

EVALUATION BRIEF

INDEPENDENT PROJECT EVALUATION

Implementing the Organized Crime Convention: From Theory to Practice (GLOT60, Phase II)

BACKGROUND AND CONTEXT

Region: Global

Duration: January 2021 – October 2024

Donors: Canada, China, France, Germany, Japan, United Kingdom, United States

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Full report:

www.unodc.org/unodc/en/evaluation/reports_year_2024.html

The global programme aims to support Member States (MS) in implementing the United Nations Convention against Transnational Organized Crime (UNTOC) through the provision of assistance in adopting legislative, policy and other related measures for implementing the UNTOC. It also supports States in developing and implementing evidence-based plans and strategies to address Transnational Organised Crime (TOC). The programme has a budget of USD 9,687,362, and it has been financed by different donors.

MAIN FINDINGS

Relevance: The programme showed high relevance to stakeholders' needs by directly responding to the priorities and requests from MS as outlined in the UNTOC COP Resolution 10/4 and 11/2. This responsiveness includes providing pre-accession support to countries preparing for UNTOC ratification and implementation, offering legislative assistance, and by promoting international judicial and law enforcement cooperation and technical support in strategy development. The integration of a comprehensive and participatory Theory of

Change (ToC) and a focus on human rights and gender (HRG) mainstreaming were significant strengths. While the designed two outcomes were results-oriented and relevant, there was not a clear differentiation between outputs and activities. Additionally, clearer linkages between the overall programme ToC and the ToCs of individual subprojects would have ensured greater coherence and alignment. **Efficiency:** GLOT60 experienced substantial growth in funding and human resources, enabling the expansion of programme activities. This expansion presented challenges in meeting the increasing number of requests for legislative support due to resource constraints. The programme staff was considered highly efficient. **Effectiveness:** GLOT60 made commendable efforts to effectively engage with governments to provide pre-accession support. However, this engagement proved to be difficult due to various external factors, such as fragile and unpredictable political systems, and the COVID-19 Pandemic. Nevertheless, accession to the UNTOC was achieved for two countries (Bhutan and South Sudan), while ongoing work is carried out with a third country (Somalia), and accession is expected for Papua New Guinea. The programme's participatory and systematic approach to developing and disseminating legislative tools and providing domestic legislative assistance was effective in contributing to the strengthening of national legislative frameworks, as well as in raising awareness about emerging types of transnational organized crime. While the programme generated interest from MS in improving legislation, it was not able to accommodate all countries requesting further assistance due to resource limitations. By 2023, the SHERLOC platform recorded a total of 390,151 users, a 36% increase from 2022, demonstrating its growing effectiveness. Additionally, the capacity-building efforts had tangible results in



establishing international cooperation between MS. The Competent National Authority (CNA) Directory exceeded its user target, but evidence shows a variety of perceptions on its effectiveness in strengthening international cooperation. The programme made significant progress in enabling states to adopt and implement consistent strategies to combat TOC, despite facing challenges related to political instability, and capacity constraints. The involvement of multiple stakeholders, including NGOs, and the flexibility and adaptability of the “4Ps” methodology included in the Organized Crime Strategy Toolkit were critical to the programme's success. **HRG+** The programme made significant progress in incorporating HRG considerations into national and regional strategies against organized crime. The design and implementation of the HRG Toolkit and the organization of HRG regional workshops enhanced capacity of participants to integrate HRG perspectives into their programming. Furthermore, receiving funds specific to the development, dissemination, and training on the Human Rights and Gender Toolkit was one of the most unique aspects of the programme. Such an approach allowed the programme to devote staff to this important issue, fostering a cultural shift within the organization. While there have been strides in capacity-building and knowledge management to include gender-sensitive approaches, further efforts are needed to ensure integration of these aspects into all areas of the programme.

RECOMMENDATIONS

1. Ensure results-oriented overall Theory of Change (ToC) and alignment between overall ToC and Project ToCs.
2. Integrate Human Rights and gender approaches in the whole programme.
3. Address the resource gap through enhanced funding and partnerships.
4. Strengthen the support on legislation development and implementation “on serious crimes” at the national level.
5. Discuss and identify UNODC’s role in the implementation of strategies, and advocate for UNODC support.
6. Enhance the relevance, responsiveness, and outreach of the SHERLOC platform.

LESSONS LEARNED

1) Global programmes can be key in advancing international agendas. The programme has effectively positioned legislative and strategy support for the UNTOC and has played a key role in coordinating initiatives across global, regional, and national levels. **2)** Participatory processes and multi-stakeholder initiatives require more time and effort to develop and implement but are more effective in achieving their objectives. This approach fosters greater ownership, commitment, and accountability and contributes to the sustainability of initiatives. **3)** Regular work and continued engagement with regional offices and other UNODC sister programmes enhances programme effectiveness.

GOOD PRACTICES

Key good practices include **1) Flexibility and adaptability:** The project was adaptive to emerging needs, taking up new challenges, and delivering its outputs on a timely manner, even exceeding its targets. **2) Complementarity of project activities:** where the project activities were interconnected and complementary, the project took advantage of the strengths of different teams, UNODC sections, and regional and national offices. **3) Issue-specific funding on gender and human rights:** Receiving funds specific to the development, dissemination, and training on the Human Rights and Gender Toolkit was one of the most unique aspects of the programme.

METHODOLOGY

A mixed methods approach was adopted to gather qualitative and quantitative data through document review, semi-structured interviews, and two online surveys. To increase the validity of findings and conclusions, data and information was triangulated across sources (primary and secondary) and different methods used. All stakeholders were consulted online. Approximately 96 documents were reviewed, while a total of 358 people participated in the evaluation through semi-structured interviews, and the two online surveys (56% male, 44% female, and 1% did not disclose their gender), representing UNODC HQ Staff, UNODC Regional Office staff (RO), UNODC Field Office (FO) Staff, government personnel, international organizations (UN Agencies and other International organizations), one donor (UK), and two Non-Governmental Organization (NGO).



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