

EVALUATION BRIEF

IN-DEPTH EVALUATION

GLOBAL PROGRAMME FOR THE IMPLEMENTATION OF THE DOHA DECLARATION: TOWARDS THE PROMOTION OF A CULTURE OF LAWFULNESS

Region: Global.

Evaluation Duration: mid-February to end of May 2020, with a focus on results achieved since Mid-Term-Evaluation in 2018.

Donors: State of Qatar.

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Full report:

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

BACKGROUND AND CONTEXT

The Global Programme for the Implementation of the Doha Declaration: Towards the Promotion of a Culture of Lawfulness (UDP) was developed under the auspices of the Doha Declaration, adopted at the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice in April 2015. It is composed of three pillars: Pillar One focuses on strengthening judicial integrity, Pillar Two includes two separate components: one component on rehabilitation and social integration of prisoners, and a second component on preventing youth crime through sports-based programmes, and Pillar Three pertains to Education for Justice (E4J) for all levels of education. UDP is inter-disciplinary in nature and touches upon several of UNODC’s substantive mandates, in particular those relating to anti-corruption, criminal justice and crime prevention.

MAIN FINDINGS

The Global Programme and its outputs are highly relevant to UNODC’s mandates and its stakeholders needs. It is also evident that UDP has generally been very efficient. The Programme has

benefitted from a strong partnership with one single donor and the availability of stable funding has made possible the achievement of impressive results. Its work also appears to be making a substantial contribution towards improving the effectiveness of stakeholder response to current and emerging challenges in the domain of drugs, crime and terrorism. Remarkably, the programme managed to adapt its outputs to online delivery in view of the ongoing COVID-19 pandemic. While UDP has initiated impact-studies related to E4J and YCP, there is a clear need to do more on this front. UDP has developed useful partnerships with some UN agencies (e.g. UNESCO) and non-traditional (e.g. academia and judiciary) stakeholders. There is a need to further expand partnerships with other UN agencies and development banks (e.g. The World Bank) and agencies, particularly in the context of the UN reforms, to scale up the size and scope of its impact on the ground. UDP also has the opportunity to take its networks to their next logical levels by facilitating greater peer-to-peer exchange and collaborations. Despite some progress, the lines of authority need to be further streamlined. Synergies among various pillars could also be further strengthened.

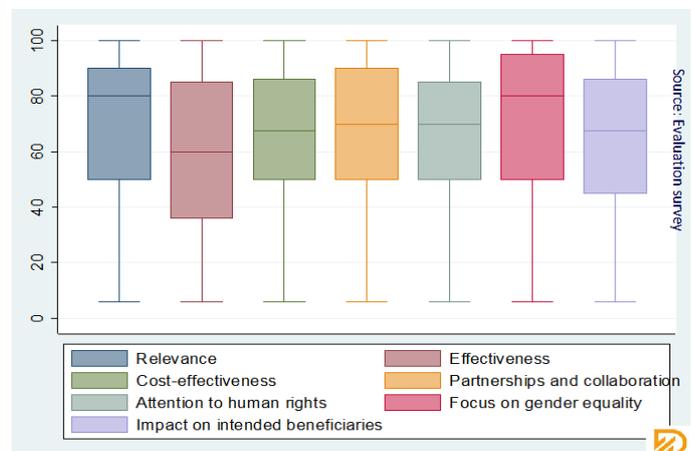


Chart 1. Survey respondents' rating of UDP on various dimensions

LESSONS LEARNED

UDP interventions do not have the size and coverage necessary to produce a system level impact on youth crime and recidivism or rehabilitation success rates, hence activities need to be designed keeping critical mass in perspective. The Global Judiciary Integrity Network shows the need for greater peer-to-peer collaboration. The COVID-19 lockdown has revealed the injustice and gaps in education sector, which UDP's interventions can help overcome.

| Strengths |
|--|
| Highly relevant to UNODC's mandates and stakeholders' needs. High visibility and political linkages. Long-term funding and strong ties with the donor. Innovative thinking and outcome-orientation. |
| Weaknesses |
| Reporting line structures. Unexploited synergies among various pillars. Balancing content creation and use. |
| Opportunities |
| Potential partnerships that can be leveraged for resources and impact. Informal peer-to-peer collaboration at networks established. Mobile first strategies. |
| Threats/ Challenges |
| Pandemic-induced global financial crisis. Limited joint programming with other UN agencies. Deeply embedded nature of corruption in many public institutions. |

Chart: Summary SWOT analysis for the UDP

GOOD PRACTICES

UDP has benefitted from the strategic leadership provided by the Follow-Up Committee. The representatives of the State of Qatar have contributed to the strategic alignment of Programme activities. For the same reason, the Global Programme has built significant brand recognition. These ideal conditions have made it possible to take big strides towards achieving planned outcomes within the relatively short implementation timelines. A solid foundation has been set for a profound partnership that needs to be nurtured, which will be necessary for the long-term sustainability of the programme results.

METHODOLOGY

The evaluation utilized a mixed-method, triangulated approach including document analysis, interviews with 163 (89 M, 74 F) key stakeholders, an online survey with 162 responses (32.4% response rate), virtual field missions, focus group discussions, event and webinar observations and other participatory techniques. All field missions were conducted 'virtually'. The



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INDEPENDENT EVALUATION SECTION

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evaluation team made every possible effort to

engage the full array of stakeholders, including staff members, actual and potential partners, beneficiaries, government officials, research institutions and nongovernmental organizations representatives, on these virtual missions.

RECOMMENDATIONS

1. UDP needs to pay closer attention to synergies among various pillars. The access to UDP materials for other UNODC programmes and field offices should be made easier.
2. UDP needs to develop a holistic strategy that identifies not just initial training, but also subsequent interventions that would be needed to promote desired change.
3. UDP needs to be more methodical in promoting peer-to-peer collaboration in its Global Judicial Integrity Network.
4. UDP has undoubtedly benefitted from a stable, long-term and significant funding commitment from a single donor. UNODC senior management should also explore similar mechanisms for other projects as this can help scale and speed up the size of their impacts.
5. UDP needs to strike a better balance between content creation and use. The cost-benefit analysis should inform this trade-off right from the outset.
6. UDP needs to provide more personalized and regionalized peer-to-peer training of trainers and academics.
7. As much of the content produced by the UDP as possible should be designed with mobile first approach to reach low income and vulnerable populations.
8. UDP needs to further streamline programme management lines of authority on a priority-basis. As a matter of best practice, programme management arrangements should also be periodically reviewed.
9. UDP should continue adopting a more nuanced approach to human rights, gender and vulnerable groups.