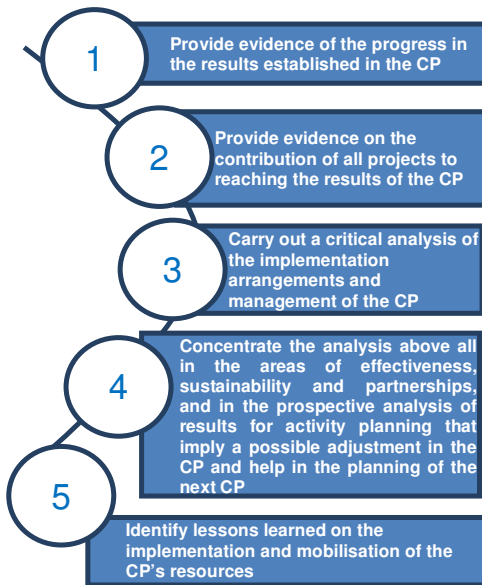




MID-TERM EVALUATION OF THE UNODC COUNTRY PROGRAMME BOLIVIA 2010-2015

The objectives



Scope of the evaluation

The evaluation takes place one and a half years before the end of the Country Programme (CP). This approach converts the evaluation in a hybrid product between a mid-term evaluation and a final evaluation.

The evaluation has a double-focus. On one side, it conducts an evaluation of the results of the CP between January 2010 and May 2014. On the other side, it undertakes a mid-term evaluation of four projects in the same period.

The evaluation (of the programme as well as the projects) uses the following criteria: design, relevance, efficiency, effectiveness, sustainability and partnerships.

Methodology of evaluation

The evaluation was carried out under strict adherence to the Norms and Standards of the UNEG and the evaluation manuals of the UNODC, as well as the internationally accepted evaluation criteria.

Depending on the project, different techniques like interviews, focus groups, and online surveys were used to get information.

RESULTS

The main findings

The design of the CP in 2009 was an important exercise that generated the necessary bases for the formation of alliances which secured the continuous presence of the UNODC in the country and contributed to maintaining a space for political dialogue in respect to the new drug policies.

If from a methodological point of view, the CP shows weaknesses in as much as it omits technically relevant aspects like goals, result indicators, and performance standards, it constitutes a strategic framework of reference for the development of UNODC's activities.

The content of the CP was qualified as highly relevant as it is coherent with the global strategic priorities of the UNODC and with the national political priorities.

The average effectiveness of the central CP projects is satisfactory; a high technical quality of the projects and an achievement of planned results is perceived.

Even though the UNODC is effective in delivering services to citizens, the government and the international cooperation consider that UNODC needs to focus itself on more strategic aspects.

UNODC is valued for its multinational and neutral character.

UNODC COBOL in an effective resource executor. The 2013 management period ended with a Budget execution of 95%, similar to the years 2011 and 2012.

QUICK FACTS

COUNTRY:

Bolivia

EVALUATION TEAM:

External evaluators: External consultancy with UNODC team for assistance, logisitcs, and revision: Adan Ruiz (IEU), Rocio Ramirez (COBOL)

PROGRAMME DURATION:

5 years (2010-2015)

PROJECT CODES:

The complete program consists of ten projects, four of which were visited in the field: BOL/F57, BOL/J52, BOL/Y15 y BOL/X52

PROGRAMME COORDINATOR:

Antonino De Leo, Representative of the UNODC Country Office in Bolivia

DONORS:

Main donors in alphabetic order:, Austria, Bolivia, Brazil, Canada, Denmark, European Union, France, Germany, Poland, Spain, Sweden, United Arab Emirates, UNODC, USA.

PROGRAMME BUDGET:

Approved budget: 10.646.949 US\$

IMPLEMENTING AGENCIES:

UNODC

The main findings

UNODC in Bolivia facilitated important alliances, both bilaterally and with multilateral organisations, through a variety of consultation and analysis mechanisms like the Thematic Table n Drugs.

The situation of the office's financial sustainability is fragile but with good outlooks on improvement for 2015 in relationship to a grant of the European Union and an increase of the annual contribution of the government.

Main conclusions

Despite the financial difficulties, COBOL has achieved to give a successful continuity to its long term lines of work (for example coca crop cultivation monitoring), consolidate other mid-term lines of work (alternative development and consumption prevention) and construct new lines of thematic action (transparency and justice) which are already in the process of consolidation.

The temporal absence of Bolivia from the Convention (mainly 2011 and 2012) made access to financing more difficult for COBOL, as many donors were reluctant to support financing to Bolivia during this period. The re-entry of Bolivia to the Convention marked a new chapter in the work of the UNODC with the arrival of a new Representative, who knew how to aptly create alliances of trust with the government, donors, and the international community.



Presentación Informe de Monitoreo de Cultivos de Coca 2013

Key UNODC accomplishments

The results of the annual Coca Crop Cultivation Monitoring Reports are used by the General Directorate for the Comprehensive Development of the Coca Producing Regions (DIGPROCOCA) since 2011 for programming eradication operations. This has implied more efficient planning processes and has facilitated coordination in the field for the rationalisation of cultivations with the producers of coca leaves.

The Ministry of Transparency and Fight against Corruption has benefited from a continuous technical assistance by the UNODC in Bolivia in the areas of norms, policy formulation and practices of transparency promotion, and prevention and fight against corruption. The Ministry considers the UNODC as the international institution that has accompanied it the closest in the last years.

The project on development and integrated natural resource management in the communities of the Municipality of La Asunta (BOL/179) contributes to the reduction of coca cultivations envisioned by the National Strategy on Comprehensive Development with Coca in

its component ton comprehensive development. Through its integrated approach and gender focus, this Project has achieved employment and income generation in productive sectors, increase food security (beans, corn, and vegetables), natural resource conservation (woodlands, soil and water), and strengthened the self-management of producer organisations of the Municipality of La Asunta.

The project "Prevention of the Improper Use of Drugs and of Crime in the Municipality of El Alto BOL/J39" has contributed to the development of the Municipal Strategies of the fight against drugs, violence and crime which strengthen the Municipal Security Programme. 90% of the interviewed by the evaluators consider that the Project had success either completely or partially in the prevention of drugs, including 68% also considering that the consumption of drugs has reduced in the educational institutions where they work. Based on the good practices and lessons learned that have allowed to reach important results in the Municipality of El Alto, the UNODC has prepared an application to the Ministry of Education for a new Project with a national scope.

Main recommendations

Consolidate financially through projects of greater financial scope.

Develop new activities only if there is a decisive interest of donors and the government as well as secured financing for a minimum of two years.

Strengthen the knowledge management and successful experiences. It has to be aimed at systematising successful experiences and replicating the results from a broadened perspective.

Planning could be defined for a strategic reference period of five years, defining thematic pillars and priorities. This general plan could be accompanied by bi-annual frameworks of more detailed planning of Project activities including all technical elements and methodologies of a complete plan based on the principal lines of the logical framework.

LESSONS LEARNED AND GOOD PRACTICES

Main Lessons Learned

A CP needs its own methodological elements for the formulation of development projects as these become key factors in decision taking (on financing) by potential donors.

Bilateral donors prefer to finance activities in which a) they consider the UNODC as the expert agency and b) they see comparative advantages in working with the UNODC instead of another agency or partner in a given issue area.

Main Good Practices

The financing of pilot projects with UNODC's own global resources to demonstrate the capacity of COBOL and then scale up activities with financing from donors was very effective in the case of the issue areas fight against corruption / institutional transparency, and justice. It is a model to be followed.