

EVALUATION BRIEFS

FINAL IN-DEPTH EVALUATION

Regional Programme for Southeast Asia and the Pacific, including the Country Programmes Myanmar and Indonesia

Region: Southeast Asia and the Pacific.

Duration: 2014-2020 (As of 12/2019, the RP was extended until Dec 2021).

Donors: Japan, China, Canada, the USA, Australia, Sweden, Republic of Korea, the United Nations, Norway, Germany, Thailand, Belgium, Indonesia, New Zealand and Cambodia.

Evaluation team: Emanuelle Diehl (lead evaluator); Angus Henderson (Law Enforcement Expert); Abigail Hansen (Criminal Justice and Anti-Corruption Expert); and Konstantin Osipov (Drug Demand Reduction and Health Expert).

Full report:
https://www.unodc.org/unodc/en/evaluation/reports_year_2020.html

BACKGROUND AND CONTEXT

UNODC, through its Regional Office for Southeast Asia and the Pacific (ROSEAP) and its network of Programme Offices (PO) including Indonesia, Myanmar and Viet Nam, provides strategic solutions to the challenges of transnational organized crime (TOC), terrorism and violent extremism, corruption, criminal justice reform, as well as drug and health issues.

The UNODC Regional Programme (RP) for Southeast Asia 2014-2021 is a comprehensive, integrated platform of UNODC's technical assistance in the region, with the overall objective of strengthening the ability of Member States (MS) and institutions to effectively respond to drug, crime and security challenges. The RP, with its five subprogrammes (SPs), has been used as a vehicle for integrating UNODC's work into UN region-wide effect, as well as serving as a tool to promote partnerships with key regional partners such as the Association of Southeast Asian Nations (ASEAN).

MAIN FINDINGS

The RP and CPs were developed as strategic visions that define UNODC's mandate and identified priorities for the region and individual countries. Although the move to integrated programming has improved the overall delivery of UNODC's assistance, there is still room for improvement, including greater integration within the SPs. At the moment, the SPs and even the outcomes within each SP appear to be administrated and delivered as almost standalone projects, which share a central funding mechanism; that is the RP. Many activities were implemented at both the regional and country levels, especially within SP1, which raised the most funds. ROSEAP managed to gather MS around common objectives through key regional platforms that they are part of but not without challenges, as expected in such a large and diverse region.

The current UN reforms offer an opportunity for ROSEAP to innovate and modernize their operating model ('business plan') to further align and improve the delivery of assistance.

This evaluation concludes that the RP and CPs engaged with many stakeholders across the 11 targeted countries in a



manner that upheld UNODC's mandate and supported MS with expertise and well delivered activities. UNODC is a highly respected and relevant organisation that is still the first-choice partner for MS and many donors. However, UNODC's operating model at the regional and country levels considering the ongoing UN reform initiatives will be a challenge. UNODC's current operating model needs to be adjusted to respond to the reforms. The development of a new RP that is flexible and adaptable to change is the key to success.

LESSONS LEARNED

There are eight lessons and best practices identified across the RP and the CPs. The two below represent the most important considerations. All eight are included in the main body of the report

Lessons Learned: Country presence: In-country presence is essential when developing trust and relationships with MS agencies and when coordinating with other agencies and will be imperative in the UNODC response to the UN reform initiatives.

Best Practice: Consultations: The Pre-RP and CPs drafting consultation processes amongst regional bodies, MS and other stakeholders was appreciated and considered as best practice ensuring ownership and support for UNODC programming. The extensive consultation processes undertaken in the current RP and CPs should continue.

METHODOLOGY

The evaluation was designed to provide an overview of results and achievements, make recommendations, identify lessons learned and good practices, as well as support future programming. It further examined the alignment of UNODC's programmatic tools with the UN reform initiatives, and the extent to which UNODC interventions in the region support MS in their achievement of the SDGs.

The evaluation applied a participatory, mixed-method, gender-responsive and human rights-based approach, ensuring triangulation. It included individual and small group interviews with all key stakeholders; 183 female and 226 male. The main data collection methods further included field missions to Thailand, Myanmar, Indonesia, Laos PDR, Malaysia and Viet Nam; direct observation; media analysis and a desk review of relevant documents. The data collection addressed the RP as a whole and allowed for separate case studies of the CPs for

Myanmar and Indonesia (Annex V and VI of the report).



UNODC
United Nations Office on Drugs and Crime



INDEPENDENT EVALUATION SECTION

unodc-ies@un.org

RECOMMENDATIONS

Over the next 12 months, ROSEAP, in collaboration with the respective POs and UNODC HQ should:

1. Develop the **New Regional Programme** to cover the entirety of what UNODC delivers across the region including UNODC global, regional and national initiatives. It should be a single delivery vehicle to support multiple UN Sustainable Development Cooperation Frameworks (UNSDCFs) across the region. The new RP should articulate the assistance UNODC can provide to MS in their attainment of the SDGs, subject to donor's priorities.
2. Develop **Strategic Frameworks** to serve as delivery mechanisms at the country level. They should, as a minimum, foster ownership, articulate a periodic review mechanism and allow MS to formally authorise UNODC's participation, ensuring coherence between the RP, GPs, CPs, UNODC's strategic framework and mid-term strategy.
3. Collaborate to determine **Staffing and Administration** required to implement UNODC's activities. This should include strengthening the roles of thematic experts as technical working group leads for each SP and appropriate staff levels required for effective management of Programme Offices.
4. Develop a **Partnership** to enhance UNODC visibility to and engagement with UN Country Teams and in country UN entities.
5. Develop a system for **Integration of the SDGs**. Ensure a coordinated use of the SDGs across the area of expertise for integration at both micro level programming and outcome reporting.
6. Ensure full integration of **Human Rights and Gender** into all capacity-building activities as a specific focus, rather than simply as a general introduction to UNODC's mandate
7. Define a **Monitoring and Reporting** framework with tools and reporting processes (schedules, reporting agents and methods) that seek to develop qualitative and systematic data.