

# EVALUATION BRIEF

## INDEPENDENT IN-DEPTH EVALUATION OF THE PROJECT

# INTEGRATION OF THE INTER-INSTITUTIONAL COOPERATION MECHANISM FOR THE INVESTIGATION OF HIGH IMPACT CRIMES AT THE STATE LEVEL (SEGMENT OF CRIMJUST)

Region: Latin American and the Caribbean Region (Mexico).

Duration: September 2019 to October 2024.

Donors: Bureau of International Narcotics and Law Enforcement Affairs (INL).

Evaluation team: Edgar Arredondo Casillas, Evaluation Expert, Josafat Contreras, Substantive Expert in Criminal Justice and Alejandra Bocardo, Human Rights and Gender Equality Expert.

Full report:  
[https://www.unodc.org/unodc/en/evaluation/reports\\_year\\_2024.html](https://www.unodc.org/unodc/en/evaluation/reports_year_2024.html)

## BACKGROUND AND CONTEXT

The intervention, a segment of UNODC's Criminal Network Disruption Global Programme (CRIMJUST), was implemented in 16 states, with a budget of \$8,889,893.22 USD. It started with an assessment to evaluate how efficiently and effectively all relevant operators and institutions involved in joint investigations integrate case files on 5 high impact crimes (drug-dealing, extortion, kidnapping, robbery with violence and homicide), with the purpose of finding opportunity areas, generating Standard Operating Procedures (SOPs) to tackle those opportunity areas and train operators on the use of developed SOPs. Its end beneficiaries have been the Ministries of Public Security, General Attorney/Prosecutor's Offices, Public Defender's Offices and Commissions for Victims Assistance, all of them at the state level. The executing agency has been the UNODC Country Office in Mexico (COMEX), with no implementing partners.

## MAIN FINDINGS

The intervention was very relevant to the needs and priorities of beneficiary institutions. Most activities, outputs and outcomes of the project could be achieved in the states where the intervention was conducted but no results could be obtained in two of the 16 selected beneficiary states. Some activities and outputs could not be completed in another state. Material and human resources were efficiently used to produce expected outcomes, but with significant delays. Half of the states initially considered as beneficiaries for this intervention needed to be changed. Adjustments to efficiently address the challenges and emerging needs associated with COVID-19 Pandemic were successfully conducted.

This intervention is highly expected to generate significant, positive higher-level effects, such as greater coordination and communication in between agents responsible for joint investigations, a better and stronger integration of case files, and a greater possibility for the prosecution of the 5 high impact crimes targeted by the SOPs and, unexpectedly, other non-targeted crimes. There are possibilities that some, if not most of the results of the intervention will continue following the end of the project. Human Rights (HR),



Capacity building activities: live training workshop of simulated cases.

Leaving No One Behind (LNOB), Gender Equality and Empowerment of Women (GEEW) have been integrated in a limited manner in the project's design.

## LESSONS LEARNED

It has been learned that being flexible and adaptable to the needs and demands of counterparts helps bringing about better results. It has been learned that, when faced with an intervention that has never been done before (because of its size and complexity), it is necessary to establish an internal system of continuous learning. It was learned that it is necessary to pay special attention in selection and recruitment processes to ensure that the qualifications, experience and abilities of personnel hired match the specific needs of the tasks to perform, especially when the profiles required are highly specialized.



States where the intervention took place (Source: UNODC COMEX)

## RECOMMENDATIONS

1. It is recommended to implement proactive strategies to strengthen partnerships, such as trying to sign letters of agreement, Memorandums of Agreement (MOUs), with the intention of solidifying a mutual understanding of roles, objectives, and expectations from the outset, fostering a unified vision and enhancing accountability.
2. It is recommended to implement trainer of trainers programs.
3. It is recommended to look for means to use the tools developed for Integration for other crimes and in other national or international similar interventions.
4. It is recommended to commit more capacity and resources to address gender and inclusion issues in this type of interventions.
5. It is recommended to guarantee that gender equality aspects, women's empowerment and inclusion of marginalized communities' objectives and principles are fully mainstreamed in the intervention design.

## GOOD PRACTICES

The methodology of case simulation used in the Live-Workshop is considered as a practice that contributes to transformation and appropriation of results. Involving stakeholders in the construction of expected outputs and products – in this case, the SOPs – to guarantee a greater appropriation, generate participation, trust and openness throughout the intervention is a good practice. Likewise, to have a follow up and sustainability strategy involving the promotion of results, voicing the accomplishments of counterparts as their own, is a good practice that generates further appropriation and has greater impact than promoting results as an achievement of UNODC.

## METHODOLOGY

This independent evaluation was developed following UNODC evaluation policy, abiding to the UNEG norms and standards, ethical guidelines and code of conduct. The Independent Evaluation Section of UNODC supervised all evaluation deliverables and the evaluation team followed all guidelines and templates established by them. Transversal issues such as Gender Equality, Human Rights, and Inclusion of disadvantaged groups (considering the "do no harm" principle) were addressed. Tools were designed to ensure that all actor's participation was voluntary and guaranteeing all information provided remained anonymous. The approach for this evaluation has been contribution analysis. A mixed methods methodology of quantitative and qualitative information gathering was used, where all sources and findings were to be triangulated, to generate evidence-based findings and conclusions.



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INDEPENDENT EVALUATION SECTION

<https://www.unodc.org/evaluation>  
[unodc-ies@un.org](mailto:unodc-ies@un.org)