



## MID-TERM IN-DEPTH EVALUATION OF THE GLOBAL PROGRAMME GLOX69 (Joint Action towards a Global Regime against Corruption)

### BACKGROUND AND CONTEXT

#### Summary of the project purpose

The global programme GLOX69 was designed to support efforts to implement the United Nations Convention against Corruption (UNCAC), through the use of the Mechanism for the Review of Implementation of UNCAC (RM), with a special focus on Small Island Developing States (SIDS). Its overarching goals are to build an universal and effective global regime against corruption. It is managed by the Implementation Support Section (ISS) at the Corruption and Economic Crime Branch (CEB) of UNODC.

#### The objectives

- 1 Seek to support the effective implementation of UNCAC in South and East Asia, Northern Africa and the Middle East, and Eastern and Southern Africa.
- 2 Seek to strengthen coherence, consistency and effectiveness of technical assistance in support of States parties follow-up actions to the implementation review.

#### Purpose of the evaluation

The purpose was to determine the extent to which planned objectives and outcomes were produced; identify lessons learned and best practices; suggest areas for improvement to adjust activities to meet the programme’s objectives by 2016 and offer suggestions for phase two of the programme.

#### Methodology of evaluation

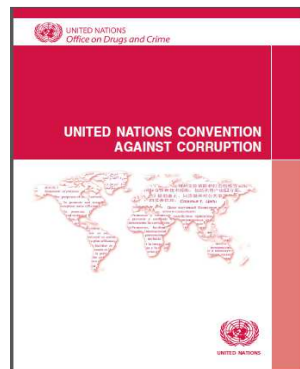
The evaluation used a mixed methods approach, providing for a triangulation of

findings, entailing a desk review, a online survey, followed by semi-structured interviews at a field mission to UNODC HQ in Vienna and six selected countries, i.e. Egypt, South Africa, Tanzania, Botswana, Thailand and Myanmar, all exploring the preliminary hypotheses formulated during the desk review.

### RESULTS

#### The main findings

The evaluation found that UNODC is best placed amongst the UN agencies to support MS in the ratification and implementation of UNCAC. Moreover, the partnership with the United Nations Development Programme (UNDP) has been critical to build bridges with Member States (MS) due to their worldwide presence. Improvements are needed as regards the overall strategy, diversification of funding, advocacy for greater integration of human rights and gender, as well as the promotion of anti-corruption as a cross-thematic pillar, but the evaluation concluded that GLOX69 implementation was broadly effective.



## INDEPENDENT EVALUATION UNIT

### BRIEFS

November 2015

### QUICK FACTS

#### COUNTRIES:

Small Island Developing States (SIDS) outside the Pacific Region and developing countries from South and South East Asia, Western Africa, Eastern and Southern Africa, Middle East and North African Region (MENA), and Latin America and the Caribbean

#### EVALUATION TEAM:

Ms. Emmanuelle Diehl (Team Leader);  
Ms. Elca Stiger (Expert);  
Ms. Charlotte Gunnarsson (IEU)

#### PROGRAMME DURATION:

20 September 2012 - 30 September 2016

#### PROJECT CODES:

GLOX69

#### PROGRAMME COORDINATOR:

Ms. Candice Welsch

#### DONOR:

AusAID/the Government of Australia’s Department of Foreign Affairs and Trade (DFAT)

#### PROGRAMME BUDGET:

Total pledged amount:  
US\$8,858,070

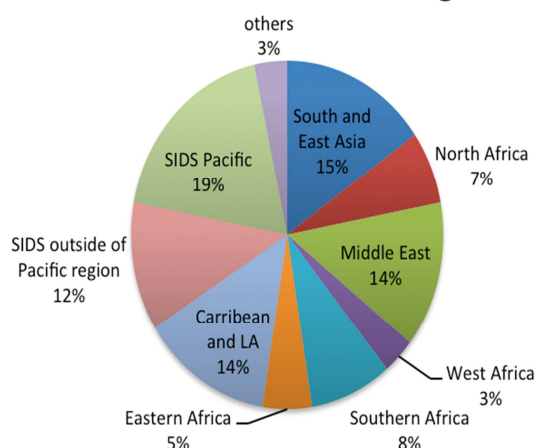
#### IMPLEMENTING AGENCIES:

UNODC

## Main conclusions

The design of GLOX69 is more strategic than operational but it has not prevented ISS from offering technical assistance (TA) to MS. Generally, MS are satisfied and ISS has managed to respond to many requests. GLOX69 has fostered closer cooperation with and amongst MS; showed complementarity amongst MS and highlighted how ISS has been responsive to MS' requests and needs. However, it is critical for ISS to prioritize the workload, streamline standard operating procedures and continue its cooperation with UNDP and its engagement with MS.

### Country Reviews Executive Summaries - UNODC 2012-2015 Per Region



Source: evaluation team: Annual progress reports 2012,2013,2014, 2015 and cross-referenced with publicly available Executive Summaries submitted to the evaluation team and with the online index

<http://www.unodc.org/unodc/en/treaties/cac/country-profile/index.htm>

## Key UNODC accomplishments

UNODC sought complementarity and cooperation to leverage its expertise on anti-corruption to support MS in ratifying and implementing UNCAC across regions. UNODC has continued its strategic partnership with UNDP to obtain access and visibility amongst MS in order to best respond to their needs to ratify and implement UNCAC.

## Key recommendations

**Prioritization** - define a list of criteria to help screen and choose more systematically the type of TA to be delivered to MS, as well as the geographic areas and stage of engagement to focus on.

**Communication** - develop a clear and effective communication strategy to explain UNODC's capacities and limitations to beneficiaries and partners.

**UNODC-UNDP partnership** - review the existing MoU to explicitly state the roles and responsibilities in relation to GLOX69. Moreover, define a larger partnership strategy at the global and regional level to engage with other UN agencies and partners.

**Intervention logic** - redraft the intervention logic to ensure measurable indicators at the outcome levels exist and will be used to track change.

**Overall strategy on anti-corruption** - design and regularly review an overall strategy on anti-corruption at UNODC to facilitate a coherent approach to planning and implementation

**Sustainability** – diversify a pool of donors on anti-corruption to ensure sustainability. Moreover, encourage a diverse pool of soft earmarked funding to foster strategic planning and priority setting.

**Human rights and gender** – advocate for greater integration of human rights and gender into the design and implementation.

## LESSONS LEARNED AND BEST PRACTICES

### Main lessons learned

**One donor funding.** One donor is difficult to sustain as donor priorities change, challenging the sustainability of activities, key staff positions and the relations with MS.

**Lack of clarity.** The programme management needs to clarify budget disbursement from the onset in order to avoid confusion, but foremost to allow for greater effectiveness measurement.

**Engaging with MS** has to be a continuous and a frequent process in order to keep them involved, informed and motivated to ratify, access and implement UNCAC.

**Similarities in diversity.** Although countries are different, there share similar difficulties to implement UNCAC. This adversity fostered South-South collaboration.

### Main best practices

**Cost sharing activities.** Cost-sharing efforts funded some activities and salaries across all targeted regions. Annual reports however need to clearly underline such cost sharing to better assess efficiency and impact implications.

**Regional workshops** were appreciated for experience sharing about good practices and benchmarking amongst MS.

**UNCAC peer-review mechanism** was highlighted as a good exercise, providing for good practices of other MS in the implementation of UNCAC.

**Capacity-building activities** of relevant themes to meet the needs of MS is a critical component of this global programme.

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