

EVALUATION BRIEF

IN-DEPTH EVALUATION

Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16

Region: Global

Evaluation Duration: August-December 2020; covering the period 2016-2020.

Donors: Australia, Austria, Belgium, Brazil, Canada, China, Denmark, European Bank for Reconstruction and Development, European Commission, France, Germany, United Kingdom, Holy See, International Centre for Sports Security, International Olympic Committee, Italy, Japan, Kazakhstan, Liechtenstein, Luxembourg, Mexico, United Nations Stabilization Mission in Haiti, Morocco, Norway, Organization for Security and Co-operation in Europe, Panama, Qatar, Russian Federation, Saudi Arabia, Siemens, Switzerland, Turkey, United Nations Department of Economic and Social Affairs, United Nations Development Programme, United States and World Bank.

Evaluation team: Mr. Roger Miranda (Team Leader), Dr. Marianne Camerer (Anti-corruption expert) and Mr. Matjaz Saloven (Criminal Justice & Law Enforcement expert).

Full report: www.unodc.org/evaluation

BACKGROUND AND CONTEXT

The Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16 (GLOZ99) was developed in 2016 after developing a theory of change and in an endeavour to merge then then existing four global projects on corruption related matters. The objective of the merger was to provide one global framework for the delivery of UNODC services, streamlining UNODC's portfolio, increasing consistency and coherence in UNODC's programmatic work and reducing the complexity of programme management. The Global Programme supports States parties' efforts to fully implement the Convention, delivering technical assistance in prevention, criminalization and law enforcement, international cooperation and asset recovery, addressing various thematic areas, such as judicial integrity, education, sports, wildlife and the private sector. The Programme is based on a theory of change that identifies four work streams as critical for achieving the desired results: 1) Legal and institutional frameworks; 2) Human and organizational capacity; 3) Knowledge products; and 4) Political will to support UNCAC implementation. The Programme's logical framework (LogFrame) is built around these four streams, resulting in eight outcomes.

MAIN FINDINGS

The Programme has been very effective, particularly at the output level, responding to States parties' needs within resource availability to support the implementation of UNCAC. The Programme has assisted in the development of States parties' legal frameworks, policies, capacity of individuals and institutions in addition to the results achieved through partnerships, its advocacy work and furthering international cooperation. Various technical assistance (TA) modalities have been applied by the Programme and tailored to States parties' needs; a combination which is required to achieve the most optimal results. Nonetheless, the evaluation considers that the national and regional footprint (i.e. Programme staff based in the region), with familiarity of the challenges must be strengthened, as it is very conducive for the Programme's overall



effectiveness. The theory of change provides a high-level overarching conceptual framework reflecting the breadth of UNCAC which in turn gives the Programme a generous basis for determining what substantive areas it covers (often based on donor priorities and resource availability). This wide lens sometimes hinders UNODC to further increase its focus on areas in which it has comparative advantages.

The Programme has also been very responsive in the face of the pandemic, correctly focusing on critical substantive topics that address the needs of States parties. The use of online tools to deliver TA as well as new knowledge products on key issues reflect the ability of the Programme to quickly adjust to changing circumstances.



LESSONS LEARNED

Setting clear parameters and criteria to determine when the Programme is best placed to respond to a specific need and when to call upon partners to do so instead- this can include both substantive content and/or delivery of TA – is essential for effective Programme implementation. A holistic understanding (as per the theory of change) of how to prevent and counter corruption through the implementation of UNCAC is very useful but in itself does not assist in setting priorities, nor speak to the comparative advantage of the Programme.

GOOD PRACTICES

The Programme has responded admirably in both identifying substantive issues and anticipating new risk areas of corruption, for instance in the procurement of personal protective equipment (PPE), vaccines and their distribution. Regional platforms have been used to advance the mandate of the Programme to foster the full implementation of UNCAC, harnessing common needs and characteristics amongst countries in specific regions to fast-track the implementation of the Convention.

RECOMMENDATIONS

1. Programme Management should revise the GLOZ99 ProDoc, taking into consideration the findings and recommendations made in the evaluation.
2. The Director of the Division for Treaty Affairs and GLOZ99 Programme Management should continue to advocate for improving internal UNODC processes and systems.
3. GLOZ99 Programme Management should expand the network of regional and national anti-corruption advisers and promote TA modalities that incentivize ownership and sustainability.
4. GLOZ99 Programme Management should address the challenges identified in the report during the revision of the ProDoc.
5. As part of the revision of the ProDoc, GLOZ99 Programme Management should develop exit strategies and identify concrete steps to be taken to ensure the sustainability of results.
6. GLOZ99 Programme Management should continue leveraging and establishing partnerships, in line with the new UNODC Strategy 2021-2025 and the approach and priorities to be defined in the revised ProDoc.
7. GLOZ99 Programme Management should develop a communication and stakeholder engagement strategy with a detailed action plan.
8. GLOZ99 Programme Management should, during the ProDoc revision process, include gender issues both in its substantive programme of work and to address gaps in relation to institutional guidance on the topic.
9. GLOZ99 Programme Management should continue its efforts to address emerging issues related to corruption and the pandemic; and using online tools for the delivery of TA and advocacy work.

METHODOLOGY

A mixed-methods approach for data collection was used to facilitate source and methodological triangulation of evidence during analysis. A total of 42 stakeholders (20 male, 22 female) were interviewed; 126 surveys were received out of 318 distributed (40% response rate, 63 male, 50 female and 13 not specified).



UNODC
United Nations Office on Drugs and Crime



INDEPENDENT EVALUATION SECTION

<https://www.unodc.org/evaluation>
unodc-ies@un.org