

EVALUATION BRIEF

FINAL INDEPENDENT PROJECT EVALUATION

Support to the work of the Conference of the Parties to the UNTOC Convention - GLOT60

Region: Global

Duration: 1 January 2008 – 31 December 2020.

Donors: Australia, China, France, Japan, UAE and USA (2015-2019)

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

BACKGROUND AND CONTEXT

GLOT60 was developed to provide sustained support to the work of the Conference of Parties (COP) of the UN Convention against Transnational Organised Crime (UNTOC); provide for the review of the implementation of the Convention; and provide a framework for the delivery of technical support. Initially, the programme focused on the development of the UNTOC's review mechanism but its focus changed in 2012. Its current objective is to enhance political commitment and capacities of states to prevent and combat transnational organized crime and build related legal, institutional and operational frameworks. The programme provides technical assistance to encourage ratification and implementation of UNTOC; promotes international cooperation; and knowledge management and sharing through the [SHERLOC](#) platform (Sharing Electronic Resources and Laws on Crime). The programme is implemented by the Conference Support Section (CSS) in the Organised

Crime and Illicit Trafficking Branch (OCB). As of 2019, its overall budget was USD 5,909,144. The programme is coming to an end and a successor programme will be designed to complement the newly adopted UNTOC Review Mechanism.

MAIN FINDINGS

GLOT60 has achieved concrete results that will continue to exist beyond the programme end, including capacities installed in Member States to implement UNTOC, large databases of knowledge and practical tools for international cooperation hosted on SHERLOC. The evaluation found that GLOT60 made use of its limited resources in a highly **efficient** manner to produce most of the expected outputs. The collaborative approach applied by the programme management enabled the creation of a dedicated team, pulling in resources from different sections and branches within UNODC and maximising the impact of efforts. GLOT60 had been **relevant** to all stakeholders and to some extent to the promotion of the SDGs. The current three focus areas were considered by stakeholders as key to the implementation of UNTOC and could be included in a successor programme



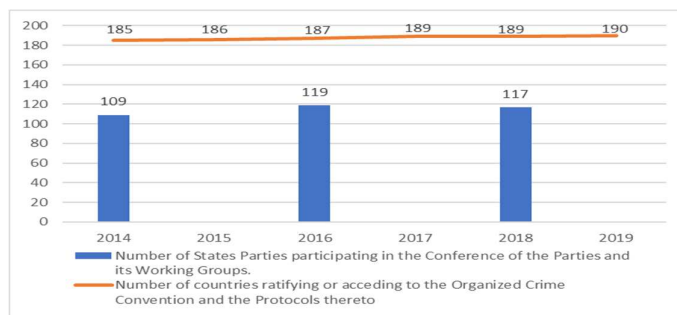
The screenshot shows the SHERLOC portal interface. At the top, it features the UNODC logo and the text 'SHARING ELECTRONIC RESOURCES AND LAWS ON CRIME'. Below this, a brief description states: 'The SHERLOC portal is an initiative to facilitate the dissemination of information regarding the implementation of the UN Convention against Transnational Organized Crime, the three Protocols thereto and the international legal framework against terrorism.' The main content area is divided into sections: 'Hot Topics' with a sub-section for 'Electronic Evidence' (describing an overview of electronic evidence types), and 'Databases' which includes four categories: 'Case Law Database' (a comprehensive case law database), 'Database of Legislation' (an electronic repository of laws), 'CNA Directory' (a directory of national authorities), and 'Bibliographic Database' (an annotated bibliography).

However, the evaluation found that the programme **design** was weak and that this influenced efficiency, effectiveness and impact. The evaluation found that the programme was **effective** to varying degrees whereas the main hindering factors were low funding and low responsiveness of Member States to data collection efforts. While it was difficult to measure **impact** due to a lack of SMART indicators, the perceived impact of the programme is high, with stronger contributions perceived for strengthening capacities of Member States to prevent and combat transnational organized

crime than for enhancing political commitment. GLOT60 established and maintained **partnerships** mostly in the context of data and knowledge management tools, however, not all potential partnerships were sufficiently explored. The programme has taken concrete steps to mainstream **gender equality** in its implementation and included **least developed countries** in activities to encourage ratification of UNTOC. However, there was little evidence of initiatives to actively integrate **human rights** into the programme, nor to proactively increase participation of LDCs.

GOOD PRACTICES

The evaluation identified three best practices: Leveraging online technology for knowledge management and sharing, leveraging synergies to increase efficiency, and approaching donors with specific interest areas (regional or topical) for funding activities. It also identified five lessons learned: that design matters, that political processes can influence efficiency and effectiveness (and therefore should be addressed in the context of risk mitigation), that partnerships add value, that the use of technology often comes with underestimated costs and that decentralizing key expertise can increase efficiency and sustainability. In relation to design, weak programme design can also affect a programme's sustainability due to the difficulty to communicate its relevance and results. A stronger investment in a programme's design process pays.



METHODOLOGY

The evaluation **purpose** was two-fold: to evaluate the programme's performance and to identify recommendations for a future successor programme. The evaluation applied a **mixed methods approach**, consisting of (i) an in-depth desk review (ii) interviews with stakeholders during a visit to Vienna (2-6 December 2019) and remotely and (iii) two on-line surveys to SHERLOC users and Competent National Authorities (CNAs). Interviews were conducted with 48 persons (58% female and 42% male) representing UNODC staff, partners, donors, and Member States. The SHERLOC

survey was answered by 80 respondents. The CNA survey and the CNA-related questions in the SHERLOC survey were answered by 21 respondents in total.



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INDEPENDENT EVALUATION SECTION

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RECOMMENDATIONS

1. **Design: Programme Management**, in collaboration with relevant Sections and Branches within UNODC should start with the creation of a theory of change that provides a strong intervention logic, linking the programme to sustainable development goals and to practical implementation at field level.
2. **Focus areas:** The key areas that a successor programme should focus on are driving the implementation of UNTOC through knowledge management, capacity building and the provision of practical tools.
3. **Results-based management:** A successor programme should apply a results-based management approach with clearer planning and reporting structures and a dedicated programme manager that all team members report to.
4. **Monitoring, reporting and communication:** Programme management, Organized Crime, and Illicit Trafficking Branch, Conference Support Section (OCB/CSS), UNODC should strengthen monitoring and reporting in the future for effective communication of results and impact achieved.
5. **Fundraising and partnerships:** The successor programme should create a fundraising and partnership strategy to systematically collaborate with relevant entities and organizations at the global and field levels, aligned with the overall UNODC strategic framework and fundraising approach.
6. **Mainstreaming of human rights, gender, leaving no one behind:** The future programme design should systematically integrate approaches for mainstreaming of human rights and gender, drawing on existing expertise and guidance in-house, and it should create a more proactive approach to work with least developed countries.