-Secretariat),

which will, however, be subject to UNODC new procurement procedures of UNODC, while creating a second permanent CST staff member position should be considered in future resource mobilisation efforts to ensure the smooth operation of the project management, consistency and in-house institutional knowledge- and capacity-building. In addition, the formalisation of the partnership between CST and CEB as well as between CST and field offices on the ground (including UNODC and UNDP field offices) is advisable (e.g. in the form of an agreed joint work plan on joint activities including concrete action plans to better align, coordinate and mutually reinforce each other's work with stakeholders in practice. As preferred partner for the organisation of the multi-stakeholder workshop trainings in Austria, it is recommended to continue the formalised partnership agreement with IACA and to agree with the procurement unit on a practical framework for any future contract, which would ensure coherence and prevent duplication in the trainings of Member States and civil society.

Impact

It is not possible to provide an accurate measurement of impact that has validity, as the **project management structure so far does not systematically assess behavioural change or impact on the ground** as a consequence of the project activities, while annual and bi-annual progress reporting is focused primarily at the activity and output levels. The **project collects rather quantitative than qualitative data and is not providing sufficient data and information on the measurement of long-term impact at the macro-level.** A review of the progress reports of the GLOU68 anti-corruption component found that whilst extensive information is provided regarding the number of people trained, of events and civil society references in reports and policy papers of other projects, there is no higher level analysis of how these activities have impacted on behavioural change and on local, national or regional progress with respect to the UNCAC implementation status, new national anti-corruption legislation and anti-corruption policy and programmes, nor other external factors that may have contributed to the local reforms.

Pre- and post test to the training, as well as the progress report process is a commendable attempt to assess the project status on a regular basis. However, it is seriously hindered by the inconsistency of empirical impact performance data. **Data collection on behaviour results a few months after trainings could be collected in a more systematic and comprehensive way than email collection.** The evaluation found that it is therefore also difficult to ascertain whether the project has made any difference to other stakeholders.

Nevertheless, the results overview provided by the project team based on the initial log-frame of the specific project under the anti-corruption component of GLOU68 details that the project has achieved and, most often, even over-achieved its agreed outcomes in its Phase 2 (2014-2016).²¹

²¹ While data for the first project phase was not systematically collected in a manner that could compare, attesting however to a positive trend in the collection of impact data.

Outcomes	Expected results	Status of achievement of the expected result
1	25 African CSOs and relevant stakeholders per training session are selected and trained on UNCAC and its review mechanism	Achieved on average: on average, 25 per training session (19 at IACA, 31 at UNECA, more were selected to participate at IACA but couldn't come due to visa issues)
	60% of the trained CSOs contribute to country assessments on the review of the implementation of UNCAC in their respective countries	Exceeded: 65.4% of trained CSOs indicated that they contributed to the country assessment
	At least 75% of CSOs selected for the training participate	Exceeded: On average, 85.72 % of CSOs selected for the trainings participated (71% at IACA and 100% at UNECA; 8 selected participants couldn't come at IACA due to visa issues)
	50% of the trained CSOs replicate the training in their country or region in a timeframe of nine months	Exceeded: 84.2% of trained CSOs indicated that they replicated the workshop
2	50% of the CSOs trained implement follow-up activities with the private sector in their country or region until the end of project duration	Exceeded: 76.5% of trained CSOs indicated that they initiated activities with the private sector
	At least one full session during the training focuses on the private sector	Achieved: At IACA, this session was the tenth session and took place on 26 June 2014. The session was entitled "Working with the private sector and corporate social responsibility" At UNECA, this session was the eleventh session and took place on 20 February 2015. The session was entitled "Working with the private sector". Both sessions were delivered by TI/ UNCAC Coalition and UNODC).
	60% of trained CSOs actively take part in media campaigns or other advocacy activities	Exceeded: 77.8% of trained CSOs indicated that they actively took part in media campaigns and advocacy.
3	At least 60% of trained CSOs engage with their respective government on UNCAC implementation	Exceeded: 69.2% of trained CSOs indicated that they engaged with their government on UNCAC.

In addition, quantitative data collected by the project team to measure the impact of the project over the project years indicate a **dialogue between civil society and Member States** (outcome 1). Due to the lack of a baseline assessment, it cannot be established whether the dialogue already existed before the trainings started or whether the improved dialogue is a result of the trainings. However, the 2014 to 2016 trainings have resulted in a respectable number of CSO engaging with Member States with more than 40% of African CSOs surveyed reporting to have engaged with their governments. The evaluation therefore recommends continuing the efforts to improve dialogue between civil society and Member States through trainings, while advancing its MEL system and to consider dialogue as a form of cooperation (i.e. to merge outcome indicators).

During the 2014-2016 **trainings period, CSO have also to some extent been involved in the country review** (outcome 2), with 14% of African CSOs having been involved, according to CSO feedback. However, the indicator of outcome 2 was found to be too broad referring also to other thematic, global, regional, country-level programmes of UNODC and thus raising questions as to the attribution of the impact to the project activities. Cooperation between civil society and Member States could therefore still be enhanced in countries that had participated in the trainings, while the MEL system should also be improved in this regard. It is therefore recommendable to sharpen the outcome indicator to meet specific needs of the project by adjusting the reference to the misleading reference to other UNODC programmes and tailor the outputs to the concrete project-specific results of the anti-corruption component, as well as to consider assisting in increasing actual cooperation through local follow up actions in cooperation with CEB and field offices.

Further, there are some indications that the 2014-2016 **trainings have contributed to some extent to increasing CSO contributions to countries reviewed under UNCAC**.²² The triangulated data evidences that within the project years 2014-2016 almost every second civil society organisation that has been trained during the multi-stakeholder workshops engaged with their government afterwards, while every fifth organisation trained contributed its expertise afterwards to the country assessment, drafted a parallel, shadow report or undertook similarly relevant actions, yet less than 15% of the trained CSOs were involved in the country review. Yet again, the data provided was not sufficient to establish whether these percentages are a consequence of the trainings or whether the involvement already existed beforehand. In addition, data from the IRG, such as the 2013 Progress Report, cannot give conclusive evidence regarding the project's impact, as data also includes the private sector, academia, trade associations and other national stakeholders.²³

As concerns **the project's impact overall**, the survey and interview respondents felt that the project has particularly made a difference and resulted in (i) better knowledge-transfer, (ii) increased know-how on and awareness of UNCAC and its review mechanism and thus in more informed partners; (ii) mutual understanding among civil society and Member States about their different roles and responsibilities; (iii) increase in Member State's openness to involve civil society; (iv) a significant increase in engagement between civil society and Member States; (v) an increase in civil society's pro-activeness in fighting corruption and in larger-scale civil society mobilisation contributing to the anti-corruption agenda; and in (vi) building strong partnerships on the regional and global level. When asked to what extent the project contributed to the long-term objective of preventing and combating corruption in Africa, more than 40% of the interviewees and survey recipients responded that it has made a difference to some extent, but more work needs to be done locally and internationally furthering partnerships among African stakeholders in the pursuit of long-term, effective anti-corruption agenda.

In terms of **unintended results** of the project activities, a number of training participants reported in interviews - and observations during the trainings confirmed these views - that combining different regions in one multi-stakeholder workshop, as was the case in the project's last workshop in Vienna in September 2016, proved to be a much appreciated additional networking and, even more importantly, learning opportunity. Particularly where the already more experienced African civil society representatives were brought together with civil society from a region that has rather taken the EU anti-corruption framework (as opposed to the UN anti-corruption framework) into account. Some CSO participants reportedly even exchanged review-specific information during and after the training, according to the interviews conducted and the direct observations during the workshop.²⁴

²² For project Phase 2, see also the reports of the IRG on its seventh session, available online at

<https://www.unodc.org/documents/treaties/UNCAC/WorkingGroups/ImplementationReviewGroup/20-24June2016/V1604450e.pdf>

²³ See Progress report on the implementation of the mandates of the Implementation Review Group, Fourth Session of the IRG to the UNCAC (2013), p. 10, available online at

<https://www.unodc.org/documents/treaties/UNCAC/WorkingGroups/ImplementationReviewGroup/27-31May2013/V1382063e.pdf>:

For project Phase 2, see the reports of the IRG on its seventh session

(<https://www.unodc.org/documents/treaties/UNCAC/WorkingGroups/ImplementationReviewGroup/20-24June2016/V1604450e.pdf>)

²⁴ Other positive, unintended side-effects, particularly on communities or institutions could not be established, apart from multiple feedback indicating that a short four-day UNODC workshop training can, in some cases, actually unveil the potential to advance, if not accelerate, national anti-corruption reform steps and government policy towards involving civil society, concretising and materialising years of CSO work on relationship-building and advocacy into reality within such a relatively short time frame. This was similarly felt among private sector small grantees with a view to the extent the project had had an immediate impact on the community kick-starting other projects.

Good practice:

Bringing together different regions in one and the same multi-stakeholder workshop proved to be good practices, creating an additional platform and opportunity for networking, exchange and learning.

In sum, the evaluation could not fully assess to what extent outputs and outcomes of the anti-corruption component of GLOU68 have been achieved due to the cost-sharing amongst different projects under the programme and the sharing of one log-frame without separated indicators for each project. The processes surrounding the UNCAC, ranging from its ratification to its implementation and its accompanying national reforms, are Member State-driven, involving a large group of different stakeholders, whereby it was difficult to attribute the results to the anti-corruption component of the global programme only. Nonetheless, it can be concluded that combined contributions, efforts and inputs, together with other programmes such as the drug-related programmes, have resulted in contributing to the achievements of the outputs and outcomes, while the specific project under consideration of this evaluation has been found to have achieved and at times exceeded its agreed outputs and outcomes.

As a conclusion, findings from the desk review offer an insight into the activity and outcome of the project activities, whereby triangulated data found indications that trained CSOs contributed to the UNCAC implementation review mechanism. The analysis of the monitoring data documents that the project management reaches and at time exceeds its target to a large extent (with the sole notable exception of the underscoring in 2015 regarding the award of the private sector small grant to CSO beneficiaries). In general, the project data points to some impact regarding the level of CSO contributions, while the monitoring of the merely quantitative feedback should be accompanied by more qualitative, macro-level monitoring data in the future.

The evaluation recommends UNODC to invest in more progress monitoring and evaluation capacity and systems (either through specialist staff or by contracting external, technical MEL project assistance) in order to strengthen the compilation of macro-level and more systemized and comparable data that allow for a more comprehensive data analysis. Any future evaluation would also greatly benefit from and be better placed to provide a more meaningful and more complete picture and feedback on the actual impact of the project activities, if the CSTs future monitoring of similar interventions and activities were, in addition, fully aligned with the newly implemented impact monitoring system of CSTs project management partner CEB.

Sustainability

With respect to sustainability, the evaluation found evidence regarding three levels of sustainability, including the UNODC level, the regional and at the local level that the desk review findings, observations and interviews underlined.

At the **UNODC** level, the lack of core funding does not support the long-term project planning for a more targeted and strategic response by CST to civil society. As CST is to almost 100% project-funded (apart from “other sources” all other donors could be identified as external donors), it should consider developing a robust fundraising strategy (ideally in cooperation with CEB and field offices). The project’s Phase 2 during the years 2014-2016 has relied on one donor

only, which requires the already small CST team to undertake resource mobilization efforts instead of focusing on content work. Moreover, it raises the question as regards the continuous engagement and support offered to civil society in the African region, should the donor change its priority countries or its geographic focus. At the time of this writing, no additional funding for the African region that would help sustain the outcomes has been secured, yet negotiations are currently underway. In the interest of donors and the CST, a more diverse pool of funding, including - where feasible- basic core funding, should be sought in support of strategic planning and priority setting.

In terms of an **established framework for continued engagement with civil society**, funding from two donors (the Regional Anti-Corruption Initiative and the Foreign Commonwealth Office) has already been secured by the CST for the project activities to be continued over the next two years until 2018, yet being primarily allocated to activities in the newly targeted South East European region. Notably, before the end of the second project phase, the CST has managed to raise funds for the two coming project years (2017-2018) that amount already to half of the previous budget foreseen for the even longer period of three years between 2014 and 2016. In this regard, the evaluation concludes that through continued trainings in another region the project has already successfully established a framework for continued engagement with civil society on the global level before the project has even come to an end.

Good practice:

Through continued trainings in another region (notably, the SEE region, in which activities have already begun in September 2016), the project has already successfully established a framework for continued engagement with civil society on the global level before the project has even come to an end.

Irrespective of these fundraising successes, it is advisable to focus on more strategic resource mobilisation that is supported by a proper fundraising strategy (ideally, in cooperation with the substantive CEB branch, see key recommendation of the chapter on efficiency further above) to prevent as much as possible the rather unsustainable situation of the one donor dependence of the project Phase 2 of the years 2014-2016. The evaluation strongly recommends the diversification of resources to ensure sustainability of the project activities in general and beyond the SEE region.

At the **regional level**, sustainability was found to be a general weakness, as field offices are so far primarily engaged in providing trainings (with the financial support for one month) without any involvement in local project follow up or monitoring. As previously noted in this evaluation, a much greater role could be considered for the partners in the field to multiply the training effects locally and to create additional synergies (see the chapter on Partnership and Cooperation further above in this text).

At the **country level**, the analysed data points at financial pressure and lack of financial capacities of the trained civil society limiting the sustainability and multiplier effect of the 'training of trainers' and the project overall in being broader, more effective and more lasting. In general, the current status of the project emphasises the need for more sustainable local follow up action and

additional monitoring of progress that UNODC should consider undertaking. Local follow up actions could be added as a new, innovative project component and budgeted for in future interventions, including for example follow up local conferences and meetings (in closer cooperation with field offices) that would support stakeholders in their local engagement with Member States, the private sector and other relevant anti-corruption agents.

To conclude, ensuring sustainability will be key to any new project and future intervention. So far the outlined limitations to sustain the project results have not hindered the project management and civil society to create impact in as much as the limited resources allowed, but longer-term sustainability is questionable, particularly if the donor commitment will not be renewed for the African region, while intensified resource mobilization efforts divert valuable human resources of the small CST team from the key objectives of the project. A more diverse funding base and, where feasible, core funding support would offer the project team more flexibility to expand the project's reach to other regions and to innovate, adapt and respond to CSO needs more effectively. In terms of the fight against corruption of UNODC, the creation of a joint fundraising strategy together with CEB and field offices is recommended to proffer greater sustainability, as one of the key suggestions would be to seek and diversify funding resources. It is therefore recommended to develop and design a fundraising strategy in cooperation with the CEB to attract a wide range of different donors; and to add local follow-up activities (such as conferences, meetings in close cooperation with field offices) as a new, innovative project component to any future intervention (including a budget line) that would support stakeholders in their local engagement with Member States, the private sector and other relevant anti-corruption agents.

Human Rights and Gender

Gender

Gender has been identified as a cross-cutting issue by the UN with respect to all its programmes and project activities. According to the desk review findings and interview feedback, the anti-corruption component of GLOU68 sought to ensure to apply UNODC guidelines on gender²⁵ and related ECOSOC resolutions²⁶ that call, among other things, for a greater or equal ratio of women participation in capacity-building activities and the application of gender mainstreaming strategies in tools developed to support the ratification and implementation of UNCAC.

The evaluation notes, however, that **gender was not integrated systematically** throughout the project activities (such as, for example, the effects on corruption on specific under-represented groups) pursuant to the direct observations the evaluation team conducted and the interview feedback obtained. Further, the evaluation could not establish whether the project had any **effect or long-term impact on gender equality** within the local context, as no indicator or data exists in this regard.²⁷ The evaluation recognises however that, according to the desk review analysis,

²⁵ Cf. UNODC, Guidance Note for UNODC Staff, Gender mainstreaming in the work of UNODC (2013), available online at <http://www.un.org/womenwatch/directory/docs/UNODC-GuidanceNote-GenderMainstreaming.pdf>

²⁶ Cf., for instance, UN General Assembly, Report of the Economic and Social Council for 1997, A/52/3 Rev.1 (1997), pp. 27 et seq., calling for the mainstreaming of a gender perspective into all policies and programmes in the United Nations system, available online at <http://www.un.org/documents/ga/docs/52/plenary/a52-3.htm>

²⁷ In addition to the available, gender-mainstreaming expertise within the IEU team of UNODC, additional guidance for the development of project-specific indicators for the link between corruption and gender, the

disaggregated data on the sex ratio has been well collected during the capacity-building exercises. Over the six project years under scrutiny, the evaluation can identify a positive trend in the project implementation regarding the participation of women and thus gender-sensitivity, which was confirmed by stakeholder interviews and survey feedback. Female participation in trainings experienced a stark increase by 7% (from 25% to 32%), including all stakeholder categories (government, civil society and others) and by even 9% in CSO participants from Phase 1 (25%) to Phase 2 (34%). The target of reaching 30% of women overall, as laid down for instance in the progress reports, is considered to be met by the evaluation. As such, specific gender-related assessments are in place, establishing capacity development of targeted right holders.

The South African training was the most successful in terms of hosting the highest number of CSO female participants in Phase 1, which could serve as best practice, if the underlying cause is further illuminated by the project management team. In Phase 2, only the workshop in Malaysia in 2014 reached more women, as has the September 2016 Vienna workshop at the VIC, where 64% of female participants were expected to attend. Hence, numbers of women participating in trainings have almost doubled, when looked at both the civil society and Member State categories together. It is therefore recommended that the conditions that facilitated the good practice of high participation numbers of the under-represented female group in the workshop trainings in South Africa, Malaysia and the 2016 VIC workshop should inform future intervention.

In addition, the triangulation of data offers clear evidence that some **project resources were strategically allocated** to achieve the gender-related objectives of enabling women to participate in the multi-stakeholder workshop trainings and to engage the private sector through the Small Grants scheme, which have both met their targets.

To conclude, the evaluation has identified a positive trend in the project implementation regarding gender-sensitivity when it comes to involving women in the workshop trainings. The project has also met its set targets of involving female civil society and Member State participants and of supporting female small grant beneficiaries. Sex-aggregated data is also sufficiently collected by the project. Mainstreaming of a broader approach specifically on the effects of corruption on the various under-represented groups is however missing.

It is therefore advisable for the CST to continue with its successful outreach and involvement of female participants and beneficiaries and to consider mainstreaming a broad-based approach on under-represented groups into the project training sessions specifically devoted to the link between the effects of corruption on under-represented groups and gender-related human rights.

Human Rights

On the basis of the triangulation of the desk review findings, direct observations and interviews, the evaluation has found that **human rights are not systematically integrated in the programme, project design or in the project activities**. References to human rights are made in workshop trainings, but how the legal and policy framework and the related mechanisms could

Guidance Note for UNODC staff on Gender mainstreaming in the work of UNODC (2013) may serve well, see pp. 52-61 with additional literature sources, available online at <http://www.un.org/womenwatch/directory/docs/UNODC-GuidanceNote-GenderMainstreaming.pdf>

serve the fight against corruption and thus stir legal and policy reform could be emphasised to a greater extent to create additional synergies between the two fields.

The evaluation therefore recommends that human rights considerations and particularly the link between corruption and human rights violations on the one hand, and Member States' human rights obligations and anti-corruption efforts on the other hand, should be mainstreamed in the project design and embedded and implemented in the training session of any similar future intervention. The linkage between fighting corruption and upholding human rights could be specifically addressed with a view to the collaboration between anti-corruption organisations and human rights defenders, investigative journalists and whistleblowers.

As observed, the evaluation values that representatives from human rights organisations were intentionally selected and invited to participate in the 2016 multi-stakeholder workshop training, but it finds little information on CST mainstreaming human rights issues into its programme or project work. Human rights have been found to only be mentioned in the project material without the project design taking into consideration a measurable indicator. Notably, the lack thereof may have already been better addressed in the new, joint project with the Regional Anti-Corruption Initiative (RAI) that has just commenced its activities at the end of September 2016, which is not subject to this evaluation. The evaluation recognises however (i) that CST has made progress in including human rights sessions into the curricula of the project's workshop trainings, such as the training session on Access to Documents held by public institutions, which training participants rated among the most useful in the 2016 workshop, and (ii) that the feedback from interviews and the survey suggest that the project outcomes have raised awareness locally about the link between anti-corruption and human rights.

UNODC should therefore - where feasible in consultation with OHCHR - consider to what extent the recommendations of the interviewees and survey respondents could be taken up to strengthen the link between human rights and anti-corruption with a view to the emerging trend of conceptualising corruption as a human rights violation, add additional training sessions on human rights that were considered most useful by the 2016 workshop training participants and take the UNODC policies to mainstream human rights into account. Hence the project management should sustain and increase its efforts in raising awareness about the connection between human rights, corruption and the UNCAC.

Qualitative indicators could be included in future project proposals, for instance, on the number of participating human rights organizations, investigative journalists and whistleblowers as well as on the number of trainings sessions delivered that raised and focused on the link between human rights and related UNCAC corruption themes, while quantitative impact data could assess the actual application of the training content in their local context. Since human rights can be a sensitive issue in some countries covered by the anti-corruption component of GLOU68, the project management is advised to continue holding the multi-stakeholder workshop trainings on the UNCAC with a view to larger, directly connected cross-thematic topics with corruption that the UNCAC relates to²⁸, to highlight the practical relevance for the participants' local promotion of anti-corruption and UNCAC initiatives. These efforts should be continued to be jointly carried

²⁸ For instance, workshop sessions could be held on the right to good administration and to access to documents with a view to Articles 7 and 8 UNCAC; the right to health, to education, and to water and food with a view to Article 9 UNCAC; the right to fair trial, etc. with a view to Article 11 UNCAC; the right to freedom of information and expression (including whistleblower protection) with a view to Article 33 UNCAC; to name only a few possibilities.

out with the project's implementing partners, including also CEB, field offices, UNDP and, where feasible OHCHR to reach all relevant stakeholder groups.

In general, it is advisable to mainstream human rights into the project design, including the development of SMART indicators; and to embed and implement human rights considerations and particularly the link between corruption and human rights violations, on the one hand, and Member States' human rights obligations and anti-corruption efforts on the other hand, to a larger extent in the training curricula (e.g. on the collaboration between anti-corruption agents and human rights defenders, investigative journalists and whistleblowers).

III. CONCLUSIONS

The anti-corruption component of the global programme “Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention” with a focus on the project “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process (Phase 1 and 2)” has been evaluated by this final, in-depth evaluation shortly before the end of the project activities (December 2016), taking place from September through to November 2016. Sufficient data was collected to verify and specify the preliminary findings from the inception report, which culminated in a set of recommendations and the identification of lessons learned and good practices.

Some key takeaways from the main findings can be summarized as follows:

Design: Based on the desk research, which is corroborated by the stakeholder interviews and the survey feedback, the programmes’ intervention logic offers room for improvement, particularly regarding the integration of a ‘theory of change’, to turn in to an effective management tool.

Relevance: All core learning partners and representatives of the different stakeholder groups engaged in this evaluation (except one) considered the project under the anti-corruption module of the global programme GLOU68 to be, and to continue to be, relevant and valid. Its role in facilitating civil society participation in the UNCAC review thus carries the potential to be replicated and expanded to other regions. Overall, the anti-corruption component and the CST project to strengthen African civil society addressed important needs and have been relevant in enhancing knowledge and expertise on UNCAC, in supporting trust- and confidence-building between governments and civil society, and in facilitating civil society participation in inter-governmental meetings over the six project years. Since the three obstacles for Member States to engage civil society persist, the objectives of the intervention, including multi-stakeholder trainings, also remain to be relevant and valid in support of the effective implementation of UNCAC across the globe in the coming years. In addition, a key takeaway is also that its stakeholders consider UNODC to be “a neutral player, on a neutral territory.” With its widely recognised and appreciated convening power, UNODC is thereby in the unique position to facilitate the relationships, dialogue and cooperation among Member States and civil society. This was viewed to have particular importance, especially where the political environment tends to be rather not conducive or where political sensitivities remain among stakeholders.

Efficiency: The results achieved are appropriate and justifiable with a view to the expenditure of resources, while budget planning and income and expenditure tracking leave room for improvement. The cost-benefit ratio of the Small Grants scheme is questionable, whereby training sessions on the engagement of the private sector need to be enhanced. Despite its exclusive dependence on project-funding, the project has successfully covered almost an entire continent with its trainings activities within a time frame of six years. Yet, at the same time the project was primarily serving one continent only (with exceptions), despite its potential for a global reach. The focus on one region can be explained by the respective donor priorities. However, the

confirmed relevance and effectiveness of the project suggests a greater scope and roll out to other regions, which will mainly depend on additional resource mobilisation of core funding and external sources.

Effectiveness: The project was overall effectively implemented and met its objectives in training stakeholders from almost the entire African continent (and many beyond) and in facilitating CSO participation in inter-governmental meetings and conferences, increasing knowledge-sharing among CSOs and relationship-building with Member States. An important takeaway is that representatives from different geographical regions being brought together in one and the same multi-stakeholder workshop training find commonalities that encourage and motivate them to engage in knowledge- and experience-sharing across regions with a view to the UNCAC review mechanism. Convening workshops with different regions thus fertilises cross-regional learning and can nurture closer cooperation in the global fight against corruption. In turn, internal and external communication as well as internal knowledge-gathering and –sharing leaves room for improvement, which to date present obstacles to the visibility of the project’s achievements and organizational learning.

Partnership and cooperation: Further, the CST has maintained good partnerships with its key partners, including the UNCAC Coalition. The formalised partnership with the UNCAC Coalition has contributed to enhance the partnership and cooperation between the two partners. Yet particularly with regards to the CEB and field offices, the partnership can be significantly enhanced, better aligned and strengthened to unfold the full potential of the project and to scale up its activities and impact monitoring on the ground through closer collaboration and joint projects. The new procurement and financial management system of UNODC have presented significant obstacles to the implementation of the project and its activities.

Impact: The project activities implemented under the anti-corruption component of the global programme GLOU68 over the six considered project years (2011-2016) resulted in multi-faceted knowledge transfer on the UNCAC, its review mechanism, and in opportunities for civil society engagement in the process, as well as in an actual interaction on UNCAC between civil society and governments in Africa. However, progress monitoring, evaluation and learning (MEL) are not yet systematically undertaken and call for improvement being essential for a more comprehensive evaluation analysis and therefore the success of any future intervention.

Sustainability: Resource mobilization and donor diversification will be key to ensuring the sustainability of the project and its activities in the future to ensure the continued support for civil society in Africa and the replication of trainings elsewhere. So far the outlined limitations to sustain the project results have not hindered the project management and civil society to create impact in as much as the limited resources allowed, but longer-term sustainability is questionable, should the commitment of the main donor not be renewed for the African region. Intensified resource mobilization efforts divert valuable human resources of the small CST team from the key objectives of the project. A more diverse funding base and, where feasible, core funding support would offer the project team more flexibility to expand the project’s reach to other regions and to innovate, adapt and respond to CSO needs more effectively.

Human rights and gender: The project has made progress in including human rights sessions in the training curricula, while the project could further benefit from the systematic integration and mainstreaming of human rights in the programme and the project work. There is also a positive trend in the project implementation regarding gender-sensitivity when it comes to involving

women in workshop trainings, whilst the project met its set targets. Sex-aggregated data was also sufficiently collected. However, gender is not mainstreamed throughout the project activities, as a consequence of which the effects of corruption on women (but also the various under-represented groups) are, for example, so far not part of the training curricula. Thus, further mainstreaming of and alignment with other UN frameworks and programmes on human rights and gender (but also the UN Sustainable Development Goals and the UN Global Compact as well as the involvement of the private sector as a very relevant, other stakeholder for the fight against corruption, apart from civil society and Member States) is required to elevate the project to the next level and to implement a multi-stakeholder approach that lives up to its name.

IV. RECOMMENDATIONS

The evaluation offers recommendations that will support any similar future intervention under the global programmes anti-corruption component. As reflected in the Evaluation Matrix at the outset of the evaluation (see further above in this text), the recommendations are structured according to key recommendations and important recommendations:

Key recommendations

Design

It is recommended:

- (a) to embed in any new intervention a ‘theory of change’ logic to demonstrate the ‘bigger picture’ of the project;
- (b) to undertake a baseline assessment a priori for any new project (e.g on the basis of a KAP survey) to identify the specific needs of a region and to tailor the project to the needs accordingly to create a more effective management tool; and
- (c) to better align and integrate the project into other global, thematic and regional (such as the Global Programme for Combating Wildlife and Forest Crime, the Regional Programme for Eastern Africa, for Southern Africa, for West Africa, etc.).

Relevance

In support of the second review cycle, the evaluation recommends:

- (a) to continue the multi-stakeholder trainings to train stakeholders on the new chapters (Preventive Measures and Asset Recovery); and
- (b) to broaden the regional scope of the multi-stakeholder workshop trainings to other regions (beyond the African and SEE region to use the potential of the training’s global reach as a global instrument) with a particular, strategic focus on those countries under review at the time of the organization of the workshop.

Partnership and cooperation

It is recommended for CST:

- (a) to continue, and where necessary re-new, the MoU with , the preferred conference organising partner IACA and also with the UNCAC Coalition, as it has helped to improve the cooperation among the project implementing partners;
- (b) to agree with the procurement unit on the way forward for any future contract with umbrella organizations and international organizations, such as the UNCAC Coalition and IACA; and
- (c) to jointly together with CEB and UN field offices identify opportunities for collaboration and to design structured coordination mechanisms accordingly to better align, coordinate and mutually reinforce each other's work with stakeholders in practice.

Impact

The evaluation recommends CST:

- (a) to invest in more project-specific progress monitoring and evaluation capacity and systems (either through specialist staff or by contracting short-term technical assistance) in order to strengthen the compilation of macro-level and more systemized and comparable data that allow for a more comprehensive data analysis; and
- (b) to build one coherent MEL system for CST and CEB on joint activities, where joint CST and CEB data collection is useful, to enhance knowledge-sharing and organizational learning.

Sustainability

It is recommended for CST:

- (a) to develop and design a project-specific fundraising strategy in cooperation with the CEB (and coordination with CPS) to attract a wide range of diverse and different donors (by contracting external, technical assistance); and
- (b) to add local follow-up activities (such as conferences, meetings in close cooperation with field offices) as a new, innovative project component to any future intervention (including a budget line) that would support stakeholders in their local engagement with Member States, the private sector and other relevant anti-corruption agents.

Human Rights

It is advisable to:

- (a) mainstream human rights into the project design, including the development of SMART indicators; and

- (b) to embed and implement human rights considerations and particularly the link between corruption and human rights violations, on the one hand, and Member States' human rights obligations and anti-corruption efforts on the other hand, to a larger extent in the training curricula (e.g. on the collaboration between anti-corruption agents and human rights defenders, investigative journalists and whistleblowers).

Important recommendations

Efficiency

It is recommended for CST to improve the planning of resources in future interventions with respect to:

- (a) the creation of a project-only income and expenditure tracking system for the specific project activities to enhance financial accountability; as well as
- (b) the creation of a small budget reserve for eventual exchange rate losses and other eventualities;
- (c) the creation of a budget line for substantive branches/ field offices in support of the needs of civil society towards them.

Effectiveness

It is advisable that

- (a) project management continues the facilitation of CSO participation in inter-governmental meetings;
- (b) project management continues its engagement of CSOs through UNCAC multi-stakeholder workshops, with the majority of trainings being organised within the respective, targeted region of any future intervention;
- (c) training curricula put greater emphasis on sessions with practical relevance for CSOs (in support of local advocacy and communication needs and of reaching out to the private sector) and inter-related themes (such as to specific human rights and human frameworks, the UN Sustainable Development Goals, especially 16 and 17, and the UN Global Compact).

Communication and knowledge management

It is advisable for project management:

- (a) to develop a targeted, project-specific communication strategy using a variety of media platforms (including social media) to be able to better communicate the project achievements to increase visibility (by contracting external, technical assistance), while also considering the drafting of a CST activity and progress report;

- (b) to use, adapt and advertise UNODC's Anti-corruption eLearning Course as an avenue for online trainings for civil society organizations that cannot participate in the multi-stakeholder workshops (which would also support the sustainability of the project beyond the donor funding activities).
- (c) increase knowledge-sharing between CST, CEB and field offices through regular and systemized feedback to better integrate and align UNODC activities and to provide better informed services to stakeholders.

Working with the private sector

It is advisable for CST:

- (a) to conduct an internal assessment on whether to expand the small grant scheme in future interventions to achieve a more cost-benefit balanced and thus justifiable activity with wider implications;
- (b) to increase efforts in including private sector representatives in trainings (in close cooperation with field offices);
- (c) to provide more in-depth training sessions on the UN Sustainability Development Goals (Goal 16 and 17) and the UN Global Compact, which carry a great potential to strengthen complementarities and synergies with other UN programmes.

Gender and under-represented groups

The evaluation recommends project management to:

- (a) to continue with its successful outreach and involvement of female participants and beneficiaries; and
- (b) to mainstream a broad-based approach on women and other under-represented groups into the project training sessions specifically devoted to the effects of corruption on under-represented groups and gender-related human rights.

V. LESSONS LEARNED AND BEST PRACTICES

Several lessons learned and good practices are noted by this evaluation and should inform UNODC future programming and its partnerships as well as potential follow up interventions in Africa and other regions under the anti-corruption component of GLOU68.

The anti-corruption component of the global programme GLOU68 has produced valuable lessons learned through the six years of implementation. Yet, the most important one is related to the lack of a systematic way to identify lessons learned and good practices, as well as the means to transfer the experience and best practice through a knowledge management system. In spite of this, the module is learning from the project as they are implemented.

Regarding the success of the project, the key outcome of the trainings is that **at least 1 CSO in almost all African countries is better informed about UNCAC** and its review mechanism, and the key challenge for future projects will be the lack of UNODC guided and coordinated follow-up activities after the training. While the project team has managed to cover almost an entire continent with its UNCAC trainings throughout the project period, the training participants have been satisfied with UNODC is conducting the workshop trainings as “a neutral player”, with the technical material and the expertise delivered – an effort that should be continued. Overall and as a lesson learned, within six years a project, such as the one being evaluated herewith, can **create a platform for networking, exchange and knowledge transfer** for civil society and government representatives/ focal points from (almost) an entire continent.

Practical training sessions on human rights (e.g. related to the right to information)) and the mock trial, in which CSOs and Member States switch roles, were found most useful by the participants, while the demand for more and additional practical sessions, also interlinking corruption with other international agendas and frameworks, is high.

In addition, multi-stakeholder **workshops that bring representatives from different regions together are highly appreciated** for experience-sharing amongst different countries and even regions, creating an inspiring learning and networking environment. Despite the fact that every country and region has different characteristics and needs, representatives related to each other with respect to the fight against corruption and the implementation and monitoring of UNCAC. Countries from different regions participating in the peer review process could further support each other in spite of their different legal contexts, challenges and gaps. The diversity at the project’s last workshop under consideration for this evaluation reportedly **already fostered exchange and collaboration** and should therefore be replicated, where feasible.

Due to the agreed MoU between UNODC and the UNCAC Coalition, the **partnership and cooperation have been found to work well** among the implementing partners and stakeholders who no longer made reference to the perceived “diverging agendas” between the different trainers, as noted in the previous evaluation. Thus, the MoU appears to have contributed to clarifying responsibilities and the common goal.

However, **the new procurement system of UNODC** has posed significant obstacles to the implementation of the project activities in the project year 2016 according to triangulated data, particularly with a view to holding the multi-stakeholder workshop at the premises of the implementing partner IACA, as originally planned and agreed, which caused delays and obstacles for the organisation. Apart from the new financial management system Umoja, the new procurement system was also made responsible for the major delay in being able to formalise the partnership with respect to the implementing partner UNCAC Coalition. The contract for the joint whole 2016 activities with the UNCAC Coalition could consequently only be issued shortly before the actual project activities commenced in autumn of 2016, while the payment could not be made on time due to the obstacles that the new financial management system (Umoja) posed. The success of the 2016 multi-stakeholder workshop despite these obstacles is owed to the great flexibility of both appreciated and crucial partners and the coincidence that the training activities took place towards the end of the year. Whilst any anti-corruption initiative needs to live up to transparency and accountability standards, the intricacies of the new public procurement should however not pose a risk to the project activities overall. As a lesson learned, the specific procurement requirements need to be well-anticipated, in the short-term and may only be circumvented in future contract with implementing partners if a practical agreement – if not an exception to the rule - is found between the procurement unit and the CST on the way forward in order to prevent obstacles to the project implementation..

Lastly, a number of project beneficiaries have a distorted perception of UNODC as a wealthy organisation with financial capacities to fund local advocacy campaigns and other activities. Additional explanations to beneficiaries regarding UNODC capacity limitations are therefore needed to manage the relations with the project beneficiaries and to create more realistic expectations for collaboration, which may be best achieved by designing a clear and effective communication strategy.

ANNEX I. TERMS OF REFERENCE OF THE EVALUATION

UNITED NATIONS OFFICE ON DRUGS AND CRIME
Vienna

Terms of Reference of the

Final In-Depth Evaluation of the

**Global Anti-corruption component of GLOU 68:
“Looking Beyond: Towards a Strategic Engagement
with Civil Society on Anti-Corruption, and Drugs and
Crime Prevention”:**

ADC Project No. 2678-00:

**“Strengthening the Capacity of Civil Society
Organizations in Africa to Combat Corruption and
Contribute to the UNCAC Review Process” (Phases 1
and 2)**

Selected countries in Africa

May 2016



UNITED NATIONS
New York, 2016

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I. BACKGROUND AND CONTEXT

Project number:	Anti-corruption component of GLOU68 (Global) <ul style="list-style-type: none"> ➤ ADC Project No 2678-00/2011 (Phase 1) + Amendment 1 ➤ ADC Project No 2678-00/2013 (Phase 2) + Amendment 1
Project title:	Anti-corruption component of “Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention” (Global) <ul style="list-style-type: none"> ➤ “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process” (Phase 1) ➤ “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process – Phase 2” (Phase 2)
Duration:	<ul style="list-style-type: none"> ➤ 2 November 2009 – 31 December 2016: 1 December 2011 to 31 December 2012 (Phase 1) + 1 January 2013 to 31 December 2013 (Amendment 1 of Phase 1) + 1 January 2014 – 31 December 2016 (Phase 2)
Location:	<p>The activities of the project took place within the Vienna International Centre (UNODC HQ) in Austria; at the International Anti-Corruption Academy (IACA) in Laxenburg, Austria; in Addis Ababa, Ethiopia; in Kuala Lumpur, Malaysia; in Abuja, Nigeria, in Kenya and Uganda.</p> <p>The project however targeted beneficiaries from a broader range of countries.</p>
Linkages to Country Programme:	n/a
Linkages to Regional Programme:	<ul style="list-style-type: none"> - Regional Programme for Eastern Africa (2009-2015); - Regional Programme for Southern Africa (2013-2016); - Regional Programme for the Arab States (2011-2015); - Regional Programme for West Africa (2010-2014);
Linkages to Thematic Programme:	<ul style="list-style-type: none"> - Sub-programme 7: Policy Support - Sub-programme 2: Countering Corruption - Thematic Programme of Public Affairs and Policy Analysis Branch (2014-2015); - Thematic Programme on Corruption (2012-2015), III. D. Partnerships, Partnerships with civil society organizations; with specific reference made to GLOU68 project;

	- Global Programme for Combatting Wildlife and Forest Crime (2014-2018);
Executing Agency:	UNODC
Partner Organizations:	Transparency International Secretariat, UNCAC Coalition, Austrian Development Agency (ADA), International Anti-Corruption Academy (IACA)
Total Approved Budget:	<ul style="list-style-type: none"> ➤ In EUROS: € 1.601.617 as follow: € 500,885.00 (Phase 1) + € 257,300 (Amendment 1 of phase 1) + € 806,952.00(Phase 2) + € 36,480 (Amendment 1 of phase 2) ➤ In USD: \$ 2.006.052,33 as follow: \$ 645.379 (Phase 1) + \$ 332.859 (Amendment 1 of phase 1) + \$ 987.497,09 (Phase 2) + \$ 40,317.24 (Amendment 1 of phase 2)
Donors:	Austrian Development Agency (ADA), Norway, Switzerland, United Kingdom
Project Manager/Coordinator:	Mirella Dummar Frahi
Type of evaluation (mid-term or final):	Final In-Depth Evaluation
Time period covered by the evaluation:	From July 2013 ²⁹ to October 2016
Geographical coverage of the evaluation:	<p>Due to the broad geographical coverage, it was decided to focus on 27 countries from which beneficiaries weren't already interviewed during the mid-term evaluation:³⁰ Benin, Botswana, Burkina Faso, Burundi, Cameroon, Comoros, Cote d'Ivoire, Gabon, Gambia, Ghana, Guinea, Kenya, Libya, Madagascar, Malawi, Mali, Mozambique, Niger, Rwanda, Senegal, Seychelles, Somalia, South Africa, South Sudan, Swaziland, Uganda, Zimbabwe.</p> <p>Although, other representatives outside the African region also benefitted from the project activities, such as during a training that took place in Kuala Lumpur, Malaysia in 2014. It has been decided to narrow the evaluation to the African region.</p> <p>A Workshop that will be held in September 2016 may also involve additional countries.</p>
Planned budget for this evaluation:	\$ 25,390

²⁹ The evaluation will concentrate on activities undertaken since July 2013 as a mid-term evaluation was conducted and covered the anti-corruption component until June 2013.

³⁰ Representatives from the Democratic Republic of Congo, Somaliland, Ethiopia, Lebanon, Togo and Nigeria, as well as Morocco were already interviewed during the mid-term evaluation.

Core Learning Partners (entities):	<p>Transparency International Secretariat, UNCAC Coalition, Austrian Development Agency (ADA), International Anti-Corruption Academy (IACA), Foreign and Commonwealth Office (FCO), Permanent Mission of Norway, Swiss Delegation</p> <p>Out of the 27 countries mentioned above, five countries (with seven beneficiaries) have been specifically selected as CLPs, based on their implication in the project activities, i.e. Ivory Coast, Seychelles, Kenya, Cameroon, Uganda.</p>
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Project overview and historical context in which the project is implemented

The United Nations Convention against Corruption (UNCAC), under Article 13, recognizes and provides a role for civil society in combating corruption by calling on governments to increase transparency and improve public access to information, as well as to promote the contribution of the public to government decision-making processes.

The anti-corruption component of GLOU68: “Looking Beyond: Towards a stronger partnership with Civil Society Organizations on Drugs and Crime” leads toward the strengthening of policy dialogue and partnership in anti-corruption, building on the synergy between Civil Society Organizations (CSOs), the UNODC and Member States. It therefore seeks to improve dialogue between CSOs and Member States by facilitating civil society effective participation in intergovernmental meetings, as well as inform and train CSOs on the UNCAC review mechanism, and support them in their engagement with the Private Sector and especially Small and Medium-sized Enterprises (SMEs) in anti-corruption efforts.

The activities of the project “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process” (Phase 1 and 2) were undertaken within the Vienna International Centre (UNODC HQ) in Austria; at the International Anti-Corruption Academy (IACA) in Laxenburg, Austria; in Addis Ababa, Ethiopia; in Kuala Lumpur, Malaysia; in Abuja, Nigeria, in Kenya and Uganda.

The project however targeted beneficiaries from a broader range of countries, including but not limited to the following countries in Africa: Algeria, Angola, Benin, Burkina Faso, Cameroon, DRC, Djibouti, Egypt, Ethiopia, Ghana, Guinea, Guinea-Bissau, Kenya, Liberia, Libya, Madagascar, Malawi, Mali, Mauritania, Mauritius, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, Sierra Leone, South Africa, South Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe. The project has aimed at strengthening the ability of CSOs to fight corruption by improving the understanding of UNCAC and by facilitating their engagement with multiple stakeholders to contribute to UNCAC review cycles.³¹

³¹ The Conference of the States Parties (COSP) to the United Nations Convention against Corruption (UNCAC)

Justification of the project and main experiences / challenges during implementation

The project has provided some unique opportunities for bolstering the capacity and engagement of civil society, especially from developing countries, to increase transparency and promote active participation of CSOs in the process. By building trust between stakeholders, raising awareness, delivering training to CSOs about international legal frameworks such as the UNCAC and its review mechanism and awarding grants, partnerships have been built and CSOs have been better equipped to work constructively with their governments and the private sector on UNCAC implementation and on other UNODC thematic and regional areas of work.

A mid-term Independent Project Evaluation was conducted at the end of Phase 1 in 2013 and provided key findings and recommendations related to strengths and weaknesses, relevance, effectiveness, impact and strategic linkages. The evaluation concluded that the project had “resulted in knowledge transfer at the micro level (CSOs) and macro level with a sharing of that knowledge with the government and other stakeholders. Subsequently, CSOs’ increased convening power is translated in the net result of a wider stakeholder engagement in anti-corruption activities and impacting on human rights and good governance.” Lessons learned highlighted the need for (a) a closer monitoring of processes engaged by CSOs after the training to be aware of their good practices which are not visible at headquarters, (b) a multi-stakeholder approach in project activities and (c) further knowledge on the private sector.

Phase 2 of the project has built on the strong partnership between the UNODC and TI/UNCAC Coalition in the project implementation and internal partnership between the Civil Society Team (CST) and the Corruption and Economic Crime Branch (CEB) all contributing to effective delivery and management of the training. It also aimed at following up on the recommendations of the mid-term Independent Project Evaluation, including:

- Adopting a multi-stakeholder approach resulting in more efficient trainings;
- Formalising its partnership with the UNCAC Coalition by signing a three year MoU between UNODC and Transparency International, serving as Secretariat and yearly financial agreements for the implementation of the project activities;
- Holding a session focused on the engagement of CSOs with the private sector to tackle corruption along with a presentation of UNODC small grants program;

adopted resolution 3/1 at its third session in November 2009 that contains the Terms of Reference of the Mechanism for the Review of Implementation of the Convention. The Implementation Review Mechanism’s (IRM) main elements are: (a) Peer review process — equal participation thanks to the funding through the United Nation’s regular budget and continued voluntary support on an equal footing; (b) Enhanced implementation of UNCAC. Countries assess progress made in their implementation of the Convention and identify weaknesses or gaps requiring strengthening domestically; (c) Confidential process, leading to the publishing of only the Executive Summary. The IRM commenced in July 2010, with two cycles foreseen in the review process. The first review cycle (2010-2015) covered UNCAC chapters III (Criminalization and Law Enforcement) and IV (International Cooperation). At its sixth session, held in St. Petersburg, Russian Federation, from 2 to 6 November 2015, the COSP UNCAC it was agreed that the second review cycle starting from 2016 will focus on chapters II (Preventive measures) and V (Asset recovery) of the UNCAC.

- Organising a mission in Africa to collect first-hand qualitative and quantitative data and therefore improve evaluation and monitoring mechanisms.

The challenges of the project during implementation have been the following:

- Secure funding sources to ensure the continuity of the project implementation team and the sustainability of the results as well as to reach CSOs in the geographical regions not covered by the funding received;
- Standardize monitoring and evaluation mechanisms to follow-up on the trained NGOs in the framework of Workshops on UNCAC and its Review Mechanism and recipients of the Grants Scheme Initiative that aims to help CSOs tackle corruption within the private sector, particularly amongst Small and Medium-Sized Enterprises (SMEs);
- Ensure the continuity of the partnership with the UNCAC Coalition as the MoU will be coming to its end.

Project documents and revisions of the original project document

Project document: 20 October 2009;

Project Revisions (4):

- 29 October 2010. The purpose of this revision was to extend the project through 2011 (for 12 months until December 2011) in order to cover additional activities taking place during that year.
- 18 November 2011. The purpose of this revision was to extend the project through 2012 (for 12 months until December 2012) because the synergy between CSOs, UNODC and Member States in the implementation of international conventions on drugs and crime continued to be key for successful international responses to drug and crime problems.
- 17 May 2012. The purpose of this revision was to extend the project through 2013 (for 12 months until December 2013) because the synergy between CSOs, UNODC and Member States in the implementation of international conventions on drugs and crime continued to be key for successful international responses to drug and crime problems.
- 21 November 2013. Following the recommendations of the mid-term independent project evaluation, the project duration was extended by three years to ensure the sustainability of results achieved.

UNODC strategy context, including the project's main objectives and outcomes and the project's contribution to UNODC country, regional or thematic programme

UNODC engagement with CSOs has developed considerably over the years and has been emphasized in the UNODC Strategic Framework for the 2014-2015 biennium.

The overall objective of the project is to increase public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice, and to advance capacity of Member States to implement relevant international conventions and standards and norms under UNODC mandate.

More specifically, the three outcomes of the Phase 1 were as follows:

1. Increased CSO knowledge of the UNCAC and its review mechanism and ability to contribute meaningfully to the ongoing peer review and/or this cycle on the second, third, and fourth year;
2. Increased dialogue between CSOs and their governmental focal points to discuss contributions to the process and controversial issues in an open and constructive manner and build CSO capacity for replicating the training in their own country or region;
3. CSOs gain skills to work closely with the private sector in the UNCAC review mechanism and raise awareness at the local, regional and international level.

After having integrated some recommendations from the mid-term independent evaluation, the following expected outcomes of Phase 2 were designed:

1. Improved dialogue between CSOs and Member States on all subject matters under UNODC mandate, including effective participation in intergovernmental meetings and communication with relevant stakeholders;
2. Enhanced cooperation between Member States and CSOs through UNODC thematic, global, regional and country programmes on issues related to drugs and crime;
3. Level of contribution of CSOs to countries reviewed under UNCAC is increased.

Therefore, the project GLOU68 targets stronger UNODC engagement with civil society in various Sub programmes, but more specifically in Sub programme 7. Policy Support. The expected accomplishments are quoted under 7.4. "Strengthened and increased partnerships between UNODC and relevant civil society entities that advance Member States' capacity to apply and raise awareness of United Nations standards and norms in crime prevention and criminal justice and their application", 7.5 "Increased partnerships with relevant civil society entities that advance Member States' capacity to implement relevant international conventions and standards and norms under UNODC mandates, including through their effective participation in United Nations meetings", and 7.8 "Increased awareness at the international level of corruption and its negative impact, as well as wider recognition of the United Nations Convention against Corruption, especially by targeting civil society entities and the media".

To achieve this goal and bridge the gap that often exists between international policy makers, national authorities and civil society, UNODC has established crucial partnerships with NGO umbrella organizations, working on issues related to UNODC mandates, namely: UNCAC Coalition, Vienna NGO Alliance on Crime Prevention and Criminal Justice and Vienna NGO Committee on Drugs

UNODC's vast network of field offices works closely with civil society for implementing regional and thematic programs and considers CSOs as an added value to their work.

The project has a linkage to the following UNODC thematic and regional programmes and will seek alignment with more programmes in future, such as:

- Thematic Programme of Public Affairs and Policy Analysis Branch (2014-2015)³²; Specific reference made to the Civil Society Engagement p17 and to the project p18 and 19;
- Thematic Programme on Corruption (2012-2015)³³. Specific reference made to the project p 39;
- Global Programme for Combatting Wildlife and Forest Crime (2014-2018); The project is linked to one of the six global programme thematic areas, which is: "Raising awareness and civil society empowerment"³⁴. Training sessions on Corruption and Wildlife and Forest Crime were indeed integrated into the Workshop on UNCAC and its Review Mechanism. In addition, representatives from CSOs working in the prevention and fight against wildlife and forest crime were selected to participate in the entire workshop.
- Regional Programme for Eastern Africa (2009-2015); The project is linked to the "Sub-Programme II: Countering Corruption"³⁵ of the Regional Programme entitled "Promoting the Rule of Law and Human Security in Eastern Africa".
- Regional Programme for Southern Africa (2013-2016)³⁶; The project is linked to one of the six objectives of the UNODC Southern Africa's work, which is "Strengthening the legislative and judicial capacity of Southern African countries to ratify and implement international conventions and instruments on drug control, organized crime, corruption, terrorism and money-laundering".
- Regional Programme for the Arab States (2011-2015)³⁷; The project is linked to the objective "Promoting Integrity and Building Justice", in particular to the support of the Regional Programme in reducing corruption.
- Regional Programme for West Africa (2010-2014)³⁸; The project is linked to the overall objective of the Regional Programme, which is "to contribute to and support the efforts of West African States, as well as those of regional organizations and the civil society, to respond to evolving security threats, such as drug trafficking, promote human rights and the rule of law, and good governance".

II. DISBURSEMENT HISTORY

³²

[http://www.unodc.org/production/misc/SpecialMessages.nsf/a3210ed79bcbf304c125794800355044/8bdf2b89e9e2468bc1257d51003b6b76/\\$FILE/Thematic%20Programme%20Public%20Affairs%20and%20Policy%20Analysis%20Branch.pdf](http://www.unodc.org/production/misc/SpecialMessages.nsf/a3210ed79bcbf304c125794800355044/8bdf2b89e9e2468bc1257d51003b6b76/$FILE/Thematic%20Programme%20Public%20Affairs%20and%20Policy%20Analysis%20Branch.pdf)

³³ https://www.unodc.org/documents/corruption/Thematic_Programme/Thematic_Programme_on_Corruption_-_2012-2015_sept12.pdf

³⁴ https://www.unodc.org/documents/Wildlife/WLFC_Annual_Report_2014.pdf

³⁵ <http://www.unodc.org/easternafrica/en/about-unodc-eastern-africa/index.html>

³⁶ <https://www.unodc.org/southernafrica/en/sa/about.html>

³⁷ <https://www.unodc.org/middleeastandnorthafrica/en/regional-programme-framework/promoting-integrity-and-building-justice/promoting-integrity-and-building-justice.html>

³⁸ https://www.unodc.org/documents/westandcentralafrica/FINAL_CONSOLIDATED_nov22.pdf

	<i>Total Approved Budget (time period)</i>	<i>Expenditure (time period)</i>	<i>Expenditure in % (time period)</i>
ADC Project no 2678-00/2011 (Phase 1)	€ 500,885.00 (01.12.2011-31.12.2012)	€ 500,885.00 (01.12.2011-31.12.2012)	100% (01.12.2011-31.12.2012)
Amendment 1 of ADC Project no 2678-00/2011 (Phase 1)	€ 257,300 (01.01.2013 – 31.12.2013)	€ 257,300 (01.01.2013 – 31.12.2013)	100% (01.01.2013 – 31.12.2013)
ADC Project no 2678-00/2013 (Phase 2)	€ 806,952.00 (01.01-2014 – 31.12.2016)	€ 624.698 ³⁹ (01.01-2014 – 31.12.2015)	77.4% (01.01-2014 – 31.12.2015)
Amendment 1 of ADC Project no 2678-00/2013 (Phase 2)	€ 36,480 (01.01-2014 – 31.12.2016)	0 (01.01-2014 – 31.12.2015)	0% (01.01-2014 – 31.12.2015)

III. PURPOSE OF THE EVALUATION

(1) This evaluation will assess relevance, efficiency, effectiveness, sustainability, impact, gender and human rights aspects, partnerships and cooperation, as well as derive lessons learned, best practice and recommendations to inform future programming, policy making and overall organizational learning regarding the future partnership between UNODC and Civil Society.

(2) In addition, the evaluation will assess the effectiveness and relevance of current management processes and derive recommendations on how the overall management processes may be improved for future CST and UNODC activities.

(3) The evaluation will further assess the impact, sustainability and effectiveness of cooperation with UNODC global programmes, and whether the set objective and outcomes in this regard have been attained or not, and to what degree. This will lead to a better understanding of how similar future projects in collaboration with international organizations can improve its support to UNCAC Coalition's goals.

(4) The evaluation will help assess whether project resources have been effectively and wisely used in line with set objective.

³⁹ This is an approximate amount as the financial closure of 2015 is still on hold. It corresponds to a USD amount of 708.224 (\$328.039 in 2014 + \$380.235 in 2015) with an applied EUR/\$ exchange rate of 0.882.

(5) In addition, the evaluation will assess the effectiveness and sustainability of the current funding mechanism, as well as derive lessons learned and recommendations for to possible more effective financing mechanism, as well as improved monitoring and reporting processes for potential future agreements between UNODC and ADA.

(6) Overall the evaluation will measure the impact and the extent to which the project's long term objective of reducing corruption and increasing accountability has been achieved at the national level as compared to the baseline set at the beginning of the project. More specifically, the evaluation will assess the understanding of the extent to which this project has made an impact and contributed to 1) strengthening the voice of civil society 2) bridging the gap that exists between international policy makers, national authorities, and civil society 3) increasing public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice, in particular the UNCAC and its Review Mechanism; and 4) advancing capacity of Member States to implement relevant international conventions and standards and norms under UNODC mandate.

(7) The evaluation final report will be made available on the UNODC website and shared with beneficiaries, enhancing the understanding of the whole project of which they have been part, providing for best practices and lessons learned.

Reasons behind the evaluation taking place

A mid-term evaluation was undertaken at the end of Phase 1 in 2013. The purpose is now to conduct a final In-Depth Evaluation of the anti-corruption component of GLOU68: "Looking Beyond: Towards a stronger partnership with Civil society Organizations on Drugs and Crime", with a particular focus on "Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process" Phase 1: 2012-2013 and Phase 2: 2014-2016.

As Phase 2 of GLOU68 is coming to an end on 31 December 2016, the final evaluation is planned to be undertaken from 26 August to 21 November 2016 to ensure completion of the evaluation before the end of Phase 2 in December 2016.

The purpose of this assignment is to undertake the final In-Depth Evaluation in line with UNODC Evaluation Norms and Standards. This evaluation will assess relevance, efficiency, effectiveness, sustainability, impact, gender and human rights aspects, partnerships and cooperation, and derive lessons learned, best practices and recommendations to inform future programming, policy making and overall organizational learning regarding the future partnership between UNODC and Civil Society. The final evaluation will further assess the implementation of the recommendations of the mid-term evaluation in 2013.

Assumed accomplishment of the evaluation

As of 2015, the first UNCAC review cycle was in its final year and the second cycle was launched, the recommendations of the final evaluation will be used to feed into a longer term CSO engagement activity and prepare for the upcoming cycle of the implementation review, namely the implementation of Chapters II (Prevention) and V (Asset Recovery) of the Convention. It is considered that prevention is an area where CSO can most contribute.

Furthermore, this evaluation will assess the implementation of the previous evaluation recommendations as well as its impact on the project implementation.

The main evaluation users

The main evaluation users will be (1) the CST and UNODC as a whole, (2) the UNCAC Coalition and TI, (3) ADA, (4) Member States and (5) Beneficiaries.

IV. SCOPE OF THE EVALUATION

The unit of analysis to be covered by the evaluation

The purpose of the evaluation is to conduct a final In-Depth Evaluation of the anti-corruption component of GLOU68: "Looking Beyond: Towards a stronger partnership with Civil society Organizations on Drugs and Crime", with a particular focus on "Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process" (Phase 1 and 2).

The evaluation will particularly focus on Phase 2 of the project and in particular Chapter 2 (Prevention) and Chapter 5 (Asset Recovery), as well as assess the implementation of the recommendations of the mid-term evaluation covering Phase 1.

The time period to be covered by the evaluation

The global project GLOU68 has been under implementation since 2 November 2009. However, the final evaluation will focus on the anti-corruption module of project GLOU68 that has already been evaluated through a mid-term evaluation that covered the period from January 2011 to June 2013. In addition, although the anti-corruption module funded by the Austrian Development Agency is continuing until 31 December 2016, it was decided to anticipate the final evaluation as all main activities will have already been implemented, and in order to ensure the continuity of cooperation between the CST and funding agencies as well as the continuity of the team's activities. Therefore, the final evaluation will focus on the period from July 2013 to October 2016 and the evaluation process will be concluded in November 2016 before the official end date of the project.

The geographical coverage of the evaluation

The following represent all the countries from which stakeholders benefited directly from the project within the African region, either through trainings or the reception of a grants since July 2013, date on which the mid-term evaluation was completed: Benin, Botswana, Burkina Faso, Burundi, Cameroon, Comoros, Cote d'Ivoire, Democratic Republic of Congo, Ethiopia, Gabon, Gambia, Ghana, Guinea, Kenya, Lebanon, Libya, Madagascar, Malawi, Mali, Mozambique, Niger, Nigeria, Rwanda, Senegal, Seychelles, Somalia, South Africa, South Sudan, Swaziland, Togo, Uganda, Zimbabwe.

Although, other representatives outside the African region also benefitted from the project activities, such as during a training that took place in Kuala Lumpur, Malaysia in 2014. It has been decided to narrow the evaluation to the African region.

Due to the broad geographical coverage, it was also decided to focus on 27 countries from which beneficiaries weren't already interviewed during the mid-term evaluation:⁴⁰ Benin, Botswana, Burkina Faso, Burundi, Cameroon, Comoros, Cote d'Ivoire, Gabon, Gambia, Ghana, Guinea, Kenya, Libya, Madagascar, Malawi, Mali, Mozambique, Niger, Rwanda, Senegal, Seychelles, Somalia, South Africa, South Sudan, Swaziland, Uganda, Zimbabwe. Beneficiaries of these 27 countries, as well as the 7 countries interviewed in the mid-term evaluation, will receive questionnaires in this evaluation process, and some will be further interviewed per phone/Skype.

Out of these 27 countries, five countries and seven beneficiaries are specifically selected based on their implication in the project activities, their responsiveness and to ensure gender balance to take on the role as CLPs. Among the seven beneficiaries:

- Four are women and three are men;
- Two are from Ivory Coast (one CSO representative and one Governmental focal point), two from Seychelles (one CSO representative and one Governmental focal point), two from Kenya (CSO representatives); one from Cameroon (CSO representative) and one from Uganda (CSO representative);
- Five organisations were trained and two were awarded a grant.

As a Workshop will be held in September 2016, additional countries may be involved and beneficiaries may be interviewed directly during the field mission of the evaluator.

V. EVALUATION CRITERIA AND KEY EVALUATION QUESTIONS

The final evaluation will assess the Relevance, Effectiveness, Efficiency, Partnership and Cooperation, Sustainability, Impact, Human Rights and Gender. Lessons learned, best practices and recommendations will be extracted. Furthermore, this evaluation will assess the implementation of the previous evaluation recommendations.

⁴⁰ Representatives from the Democratic Republic of Congo, Somaliland, Ethiopia, Lebanon, Togo and Nigeria, as well as Morocco were already interviewed during the mid-term evaluation.

It will respond to the following below questions, provided as indicative only, and to be further refined by the Evaluation Team.

<i>Relevance</i>
1. To what extent are the objectives of the programme still valid?
2. To what extent has the project been relevant in supporting Non-Governmental Organizations and Civil Society Organizations to help prevent and fight corruption?
<i>Effectiveness</i>
1. To what extent has the project achieved its objectives and results (outcomes and impact)?
2. To what extent has the project facilitated the identification of good practices that were shared among CSO/NGOs and other stakeholders?
3. To what extent has the project provided a framework to better engage Civil Society Organizations in the work of UNODC, in particular the understanding of UNCAC and possible involvement in their countries' review of the Convention?
4. To what extent has the CSO database (maintained through the project), website (including web-stories) and CSO Mailbox contributed to more effective communication and outreach between UNODC and CSOs? How could this, if at all, be improved?
5. To what extent and in what ways have the communication and technical materials developed by UNODC and Transparency International been helpful for CSO through the project?
<i>Efficiency</i>
1. To what extent has the planning of resources been adequate and to what extent has the project funding been properly and timely allocated as well as spent as planned?
2. To what extent is the relationship between input of resources and results achieved appropriate and justifiable?
<i>Partnerships and cooperation</i>
1. To what extent has the project improved cooperation between the UNCAC Coalition and UNODC in line with set outcomes?
2. To what extent have coordination mechanisms between UNODC Civil Society Team and other relevant development entities related to the project been successfully established, maintained and further developed?
3. Is the UNCAC Coalition the best partner in this project? Should other project partners be considered?
4. What were the comparative advantages of UNODC engaging with Civil Society Organizations and was the project implemented with these in mind?
<i>Sustainability</i>
1. Has the project successfully established a framework for continued engagement with NGOs on a regional, national and global level?

2. To what extent will the benefits generated through the project be sustained after the end of donor funding?
<i>Impact</i>
1. What difference has the project made to beneficiaries/stakeholders?
2. Are there clear indications that, when involved by their governments, CSOs trained through the project were able to provide a fruitful contribution to the UNCAC implementation review mechanism at the national level?
3. To what extent has the project contributed to the long term objective of preventing and combating corruption in Africa and other regions covered by the project?
4. What impact have the private sector small grants to CSOs in Africa had in their local communities?
6. Are there other intended or unintended, positive or negative (long term) effects on individuals, communities and institutions related to the project's interventions?
<i>Gender</i>
1. To which extent has the intervention established capacity development of targeted rights holders and duty bearers?
2. To what extent were resources (funds, human resources, time, expertise) allocated strategically to achieve gender-related objectives?
3. To which extent is the intervention informed by needs and interests of diverse groups of stakeholders (e.g. women, youth, vulnerable groups, minorities or the elderly)?
4. What are the possible long-term effects on gender equality?
<i>Human rights</i>
1. To which extent were a human rights-based approach and mainstreaming strategy incorporated in the design and implementation of the intervention?
2. To what degree did the developed capacity and/or resources provided to beneficiaries contribute to the advancement of the respect for human rights of the local population?
3. To which extent did the project outcomes contribute to raise awareness among the civil society and private sector toward the adoption of human rights-sensitive strategies in their activities?
<i>Lessons learned</i>
1. What lessons can be learned from the project implementation in order to improve performance, results and effectiveness in the future? What good practices emerged from the project implementation? Can they realistically be replicated?
2. What lessons can be drawn from the coordination efforts and working arrangements between the UNODC project team, its counterparts/ beneficiaries, other sections of UNODC (e.g. CEB, Field Offices, other substantive offices) and partner organizations?
3. What are the major challenges, opportunities and obstacles encountered by the project as a whole?
4. What best practices can be identified and should be replicated in similar projects?

VI. EVALUATION METHODOLOGY

The methods used to collect and analyse data

The evaluation team is expected to use a mixed methods approach of qualitative and quantitative methods, providing for a triangulation of findings. The mixed methods approach should also ensure a gender-sensitive methodology overall. The methodology includes a thorough desk review and analysis of all existing documentation (secondary data sources) (Annex II). The evaluation team may further request additional desk review materials if deemed necessary. The evaluator is also expected to use primary sources, such as structured and semi-structured interviews, observations or any other relevant tools as a means to collect relevant data for this evaluation. An online questionnaire may further be developed to help collect the views of stakeholders who might not be available for interviews, as well as to gather quantitative data.

The present ToR provides basic information as regards to the methodology of the evaluation, however this should not be regarded as exhaustive but only meant to guide the evaluator. The evaluator is requested to present a summarized methodology in the form of an Inception report, containing preliminary findings of the desk review, refined evaluation questions, data collection instruments (including questionnaire and interview questions), sampling strategy, evaluation matrix and limitations to the evaluation.

The evaluation uses a participatory approach through the active participation of the evaluation stakeholders, in particular the Core Learning Partners (CLP). The CLPs are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the ToR and the evaluation questions, as well as reviewing and commenting on the draft evaluation report. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs. (In Annex II, a distinction shall be made of these two different groups).

The evaluation process will include:

- Desk review and preparation of draft Inception report. To be submitted to IEU for review, comments and clearance, a short briefing on the key methodologies and aspects of the Inception Report may be given to Project Management by the evaluation team;
- Structured and semi-structured interviews (face-to-face and per phone/Skype) during the multi stakeholder workshop on UNCAC and its review mechanism in September 2016 in Vienna, Austria;
- Participation in the project training in Vienna, Austria. The overall objective of this training is to develop the participants' capacity to contribute to the implementation of UNCAC and the work of its Implementation Review Mechanism, as well as to provide a platform for constructive dialogue between government focal points and various stakeholders. The training is designed so that both government officials and civil society organizations (CSOs) engage in discussions with a view to exchanging information and clarifying key concepts. It also includes interactive

- exercises and practical applications based on mock scenarios to provide concrete learning opportunities for participants;
- Informal presentation of preliminary evaluation findings and recommendations;
 - Analysis of findings and follow-up phone interviews, as necessary;
 - Draft evaluation report (based on UNODC evaluation norms, standards, guidelines and templates to be found on the IEU website) <http://www.unodc.org/unodc/en/evaluation/index.html>), to be submitted to IEU for review and comments and after initial IEU clearance to the Project Manager for review of factual errors or omissions. The evaluation team incorporates the necessary changes and submits the revised draft evaluation report to IEU for clearance, followed by a review by the CLPs;
 - Final evaluation report. The evaluation team incorporates all the necessary changes, following feedback from CLPs and IEU, and submits the finalized report to IEU for clearance;
 - Presentation of final evaluation findings and recommendations.

In conducting the evaluation, the UNODC and the UNEG Evaluation Norms and Standards are to be taken into account. All UNODC evaluation tools, norms, guidelines and templates to be mandatorily used in the evaluation process can be found on the IEU website:

<http://www.unodc.org/unodc/en/evaluation/index.html>.

VII. TIMEFRAME AND DELIVERABLES

Time frame for the evaluation

The evaluation will include 50 working days spreading over a time span of a 3 month evaluation period, tentatively from 1st September 2016 to 25 November 2016. It will be carried out from home by the evaluator with one mission to Austria within the timeframe of 20-23 September 2016.

Time frame for the field mission

A mission to Austria is planned to include structured and semi-structured interviews with participants, trainers and stakeholders during the multi stakeholder Workshop on UNCAC and its review mechanism to be held at the Vienna International Center and Vienna, Austria from 20 to 23 September 2016.

This workshop is the best opportunity for the evaluation team to meet with a significant amount of beneficiaries from diverse countries, CSOs and governments, and to be immersed in one of the core activities of the project. A field mission to any other country would have only allowed the evaluation team to meet with a restricted amount of beneficiaries with security risks or risk of no-show due to the specific environment of some countries. It is worth noting that workshops usually take place once a year with a rotation of one year in Austria and one year in an African country.

Hence the evaluator of the mid-term evaluation also attended a Workshop but had a field mission in Dakar, Senegal as this was the country where it was taking place.

Expected deliverables and time frame

<i>Duties</i>	<i>Time frame</i>	<i>Location</i>	<i>Deliverables</i>
Desk review and preparation of Draft Inception Report. To be submitted IEU for review and comments; incorporation of comments; (can entail various rounds of comments) Internal consultations with Civil Society Team.	1/09/2016-20/09/2016 (14 working days)	Home base	<ul style="list-style-type: none"> • Draft Inception report containing: preliminary findings of the desk review, refined evaluation questions, data collection instruments (including questionnaire and interview questions), sampling strategy, evaluation matrix and limitations to the evaluation.
Deliverable A – Final Inception report in line with UNODC evaluation norms, standards, guidelines and templates.	By 21/09/2016		To be cleared by IEU
Mission to Austria; Participation in the project training; interviews with participants; Informal presentation of preliminary findings.	21/09/2016-23/09/2016 (3 working days)	Vienna International Center and Vienna, Austria	<ul style="list-style-type: none"> • Participation in the project training, interviews with participants, trainers and key stakeholders; • Informal presentation of preliminary findings.
Phone/Skype interviews with project stakeholders (UNODC CEB team and its CSO research report analyst, Donors, main stakeholders (CLPs), Transparency International, UNCAC Coalition members and NGOs).	24/09/2016 – 05/10/2016 (8 working days)	Home base	<ul style="list-style-type: none"> • Phone/Skype interviews with project stakeholders.
Drafting of the evaluation report; submission to IEU for review and comments; incorporation of comments from IEU (can entail various rounds of comments).	06/10/2016-01/11/2016 (19 working days)	Home base	<ul style="list-style-type: none"> • Gathering of Findings and follow-up interviews, as necessary; • Draft evaluation report.
Deliverable B – Draft Evaluation Report in line with UNODC Evaluation norms, standards, and templates.	By 02/11/2016		To be cleared by IEU
Submission of draft evaluation report to project	02/11/2016-04/11/2016		

Management for review of factual errors.			
Incorporat ion of comments From project management on factual errors and from IEU.	07/11/2016 – 08/11/2016 (2 working days)		Revised draft evaluation report
IEU shares draft evaluation report with Core Learning Partners for comments.	09/11/2016- 18/11/2016		
Incorporate comments from Core Learning Partners. Final review and comments by IEU (can entail various rounds of comments).	19/11/2016 – 24/11/2016 (4 working days)	Home base	Revised draft evaluation report
Deliverable C - Final evaluation report incl. Management response (if needed); presentation of evaluation results.	By 25/11/2016	Home base; UNODC	Final evaluation report; presentation of final evaluation findings and recommendations. All to be cleared by IEU
Project Management: finalise the Evaluation Follow-up Plan in ProFi (to be cleared by IEU).	By 05/12/2016		Final Evaluation Follow-up Plan
Project Management: Disseminate final evaluation report.	By 05/12/2016		Final evaluation report disseminated

VIII. EVALUATION TEAM COMPOSITION

Number of evaluators needed

This evaluation will be conducted by one independent external evaluator under the management and guidance of up to two IEU staff members assigned to this specific evaluation. The evaluator will be contracted on the basis of extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods; a strong record in designing and leading evaluations; technical competence in the area of anti-corruption and excellent oral communication and report writing skills in English.

The role of the evaluator

The evaluator will have the overall responsibility for the quality and timely submission of all deliverables, as specified below. All products should be well written, inclusive and have a clear analysis process.

- Draft inception report; in line with UNODC evaluation norms, standards, guidelines and templates, based on a comprehensive desk review of background documents, containing: preliminary findings of the desk review, refined evaluation questions, data collection instruments (including questionnaire and interview questions), sampling strategy, evaluation matrix and limitations to the evaluation; presentation of preliminary evaluation findings and recommendations to internal and external key stakeholders;
- Draft evaluation report in line with UNODC evaluation norms, standards, guidelines and templates,
- Final evaluation report, in line with UNODC evaluation norms, standards, guidelines and templates, (Management Response as optional);
- Final presentation to stakeholders.

Absence of Conflict of Interest

According to UNODC rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation.

The role of IEU staff:

IEU staff will have the overall responsibility for the quality and timely delivery of all activities and reports, and for liaising with the UNODC units and Member States. More specifically, IEU staff will be responsible for the following tasks:

- Discuss the work plan with the evaluator and expert and guide the evaluation process to ensure that all aspects of the Terms of Reference are fulfilled;
- Provide support to the presentation of the preliminary findings at UNODC Headquarters;
- Support the evaluation team on field mission (if any);
- Ensure that the evaluation will be conducted in a timely, high quality manner, in line with the related UN Guidelines, Norms and Standards as specified under the item 6 (Evaluation Methodology)

In particular, the IEU team will guide the process of this evaluation, endorse and clear the TOR, approve the selection of the proposed evaluator and liaise closely with the evaluator throughout the entire evaluation process. IEU may provide substantive comments to be incorporated by the evaluator and approves the evaluation methodology (Inception Report) and provides methodological support throughout the evaluation; IEU clears the Inception Report, draft report, the final report, the Evaluation Brief and PowerPoint presentation. IEU further supports the process of issuing a management response, and posts the final evaluation report on the evaluation website.

IX. MANAGEMENT OF EVALUATION PROCESS

Roles and responsibilities of the Project Manager

The Project Manager is responsible for managing the evaluation, drafting and finalizing the ToR, selecting Core Learning Partners and informing them of their role, recruiting evaluators, providing desk review materials to the evaluator, liaising with the Core Learning Partners, reviewing the draft report for factual errors, developing an implementation plan for the evaluation recommendations and follow-up action (to be updated once per year), as well as disseminating the final evaluation report.

Roles and responsibilities of the evaluation stakeholders

The evaluation will be conducted in full consultation with all project partners, namely: UNODC Civil Society Team and its project partners (UNODC CEB, ADA, other Donors, Transparency International and NGOs).

UNODC project team will be responsible for the provision of desk review materials to the evaluation team, reviewing the evaluation methodology, liaising with the Core Learning Partners, as well as reviewing the draft report and developing an implementation plan for the evaluation recommendations. Management will be in charge of providing logistical support to the evaluation team including arranging the mission to Vienna of the evaluator.

The Core Learning Partners (CLP) (Annex III) are selected by the project managers in consultation with IEU. Members of the CLP are selected from the stakeholder groups, including UNODC management, mentors, beneficiaries, partner organizations and donor Member States. The CLPs are asked to comment on key steps of the evaluation and act as facilitators with respect to the dissemination and application of the results and other follow up action i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

Roles and responsibilities of the Independent Evaluation Unit

The Independent Evaluation Unit (IEU) will closely guide this final In-Depth evaluation and guide the evaluator in developing the methodology and inception report. Furthermore, IEU will support the evaluator during the data collection phase, especially his or her mission to Vienna. In addition, IEU provides mandatory normative tools, guidelines and templates to be used in the evaluation process as

well as evaluation expertise regarding methodology, data collection and analysis. Please find the respective tools on the IEU web site <http://www.unodc.org/unodc/en/evaluation/evaluation.html>.

IEU reviews and clears all deliverables of this evaluation – Terms of Reference; Selection of consultants; Inception Report; Draft Evaluation Report; Final Evaluation Report; Evaluation Follow-up Plan.

Logistical support responsibilities

The UNODC project team will be in charge of providing logistical support to the evaluator including arranging the mission to Vienna. The evaluator will liaise with the UNODC Project Team as appropriate.

ANNEX II. EVALUATION TOOLS: INTERVIEW GUIDES AND ONLINE SURVEY

Interview guides

A series of interview guidelines will be taken into account to collect the needed information across the myriad of stakeholders. As such, particularly all stakeholder interviews will generally be introduced with the evaluator to:

- Thank the interviewee for awarding time to answer the questions and thus to contribute to the evaluation with his/her valuable knowledge and experience;
- Restate the objectives of the evaluation: the final in-depth evaluation objective is
 - (i) to determine the extent to which the planned objectives and activities have, or have not, achieved impact, reduced corruption and increased accountability until October 2016, and
 - (ii) to identify lessons learned, best practices and recommendations to inform future programming and organizational learning regarding the future partnership between civil society and UNODC;
- Explain the confidentiality of the interview, highlighting that the interviewee's name will not be linked to any of the statements made during the interview, neither in the evaluation reports or any discussion related to the findings;
- Inform about the time foreseen for the interview (45-60min.);
- Ask first question about interviewee's responsibility in and affiliation to the project.

Interview questions

On the basis of the evaluation methodology outlined in Chapter III, a set of different open-ended, in-depth questions will be posed during the semi-structured interviews to the following stakeholder groups:

UNCAC Coalition Committee members

What is your role in the project?

Which country are you from?

What is your position/ job-level?

What training have you attended?

To what extent has the project address important needs and does the project reflect these?

To what extent has the project been relevant in supporting CSOs in the fight against corruption in Africa?

To what extent are the project's objectives still relevant and valid today?

To what extent has the project achieved its objectives and results?

Are you aware of any good practice that emerged from the project?

To what extent has the project provided a framework to better engage CSOs in the work of UNODC? Do you have examples?

To what extent has the project enhanced the knowledge about civil society in fighting corruption in Africa?

To what extent has the project enhanced communication between CSOs, UNODC and the UNCAC Coalition?

To what extent have resources been allocated (time/extent) justifiable to achieve the planned results?

To what extent has the project improved cooperation between UNODC and the UNCAC Coalition?

What are the benefits that the project generated and which can possibly be sustained after the end of the project?

To what extent has the project successfully established a framework for continued NGO engagement?

To what extent has project made a difference in Africa?

Are there clear indicators that trained CSOs contributed more successfully to the IRM?

What is the long-term impact of the project in Africa?

What are the unintended results if any?

What are the strategies of the project to include women in programme activities?

What opportunities does the collaboration with CSOs provide regarding gender mainstreaming?

To what extent has the project had any effect on gender equality?

To what extent have the project outcomes raised awareness about the link between anti-corruption and human rights?

How can a human-rights based approach be better implemented in the project design?

What are the lessons learned from the project?

If you have to choose one, what has been the key outcome/impact generated by this project?

What are the three persisting challenges for similar projects in the future, in your view? (Rank them according to the level of importance)

What are the three key opportunities/ needs for similar projects? (Rank them according to the level of importance)

If the project were to continue, what would be your vision (i.e. overarching goal in the medium/ long-term) to reach in a new project?

If you were in the project management role and could start the project from afresh, what would you do differently?

Core Learning Partners (6 in total, including 2 donors, 2 implementing partners, 2 CSO beneficiaries)

What is your role in the project?

To what extent has the project addressed/ reflected important needs?

In what way has the project been relevant in supporting civil society in the fight against corruption in Africa?

In what way are the project objectives still relevant and valid?

In what way has the project achieved its objectives?

To what extent has the project enhanced UNDOCs knowledge about CSOs in fighting corruption in Africa??

To what extent has the project enhanced communication between CSOs, UNODC?

To what extent have the resources (project investments) been allocated justifiable, i.e. sufficient in terms of time and extent to achieve the results?

To what extent has the project been well executed?

To what extent has the project improved cooperation between UNODC and UNCAC Coalition? Should other umbrella CSOs be considered as partners?

To what extent can the benefits generated be sustained after the end of the project?

To what extent has the project successfully established a framework for continued NGO engagement?

To what extent has the project made a difference in Africa?

Are there clear indicators that the trained CSOs contribute more successfully to the IRM?

To what extent has there been any long-term impact of the project to CSOs fighting corruption in Africa?

To what extent has the project taken a gender-sensitive approach into account and had an impact on gender equality?

To what extent has the project/ its outcomes raised awareness about the link between anti-corruption and human rights?

What are the lessons learned from the coordination efforts, if any, and what would you recommend to enhance the project with a view to its needs, efficiency, outputs and results?

Project beneficiaries (as many as possible)

What is your role in the project?

To what extent has the project addressed/ reflected important needs?

In what way has the project been relevant in supporting civil society in the fight against corruption in Africa?

In what way are the project objectives still relevant and valid?

In what way has the project achieved its objectives?

To what extent has the project enhanced UNDOCs knowledge about CSOs in fighting corruption in Africa??

To what extent has the project enhanced communication between CSOs, UNODC?

To what extent have the resources (project investments) been allocated justifiable, i.e. sufficient in terms of time and extent to achieve the results?

To what extent has the project been well executed?

To what extent has the project improved cooperation between UNODC and UNCAC Coalition? Should other umbrella CSOs be considered as partners?

To what extent can the benefits generated be sustained after the end of the project?

To what extent has the project successfully established a framework for continued NGO engagement?

To what extent has the project made a difference in Africa?

Are there clear indicators that the trained CSOs contribute more successfully to the IRM?

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To what extent has the project/its outcomes raised awareness about the link between anti-corruption and human rights?

What are the lessons learned from the coordination efforts, if any, and what would you recommend to enhance the project with a view to its needs, efficiency, outputs and results?

Member States and other recommended stakeholders
--

What is your role in the project?

To what extent has the project addressed/ reflected important needs?

In what way has the project been relevant in supporting civil society in the fight against corruption in Africa?

In what way are the project objectives still relevant and valid?

In what way has the project achieved its objectives?

To what extent has the project enhanced UNDOCs knowledge about CSOs in fighting corruption in Africa??

To what extent has the project enhanced communication between CSOs, UNODC?

To what extent have the resources (project investments) been allocated justifiable, i.e. sufficient in terms of time and extent to achieve the results?

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To what extent has the project/ its outcomes raised awareness about the link between anti-corruption and human rights?

What are the lessons learned from the coordination efforts, if any, and what would you recommend to enhance the project with a view to its needs, efficiency, outputs and results?

Key findings arising from the interviews will be summarized by the evaluator to ease integration and analysis of the data collected according to the subsequent UNEG and DAC and other added criteria:

Relevance

To measure the extent to which the objectives of the project are continuously consistent with UNODC mandate and overarching strategies and policies and recipients' need:

- Are UNODC mandates adequately translated into the project? If so, to what extent?
- To what extent are there complementarities or synergies with other implemented interventions within the geographical or thematic area?
- What is the specific nature of the problem and how well do the objectives of the project reflect this?
- To what extent have the previous evaluation recommendations been relevant for the project?
- To what extent have the trainings and the materials provided through the project been relevant for the recipients' needs?
- To what extent has the project been relevant in supporting non-governmental organizations and civil society organizations?
- To what extent has the project helped prevent and fight corruption in Africa?
- To what extent are the objectives of the programme still relevant and valid?
- Which additional recipients' need should similar Are there additional needs on the recipients side that UNODC could help facilitate and assist with?

Effectiveness

To measure the extent to which the project activities achieve its objectives and outcomes:

- To what extent has the project achieved its planned results (outcomes and impact)?
- To what extent have other results, which are not explicit in the project document, been achieved?
- To what extent is the progress made, or lack thereof, the result of external factors rather than of the project activities? How did the external factors impact on the effectiveness of the project?
- To what extent has the project facilitated the identification of good practices that were shared among CSO/NGOs and other stakeholders?
- To what extent has the project provided a framework to better engage CSOs in the work of UNODC, in particular the understanding of UNCAC and possible involvement in their countries' review of the Convention?
- To what extent have the CSO database (maintained through the project), website (including web-stories) and CSO Mailbox contributed to more effective communication and outreach between UNODC and CSOs? How could this, if at all, be improved?
- To what extent and in what ways have the communication and technical materials developed by UNODC and Transparency International been helpful for CSO through the project?
- In general, what can be done to make the project more effective?

Efficiency

To measure how programme investments (resources, tools, methods) are converted into outputs:

- To what extent were the expertise, training methods and tools/materials used by the trainers efficient?
- To what extent has the planning of resources been adequate?
- To what extent was the allocation of the project funding resources been adequate?
- To what extent were the project resources used in an appropriate, efficient and timely manner?
- To what extent is the relationship between input of resources and results achieved appropriate and justifiable?
- To what extent was the project resource mobilisation for the project efficient?
- How efficient are the reporting mechanisms related to the project?

- To what extent is the monitoring and data collection regarding behavioural change and impact on the ground following trainings efficient?

Project design

To measure the quality of the project design:

- To what extent have the project documents provided clarity, logic and consistency?
- To what extent has a baseline, needs assessment and context analysis contributed to the project design?
- To what extent has the logical framework adopted measurable and verifiable indicators (including on the country-level), outcomes and outputs, targets, risks, mitigation measures and assumptions?
- To what extent have the allocated resources and available time been sufficient to achieve the outcomes?
- To what extent has the previous evaluation recommendations contributed to the improvement of the project design?

Partnership and cooperation

To measure the level of UNODC cooperation and partners:

- To what extent has the project improved cooperation between the UNCAC Coalition and UNODC in line with set outcomes?
- To what extent have the previous mid-term recommendations contributed to the improvement of cooperation between the UNCAC Coalition and UNODC?
- To what extent have coordination mechanisms between UNODC Civil Society Team and other relevant development entities related to the project been successfully established, maintained and further developed?
- Is the UNCAC Coalition the best partner in this project? Should other project partners be considered?
- What were the comparative advantages of UNODC engaging with Civil Society Organizations and was the project implemented with these in mind?
- To what extent has working in partnership with Civil Society Organizations achieved long-term results?
- To what extent is the cooperation with UN field offices (e.g. of UNODC, UNDP in Africa) effective in line with set outcomes?

Knowledge management

To measure how knowledge is selected, managed and used in the formation and implementation of UNODC and counterparts policies and programmes:

- To what extent has the project contributed to improve UNODC knowledge about Civil Society Organizations working in anti-corruption in Africa?
- To what extent did UNODC project staff share and use this knowledge?
- To what extent did UNODC in-country knowledge hubs manage and use knowledge?
- To what extent did the in-country knowledge hubs contribute to the project's objectives and outcomes, and to what extent did the knowledge influence the fight against corruption locally?

Impact

To measure positive/negative, primary/secondary, short/mid- and long-term impact, including economic and social change produced, or likely to be produced, by the project, directly/indirectly, intended/unintended, after the project was implemented:

- What has been the overall impact of the project to date?
- What difference has the project made to key stakeholders and beneficiaries at the local level?

- Are there clear indications that, when involved by their governments, CSOs trained through the project were able to provide a fruitful contribution to the UNCAC implementation review mechanism at the national level?
- To what extent has the project contributed to the long-term objective of preventing and combating corruption in Africa and other regions covered by the project?
- What impact have the private sector small grants to CSOs in Africa had in their local communities?
- Are there other intended or unintended, positive or negative (long-term) effects on individuals, communities and institutions related to the project's interventions?

Sustainability

To measure whether the benefits of the project are likely to continue after the project termination at the end of 2016:

- To what extent will the project results and benefits generated through the project be sustained after the project completion and the end of donor funding?
- Has the project successfully established a framework for continued engagement with NGOs on a global, regional or national level?

Gender and human rights

To measure how the intervention is designed and implemented to align and contribute to gender and human rights as defined by international conventions:

- To what extent was a gender and human rights based approach and mainstreaming strategy incorporated in the design and implementation of the intervention?
- To which extents have men and women benefited, or can be expected to benefit, from the intervention?
- To what degree were resources (funding, human resources, time, and expertise) allocated strategically to achieve gender-related objectives?
- To which extent did the project outcomes contribute to raise awareness among the civil society and private sector regarding the link between anti-corruption and the protection of human rights?

Lessons learned

- What lessons can be learned from the project implementation in order to improve performance, results and effectiveness in the future? What good practices emerged from the project implementation? Can they realistically be replicated?
- What lessons can be drawn from the coordination efforts and working arrangements between the UNODC project team, its counterparts/ beneficiaries, other sections of UNODC (e.g. CEP, Field Offices, other substantive offices) and partner organisations?
- What are the major challenges, opportunities and obstacles encountered by the project as a whole?
- What best practices can be identified and should be replicated in similar projects?

Online survey

1. Introduction

[version française ci-dessous]

This is a short survey carried out by the independent evaluator together with the Independent Evaluation Unit, UNODC, for the final in-depth evaluation of the UNODC Global Anti-corruption Component of GLOU68: Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention, ADC Project No. 2678-00 - Strengthening the Capacity of Civil Society Organisations in Africa to Combat Corruption and Contribute to the UNCAC Review Process (Phases 1 and 2).

The objective of the evaluation is to assess relevance, effectiveness, efficiency, sustainability, impact, gender and human rights aspects, partnerships and cooperation, as well as derive lessons learned, best practice and recommendations to inform future programming, policy making and overall organizational learning regarding the future partnership between UNODC and Civil Society.

This survey specifically aims at assessing the related trainings and multi-stakeholder workshops under GLOU68 and the impact they have had on the programme's long-term objective of reducing corruption and increasing accountability. Your thoughts and opinions, as stakeholder in this evaluation process, are highly valuable to help identify lessons learned, best practices and recommendations for the future work under this programme. The independent evaluator would appreciate your assistance through completion of this short, anonymous questionnaire. For any questions, please contact the evaluator Ms. Janina Berg at jberg@ascent-eu.org

Thank you very much for your participation!

Ceci est une enquête courte réalisée par l'évaluatrice indépendante en collaboration avec l'unité d'évaluation indépendante de l'ONUDC, dans le cadre de l'évaluation finale du composant anti-corruption du programme global GLOU68 de l'ONUDC qui s'intitule: «Vers un engagement stratégique avec la société civile pour la lutte contre la corruption, la drogue et la prévention du crime»: projet ADC n0 2678-00 - Renforcement des capacités des organisations de la société civile en Afrique pour lutter contre la corruption et contribuer au mécanisme d'examen de la CNUCC (phases 1 et 2).

L'objectif de l'évaluation est d'évaluer la pertinence, l'efficacité, l'efficience, la durabilité, l'impact, les aspects de genre et des droits humains, les partenariats et coopérations, afin de tirer des enseignements, identifier les bonnes pratiques et faire des recommandations pour informer la programmation future, l'élaboration des politiques et permettre un apprentissage organisationnel global concernant le futur partenariat entre l'ONUDC et la société civile.

Cette enquête vise spécifiquement à évaluer les ateliers et sessions de formations organisés dans le cadre du programme GLOU68 et l'impact qu'ils ont eu sur l'objectif long-terme du programme qui est de réduire la corruption et d'accroître la responsabilité des acteurs. Vos avis et opinions, en tant que partie prenante dans ce processus d'évaluation, sont très précieux pour aider à identifier les enseignements, bonnes pratiques et recommandations pour les futures activités de ce programme. L'évaluatrice indépendante vous serait très reconnaissante pour votre aide via la complétion de cette enquête anonyme. Pour toute question, merci de contacter l'évaluatrice Ms. Janina Berg à l'email suivant: jberg@ascent-eu.org.

Merci beaucoup pour votre participation!

UNODC multi-stakeholder training project on the UN Convention against Corruption (UNCAC) and its review mechanism

2. Section I: General Questions

* 1. Which geographical area does your organisation cover?

Dans quelle zone géographique votre organisation opère-t-elle?

* 2. What gender do you have?

Quel est votre genre ?

- Male/ Mâle
- Female/ Femelle
- I prefer not to answer this question/ Je préfère ne pas répondre à cette question

* 3. What seniority level do you have in your organization?

Quel est votre niveau d'ancienneté au sein de votre organisation?

- Junior level/ Niveau junior
- Senior level/ Niveau sénior
- Management level/ Niveau managériale
- Senior management level/ Niveau managériale sénior

Other/ autre (please specify, merci de spécifier)

4. What is your role in the project?

Quel est votre rôle dans ce projet ?

- UNODC project staff/ Personnel de l'ONUDC, affecté au projet
- UNODC non-project staff/ Personnel de l'ONUDC, non affecté au projet
- Donor/ Donateur
- Recipient Government/ Member State/ Etat membre/ gouvernement bénéficiaire du projet
- Civil Society Organization (CSO)/ Organisation de la société civile

Other international organisation (including implementing partners, such as UNCAC Coalition)/ Autre organisation internationale (partenaires inclus)

Other (please specify)

--- End of Section I ---

--- Fin de la section I ---

UNODC multi-stakeholder training project on the UN Convention against Corruption (UNCAC) and its review mechanism

3. Section II: Multi-stakeholder workshop - Behavioural Change & Impact (civil societies' views)

*** Please only respond to this section, if you are a civil society organization that has participated in a training!**

If you have not, please proceed directly to page 5 section III.

*** *Merci de ne répondre à cette section II, seulement si vous êtes une ONG et si vous avez participé***

à une session de formation/atelier! Dans le cas contraire, vous pouvez passer cette section et aller

directement à la page 5, section III.

* 5. Have you participated in a multi-stakeholder training workshop?

Avez-vous participé à un atelier?

yes/ oui

no/ non

* 6. In which of UNODC multi-stakeholder training workshop(s) have you participated in?

À quel atelier avez-vous participé?

*

* 7. Which multi-stakeholder training workshop sessions have you found most useful for your work in your local context?

Quelles sessions de formation avez-vous trouver la plus utile pour vos activités dans votre contexte local?

I have not participated in such a training session/ Je n'ai pas participé à ce genre d'atelier

Highly useful/
très utile

Useful/ utile

Informative/
informatif

Too basic/ trop
basique

Not useful/ pas
utile

Preparatory sessions
for civil society

organizations
 introducing key
 concepts of the UN
 Convention against
 Corruption (UNCAC)?
*Sessions préparatoires
 pour la société civile,
 introduisant les
 concepts clés de la
 Convention des Nations
 Unie?*

Substantive provisions
 of specific chapters of
 the UNCAC (i.e.
 Chapter III, IV, II, V)?
*Provisions
 substantives des
 chapitres spécifiques
 de la CNUCC (i.e.
 Chapitre III, IV, II, V)?*

Presentations of
 CSOs with
 experience of the
 UNCAC mechanism
 review?
*Présentations des
 organisations de la
 société civile avec
 l'expérience du
 mécanisme d'examen
 de la CNUCC?*

Presentations of
 governmental focal
 points with experience
 in the UNCAC review
 or as a peer-reviewer?
*Présentations des
 points focaux
 gouvernementaux
 avec expérience de
 l'examen de la
 CNUCC ou d'un pays
 pair?*

	Highly useful/ très utile	Useful/ utile	Informative/ informatif	Too basic/ trop basique	Not useful/ pas utile	I have not participated in such a training session/ Je n'ai pas participé à ce genre d'atelier
Presentation on links between corruption and related areas (e.g. environment, UN Sustainable Development Goals (SDGs)? <i>Présentation sur les liens spécifiques entre la corruption et des autres domaines (e.g. environnement, UN SDGs)?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Break-out session: role play, in which civil society and focal points switch roles? <i>Session en groupe : jeu de rôle lors duquel la société civile et les points focaux gouvernementaux échantent leur rôle?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentation on national, regional and global advocacy and communication? <i>Présentation sur le plaidoyer et la communication au niveau national, régional et global?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentation on avenues for multi- stakeholder cooperation in implementing UNCAC provisions? <i>Présentation sur les points d'entrées pour une coopération multipartite dans l'implémentation des</i>						

*provisions de la
CNUCC?*

	Highly useful/ très utile	Useful/ utile	Informative/ informatif	Too basic/ trop basique	Not useful/ pas utile	I have not participated in such a training session/ Je n'ai pas participé à ce genre d'atelier
Break-out session: developing national action plans? <i>Session en groupe: développer des plans d'actions au niveau national?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presentation of how to prepare a national shadow, parallel report?/ <i>Présentations sur la façon de préparer un rapport parallèle?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working with the private sector? <i>Travail avec le secteur privé?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please specify any other noteworthy comment and tell us your recommendations for improvement/ Merci de spécifier tout autre commentaire et de partager avec nous vos recommandations à des fins d'amélioration:

* 8. How often have you been able to use the knowledge gained through the training on the UN Convention against Corruption (UNCAC) and on its mechanism by:

A quelle fréquence avez-vous été dans la capacité d'utiliser les connaissances gagnés grâce à l'atelier sur la Convention des Nations Unies Contre la Corruption (CNUCC) et son mécanisme d'examen dans les cas suivants:

	more than 5 times/ plus de 5 fois	2-5 times/ fois	1 time/ fois	not at all/ pas du tout	I don't know/ je ne sais pas
using the training material and tools produced for the UNCAC workshop? <i>Utilisation du matériel de formation et des outils produits pour l'atelier sur la CNUCC ?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	more than 5 times/ plus de 5 fois	2-5 times/ fois	1 time/ fois	not at all/ pas du tout	I don't know/ je ne sais pas
replicating the UNCAC training in your local context (e.g. for colleagues/ other civil society organizations, etc.)? <i>Réplication de l'atelier sur la CNUCC dans votre contexte local (e.g. pour des collègues, d'autres ONG)?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
entering into dialogue with government on UNCAC (by participation in intergovernmental meetings, communication)? <i>Instauration d'un dialogue avec le gouvernement sur la CNUCC (par participation dans des réunions intergouvernementales, communication)?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
enhancing cooperation with your government by contributing UNCAC expertise (in writing) to the national report? <i>Amélioration de la coopération avec votre gouvernement en contribuant votre expertise (par écrite) sur la CNUCC pour le rapport national?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
being consulted by government due to your UNCAC expertise? <i>Consultation initiée par le gouvernement du fait de votre expertise sur la CNUCC ?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
participating in public meetings and conference along with government? <i>Participation à des réunions publiques et conférence avec votre gouvernement ?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	more than 5 times/ plus de 5 fois	2-5 times/ fois	1 time/ fois	not at all/ pas du tout	I don't know/ je ne sais pas
enhancing cooperation with your government through your involvement in the in-country visits? <i>Amélioration de la coopération avec votre gouvernement via votre engagement dans les visites pays ?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
preparing a shadow, parallel report to the national report? <i>Préparation d'un rapport parallèle au rapport national ?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
enhancing cooperation with government on other UN programmes (e.g. for Eastern, Southern Africa)? <i>Amélioration de la coopération avec le gouvernement concernant d'autre programme de l'ONU (e.g. pour l'Afrique de l'Ouest, du Sud)?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please specify, including specific examples when and how you have used your gained knowledge/ Merci de spécifier, en incluant des exemples spécifiques de quand et de comment vous avez utilisé la connaissance gagnée lors de l'atelier:

* 9. If you are *not applying* some of the things that you were encouraged and taught to do during the training, why not?

Dans le cas où vous n'avez pas appliqué ce qu'il vous a été encouragé de faire et ce qu'il vous a été enseigné durant l'atelier, quelles en sont les raisons?

	Very true/ Parfaitement Vrai	Quite true/ Plutôt vrai	Not so true/ Pas vraiment vrai	Not at all, it was good/ Pas vraiment vrai
The level of expertise provided by the trainers was too advanced for my work/ <i>Le niveau d'expertise délivré par les experts était trop avancé pour mon travail</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The level of expertise
provided by the trainers
was too basic for my
work/

*Le niveau d'expertise
délivré par les experts était
trop basique pour mon
travail*



	Very true/ Parfaitement Vrai	Quite true/ Plutôt vrai	Not so true/ Pas vraiment vrai	Not at all, it was good/ Pas vraiment vrai
The technical material and tools provided by the project were too advanced for my work/ <i>Le matériel technique et les outils donnés étaient trop avancés pour mon travail</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The technical material and tools provided by the project were too basic for my work/ <i>Le matériel technique et les outils donnés étaient trop basiques pour mon travail</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office environment was not conducive to do so (boss/supervisors/colleagues discouraged me from changing)/ <i>Mon environnement de travail au bureau n'était pas propice (boss/superviseur/ collègues m'ont découragés de changer</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It was not the mandate of my organisation to work on UNCAC and its mechanism/ <i>Cela n'était pas le mandat de mon organisation de travailler sur la CNUCC et son mécanisme d'examen</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My country's political environment was not conducive to take up/intensify work on UNCAC/ <i>L'environnement politique de mon pays n'était pas propice pour travailler/intensifier mon travail sur la CNUCC</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It wasn't practical for my job/role, in general/ <i>Cela n'était pas pratique/concret pour</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*mon travail/rôle, en
général*

Lack of funding/budget
for UNCAC-related
work/

Manque de financement

pour le travail lié à la

CNUCC

I haven't found the time/

Je n'ai pas eu le temps



	Very true/ Parfaitement Vrai	Quite true/ Plutôt vrai	Not so true/ Pas vraiment vrai	Not at all, it was good/ Pas vraiment vrai
The UNCAC review did not yet take place in my country/ <i>L'examen de la CNUCC n'a pas encore eu lieu dans mon pays</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other reasons/ <i>Autres raisons</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)/ Autres (merci de spécifier):				
<input type="text"/>				

* 10. Do you plan to apply/ continue to apply what you have learned in the training and cooperate with civil society on UNCAC in the future and, if so, how?

Avez-vous planifier d'appliquer/ de continuer à utiliser ce que vous avez appris lors de l'atelier dans le future, et si oui, comment ?

* 11. Based on your local context and specific needs in fighting corruption, have UNODC multi-stakeholder training workshops on the UN Convention against Corruption (UNCAC) and its mechanism been relevant, valid and the right tool:

(Please provide suggestions for other future UNODC support opportunities in the comment box below)

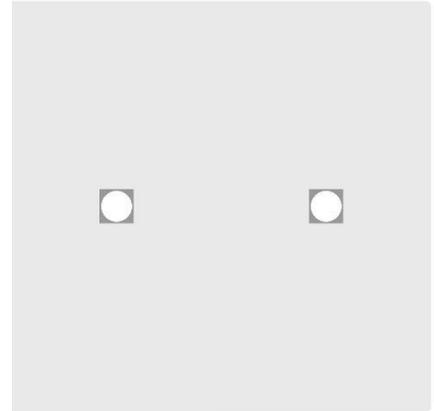
En vous basant sur votre contexte local et vos besoins spécifiques pour lutter contre la corruption, les ateliers de formation pour les parties prenantes de l'ONUDC sur la Convention des Nations Unies contre la Corruption et son mécanisme ont-ils été pertinents, valide, et l'outil le plus adapté ?

(Merci de fournir des suggestions pour d'autres opportunités de soutien de la part de l'ONUDC dans la case de commentaire ci-dessous)

	to a large extent/ dans une grande mesure	to some extent/ dans une certaine mesure	to a minor extent/ dans une mesure limitée	not at all/ pas du tout
to enhance your knowledge and expertise on the UN Convention against Corruption (UNCAC) and its mechanism? <i>Pour accroître votre connaissance et expertise sur la Convention des Nations Unies et son</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

mécanisme d'examen
(CNUCC) ?

I



	to a large extent/ dans une grande mesure	to some extent/ dans une certaine mesure	to a minor extent/ dans une mesure limitée	not at all/ pas du tout	I don't know/ je ne sais pas
to build a trust-based relationship between civil society and government representatives? <i>Pour construire une relation de confiance entre la société civile et les représentants du gouvernement?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to turn civil society into a credible and knowledgeable partner on UNCAC for your government? <i>Pour transformer la société civile en un partenaire légitime et informé sur la CNUCC?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to facilitate civil society participation in inter-governmental meetings? <i>Pour faciliter la participation de la société civile dans les réunions intergouvernementales ?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to enhance dialogue between civil society and your government? <i>Pour favoriser le dialogue entre la société civile et le gouvernement?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to enhance cooperation with government? <i>Pour accroître la coopération avec votre gouvernement?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to achieve impact, change, anti-corruption reform in your local context?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Pour réaliser un
impact, un
changement, une
réforme anti-corruption
dans votre contexte
local?*

	to a large extent/ dans une grande mesure	to some extent/ dans une certaine mesure	to a minor extent/ dans une mesure limitée	not at all/ pas du tout	I don't know/ je ne sais pas
to support you in engaging the private sector? <i>Pour supporter votre engagement avec le secteur privé?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please specify how else (other than by trainings) UNODC could support your needs in fighting corruption/ Merci de spécifier comment l'ONUDC pourrait répondre à vos besoins concernant la lutte contre la corruption d'une autre manière:

* 12. To what extent has the multi-stakeholder training you received contributed to the following concrete outcomes in your national context:

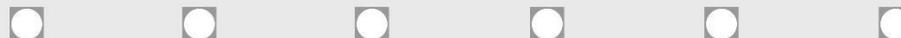
Dans quelle mesure l'atelier que vous avez reçu a t'-il contribué aux résultats concrets suivants dans votre contexte national:

	to a large extent/ dans une grande mesure	to some extent/ dans une certaine mesure	to a minor extent/ dans une mesure limitée	not at all/ pas du tout	none of those outcomes occured in my country/ aucun de ces résultats est survenue dans mon pays	I don't know/ je ne sais pas
change in national anti-corruption or anti-corruption- related legislation/ policy? <i>Changement dans la législation/ politique anti-corruption ou lié à la lutte contre la corruption ?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
individual/institutional anti-corruption champion arises (e.g.new anti- corruption agency; politician pro anti- corruption)? <i>Apparition de champions individuels/institutionnel s (e.g. nouvelles agence de corruption; politiciens pro l'anti- corruption)?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	to a large extent/ <i>dans une grande mesure</i>	to some extent/ <i>dans une certaine mesure</i>	to a minor extent/ <i>dans une mesure limitée</i>	not at all/ <i>pas du tout</i>	none of those outcomes occurred in my country/ <i>aucun de ces résultats est survenue dans mon pays</i>	I don't know/ <i>je ne sais pas</i>
evident change in state institutional behaviour/ attitude (e.g. by explicit public statement)? <i>Changement évident dans le comportement/ l'attitude institutionnel(le) de l'Etat (e.g. via announcement public explicite)?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
coalition-building among national, regional civil society organizations to work on anti-corruption? <i>Etablissement de coalition avec d'autres organisations de la société civile régionales/nationales pour travailler dans la lutte contre la corruption</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
collaboration with investigative journalists/ whistleblowers/ human rights activists? <i>Collaboration avec des journalistes investigateurs/ lanceurs d'alert/ activistes pour les droits de l'homme?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
awareness about corruption as a human rights violation? <i>Sensibilisation sur la corruption comme violation des droits de l'homme?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	to a large extent/ <i>dans une grande mesure</i>	to some extent/ <i>dans une certaine mesure</i>	to a minor extent/ <i>dans une mesure limitée</i>	not at all/ <i>pas du tout</i>	none of those outcomes occurred in my country/ <i>aucun de ces résultats est survenue dans mon pays</i>	I don't know/ <i>je ne sais pas</i>
--	---	--	--	-----------------------------------	--	--

awareness about the link between anti-corruption & the UN Sustainable Development Goals (Goal 16,17)?
Sensibilisation sur la connexion entre anti-corruption et les Objectifs de Développement Durable de l'ONU (Objectifs 16 & 17)?



Please specify, also if any other outcome that you have achieved/ contributed to following your training/ Merci de spécifier, si l'atelier a contribué à la réalisation d'autres résultats :

* 13. If any, to what extent can the trainings be linked to other progress made in your country, such as:

S'il y a lieu, dans quelle mesure l'atelier peut- être lié à d'autres progrès réalisés dans votre pays, tels que :

	to a large extent/ <i>dans une grande mesure</i>	to some extent/ <i>dans une certaine mesure</i>	to a minor extent/ <i>dans une mesure limitée</i>	not at all/ <i>pas de tout</i>
--	---	--	--	-----------------------------------

change in government that is more open towards civil society participation?
Changement du gouvernement qui est davantage ouvert à la participation du gouvernement ?



increased media attention to anti-corruption following a successful advocacy campaign?

*Attention médiatique
accrue vers la lutte
contre la corruption
grâce à une
campagne de
plaidoyer fructueuse ?*



to a large extent/
*dans une grande
mesure* to some extent/
*dans une certaine
mesure* to a minor extent/
*dans une mesure
limitée* not at all/ *pas de
tout* I don't know/ *je ne
sais pas*

increased public awareness of anti-corruption following a large-scale corruption scandal?
Sensibilisation du public accrue sur la lutte contre la corruption suite à un scandale de grande envergure de corruption?



occurrence of public protest/ demonstrations of the local population?
Apparition de démonstrations/ protestations publiques de la part de la population locale?



Please specify and add other examples/ Merci de spécifier et d'ajouter d'autres exemples:

* 14. How could the multi-stakeholder training workshops be improved to be more helpful for your local work?

De quelle façon les ateliers pour les parties prenantes pourraient être améliorés pour vous aider davantage dans le cadre de votre travail au niveau local ?

15. If you have participated in a Briefing for NGOs (non-governmental organizations), in the Conference of State Parties (CoSP) and/or in a side event, to what extent has UNODC facilitated your participation in inter-governmental meetings with regards to:

Si vous avez participé à une Session d'information pour les organisations non-gouvernementales (ONG), à la Conférence des Etats Parties à la CNUCC et/ou à un événement parallèle, dans quelle mesure l'ONUDC a-t-il facilité votre participation lors des réunions intergouvernementales concernant:

						I haven't participated in a CoSP/side meeting/ <i>Je n'ai pas participé à la</i>
	to a large extent/	to some extent/	to a minor extent/	not at all/		CoSP/un
	<i>dans une grande mesure</i>	<i>dans une certaine mesure</i>	<i>de mesure limitée</i>	<i>tout</i>	I don't know/ <i>je ne sais pas</i>	<i>événement</i>
						<i>parallèle</i>

increasing your knowledge on the functioning of the conferences/ inter-governmental meetings?
l'augmentation de votre connaissance sur le déroulement des conférences/ réunions intergouvernementales?

<input type="radio"/>					
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

building relationship with other civil society representatives?
l'établissement de relations avec d'autres représentants de la société civile?

<input type="radio"/>					
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

buidling relationship with government representatives?
l'établissement de relations avec des représentants gouvernementaux?

<input type="radio"/>					
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

increasing knowledge-sharing opportunities during or after the event?
l'augmentation de vos opportunités de partage de connaissance pendant et après l'événement?

<input type="radio"/>					
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Other, please specify and please share any suggestions for improvement/ Autre (veuillez préciser):

--- End of Section II ---
 --- Fin de la section II ---

UNODC multi -stakeholder training project on the UN Convention against Corruption (UNCAC) and its review mechanism

4. Skip logic question

* 16. Are you a representative of a civil society organization?

Etes-vous un représentants de la société civile?

yes/ oui

no/ non

UNODC multi -stakeholder training project on the UN Convention against Corruption (UNCAC) and its review mechanism

5. Section III: Multi-stakeholder training - Behavioural change & Impact (governmental views)

* Please only respond to this section, if you are a government/ Member State that has participated

in a multi-stakeholder workshop!

If you have not, please proceed directly to section V., page 8.

*** *Merci de ne répondre à cette section, seulement si vous êtes un Etat membre et si vous avez participé à une session de formation/atelier! Dans le cas contraire, vous pouvez passer cette section et aller directement à la page 8, section V.***

* 17. Have you participated in a multi-stakeholder training workshop?

Avez-vous participé à un atelier de formation?

yes/ oui

no/ non

* 18. In which of UNODC multi-stakeholder training workshop(s) have you participated in?

À quel atelier de formation de l'ONUDC avez-vous participez?

* 19. Which multi-stakeholder training workshop sessions have you found most useful for your work in your local context?

Quelles sessions de formation avez-vous trouvé la plus utile pour vos activités dans votre contexte local?

	Highly useful/ très utile	Useful/ utile	Informative/ informatif	Too basic/ trop basique	Not useful/ pas utile	I have not participated in such a training session/ <i>je n'ai pas participé a ce genre d'atelier</i>
Substantive provisions of specific chapters of the UNCAC (i.e. Chapter III, IV, II, V)? <i>Provisions substantives des chapitres spécifiques de la CNUCC (i.e. Chapitre III, IV, II, V)?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentations of CSOs with experience in the UNCAC review mechanism? <i>Présentations des organisations de la société civile avec l'expérience du mécanisme d'examen de la CNUCC?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentations of governmental focal points with experience in the UNCAC review or as a peer-reviewer? <i>Présentations des points focaux gouvernementaux avec expérience de l'examen de la CNUCC ou d'un pays pair?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentation on specific links between corruption and related areas (e.g. environment, UN Sustainable Development Goals (UN SDGs))? <i>Présentation sur les liens spécifiques entre la corruption et des autres domaines (e.g. environnement, UN SDGs)?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Highly useful/ très utile	Useful/ utile	Informative/ informatif	Too basic/ trop basique	Not useful/ pas utile	I have not participated in such a training session/ <i>je n'ai pas participé a ce genre d'atelier</i>
Break-out session: role play, in which civil society and focal points switch roles? <i>Session en groupe : jeu de rôle lors duquel la société civile et les points focaux gouvernementaux échantent leur rôle?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presentation on avenues for multi- stakeholder cooperation in implementing UNCAC provisions? <i>Présentation sur les points d'entrées pour une coopération multipartite dans l'implémentation des provisions de la CNUCC?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working with the private sector/ <i>Travail avec le secteur privé?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please specify any other noteworthy comment and tell us your recommendations for improvement/ Merci de spécifier tout autre commentaire et de partager avec nous vos recommandations à des fins d'amélioration:

* 20. How often have you been able to use the knowledge gained through the training on the UN Convention against Corruption (UNCAC) and on its mechanisms by:

A quelle fréquence avez-vous été dans la capacité d'utiliser les connaissances gagnés grace à l'atelier sur la Convention des Nations Unies Contra la Corruption (CNUCC) et son mécanisme d'examen dans les cas suivants:

	more than 5 times/ plus de 5 fois	2-5 times/ fois	1 time/ fois	not at all/ pas de tout	I don't know/ je ne sais pas
<p>using the training material and tools produced for the UNCAC workshop? <i>Utilisation du matériel de formation et des outils produits pour l'atelier sur la CNUCC?</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>replicating the UNCAC training in your local context (e.g. for colleagues, etc.)? <i>Réplication de l'atelier sur la CNUCC dans votre contexte local (e.g. pour des collègues)?</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>entering into dialogue with CSOs on the UNCAC (by participation in intergovernmental meetings, communication)? <i>Instauration d'un dialogue avec la société civile sur la CNUCC (par participation dans des réunions intergouvernemental, communication)?</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>enhancing cooperation with civil society by inviting them to contribute their UNCAC expertise (in writing) to the national report? <i>Amélioration de la coopération avec la société civile en les invitant à contribuer (par écrit) au rapport national?</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>consulting civil society due to their UNCAC expertise? <i>Consultation initiée avec la société civile du fait de leur</i></p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*expertise sur la
CNUCC?*

	more than 5 times/ plus de 5 fois	2-5 times/ fois	1 time/ fois	not at all/ pas de tout	I don't know/ je ne sais pas
participating in public meetings and conference along with civil society? <i>Participation à des réunions publiques et conférence avec la société civile?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
enhancing cooperation with civil society through their involvement in the in-country visits? <i>Amélioration de la coopération avec la société civile via leur engagement dans les visites pays?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
using civil society's shadow, paralell report to the national report? <i>Utilisation du rapport parallèle au rapport national de la société civile?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
enhancing cooperation with civil society on other UN programmes (e.g. for Eastern, Southern Africa)? <i>Amélioration de la coopération avec la société civile sur d'autres programmes de l'ONU (e.g pour l'Afrique de l'Ouest, du Sud)?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please specify, including specific examples when and how you have used your gained knowledge/ Merci de spécifier, en incluant des exemples spécifiques de quand et de comment vous avez utilisé la connaissance gagnée:

* 21. If you are *not applying* some of the things that you were encouraged and taught to do during the training, why not?
Dans le cas où vous n'avez pas appliqué ce qu'il vous a été encouragé de faire et ce qu'il vous a été enseigné durant l'atelier, quelles en sont les raisons ?

	Very true/ <i>Parfaitement</i>	Quite true/ <i>Plutôt vrai</i>	Not so true/ <i>Pas vraiment vrai</i>	Not at all, it was good/ <i>Pas du tout, j'ai appliqué</i>
	<i>vrai</i>			
The level of expertise provided by the trainers was too advanced for my work/ <i>Le niveau d'expertise délivré par les experts était trop avancé pour mon travail</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The level of expertise provided by the trainers was too basic for my work/ <i>Le niveau d'expertise délivré par les experts était trop basique pour mon travail</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The technical material and tools provided by the project were too advanced for my work/ <i>Le matériel technique et les outils donnés étaient trop avancés pour mon travail</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The technical material and tools provided by the project were too basic for my work/ <i>Le matériel technique et les outils donnés étaient trop basique pour mon travail</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office environment was not conducive to do so (boss/supervisors/colleagues discouraged me from changing)/ <i>Mon environnement de travail au bureau n'était pas propice (boss/superviseur/ collègues m'ont découragés de changer)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It was not the mandate of my organisation to work on UNCAC and its mechanism/ <i>Cela n'était pas le mandat de mon organisation de travailler sur la CNUCC et son mécanisme d'examen</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very true/ <i>Parfaitement vrai</i>	Quite true/ <i>Plutôt vrai</i>	Not so true/ <i>Pas vraiment vrai</i>	Not at all, it was good/ <i>Pas du tout, j'ai appliqué</i>
My country's political environment was not conducive to take up/intensify work on UNCAC/ <i>L'environnement politique de mon pays n'était pas propice pour travailler/intensifier mon travail sur la CNUCC</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It wasn't practical for my job/role, in general/ <i>Cela n'était pas pratique/concret pour mon travail/rôle, en général</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of funding/budget for UNCAC-related work/ <i>Manque de financement pour le travail lié à la CNUCC</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I haven't found the time/ <i>Je n'ais pas eu le temps</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The UNCAC review did not yet take place in my country/ <i>L'examen de la CNUCC n'a pas encore eu lieu dans mon pays</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other reasons/ <i>autres raisons</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)/ *Autres (merci de spécifier):*

* 22. Do you plan to apply/ continue to apply what you have learned in the training and cooperate with civil society on UNCAC in the future and, if so, how?

Avez-vous planifié d'appliquer/ de continuer à utiliser ce que vous avez appris lors de l'atelier dans le future, et si oui, comment ?

* 23. Based on your local context and specific needs in fighting corruption, have UNODC multi-stakeholder training workshops on the UN Convention against Corruption (UNCAC) and its mechanism been relevant, valid and the right tool:

(Please provide suggestions for other future UNODC support opportunities in the comment box below)

En vous basant sur votre contexte local et vos besoins spécifiques pour lutter contre la corruption, les ateliers de formation pour les parties prenantes de l'ONUDC sur la Convention des Nations Unies contre la Corruption et son mécanisme ont-ils été pertinents, valide, et l'outil le plus adapté:

(Merci de fournir des suggestions pour d'autres opportunités de soutien de la part de l'ONUDC dans la case de commentaire ci-dessous)

	to a large extent/ <i>dans une grande mesure</i>	to some extent/ <i>dans une certaine mesure</i>	to a minor extent/ <i>dans une mesure limitée</i>	not at all/ <i>pas de tout</i>	I don't know/ je ne sais pas
to enhance your knowledge and expertise on UNCAC and its mechanism? <i>Pour accroître votre connaissance et expertise sur la Convention des Nations Unies et son mécanisme d'examen (CNUCC)?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to build a trust-based relationship between civil society and your government? <i>Pour construire une relation de confiance entre la société civile et votre gouvernement?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to turn civil society into a credible and knowledgeable partner on UNCAC? <i>Pour transformer la société civile en un partenaire légitime et informé sur la CNUCC?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to facilitate civil society participation in inter-governmental meetings? <i>Pour participer à des réunions intergouvernementales ?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to enhance dialogue between civil society and your government? <i>Pour favoriser le dialogue entre la société civile et votre gouvernement?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to enhance your cooperation with					

civil society?

*Pour accroître
votre coopération
avec la société
civile ?*



to a large extent/
dans une grande mesure to some extent/
dans une certaine mesure to a minor extent/
dans une mesure limitée not at all/ *pas de tout* I don't know/ *je ne sais pas*

to achieve impact, change, anti-corruption reform in your local context?
Pour réaliser un impact, un changement, une réforme anti-corruption dans votre contexte local ?

to support civil society in engaging the private sector?
Pour supporter l'engagement de la société civile avec le secteur privé?

Please specify how and how else (other than by trainings) UNODC could support civil society to meet your needs in fighting corruption/ Merci de spécifier comment et de quelle(s) autre(s) manière(s) l'ONUDC pourrait supporter la société civile pour répondre à vos besoins de lutte contre la corruption :

* 24. To what extent has the multi-stakeholder training you received contributed to the following concrete outcomes in your national context:

Dans quelle mesure l'atelier que vous avez reçu a t'-il contribué aux résultats concrets suivants dans votre contexte national:

to a large extent/
dans une grande mesure to some extent/
dans une certaine mesure to a minor extent/
dans une mesure limitée not at all/ *pas de tout* none of those outcomes occurred in my country/ *aucun de ces résultats est survenue dans mon pays* I don't know/ *je ne sais pas*

change in national anti-corruption or anti-corruption-related legislation/ policy?
Changement dans la législation/ politique anti-corruption ou lié à la lutte contre la corruption ?

	to a large extent/ <i>dans une grande mesure</i>	to some extent/ <i>dans une certaine mesure</i>	to a minor extent/ dans une mesure limitée	not at all/ pas tout	none of those outcomes occurred in my country/ <i>aucun de ces résultats est survenue dans mon pays</i>	I don't know/ <i>je ne sais pas</i>
individual/institutional anti-corruption champion arises (e.g. new anti-corruption agency; politician pro anti-corruption)? <i>Apparition de champions individuels/institutionnels (e.g. nouvelles agence de corruption; politiciens pro l'anti-corruption)?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
evident change in state institutional behaviour/ attitude (e.g. by explicit public statement)? <i>Changement évident dans le comportement/ l'attitude institutionnel(le) de l'Etat (e.g. via annonce public explicite)?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
coalition-building among civil society organizations to work on anti-corruption? <i>Etablissement de coalition avec d'autres organisations de la société civile pour travailler dans la lutte contre la corruption?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
collaboration with investigative journalists/ whistleblowers/ human rights activists? <i>Collaboration avec des journalistes investigateurs/lanceurs d'alerte/ activistes?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

					none of those outcomes occurred in my country/ aucun de ces résultats est survenue dans mon pays
	to a large extent/ dans une grande mesure	to some extent/ dans une certaine mesure	to a minor extent/ dans une mesure limitée	not at all/ pas tout	I don't know/ je ne sais pas

awareness about corruption as a human rights violation?

Sensibilisation sur la corruption comme violation des droits de l'homme?

awareness about the link between anti-corruption and the UN Sustainable Development Goals (Goal 16, 17)?

Sensibilisation sur la connection entre la anti-corruption et les Objectifs de Développement Durable de l'ONU (Objectifs 16 & 17)?

Please specify, also if any other outcome that you have achieved/ contributed to following your training/ Merci de spécifier, si l'atelier a contribué à la réalisation d'autres résultats :

*

*

*

*

*

* 25. If any, to what extent can the trainings be linked to other progress made in your country, such as:

S'il y a lieu, dans quelle mesure l'atelier peut- être lié à d'autres progrès réalisés dans votre pays, tels que :

	to a large extent/ dans une grande mesure	to some extent/ dans une certaine mesure	to a minor extent/ dans une mesure limitée	not at all/ pas de tout	I don't know/ je ne sais pas
--	---	--	--	-------------------------	------------------------------

change in government that is more open towards civil society participation?

Changement du gouvernement qui est davantage ouvert à la participation du gouvernement ?

increased media attention to anti-

corruption following
a successful
advocacy
campaign?

*Attention médiatique
accrue vers la lutte
contre la corruption
grâce à une campagne
de plaidoyer
fructueuse
?*



increased public
awareness of anti-
corruption following
a large-scale
corruption scandal?

*Sensibilisation du
public accrue sur la
lutte contre la
corruption suite à un
scandale de grande
envergure de
corruption?*



occurrence of public
protest/ demonstrations
of the local population?

*Apparition de
démonstrations/
protestations
publiques de la part
de la population
locale?*



Please specify and add other examples/ Merci de spécifier et d'ajouter d'autres exemples:

* 26. How could the multi-stakeholder training workshops for civil society and governmental focal points be improved?

De quelle façon les ateliers pour les parties prenantes pourraient être améliorés pour vous aider davantage dans le cadre de votre travail au niveau local?

27. If you have participated in a Briefing for NGOs, in the Conference of State Parties (CoSP) and/or in a side event, to what extent has UNODC facilitated civil society participation in inter-governmental meetings with regards to:

(Multiple reponses are possible)

Si vous avez participer à une Session d'information pour les ONG, à la Conférence des Etats Parties à la CNUCC et/ou à un événement parallèle, dans quelle mesure l'ONU DC a t'-il facilité la participation de la société civile lors de réunions intergouvernementales concernant :
(Plusieurs réponses sont possibles)

	to a large extent/ <i>dans une grande mesure</i>	to some extent/ <i>dans une certaine mesure</i>	to a minor extent/ <i>dans une mesure limitée</i>	not at all/ <i>Tout</i>	I don't know/ <i>je ne sais pas</i>	I haven't participated in any such event/ <i>je n'ai pas participé a une événement</i>
increasing the knowledge of civil society on the functioning of the conferences/ intergovernmental meetings? <i>l'augmentation de la connaissance de la société civile sur le déroulement des conférences/ réunions intergouvernementales ?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
building relationships with civil society representatives? <i>l'établissement de relations avec des représentants de la société civile?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
building relationships with other government representatives? <i>l'établissement de relations avec d'autres représentants gouvernementaux?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
increasing knowledge-sharing opportunities during or after the event? <i>l'augmentation des opportunités de partage de connaissance pendant ou après l'événement?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other, please specify, and please share any suggestions for improvement, if you have any/ Autres suggestions:

--- End of Section III ---

UNODC multi -stakeholder training project on the UN Convention against Corruption (UNCAC) and its review mechanism

6. Skip logic question

* 28. Are you a UNODC project/ non-project staff member, a donor or an implementing partner (UNCAC Coalition, IACA)?

Êtes-vous un membre du personnel affecté au projet/ non affecté au projet de l'ONUDC, un donateur ou un partenaire dans l'implémentation du projet (Coalition de la CNUCC, IACA)?

yes/ oui

no/ non

UNODC multi -stakeholder training project on the UN Convention against Corruption (UNCAC) and its review mechanism

7. Section IV: Project Design & Project Management

***If you are UNODC staff, a donor or implementing partner, please answer this section. Any other, please proceed directly to Section V on page 8.**

**** Merci de ne répondre à cette section, seulement si vous êtes personnel de l'ONUDC, donateur ou partenaire!***

Dans le cas contraire, vous pouvez passer cette section et aller directement à la page 8, section V.

* 29. In your opinion, to what extent were the allocated resources of the project sufficient to achieve the intended results (i.e. to train civil society; to facilitate civil society participation in intergovernmental meetings; to support civil society in engaging the private sector):

Selon votre opinion, dans quelle mesure les ressources allouées au projet sont suffisantes pour atteindre les résultats escomptés (i.e. former la société civile, faciliter la participation de la société civile lors des réunions intergouvernementales, soutenir la société civile à s'engager auprès du secteur privé):

	Sufficient resources/ <i>Ressources suffisantes</i>	Not sufficient resources/ <i>Ressources insuffisantes</i>	No resources foreseen/ <i>Ressources non prévues</i>	I don't know/ je ne sais pas
Staff/ <i>Personnel</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Travel/ <i>Voyage</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Events, trainings, workshops <i>Événements, formations, ateliers</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training material <i>Matériel de formation</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communications / Knowledge management <i>Gestion de la connaissance/ communication</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monitoring/ <i>Suivi</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learning & evaluation <i>Apprentissage & évaluation</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partnering branches (including CEB, Regional Offices, Other substantial offices) <i>Branches partenaires (y compris CEB, offices régionaux, autres bureaux substantifs)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please specify/ Merci de spécifier:

* 30. To what extent has the coordination/ cooperation between UNODC Civil Society Team and UNODC Corruption and Economic Crime Branch been effective with a view to:

Dans quelle mesure la coordination/ coopération entre l'Equipe de la Société Civile de l'ONUDC et la branche sur la Corruption et le crime économique a été efficace dans le but de :

	To a large extent/ <i>dans une grande mesure</i>	To some extent/ <i>dans une certaine mesure</i>	To a minor extent/ <i>dans une mesure limitée</i>	Not at all/ <i>pas de tout</i>	I don't know/ <i>je ne sais pas</i>
enhancing dialogue between civil society and Member States? <i>Favoriser le dialogue entre la société civile et les Etats Membres?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
increasing cooperation between civil society and Member States through other UN programmes? <i>Accroître la coopération entre la société civil et les Etats Membres via d'autres programmes de l'ONU?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
supporting civil society in engaging the private sector? <i>Soutenir la société civile pour s'engager avec le secteur privé ?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
training civil society on UNCAC and its review mechanism? <i>Former la société civile sur la CNUCC et son mécanisme d'examen?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
facilitating civil society participation in inter- governmental meetings? <i>Faciliter la participation de la société civile lors des réunions inter- gouvernementales?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please specify if and how coordination/ cooperation can be improved/
 Merci de spécifier si, et si oui comment, la coordination/ coopération
 peut être améliorée:

31. To what extent have the UNODC field offices:

* *Dans quelle mesure les bureaux sur le terrain de l'ONUDC :*

	To a large extent/ <i>dans une grande Mesure</i>	To some extent/ <i>dans une certain Mesure</i>	To a minor extent/ <i>dans une mesure limitée</i>	Not at all/ <i>pas de tout</i>	
been involved in and contributed to the project design? <i>Ont été impliqués dans et ont contribué à la conceptualisation du projet ?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
been involved in the selection of civil society organizations in the trainings? <i>Ont été impliqués dans la sélection des organisations de la société civile lors des ateliers ?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
contributed to the trainings? <i>Ont contribué lors des ateliers ?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
benefited from UNODC knowledge on civil society gained during the trainings? <i>Ont bénéficié de la connaissance de l'ONUDC sur la connaissance sur la société civile gagnée durant les formations ?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
been involved in local follow-up activities? <i>Ont été impliqués dans des activités de suivi au niveau local ?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

been involved in the monitoring of follow-up activities and impact after the trainings?

Ont été impliqués dans le suivi des activités et l'impact après les ateliers?



Please specify if and how the role of these offices could be improved/ Merci de spécifier si, et si oui comment, le rôle de ces bureaux pourraient être amélioré:

* 32. To what extent has the cooperation between UNODC Civil Society Team and UN field offices (e.g. UNODC, UNDP, etc.) been effective with the view to:

Dans quelle mesure la coopération entre l'Equipe de la société civile et les bureaux de l'ONU (e.g. ONUDC, UNDP, etc.) a été efficace dans le but de :

to a large extent/
dans une grande mesure to some extent/
dans une certaine Mesure to a minor extent/
dans une mesure limitée not at all/ *pas de tout* I don't know/ *je ne sais pas*

enhancing dialogue between civil society and Member States? <i>Favoriser le dialogue entre la société civile et les Etats Membres?</i>	<input type="radio"/>				
increasing cooperation among civil society and Member States through other UN programmes? <i>Accroître la coopération entre la société civil et les Etats Membres via d'autres programmes de l'ONU?</i>	<input type="radio"/>				
supporting civil society to engage the private sector? <i>Soutenir la société civile pour s'engager avec le secteur privé ?</i>	<input type="radio"/>				
training civil society on UNCAC and its review mechanism? <i>Former la société civile sur la CNUCC et son mécanisme d'examen?</i>	<input type="radio"/>				
facilitating civil society participation in inter-governmental meetings? <i>Faciliter la participation de la société civile lors des réunions inter-gouvernementales?</i>	<input type="radio"/>				

Please specify if and how coordination could be improved/ Merci de spécifier si et si oui comment la coordination pourrait être améliorée:

* 33. How does the project collect monitoring data after the trainings, in order to track the use of the gained knowledge, behavioural change and impact? (Multiple responses are possible)
De quelle façon le projet collectionne des données après les ateliers, afin de suivre l'utilisation de la connaissance gagnée, le changement comportementale et l'impact? (Plusieurs réponses sont possibles)

- Survey to measure behavioural change 6 (or more) months after the training ended (including trainees, their immediate supervisor/subordinates)?
Enquête pour mesurer le changement comportementale 6 (ou plus) mois après la fin de la formation (personnes formées, leur superviseurs, subordonnés immédiats)?
- Structured follow-up interviews 6 (or more) months after the training ended?
Interviews structurés de suivi 6 (ou plus) mois après la fin de la formation?
- Control group of untrained civil society organizations?
Groupe de contrôle d'organisations de la société civile non formées?
- Shared monitoring data of UNODC Economic Crime Branch?
Données de suivis partagés avec la Branche sur la Corruption et le crime économique de l'ONUDC?
- Informal, unstructured feedback (e.g.by email and phone)?
Feedback informel, non structuré (e.g. par email ou téléphone)?
- None of the above/ *Aucune des réponses ci-dessus?*
- I don't know/ *Je ne sais pas*
- Other (please specify)/ *Autres (merci de spécifier):*

* 34. If at all, how has the project contributed to improving UNODC knowledge about local civil society organizations and how has this knowledge been managed, used and shared?
Si oui, comment le projet a t'-il contribué à améliorer la connaissance de l'ONUDC sur les organisations de la société civile et comment cette connaissance a t'-elle été gérée, utilisée et partagée?

--- End of Section IV ---
 --- Fin de la section IV ---

UNODC multi-stakeholder training project on the UN Convention against Corruption (UNCAC) and its review mechanism

8. Section V: Project implementation and impact

* 35. To what extent has the project provided a framework to better engage CSOs in the work of UNODC?

Dans quelle mesure le projet a fourni un cadre pour mieux engager les OSCs dans le travail de l'ONUDC?

- To a large extent/ *dans une grande mesure*
- To some extent/ *dans une certaine mesure*
- To a minor extent/ *dans une mesure limitée*
- Not at all/ *pas de tout*
- I don't know/ *Je ne sais pas*

Please specify the comparative advantages of UNODC engaging with civil society organizations, if any/ Merci de spécifier les avantages comparatif de l'engagement de l'ONU avec les organisations de la société civile:

* 36. Based on your knowledge, to what extent have the following contributed to more effective communication and outreach:

Basé sur vos connaissances, dans quelle mesure les outils suivants ont contribué à une communication et une diffusion d'information plus efficace?

	To a large extent/ <i>dans une grande Mesure</i>	To some extent/ <i>dans une certain Mesure</i>	To a minor extent/ <i>dans une mesure Limitée</i>	Not at all/ <i>pas de tout</i>	I don't know this tool <i>je n'ai sais pas l'outil</i>
CSO database (maintained through the project)? <i>Base de donnée des ONGs (maintenue grâce au projet)?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Website (including web-stories)? <i>Site web (articles publiés inclus)?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSO Mailbox? <i>ONG inbox?</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How could these tools, or communications/ outreach in general, be improved? Comment ses outils, ainsi que la communication et la diffusion d'information en générale, pourraient-ils être améliorés?

- * 37. Based on your experience with this project, to what extent did the following aspects improve over the past three years (project phase 2) since the mid-term evaluation in 2013?
Basé sur votre expérience avec le projet, dans quelle mesure les aspects suivant se sont améliorés lors des trois dernières années (phase du projet 2) depuis l'évaluation intermédiaire en 2013?

	to a large extent/ <i>dans une grande mesure</i>	to some extent/ <i>dans une certain Mesure</i>	to a minor extent/ <i>dans une mesure Limitée</i>	not at all/ <i>pas de tout</i>	I don't know/ <i>je ne sais pas</i>
Adoption of a multi-stakeholder approach/ <i>Adoption d'une approche multipartite</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Renewed formalisation of the partnership with the UNCAC Coalition/ <i>Formalisation revue du partenariat avec la Coalition de la CNUCC</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training civil society on engaging the private sector/ <i>Formation de la société civile sur l'engagement du secteur privé</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mission to Africa to improve the monitoring and evaluation of the project/ <i>Mission en Afrique pour améliorer le suivi et l'évaluation du projet</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please specify/ Merci de spécifier:

38. In general, how could the effectiveness of the project be improved?
En général, comment l'efficacité du projet pourrait-elle être améliorée?

- * 39. What, if any, difference has the training/ project made to date (medium-, long-term), including to key stakeholders and beneficiaries at the local level?

Quelles différences, s'il y a lieu, le projet/ les ateliers ont réalisé jusqu'à présent (medium, long-terme), y compris pour les acteurs et bénéficiaires clefs au niveau local?

40. Are there clear indications that trained civil society organizations were able to provide a fruitful contribution to national governments during the UNCAC review?

(Please give examples)

Y-a-t-il des indications claires que les organisations de la société civile formées ont été dans la capacité de fournir une contribution fructueuse aux gouvernements nationaux durant le mécanisme de la CNUCC? (Merci de donner des exemples)

- * 41. To what extent has the project contributed to the long-term objective of preventing and combating corruption in Africa?

Dans quelle mesure le projet a t'-il contribué à l'objectif à long terme de prévention et de lutte la corruption en Afrique?

- To a large extent/ *dans une grande mesure*
- To some extent/ *dans une certaine mesure*
- To a minor extent/ *dans une mesure limitée*
- Not at all/ *pas de tout*
- I don't know/ *je ne sais pas*

Please specify/ *Merci de spécifier:*

* 42. To what extent, if any, had the private sector small grants to CSOs in Africa had any positive impact in the local communities?

Dans quelle mesure, le cas échéant, le programme des petites subventions pour soutenir les OSCs en Afrique dans leur engagement avec le secteur privé a t'-il eu un impact positif sur les communautés locales?

To a large extent/ *dans une grande mesure*

To some extent/ *dans une certaine mesure*

To a minor extent/ *dans une mesure limitée*

Not at all/ *pas de tout*

I don't know/ *je ne sais pas*

If you were a grantee, please specify the impact on your work, the limitations/ obstacles encountered, and rate the usefulness of UNODC field visit/

Si vous êtes un bénéficiaire du programme, veuillez préciser l'impact sur votre travail, les limites/obstacles rencontrés, et évaluer l'utilité de la visite sur le terrain de l'UNODC:

43. What are the other positive, unintended effects on individuals, communities, institution related to the project's intervention, if any?

Quels sont les autres effets positifs et imprévus sur les individus, les communautés, et les institutions liés à la l'intervention du projet, le cas échéant?

--- End of Section V ---

--- Fin de la section V ---

UNODC multi -stakeholder training project on the UN Convention against Corruption (UNCAC) and its review mechanism

9. Section VI: Sustainability, Gender, Human Rights and Lessons learned

- * 44. To what extent will the results generated through the project, if any, continue in your country/region/portfolio after the end of the project?

Dans quelle mesure les résultats générés par le projet, le cas échéant, se poursuivent-ils dans votre pays/ région/ portefeuille après la fin du projet?

To a large extent/ *dans une grande mesure*

To some extent/ *dans une certaine mesure*

To a minor extent/ *dans une mesure limitée*

Not at all/ *pas de tout*

I don't know/ *je ne sais pas*

Please specify/ Merci de spécifier:

- * 45. If the project tried to involve/ reach women through the training, how have women benefited, or can be expected to benefit, from the intervention?

Si le projet a tenté d'inclure/ d'atteindre les femmes à travers la formation, ont-elles bénéficiées, ou pourraient-elles bénéficier, de l'intervention?

- * 46. To which extent has the training project contributed to raise awareness among civil society regarding the link between anti-corruption and human rights?

Dans quelle mesure le projet de formation a t'-il contribué à sensibiliser la société civile en ce qui concerne le lien entre la lutte contre la corruption et les droits de l'homme?

To a large extent/ *dans une grande mesure*

To some extent/ *dans une certaine mesure*

To a minor extent/ *dans une mesure limitée*

Not at all/ *pas de tout*

I don't know/ *je ne sais pas*

Please specify/ Merci de spécifier:

- * 47. What lessons can be learned/ good practice emerged from the project implementation that can realistically be replicated?

Quelles leçons/bonnes pratiques peut-on tirer de la mise en œuvre du projet qui peuvent être répliquées de façon réaliste?

- * 48. To what extent were good practices, if any, shared among civil society and other stakeholders?
Dans quelle mesure les bonnes pratiques, le cas échéant, ont elle été partagées au sein de la société civile et avec d'autres parties prenantes?

- To a large extent/ dans une grande mesure
- To some extent/ dans une certaine mesure
- To a minor extent/ dans une mesure limitée
- Not at all/ pas de tout
- I don't know/ je ne sais pas

Please specify/ Merci de spécifier:

- * 49. In your view and context, what are (i) the key persisting challenges and (ii) the key opportunities for civil society in contributing to the UNCAC review mechanism in the future and (iii) a goal to aspire for a follow up project?
À votre avis et dans votre contexte, quels sont (i) les défis clés persistants et (ii) les principales opportunités pour la société civile pour contribuer au mécanisme d'examen de la CNUCC à l'avenir et (iii) l'objectif afin d'aspirer à un projet suivant?

--- End of Survey ---
--- Fin de l'enquete -

ANNEX III. DESK REVIEW LIST

Project Document GLOU68 – Looking Beyond: Towards a stronger partnership with Civil Society Organizations on Drugs and Crime (October 2009 – December 2010)
Project Revisions (four in total, of the years 2010 – 2013)
Independent mid-term project evaluation – Final Report: “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process – “Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention (GLOU68) (July 2013)
Project proposal document - Austrian Development Agency (ADA): “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process – Phase 2 (1 January 2014 – 31 December 2016)
Narrative Report - Austrian Development Agency (ADA) contribution on “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process: Phase 2” (1 March 2015 – 29 February 2016)
Narrative Report on the use of the Austrian Development Agency (ADA) contribution on “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process: Phase 2” (1 January 2014 – 28 February 2015)
Project Progress Reports – GLOU68 (seven in total, covering the years 2009 - 2015)
Mid-term evaluation report, executive summary and PowerPoint presentation of the Mid-term Evaluation
Implementation Review Group documents, including resolution 1/1, resolution 3/1, resolution 3/4, resolution 4/1, and related documents such as the UNCAC self-assessment check list, etc.
Multi-stakeholder training-related documents, such as programmes, application forms, pre-assignment template, questionnaires templates (pre- and post training tests), report on the workshop (based on questionnaires analysis), table of CSO training participants, CSTs follow up analysis
Publicly available web-based material and information on the anti-corruption component of GLOU68
Official UNCAC documents, including the United Nations Convention against Corruption, the Mechanism for the Review of Implementation of the United Nations Convention against Corruption
UNCAC Coalition documents (web-based)
Transparency International’s Civil Society Guide: UNCAC and the Private Sector

Application form for Small Grants to Facilitate Civil Society Engagement with the Private Sector on the United Nations Convention against Corruption (UNCAC) and its Review Mechanism
Report on the use of the UK Department for International Development (DfID) contribution to project GLOU68: “Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention (31 July 2013)
Draft UNODC Civil Society Team Activity Report 2015-2016 Norway (2016)
Information tools, including website, PowerPoint-presentations, brochures, publications and others
UNODC evaluation guidelines, templates, handbook, policy
UNODC Inception Report Guidelines and Template
UNODC Evaluation Report Guidelines and Template
UNEG Integrating human rights and gender equality in evaluation
Guidance Note on Gender Mainstreaming in UNODC (2013)
Results of training pre-training evaluations of Vienna workshop (September 2016)
Results of training post-training evaluation of Vienna workshop (September 2016)
Civil society activity reports of private sector grant beneficiaries
UNODC’s Strategic Framework for the relevant project years (2011-2016)
Detailed project budget information, including figures on total annual budgets over the years and data per budget line

ANNEX IV. LIST OF PERSONS CONTACTED DURING THE EVALUATION

<i>Number of interviewees</i>	<i>Number of male interviewees</i>	<i>Number of female interviewees</i>	<i>Organisation</i>	<i>Country</i>
1	1	0	UNODC, Division for Policy Analysis and Public Affairs	Austria
2	1	1	UNODC Corruption and Economic Crime Branch	Austria
1	1	0	Permanent Mission of Switzerland to the UN	Austria
1	0	1	Botswana Centre for Human Rights	Botswana
1	1	0	Transparency International-Kenya	Kenya
1	1	0	Transparency International-Mauritius	Mauritius
1	0	1	Publish What You Pay (PWYP)	Nigeria
1	0	1	Regional Anti-Corruption Initiative	Bosnia-Herzegovina
1	1	0	Lawyers' Committee for Human Rights (YUCOM)	Serbia
2	0	2	UNODC, Civil Society Team	Austria
1	1	0	Permanent Mission of Belgium to the UN	Austria

2	0	2	Austrian Development Agency (ADA)	Austria
1	1	0	International Association of Anti-Corruption Authorities (IAACA)	Austria
1	1	0	International Anti-Corruption Agency (IACA)	Austria
1	1	0	Good governance consultant/ trainer	Austria
2	0	2	Transparency International-Secretariat	Germany
1	1	0	UNCAC Coalition	Germany
1	0	1	UNDP	Turkey
1	0	1	Center for the Study of Democracy	Bulgaria
2	1	1	Federal Ministry of Foreign Affairs	Belgium
1	1	0	Federal Ministry of Budget Control, Bureau d' Ethique	Belgium
1	0	1	Regional Cooperation Council (RCC), Governance for Growth, Public Administration Reform and Anti-Corruption	Bosnia-Herzegovina
1	1	0	Mauritius Council of Social Services	Mauritius
1	1	0	UNODC Field Offices	Senegal/ Southern Africa
1	0	1	Partners Albania for	Albania

			Change and Development	
1	1	0	National Anti- Corruption Commission	Sierra Leone
Total:	Male:	Female:		
31	16	15		

ANNEX V. LIST OF STAKEHOLDERS

Donors/ Core Learning Partners:

- Austrian Development Agency (ADA)
- Foreign and Commonwealth Office UK (FCO)
- Permanent Mission of Norway
- Swiss Delegation

Implementing partners/ Core Learning Partners:

- International Anti-Corruption Academy (IACA)
- Transparency International
- UNCAC Coalition

Civil Society/ Core Learning Partners:

- Réseau Ivoirien des Jeunes Leaders pour l'intégrité (RIJLI)
- Conseil de la Haute Autorité pour la Bonne Gouvernance
- Citizen's Democracy Watch Seychelles
- Attorney General Chambers
- Africa Centre for Open Governance (AFRICOG)
- Christian Partners Development Agency (CPDA)
- Community Uplift and Welfare Development (CUWEDE)

Other stakeholders:

- UNODC HQ
- UNODC ROSAF
- UNODC ROSEN

Civil Society Beneficiaries from the African Region

- Enfants Solidaires d’Afrique et du Monde
- Front des Organisations Nationales contre la Corruption (FONAC)
- Botswana Council of Non-Governmental Organizations (BOCONGO)
- Democracy Institute of Botswana
- Réseau National de Lutte Anti-Corruption (REN-LAC)
- Association Des Journalistes Du Burkina
- Syndicat Burkinabè des Magistrats (SBM)
- Réseau Africain des Journalistes pour l’Intégrité et la Transparence (RAJIT)
- Observatoire De Lutte Contre Corruption Malversations Economiques (OLUCOME)
- Association Burundaise des Consommateurs
- Reflection and Concrete Actions for Africa Development (RECAAD)
- The EAGLE Network
- LAGA - Wildlife Law Enforcement
- TRAFFIC, Central Africa
- Approches locales pour le développement durable (ALDED)
- Fédération Comorienne des Organisations de la Société Civile (FECOSC)
- Reseau Ivoirien des Jeunes Lead-ers pour l’integrite
- SOS Transparence
- Centre de Recherche et d’action pour la Paix (CERAP)
- Réseau des organisations libres de la société civile pour la bonne gouvernance au Gabon (ROLGB)
- Brainforest
- ONG de lutte contre la Corruption au Gabon (On ne m'achète pas)
- Réseau Des Organisations Libres De La Société Civile Pour La Bonne Gouvernance
- Conservation Justice
- International Institute for Child Protection
- Ghana Anti-Corruption Coalition
- Association Guinéenne pour la Transparence (AGT)
- ONG -Les Mêmes Droits Pour Tous (MDT)

- Transparency International - Kenya
- WildlifeDirect
- Africa Centre for Open Governance
- WWF African Elephant Programme
- Centre for Law and Research International (CLARION)
- Christian Partners Development Agency (CPDA)
- Libyan Transparency Association
- Transparency International Initiative
- Transparency International Initiative
- African Institute of Corporate Citizenship (AICC)
- Malawi Economics Justice Network
- Réseau Malien des Journalistes pour la Lutte contre la Corruption et la Pauvreté
- Centro De Integridade Pública
- Observatório da Cidadania de Moçambique (OCM)
- Association Nigérienne De Lutte Contre La Corruption
- Réseau Des Organisations Pour La Transparence et L'Analyse Budgétaire (ROTAB)
- Etoile.com
- Observatoire sur l'Intégrité (OIS)
- Citizen's Democracy Watch Seychelles
- Marqaati
- Institute For Security Studies
- Tapari Multi-Purpose Cooperative Society
- Coordinating Assembly of Non-Governmental Organisations in Swaziland (CANGO)
- Africa Freedom Of Information Centre
- Africa Centre for Anti-Corruption - Integrity and Accountability (ACACIA)
- Community Uplift and Welfare Development (CUWEDE)
- Tororo Anti-Corruption Coalition (TORORO)
- Transparency International Zimbabwe