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Vienna

Independent mid-term project evaluation of the

**Strengthening the Capacity of Civil
Society Organizations in Africa to
Combat Corruption and Contribute to the
UNCAC Review Process**

**“Looking Beyond: Towards a Strategic
Engagement with Civil Society on Anti-
Corruption, and Drugs and Crime
Prevention”**

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LIST OF ABBREVIATIONS

ADA – Austrian Development Agency
AusAid – Australian Government Overseas Aid Programme
CEB – UNODC’s Corruption and Economic Branch
CAC/CoSP – Conference of the State Parties to the United Nations Convention against Corruption
CND – Commission on Narcotic Drugs
CSO – Civil Society Organization
CST – Civil Society Team
CST – UNODC’s Civil Society Team
DfID – Department for International Development of United Kingdom
ECA – Economic Commission for Africa
ECOWAS – Economic Community of West African States
H&A – Harmonization and Alignment
IEU – UNODC’s Independent Evaluation Unit
UNCAC – United Nations Convention against Corruption
IRG – Implementation Review Group
IEC – Information, Education & Communication
KAP – Knowledge, attitude and practice
M&E – Monitoring and Evaluation
MoU – Memorandum of Understanding
NGO – Non Governmental Organization
SADEC – Southern African Development Community
TI – Transparency International
UNCAC – United Nations Convention against Corruption
UNODC – United Nations Office on Drugs and Crime
VNGOC – Vienna NGO Committee on drugs

MANAGEMENT RESPONSE



UNODC

United Nations Office on Drugs and Crime

31 January 2014

TO WHOM IT MAY CONCERN

Subject: Senior Management response to the Independent Evaluation and Recommendations of Project GLOU68 « Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process », component of « Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention »

Commissioned by UNODC, the mid-term independent evaluation of project “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process”, which is a part and parcel of the anti-corruption module of UNODC Project “Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention” (GLOU68), aimed to “measure the results achieved so far by the project in bringing CSOs up to speed with UNCAC and its review mechanism, and how it has facilitated engagement between CSOs and the respective governments on the prevention and fight against corruption”. The evaluation concluded that the project’s main objectives have been achieved and concretely that: (i) the voice of civil society in the UNCAC review mechanism has been strengthened; (ii) a platform for dialogue between civil society and governments has been developed; and (iii) private sector has been engaged with CSOs in the fight against corruption.

The evaluation outlined a number of recommendations to implement in the second phase of the project. In response, an evaluation follow-up plan for the implementation of recommendations was prepared by the project manager and was presented to and endorsed by all involved parties (senior management, CEB, IEU and external partners). The following are the most significant recommendations, which have already been implemented by the project management team:

Overall recommendation: Extend the project for a second phase of at least 3 years to consolidate its achievements, take charge of the next review chapters – prevention and asset recovery, expand the range of countries to extend the fight against corruption to others and, in the process, build a sound knowledge management base.

As a follow-up to the recommendation, the project has been extended for a period of three years (2014-2016) , to ensure the continuity of activities and the sustainability of results. It has received the support of its main donor, the Austrian Development Agency, for the 3-year period. The project objectives, design and logical framework have been refined to take into account the results achieved and build on the lessons learned and the accumulated knowledge from the past years.

Recommendation No. 1: Adopt a multi-stakeholder approach in the capacity building programme

In response to the above recommendation, the capacity building programme has been revised to follow a multi-stakeholder approach and representatives of CSOs, government, private sector and academia will jointly perform mock reviews of UNCAC. The agenda of the training has been adjusted accordingly and the first pilot multi-stakeholder training will be held in South-East Asia in February 2014.

Recommendation No. 20: Include a knowledge management component aimed at collecting good practices for future use, publication and dissemination

A knowledge management component has been integrated in the revised project document (2014-2016) with the aim to establish three regional knowledge management hubs to facilitate networking and follow-ups to regional activities and to assist the replication of the training by CSOs.

Making the world safer from drugs, crime and terrorism

The following two main recommendations were addressed to UNODC senior management:

Recommendation No. 12: Explore funding opportunities to create a balanced project management structure with core and non-core posts to minimize the risk of collapse

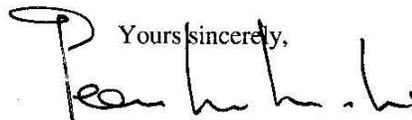
The 2014-2015 biennium includes PSC funding for 75% of the P4 Civil Society post in the Civil Society Team. UNODC senior management will actively consider the PSC funding opportunities for the Civil Society Team and other core DPA functions when reviewing PSC funding for the 2016-2017 biennium.

Recommendation No. 14: Establish clearly the position of the Civil Society Team within the organigramme of UNODC so as to enhance its profile within the organisation and demonstrate the importance of civil society to its key stakeholders

Senior management is exploring ways and means to increase the visibility of the civil society function within and outside UNODC, such as through the internet page, as well as promoting the CST as the institutional focal point for civil society interaction with UNODC.

For more information on the recommendations and the respective follow-up actions undertaken, refer to the Evaluation Follow-up Action Plan.

Yours sincerely,



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EXECUTIVE SUMMARY

According to Kofi Annan, former Secretary General, United Nations, corruption “undermines democracy and the rule of law, leads to violations of human rights, distorts markets, erodes the quality of life and allows organized crime, terrorism and other threats to human security” (preface, p.1, of the United Nations Convention against Corruption, UNCAC). The fight against corruption is a collective responsibility with Member States leading the process in partnership with other stakeholders. Consequently, Civil Society Organizations have a vital role to play in fighting corruption. They provide checks and balances for improving accountability in the public and private sector and therefore need support to strengthen their voice.

The United Nations Office on Drugs and Crime (UNODC) regards Civil Society engagement as an integral part of the fight against corruption. With UNCAC coming into force in 2005 and the start of the review mechanism, the ensuing role of civil society took on a different dimension, indicating the need to strengthen their capacity to participate in and contribute to the review process. This led to the development and implementation of a number of capacity building initiatives with support from major stakeholders/donors. Accordingly, one such project that UNODC is implementing is: “**Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process**” which is a part and parcel of the anti-corruption module of UNODC Project “**Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention**” (GLOU68) which aims to strengthen UNODC partnership with Civil Society Organizations (CSOs)¹.

Since its inception in 2010, the anti-corruption module of the project received funding from the Department for International Development (DfID), United Kingdom, the Austrian Development Agency (ADA), Austria, and the Australian Government Overseas Aid Program (AusAid), Australia, that totalled US\$ 1,709,7433 with additional contributions from the Federal Department of Switzerland and the Ministry of Foreign Affairs, Norway, totalling US\$ 21,837 and US\$ 70,605 respectively (the latter contribution is not only for the anti-corruption module) ADA remains the largest donor with a contribution that exceeds 60% of the total to support UNODC’s programmes with Civil Society in Africa as a priority area according to ADA’s mandate and strategic plan.

This mid-term evaluation focuses on the following specific objectives of the anti-corruption module:

(a) Increased CSO knowledge of the United Nations Convention against Corruption, UNCAC, and its review mechanism and ability to contribute meaningfully to the on-going peer review;

¹ Civil Society Organizations (CSOs) refers to a wide array of non-governmental and not-for-profit organizations including non-governmental organizations (NGOs), community groups, labour unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations. Business is not included in this category.

(b) Increased dialogue between CSOs and their government focal points to discuss contributions to the process and controversial issues in an open and constructive manner and build CSO capacity for replicating the training in their own country or region;

(c) CSOs gaining skills and resources to work closely with the private sector in the UNCAC review mechanism and raise awareness at the local, regional and international level. This includes a small grants programme that will allow qualified CSOs to engage directly with the private sector and sensitize small and medium-sized enterprises (SMEs) on UNCAC and the prevention of corruption.

Commissioned by UNODC, this mid-term evaluation aimed to “measure the results achieved so far by the project in bringing CSOs up to speed with UNCAC and its review mechanism, and how it has facilitated engagement between CSOs and the respective governments on the prevention and fight against corruption”. It also sought to “identify strengths and weaknesses of the project and to provide guidance on how to optimize effective cooperation with the main project partners going forward”. To achieve this, the evaluation focused on relevance, effectiveness, efficiency, impact and lessons learned as well as coordination mechanisms and partnerships. In doing so, the methodology combined a desk review, formal/informal meetings with semi-structured interviews addressing the programme’s strategic as well as operational aspects to ensure linkages between the international and national contexts and triangulate information about results. The key findings, recommendations and lessons learned are summarised below.

Key Findings

The key findings, evidence to support them and recommendations to address them are captured in the matrix below according to the sequence in the body of the report.

Strengths and weaknesses

A SWOT analysis based on formal and informal meetings and interviews with stakeholders determined significant strengths which attest to this project’s relevance and results. Two key strengths relate to the: (a) creation of a dialogue platform facilitating exchange and engagement between civil society, governments and a wider stakeholder group. This could be used for a knowledge management base (integrating good practices and national context examples); (b) commitment, competence and hard work of the UNODC team which is the project’s backbone while, at the same time, representing a source of confidence amongst the donors that the project is in capable hands.

The SWOT indicated mostly operational weaknesses related to the absence of: (a) a wider stakeholder target group that would engage other essential actors such as governments, the media and the private sector – amongst others; (b) a clear partnership agreement (Memorandum or Understanding, MoU) between UNODC and Transparency International (TI) defining roles and responsibilities on a medium/long-term basis.

Context Setting

The UNCAC is an international instrument regulated by rules and procedures agreed upon through the intergovernmental process. Against this background, this evaluation was drawn into discussions regarding the international context within which UNCAC and, by inference, the role of civil society is discussed. This paragraph therefore refers to elements of those discussions as a “finding” as it might impact the project in terms of civil society engagement in the Commission

on Narcotic Drugs, CND, and related meetings. In fact, respondents to semi-structured interviews as well as representatives of Member States/donors met in March and May 2013 raised serious concerns about the perception of civil society engagement in the CND and related meetings hosted at UNODC headquarters in Vienna. Stakeholders referred to a rather “closed” and almost discouraging environment (as also indicated in the 2009 evaluation of GLOJ37 “Beyond 2008” project) and that such environment needed further consideration by the concerned stakeholders. Notwithstanding these statements, the second Implementation Review Group (IRG) NGO briefing, held on 30 May 2013, was positively viewed by most stakeholders as it was more interactive and considered a step forward in enhancing civil society engagement in international meetings such as CND and related processes.

Relevance

The evaluation concluded that this capacity development programme is relevant because it has strengthened the voice of civil society in the fight against corruption whether when advocating with other stakeholders or when invited to take part in the review process. In fact, many CSOs interviewed during the evaluation credit such invitation to the expert knowledge they have acquired as a result of the training whereby governments consider them as a knowledgeable and credible stakeholder (Ghana, Cambodia). From a global programme perspective, the evaluation demonstrates relevance in terms of CSOs’ ability to use their UNCAC knowledge to guide relevant stakeholders (including governments when invited) and, broadly, to engage and secure other CSOs’ commitment to the fight against corruption with some tangible successes as illustrated below. Notwithstanding that, CSOs called for training that is relevant to national realities and incorporates other skills that will increase their ability to influence processes at national level especially when there is no enabling environment.

Effectiveness

Amongst the compelling direct effect that CSOs credit to the expertise they gained thanks to the training is the fact that many of them:

(a) Have been invited to participate in the review mechanism either as experts and/or members of steering committees (Cambodia, Tunisia, Ghana, Kenya, to name a few);

(b) Have strengthened their voice and acquired/increased their convening power as they have been able to demonstrate that the fight against corruption is legal and have therefore been able to call for collective responsibility and action. This, in turn, has a positive result on the global programme as CSOs can provide leadership on broader anti-corruption activities. In other words, the ultimate result is not just CSOs’ participation in the review mechanism but also that they influence anti-corruption processes at national level;

(c) Experienced a positive interaction with State Parties at the May 2013 IRG briefing that clearly contributed to a sense of mutual trust and a potential breaking of the barriers in the “them and us” attitude (confidence building).

In addition, one of the project’s significant results is the creation of an entry point and a platform facilitating a dialogue between CSOs and governments. CSOs that have been invited to participate in the review process indicated in the interview that there is multiplier effect since the CSO/Government interaction facilitated a sharing of expertise and, more importantly for CSOs, the identification of potential allies to support them.

Impact and Strategic linkages

The potential impact of this training relates to CSOs' use of the UNCAC knowledge/expertise gained to widen the stakeholder base for anti-corruption activities. Interviews with CSOs indicated that, in their information, education and communication (IEC) and advocacy activities, they draw citizens' attention to UNCAC provisions, demonstrating that the fight against corruption is legal and that there is witness protection. When analysed further, this comment shows:

- (a) relevance for the fight against corruption in terms of breaking the silence and state of complacency thus impacting this programme's broader anti-corruption objective;
- (b) appropriateness since CSOs use advocacy on corruption to call for action to denounce it, thus widening the stakeholder basis and engaging them in the process;
- (c) effectiveness as witness protection addresses fears and breaks the wall of silence around corruption;
- (d) effect/impact because the feeling of protection almost compels one to take action with a potential for ripple effect – the more people join the fight against corruption, the more would want to do so.

The potential medium/long-term impact can be regarded as people's empowerment to exercise their rights and call for good governance and an end to corruption. When projected into a potential medium-term impact, empowering people to exercise their rights would lead to the reduction of cases of human rights violation (thanks to whistleblowing, denouncing) and, in turn, the potential crafting of peaceful societies. In this context, potential success stories include:

- (a) Acknowledgement and recognition by Government: As a direct result of participation in the project capacity building initiative, many participants from Ghana, Cambodia, Tunisia, etc. were invited to take part in the review mechanism. As the project targeted invitations of CSOs to the review process, this marks a success aspect with a potential for ripple effect if other Member States are briefed about this positive outcome that could encourage them to follow suit;
- (b) Leadership on UNCAC: For a participant from Kenya the training has put UNCAC on her mind all the time. In other words, it made UNCAC an integral but systematic part of her daily thinking and anti-corruption activities also with ripple effects. The participant credits being selected as regional coordinator in UNCAC to the expertise she acquired thanks to the training, a position she sees as providing her a strategic leadership role in the fight against corruption in Kenya;
- (c) Cross-fertilisation and replication: One success story is the fact that CSOs decided to swap skills, lending their UNCAC expertise to each other with a CSO from Tanzania helping Uganda to replicate the UNCAC training. This is a positive result for the exchange and cross-country partnership building;
- (d) Fight against corruption: Two successful perspectives of how this project effectively impacts the fight against corruption include: (i) the encounter of a citizen and a policeman at a traffic light whereby the former was being asked to hand over a bribe. This was witnessed by a trained on UNCAC CSO representative from Ghana, which is a State Party to the Convention, who came out of the car and informed the citizen that paying a bribe was illegal according to UNCAC. The citizen was also informed that he had the right to refuse which he proceeded to do, threatening to denounce the policeman. The policeman gave up and both the CSO representative and citizen congratulated each other on the results. If shared with others, this simple but powerful story would empower them to follow suit if faced with similar challenges; (ii) a trained CSO

from Kenya leading demonstrations against what they labelled as “Mpigs” (expression used to replace the term Members of Parliament, MPs, who increased their salaries despite government policy thus spurring massive demonstrations) in May 2013. This CSO representative was interviewed the same day and shared information about this collective action to denounce the Members of Parliament’s corrupt practices. The CSO representative credits their convening power to the UNCAC knowledge imparted by UNODC training and the subsequent empowering effect, knowing that UNCAC protects them;

(e) Private sector: A young anti-corruption CSO from Tunisia is another success story resulting from the UNCAC training. Its leader has been entrusted by the government to: (i) participate in the review process; (ii) support them with anti-corruption work by assessment of the private sector – which is already funded through a small grant - and the development of founding principles to work with and regulate private sector practices to counteract corruption.

Conclusions and Recommendations

Taking the project’s three outcomes into consideration, this evaluation can conclude that it has succeeded in achieving its objectives in relation to:

(a) Strengthening the voice of civil society in the UNCAC review mechanism and, in general, in anti-corruption activities. Interviewed CSOs indicated that the skills and substantive UNCAC knowledge they acquired through the training have elevated them to a different level in their interaction with governments as well as other stakeholders. When, there is an enabling environment at national level, CSOs such as in Cambodia, Ghana, Tunisia are considered as a source of UNCAC knowledge/ expertise and are invited by governments to meaningfully engage in the review process. Moreover, this impacts CSOs’ convening power with other stakeholders who consider the government’s invitation as a sign of trust and credibility;

(b) Creating a platform for a dialogue between civil society and governments. The substantive knowledge acquired through the training has contributed to the creation of an entry point for CSOs to interact with governments in order to establish a relationship of trust such as, for instance, in the IRG briefing in May 2013. That briefing was regarded by Member States and CSOs alike as having succeeded in a closer and positive interaction, indicating that its confidence building process was progressing; and

(c) Working with the private sector. Interviews with grantees coupled with observation at the Dakar training emphasize the importance and usefulness of the guidance framework provided at the training. 10 CSOs so far were evaluated as competent through a thorough selection process and were given a grant to work with the private sector. Although limited in scope, these first initiatives have succeeded in strategy development for tackling corruption in the private sector. Nonetheless, CSOs referred to the difficulty in tackling such a complex sector and called for further support and capacity development.

Overall, the programme has resulted in knowledge transfer at the micro level (CSOs) and macro level with a sharing of that knowledge with the government and other stakeholders. Subsequently, CSOs’ increased convening power is translated in the net result of a wider stakeholder engagement in anti-corruption activities and impacting on human rights and good governance.

These conclusions provide the basis for the recommendations outlined in the matrix below as they focus on the project’s strategic direction as well as implementation and management. The main recommendation here is, therefore, for this project to be extended for a further phase of at least 3 years to consolidate these achievements, take charge of the next review chapters –prevention and

recovery, expand the range of countries to extend the fight against corruption to others and, in the process, build a sound knowledge management base.

Lessons Learned

From a strategic perspective, one of the positive lessons is how (a) CSOs have used the UNCAC substantive knowledge to shift their work from advocacy to spur collective action against corruption; (b) UNODC/CST could learn from these results and expand the programme goals and strategic direction beyond capacity development into a wider range of activities to further strengthen the voice of civil society at national level and contribute to the programme's strategic goals. This project succeeded in facilitating a strategic government/CSO engagement, a lesson to be used to spur similar changes in other countries by sharing the information with engaged Member States.

From a broad perspective, two lessons emerging out of meetings and especially interviews with CSOs that require further attention include the need for UNODC to:

(a) Enhance its knowledge about civil society at national level – at least in countries where there is no UNODC presence. This is not only challenging for the selection of participants to the training but, more importantly, for UNODC Civil Society Team's (CST) ability to support national CSOs and monitor the anti-corruption environment. The NGO database already established could be utilised to reflect on this aspect. In the same line of thought (although the project provides for the country offices to take on this responsibility), one of the lessons emerging out of the evaluation is the need for a closer monitoring of processes engaged by CSOs after the training to be aware of their good practices which are not visible at headquarters. This could contribute to UNODC's knowledge management;

(b) Replace the single-stakeholder with a multi-stakeholder approach in project activities. In fact, the creation of a CSO/Government dialogue calls for both stakeholders to undergo UNCAC related processes (including training) together. The potential for them to listen to their respective questions and interact in groups would create entry points for confidence building and dialogue more quickly than in separate sessions. Both stakeholder groups would leave the training with reference points (for government to call on CSOs and vice-versa). In this context, it is understood that parallel capacity building initiatives targeting government officials are implemented by UNODC's Corruption and Economic Crime Branch (CEB). Bridging between both initiatives would achieve this dual stakeholder perspective. This potential bridging was touched upon during the interview with DfID and was not rejected but was seen as a future possibility when governments would be willing to consider such bridging in a positive manner.

Working with the private sector forms an integral and essential part of this project. Nonetheless, CSOs indicated that this area is both complex and difficult to work on. A lesson to be drawn here is the need for further knowledge, enabling UNODC to lead on this initiative. Such knowledge could be acquired through a sound study of the 'make up' of the private sector and its ramifications at national level. In addition, collaboration with international organisations/platforms/initiatives working closely with the private sector could give important input and recommendations. This would allow UNODC to integrate a more accurate private sector perspective and, as a result, well targeted initiatives whether with SMEs or at corporate level.

From a project management and sustainability perspective, the report has integrated lessons learned in the relevant sections. Some of the positive lessons include the: (i) strong partnership between UNODC and TI/UNCAC Coalition in the project implementation; and (ii) internal

partnership between CST and CEB all contributing to effective delivery and management of the training.

In sum, two less positive lessons relate to (i) statements made by some CSOs that the training – on its own- does not always enhance their ability to replicate it (due to lack of resources or the absence of an enabling environment) or work with the private sector (due to the complexity of the issue). This would benefit from further investigation in the next project phase to identify ways of addressing this gap; (ii) limited financial capacity of the UNODC project team (CST) and substantive team (CEB) that could affect the level and quality of the training as well as the ability to provide support and leadership to trained CSOs for follow-up activities. In addition, regular exchanges around project planning and monitoring coupled with team building initiatives at the level of the project team as well as with the partners represent management tools for consideration.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings ² : problems and issues identified	Evidence (sources that substantiate findings)	Recommendations ³
<p>Training: Outcome 1</p> <p>Project effectively increased CSO knowledge of the UNCAC and review mechanism both substantively and methodologically.</p>	<p>Project benefits derived include:</p> <ul style="list-style-type: none"> • Substantive knowledge about UNCAC and review processes imparted on over 140 CSOs in Africa and beyond. • The creation of entry points for engaging other stakeholders in understanding UNCAC and supporting the fight against corruption. • A clear multiplier effect with briefing sessions at national level and across country training delivered by CSOs (e.g. Tanzania and Uganda) 	<ol style="list-style-type: none"> 1. Adopt a multi-stakeholder approach in the capacity building programme (Member States, UNODC, TI); 2. Integrate a national/sub-regional perspective (CST, CEB, TI); 3. Carry out regular reviews of training programme to adjust to changing environment (CST, CEB, TI); 4. Consider refresher sessions targeting UNCAC next chapters (CST, CEB, TI); 5. Create/train sub-regional teams of trainers in partnership with other agencies to increase multiplier effect (UNODC, UN, regional groups, TI).

² A finding uses evidence from data collection to allow for a factual statement.

³ Recommendations are proposals aimed at enhancing the effectiveness, quality, or efficiency of a project/programme; at redesigning the objectives; and/or at the reallocation of resources. For accuracy and credibility, recommendations should be the logical implications of the findings and conclusions.

<p>Training: Outcome 2</p> <p>The project resulted in an increased dialogue between CSOs (when invited to participate in the review process) and their governmental focal points.</p>	<p>This is evidenced through the:</p> <ul style="list-style-type: none"> • Invitation of many trained CSOs as experts and/or members of steering committees for the UNCAC review (Ghana, Cambodia, Kenya, Tunisia, etc); • Creation of entry points that facilitated a discussion and interaction on the UNCAC review with various stakeholders including the government and private sector. • Decision - as a result of the dialogue - to provide inputs to the national report while others opted for the parallel report when no such opportunity was possible. 	<ol style="list-style-type: none"> 1. Ensure that this dialogue becomes systematic and regular and monitor (CST, TI, UNODC local offices, governments); 2. Integrate dialogue, negotiation and coalition building skills in capacity building to further enhance this dialogue (CST, CEB, TI).
<p>Training: Outcome 3</p> <p>CSOs indicated that they gained some skills and resources to closely work with the private sector in the UNCAC review mechanism. Detailed guidelines, videos and discussions provided an opportunity for CSOs to comprehend the magnitude of such task and envision their potential engagement with the private sector.</p>	<ul style="list-style-type: none"> • The Dakar training provided evidence of CSOs’: • Serious engagement in the training sessions on the private sector. • Gaining knowledge and the tools to engage with the private sector; • However, interviewees pointed to the: • Difficulty in applying such knowledge and effectively working with the private sector. • Level of engagement considering the magnitude of the private sector, i.e. SMEs or corporate level (despite guidance from trainers to focus on the former). 	<ol style="list-style-type: none"> 1. Increase the time allocated to this training component to shift from ‘guidelines’ to actual ‘training’ with simulation and/or practical scenario (CST, CEB, TI); 2. Review the different levels for engaging with the private sector (corporate, SMEs) to adjust to CSOs’ national realities. (CST/ UNODC)

<p>Private Sector Grants: This facility was integrated in the project extension and provides an excellent opportunity for CSOs to engage this important but fairly ‘fluid’ stakeholder in the fight against corruption. The fact that CSOs are encouraged to work with important stakeholders separately hinders CSOs’ chances of sustainable success due to the lack of reciprocal effect that might occur if these actors are brought together to examine issues of common interest.</p>	<ul style="list-style-type: none"> • The grantees indicated satisfaction with this mechanism which allowed them entry points to work with the private sector. CSOs at the Dakar training expressed strong interest in this facility. • Most of the grants were used to acquire better knowledge of SMEs (through research) except for Tunisia which adopted a multi-pronged approach to engaging the private sector (both at SME and corporate level). • Initial results look positive but it is too early to judge the effect of these small initiatives on private sector engagement in good governance and anti-corruption activities. 	<ol style="list-style-type: none"> 1. Adopt a double scenario approach for the grant mechanism: <ul style="list-style-type: none"> • Invest in a small (but representative) number of CSOs selected on clear criteria to build a knowledge management feature (to determine best practices for replication) (CST/UNODC); • Pursue the current grant-making approach to maintain CSOs’ engagement with the private sector (CST/UNODC); 2. Build CSOs’ capacity to write project proposals (CST/CB/TI).
<p>Project management: The project is managed by the Civil Society team with substantive inputs and contributions by CEB – coupled with support by TI & the UNCAC Coalition. This management structure constitutes the backbone of this project’s effective implementation as it engages 3 important stakeholders.</p>	<ul style="list-style-type: none"> • The evaluation process including observations at the Dakar training indicates that the implementing team is competent, committed, and hard working. • Interviewees lent their voices to this positive assessment as representing a strength for the project despite severe financial and human resources constraints. 	<ol style="list-style-type: none"> 1. Explore funding opportunities to create a balanced project management structure with core and non-core posts to minimize the risk of collapse (UNODC senior management); 2. Include/fund a minimum of 2 main trainers from UNODC to deliver the UNCAC substantive sessions (CST); 3. Establish clearly the position of the Civil Society Team within the organigramme of UNODC so as to enhance its profile within the organisation and demonstrate the importance of civil society to its key stakeholders (UNODC Senior management).
<p>Partnerships: This project is implemented by UNODC Civil Society Team with support from</p>	<ul style="list-style-type: none"> • This is a strong partnership that effectively delivers on all the training objectives; 	<ol style="list-style-type: none"> 1. Widen the partnership base to include regional and sub-regional/international

<p>CEB and in partnership with Transparency International and the UNCAC Coalition. As indicated above, this partnership is crucial for project implementation and sustainability and should therefore be framed within a clear partnership agreement.</p>	<ul style="list-style-type: none"> • Participants’ evaluation coupled with personal observation at the Dakar training strongly support this statement. • This partnership will continue to be the backbone for this project in the next phase(s). 	<p>partners (UNDP/UN agencies, ECA, SADEC, ECOWAS, African Union, etc). (UNODC – CST/CEB)</p> <ol style="list-style-type: none"> 2. Engage select governments in the delivery of certain sessions to bring them closer to CSOs and build confidence(UNODC – CST/CEB); 3. Enhance the UNODC/TI partnership agreement with a sound framework around common goals and clear task allocation (UNODC management/legal department/CST & TI) 4. Assess the current UNCAC Coalition set up to address concerns raised during this evaluation (TI, UNODC, UNCAC Coalition Committee)
<p>Potential medium/long-term impact: The project’s direct results are positive in terms of creating entry points and a dialogue platform for CSOs to engage with governments and some CSOs being invited to the review process. From a medium/long-term perspective, the analysis indicates clear linkages to good governance, human rights, peace and security.</p>	<p>Trained CSOs underlined the importance of the training in terms of:</p> <ul style="list-style-type: none"> • Putting UNCAC in ““their minds all the time” (Kenya); • Strengthening CSOs’ capacity to use UNCAC knowledge as a leveraging tool when calling for collective fight against corruption; • Supporting them in their advocacy, convincing citizens that such fight is legal and building their confidence to exercise their rights to refuse to engage in corruption when compelled by officials; • When extrapolated, this would imply a contribution to good governance and, in time, respect for human rights, peace and security. 	<ol style="list-style-type: none"> 1. Articulate these linkages in the project’s next phase starting with the situation analysis (CST, UNODC, TI); 2. Include a knowledge management component aimed at collecting good practices for future use, publication and dissemination (CST, IEU).

<p>Project Design: Project evaluability may be affected due to the lack of precision and essential components of project design. This will affect the summative evaluation.</p>	<p>This is evidenced in the absence of:</p> <ul style="list-style-type: none"> • SMART objectives, qualitative indicators (which are essential to assess changes in knowledge and behaviour) and a results chain; • Indicators that are credible: a specific percentage (75%) is used as an indicator throughout without allowing a margin of difference related to analysis. 	<ol style="list-style-type: none"> 1. Refine project design, differentiating between overall objectives, specific ones and outcomes (CST with IEU); 2. Include qualitative indicators that would determine knowledge, attitude and practice (KAP) changes (CST, CEB, TD); 3. Integrate a multi-stakeholder approach as project target group (CST, CEB, TD); 4. Undertake a thorough risk assessment (CST).
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I. INTRODUCTION

According to Kofi Annan, former Secretary General (United Nations), “Corruption is an insidious plague that has a wide range of corrosive effects on societies. It undermines democracy and the rule of law, leads to violations of human rights, distorts markets, erodes the quality of life and allows organized crime, terrorism and other threats to human security” (UNCAC preface, p.1). The fight against corruption is a collective responsibility with Member States leading the process in partnership with other stakeholders. Consequently, Civil Society Organizations (CSOs), including trade unions, have a vital role to play in fighting corruption. They provide checks and balances for improving accountability in the public and private sector and therefore need support to strengthen their voice.

UNODC’s commitment and support to civil society has evolved along with the latter’s engagement with UNODC. This is emphasized in UNODC strategy for the period 2012-2015 and is indicated in a number of initiatives aiming for increased policy support (sub-programme 7) and support to Countering corruption (sub-programme 2). Accordingly, UNODC has established crucial partnerships with Non-Governmental Organizations (NGOs) umbrella organizations working on issues related to UNODC mandates in order to link the international policy-making framework with the national one including civil society engagement. One of the instruments that facilitate this linkage on corruption issues is the United Nations Convention against Corruption (UNCAC). Approved in 2004, UNCAC is the single most comprehensive instrument targeting the fight against corruption. The role of civil society in the fight against corruption is clearly mentioned in UNCAC (Chapter 13, p.15-16) leading UNODC to identify CSO capacity development as a strategic objective that would support the strengthening of the policy/practice linkage on corruption issues.

Consequently, UNODC is implementing various initiatives including the project “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process” which is part and parcel of the anti-corruption module of UNODC Project “Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention” (GLOU68) which aims to strengthen UNODC partnership with Civil Society Organizations (CSOs).

Early context: This independent evaluation engaged various stakeholders at national and international level to illustrate the political and practical context. This report would thus be incomplete without a general view of the context surrounding UNCAC and, by inference, the role of civil society. The latter clearly emerged during the drafting of the Convention in 2003. Civil society engagement in the review mechanism, however, was not clearly envisaged until some state parties (that played a pivotal role in the convention drafting process) pointed to the need for an open and transparent review process. As such, they indicated that the review needed to engage other actors beyond and in addition to the state parties. While the principle of civil society engagement was accepted - its operationalization faced challenges that are being addressed.

Today’s context: This indicates a general ‘unease’ – although improving - about civil society engagement in the review process at:

(a) International level: In general, the role of civil society in the UN's intergovernmental process is recognised and facilitated so that they engage in the General Assembly and functional Commissions as observers in addition to presenting their views through statements. In UNODC headquarters, this established practice seems to face challenges – maybe due to the delicate nature of anti-corruption activities. According to civil society leaders interviewed during the evaluation, this situation requires a negotiation of the right to participate and even a renegotiation after it was secured in specific circumstances such as, for example, in Marrakech during the 4th session of the Conference of the States Parties to UNCAC (CAC/CoSP). Today, CSO participation in the Implementation Review Group (IRG) is organised in a parallel event – Civil Society Briefing. The second IRG Briefing (May 2013) was regarded positively in terms of methodology and quality of interaction between CSOs and States Parties.

(b) National level: In some cases (Ghana, UK, Kenya, Cambodia, Egypt, Tunisia), civil society seems to operate in an environment that enables them to meaningfully engage in the review mechanism in addition to contributing to the creation of a wider base for CSO engagement through public awareness. In others, however, CSOs face a number of policies and decrees aimed at restricting their activities and silencing them (Uganda, etc).

Background

Overall Project objectives

The mid-term evaluation focuses on the anti-corruption module of project GLOU68, which aims to “strengthen the partnership and enhance the policy dialogue between relevant CSOs, UNODC and Member States on issues related to drug and crime prevention, treatment and reintegration, and alternative development”

The overall objective of the anti-corruption component of GLOU68 is to “Strengthen the voice of civil society in the national and international fight against corruption via the understanding of the UNCAC and its review mechanism, so as to promote human rights and good governance”.

The specific objectives of the anti-corruption module include:

(a) Increased CSO knowledge of the UNCAC and its review mechanism and ability to contribute meaningfully to the on-going peer review;

(b) Increased dialogue between CSOs and their government focal points to discuss contributions to the process and controversial issues in an open and constructive manner and build CSO capacity for replicating the training in their own country or region;

(c) CSOs gaining skills and resources to work closely with the private sector in the UNCAC review mechanism and raise awareness at the local, regional and international level. This includes a small grants programme, that will allow qualified CSOs to engage directly with the private sector and sensitize small and medium-sized enterprises (SMEs) on UNCAC and the prevention of corruption.

Target audience: Civil Society Organisations (CSOs) in Africa according to ADA's mandate and priority areas for which ADA contributes about 60% of project funds.

Evaluation purpose and objective

Purpose of Evaluation: This mid-term evaluation (Cf. Terms of Reference, Annex 1) focused on the anti-corruption module of project GLOU68, which is a follow-up project to GLOJ37 which was evaluated in August 2009 in order to “measure the results achieved in bringing NGOs’ voice to the ten-year review of the United Nations Assembly Special Session on Illicit Drugs (UNGASS)”. Amongst that evaluation’s key findings is the productive partnership between CST and the Vienna NGO Committee on Drugs (VNGOC), which is reminiscent of the UNCAC Coalition/CST partnership. While the present report does not intend to include the evaluation results, it is worthwhile mentioning two common findings to both evaluations including stakeholder participation and the “challenging” international context surrounding civil society participation.

Scope of Evaluation: The evaluation covered the period from January 2011 to June 2013, in a process facilitated by the Civil Society Team in Vienna with regular exchanges via email and telephone meetings.

Evaluation methodology, tools and questions

The methodology (Annex 2) involved four processes to allow for vertical data collection coupled with horizontal data analysis, impact/results assessment and triangulation. These included:

- (a) A Desk review (Annex 3) of the:
 - (i) Project proposal formulation (as well as the project extension document) for an analysis of the project design;
 - (ii) Content of donor as well as workshop reports;
 - (iii) Analysis of the workshops’ evaluation sheets;
 - (iv) Workshop agendas to assess changes since the first workshop in 2011; and
 - (v) 5 private sector grant proposals and 3 reports.

(b) Interviews: These were conducted in a systematic manner to group stakeholders according to strategic and operational questions (see Annex 2) to capture a comprehensive picture of international/national contexts and how the project contributed to CSOs’ ability to lead anti-corruption activities within such context. Quantitative and qualitative details (numbers and results) are discussed below and captured in annexes but referred to in these sections.

(c) Face-to-face meetings: Meetings were held in the initial phase of this evaluation (March 2013) for a familiarisation with the environment surrounding project implementation including institutional arrangements. Additional meetings were held with the same stakeholders and others in May 2013, aiming for further clarification and, especially, sussing out future financial commitments to the project (results of those interactions are captured in annexes and discussed below). A list of people met is included in Annex 3.

(d) Field visit: this entailed participation in the training workshop held in Dakar (Senegal) in June 2013. This provided an opportunity to interview one CSO leader (trained in South Africa) and conduct informal discussions with representatives from the Democratic Republic of Congo, Somaliland, Ethiopia, Lebanon, Togo, Nigeria in addition to discussions with a member of the UNCAC Coalition Committee (Morocco).

The data was obtained through interviews using a set of:

(a) strategic questions engaging 12 UNCAC Coalition Committee members and some donors on the project's vision, its main challenges and benefits and sought final recommendations;

(b) operational questions aiming for qualitative inputs using the profile, participation and perception approach. These were addressed to trained CSOs whose responses emphasized the need for a multi-stakeholder approach, define the profile of those engaged in anti-corruption and called for increased participation in project design so that it responds to their needs and realities. (See Annex 2 for methodology and questions).

Analysis of the data obtained through these semi-structured interviews is compiled in Annexes 10 and 11. These indicate evidence of project results in relation to the 3 main outcomes. In addition, Annex 12 triangulates the data and provides sound evidence of relevance, effectiveness and impact, using contributions made by CSOs and UNCAC Coalition members. This section is merely describing the evaluation methodology (rather than the results). It would therefore be repetitive to reproduce here the evaluation results that form part of the section on key findings.

Limitations to the evaluation

Limitations include the stakeholders':

(a) Responsiveness (or lack thereof). This represented one of the main constraints to the conduct of interviews. The evaluation methodology (Annex 2) aimed for interviews with 5 UNCAC Coalition committee members and 10-12 trained CSOs in addition to DfID, Tear Fund, Christian Aid and follow-up meetings with representatives from ADA, Switzerland, Norway, Australia and Ireland. The targeted audience and numbers were reached, if not exceeded, by this evaluation. Indeed, the UNCAC Coalition committee members randomly selected for interviews were contacted immediately after the preliminary meeting in Vienna (March 2013) while CSOs were contacted in April and May. A great majority of all those contacted did not respond (in both groups) initially – including the chair of the UNCAC Coalition Committee. As a result, this required a number of follow-up emails. In the final instance, interviews were conducted with a total of 12 UNCAC Committee members and donor representatives, 14 trained CSOs in addition to bilateral and productive interaction with 14 UNODC and other stakeholders. (Annexes 4, 5 and 6).

(b) Engagement level and quality of contribution varied greatly, depending on the:

(i) Means: Interviews conducted on the telephone (although very costly) were the most productive/interactive while the skype ones were good but encountered connectivity challenges. The level and quality of engagement was nonetheless good and extended beyond the questions thus providing a feel of the national context. In situations where the respondent was not in favour of an interview, a set of questions sent by email was used as a proxy. An ensuing negative aspect of this relates to the absence of an interactive engagement.

(ii) Respondents' function and level of responsibility: Members of the UNCAC Coalition Committee and Member States indicated a strategic vision coupled with clarity about the rationale and benefits of civil society engagement in UNCAC. CSO representatives had a more pragmatic approach to defining civil society role in advocacy and lobbying at national level. The contributions of both groups were complementary.

(iii) Level of trust: Some respondents were hesitant about being interviewed and/or expressing their views in a frank and unequivocal manner. This may be interpreted as a potential fear of reprisals (national level) or antagonising other colleagues/stakeholders (international level).

(c) Time and cost constraints affecting a better sampling and conduct of the evaluation. This applies particularly to the need for additional field visits to effectively assess in-country results.

These limitations were overcome for: (i) people to accept to be interviewed through perseverance and with support from the CST team leader who personally emailed and encouraged people to respond; (ii) the level of trust by offering more than one way for the respondent to provide his/her contribution besides a live interview; (iii) time constraints through adding extensive personal time to this process.

II. EVALUATION FINDINGS

The report includes a thorough analysis, using evidence indicated in the matrices. Such analysis is based on information gathered through semi-structured interviews, meetings and reading materials. The data was triangulated through a second reading and additional meetings with relevant stakeholders at various levels. The matrices (Annexes 10, 11 and 12) capture responses from the semi-structured interviews according to specific questions (see Annex 2) aimed at gathering evidence about results in relation to its three outcomes as well as its relevance, effectiveness and impact.

Many of the findings are **compelling** as they tell a story beyond the training, namely what these findings imply for the fight against corruption and its impact on governance and human rights. Since this is a short-term project (yearly funding), the long-term perspective was analysed through extrapolations to indicate potential impact. This applies, in particular, to the interconnectedness between governance, the fight against corruption and conflict prevention. Extrapolation entails projecting current results into a medium to long term perspective to foresee what the impact might be as detailed below. For instance, using the Ghana example provided by a trained CSO whereby a citizen was encouraged to refuse to pay a bribe because of his understanding of UNCAC coupled with his feeling of being protected is extrapolated to imply impact on human rights. The following sections will address these aspects

Context Setting and SWOT Analysis

The SWOT analysis (Annex 7) is derived from discussions with various stakeholders (see annexes) The evaluator interacted with either through formal and informal meetings as well as interviews. Statements made during these interactions facilitated this SWOT analysis. This analysis indicates two main strengths (amongst others) including the:

(a) Creation of a platform for dialogue between civil society and governments/other stakeholders. This should be optimized in a more systematic way to create a knowledge management base (bringing in national context examples and best practices) and utilize them to further tailor the training. Moreover, this platform represents a strategic means to further advocate for civil society engagement and mobilise resources to sustain investment in and focus on civil society.

(b) Strength and competence of UNODC through its CST/CEB team. Although severely constrained by a lack of financial and human resources, the team is regarded by all stakeholders as committed, competent and hard working as well as capable of taking civil society engagement to a different but strategic level.

Weaknesses of an operational nature – thus easier to address- include the absence of:

(a) A wider stakeholder target group. The training currently targets mostly (if not exclusively) CSOs whilst the anti-corruption fight is seen to engage governments, academia, the media and the private sector – not to mention the general public (citizens).

(b) A clear partnership agreement between UNODC and Transparency International defining medium/long-term common goals and a broad allocation of responsibilities.

Amongst opportunities to be considered is the need for UNODC to address Member States' perception about its support to civil society. This is important especially at national level where CSOs rely on high level support to be empowered and persevere in their fight against corruption. One of the threats relates to the political environment surrounding CSO engagement in the review mechanism – be it at national or international level. The latter has an additional dimension in terms of the discrepancy between different UN environments (New York, Geneva) and Vienna.

The SWOT analysis features **diversity** of participants across all columns as a: (i) **strength** since it provides more experiences and lessons to be shared – thus is useful for knowledge management; (ii) **weakness** as it constrains the training's maximum effect; (iii) **opportunity** to tailor the training to the diversity; (iv) **threat** whereby participants come with different agendas thus requiring UNODC to tighten/refine its selection process.

Design

Project design has been assessed through the:

Narrative in the project document. This refers to the project overall objective followed by the:

(a) Purpose/expected outcomes: Their formulation needs to be consistent as outcomes 1 and 2 use the accepted formulation while outcome 3 uses an active one. In addition, these 'outcomes' can be interpreted as a combination of direct effect of training (outcomes 1 and 3) and a short/medium-term 'impact' (outcome 2).

(b) Expected outputs: Overall, the formulation should refine the intent and precision of the expected outputs. Sometimes the length of the formulation distracts from the content/intent.

(c) Activities: relating to outputs 2.1 and 2.2 are based on means and ways that have not been **firmed up** – at least not in the project document. **For instance**, under output 2.1, one of the activities refers to "Follow up with UNODC Field Offices and UNODC Mentors to mobilise local/regional resources..." but the situation analysis does not refer to this potential. Equally, to ensure that CSOs replicate the training, UNODC's role is limited to 'liaison and encouragement', without the authority and resources to make it effective.

(d) Methodology: this refers mostly to CSOs' selection process for the training. The involvement of UNCAC Coalition Committee members is crucial for a transparent selection. However, the criteria might need further reflection in light of experiences so far such as observations related to the Dakar training whereby participating CSOs had different knowledge and experience levels.

(e) Harmonization and alignment (H&A), organizational structure: This section is effectively outlining the project management structure and the budget/financial contribution. A simple **diagram** illustrating the structure and reporting lines would have provided a more effective way of visualizing the context, linkages and division of responsibilities. Equally, a **budget table** providing a breakdown of revenue per donor/contributor and clear allocation per activities would definitely facilitate an analysis of cost-effectiveness and efficiency.

(f) Other aspects: The monitoring and evaluation (M&E) section refers to "regular reporting" to the donor(s) without mentioning frequency or, more significantly, the indicators

used in the logical framework. This section could have referred to the logical framework as a tool for monitoring project activities. In addition, **sustainability** is only viewed through the CSO's perspective, namely maintaining pressure about UNCAC at national level. Project sustainability, however, is missing from this section.

Intervention Logic. A rapid analysis of the logical framework (Annex 8) provides a snapshot of project design and draws attention to the need for precision. Annex 8 therefore illustrates potential areas for adjustments for the next phase, namely the inclusion of SMART objectives (to be illustrated by expected outcomes); qualitative indicators and means of verification; a thorough risk analysis and, generally, a review of the horizontal analysis to enhance consistency and coherence. As the logical framework or the initial project document does not have a grant component (later added on as part of project extension) a rapid assessment of those grants is included below.

Relevance

Overall project relevance was assessed bearing in mind three fundamental principles, namely that:

- (a) To be transparent, the review mechanism needs to be inclusive and transparent with civil society as an essential stakeholder;
- (b) CSOs' ability to meaningfully engage requires coaching and skills building from a substantive – knowledge about UNCAC - and methodological perspective - networking, partnership and coalition building (amongst others);
- (c) Today's development framework calls for inclusiveness to maximise the contribution of civil society and ensure sustainability.

Relevance of Training

Annex 9 captures the training objectives, methodology and key substantive aspects and provides a horizontal visualization to show changes since the initial training (2011). While it is repetitive, the matrix shows consistency in the key substantive sessions and slight changes in duration, distribution of responsibilities between UNODC and TI and, finally, some of the optional sessions.

This slight inconsistency in the training agendas should be regarded positively as it is a good indicator of 'work in progress' in that the agenda evolves according to lessons learned while still maintaining consistency on substance. Moreover, time allocation per session could be more balanced as over 60% of the total focused on UNCAC's substantive areas when, for instance, more time could be devoted to 'reproducing/replicating' the training. These aspects are detailed below based on the experience gained at the Senegal workshop.

Senegal Training workshop, 18-21 June 2013

Participation in the 4th training workshop organized on 18-21 June 2013 in Dakar (Senegal) provided an excellent opportunity to observe the:

- (a) Delivery methodology: Bearing in mind the intense training programme and duration of the workshop, the overall impression gained relates to the trainers' extreme commitment to ensuring that participants understand and internalize most, if not all, aspects of UNCAC's

technical provisions. This was demonstrated in the compulsory and the optional sessions where, surprisingly, participants remained focused despite long days of learning. Of notable importance here is the patient training style of UNODC's main trainer. This contributed to participants' engagement and continuous focus on learning. TI's style differed when introducing knowledge and guidance on advocacy, the preparation of the parallel report and working with the private sector. The differences in training style might be due to contents, namely UNODC focusing on UNCAC's provisions (clear approved language) while TI's sections focus on 'soft' but essential skills. Although the training included a number of working groups, the delivery method had no space for ice-breakers, role plays and other participatory learning tools.

(b) Participants' profile and engagement: The number of participants totaled 40 (excluding trainers/experts). They indicated a diverse background and knowledge level. Some had a fairly acceptable level and understanding of legal matters while others had limited experience or legal knowledge – e.g. Somalia. Such diversity – as illustrated in the SWOT analysis - could be looked at positively if there is a leveling of the training content to adapt to the audience beforehand. This would then contribute to widening the CSO (potential) base for engagement in UNCAC related issues at national level. A more challenging aspect here is the training effectiveness as trainers had to adjust to participants' level in terms of additional explanations to enhance knowledge transfer. This aspect exerted pressure on the trainers to maintain participants' engagement and meet the workshop objectives. Overall, however, participants were thoroughly engaged and showed a keen interest in learning both from trainers and from each other. Their contributions were equally significant as they brought in the room the national context that allowed other participants to compare notes and learn.

(c) Overall results through rapid perception assessment with a few participants who used expressions such as "very useful", "groundbreaking for our UNCAC understanding and work". Some of them even indicated the desire to pursue this training at IACA (Laxenburg) and cover the costs personally. In addition, observing participants throughout the workshop, one could unequivocally say that their participation – listening, taking the floor, and leading on working groups - is the strongest indication that this training is not only needed but useful and necessary. Many indicated their desire to share aspects of the workshop with other stakeholders bearing in mind that they might need technical and/or financial support to fulfill their objectives. The session focusing on "working with the private sector" confirms that it is not training per say but rather sharing a set of guidelines to be considered if/when working with the private sector. This may not be sufficient to actually work with the private sector but will indeed be useful in drawing CSOs' attention to areas where they might want to focus.

(d) Management & task allocation. There is an imbalance in task allocation amongst the team responsible for the training. The substantive UNCAC sessions (compulsory and optional) were entirely delivered by one person – often without a break throughout the day. In contrast, the advocacy and related sessions were delivered by, at least, three TI trainers. This may be due to limited financial resources in UNODC – as, indeed, many of the 'core' positions are not funded through core resources.

Evaluation

The methodology is consistent in terms of approach and content. A rapid assessment of the third workshop evaluation (Laxenburg, 9-12 October 2012) indicates that the methodology could benefit from an acceptable balance between qualitative and quantitative indicators. The pie charts contained in the evaluation report of the Laxenburg training capture fairly well participants' 'level of satisfaction' with a proportion of between 50% (very satisfied) and 41% (satisfied). Against this, only a small proportion of 3% is not satisfied with the training but, significantly, 15% are

‘somewhat satisfied’ when asked about the quality/quantity of trainers and usefulness of break out groups. Qualitative questions would have facilitated further probing on those issues to provide useful insights and recommendations.

Evidence supporting this assessment

The above evaluation of the training is reinforced by results of the interviews with the strategic and operational groups as illustrated in Annexes 10 & 11. Respondents indicated that the training is **relevant** from:

(a) **A strategic perspective** (Annex 10). Representatives of donors and member states addressing this question agreed that the training is relevant because it has placed CSOs in a strategic position and : (i) maintained focus on civil society participation in the UNCAC review at both international and national level; (ii) created entry points for CSOs to engage with governments; (iii) contributed to the creation of a wider stakeholder base and engagement at national level to exert collective pressure in the fight against corruption; and (iv) offers a knowledge base through lessons learned that could be used both in the international (CND, IRG) and national arena for UNODC local offices to support CSOs and follow up. These strategic opportunities are in line with some Member States’ initial thinking about civil society engagement in the review mechanism.

(b) **An operational perspective** (Annex 11). All CSOs responding to the evaluation questions agreed on the project’s relevance in terms of building their capacity with UNCAC substantive knowledge and networking capability. They see the training’s indirect effect as having provided them with a **compelling rationale** when calling for collective action against corruption through advocacy. This fact can be interpreted to imply a strengthening of CSO’s voice in relation to the fight against corruption. CSOs further recognised the relevance of this training as it facilitated their work in terms of (i) building a **relationship of trust** with the government to work together rather than against each other. This has occurred – to some extent – with CSOs that have been invited to contribute to the review process (Ghana, Tunisia, Cambodia, etc); (ii) pursuing anti-corruption advocacy despite the **dichotomy** between existing legislative framework and limited implementation and publicising UNCAC and corresponding national legislation (Ghana, Kenya); (iii) working with the **private sector** using the guidance acquired in the training despite the complexity of the subject; (iv) engaging the general public since CSOs indicated that the UNCAC training has helped them ascertain and advocate the fight against corruption **as a legal one** especially in State Parties. This has **empowered CSOs and members of the general public** in their anti-corruption activities (Ghana example); (v) enhancing CSOs’ capacity to use their knowledge and participation in the review mechanism (when invited by their government) as a leveraging tool to extend their network of stakeholders engaged in anti-corruption activities. When extrapolated, this implies that CSOs have acquired a **convener power** whereby other stakeholders engaged in anti-corruption activities respond to their call. Nonetheless, these positive aspects were coupled with respondents’ cautious assessment of the training in relation to the complex anti-corruption environment at national level. They therefore spoke about the need to enhance the training to make it more relevant to national realities and couple that with corresponding skills. This includes enhancing the ‘training’ component related to the private sector as CSOs believe this is an area where “adherence to the law is most challenging” (Kenya, Nigeria).

In sum, the evaluation concluded that this capacity development programme is relevant because it has strengthened the voice of civil society in the fight against corruption whether when advocating with other stakeholders or when invited to participate in the review process In fact,

many CSOs interviewed during the evaluation credit such invitation to the expert knowledge they have acquired as a result of the training whereby governments consider them as a knowledgeable and credible stakeholder (Ghana, Cambodia).

From a global programme perspective, the evaluation demonstrates relevance in terms of CSOs' ability to use their UNCAC knowledge to provide guidance to relevant stakeholders (including governments when invited) and, broadly, to engage and secure other CSOs' commitment to the fight against corruption with some tangible successes as illustrated in the executive summary. Notwithstanding that, CSOs called for training that is relevant to national realities and incorporates other skills that will increase their ability to influence processes at national level especially when there is no enabling environment.

Efficiency

Since its inception in 2010, the anti-corruption module of the project received funding from DfID, ADA and AusAid that totalled US\$ 1,709,433. The table below illustrates contributions from the three main donors bearing in mind that Switzerland and Norway also supported the project with a contribution totalling US\$ 21,837 and US\$ 70,605 respectively, which have not yet been allocated to the project. ADA remains the largest donor with a contribution that exceeds 60% of the total covering activities in Africa which represents their priority/strategic area.

Table 1. Funding Source/Year in USD

FUNDING SOURCE/YEAR	US\$ (including PSC⁴ costs)
DfID	
2010	236,267
2012	199,428
ADA	
2 instalments (2011, 2012)	645,379
1 contribution (2013)	321,655
AusAid	
2011	106,704
2012	200,000
Total	1,709,433

Expenditure to date has been translated in concrete outputs including the:

- (a) Conduct of 4 training workshops;

⁴ PSC stands for Project Support Costs, which amount to 13% of the overall project budget.

(b) Training of over 140 CSOs; and

(c) Production of training materials used in the training and disseminated to CSOs for use at country level.

These outputs could be considered as a cost-effective method of on-the-spot capacity building of CSOs participating in the training. However, this should be sustained by a clear allocation (in the next phase) of a budget line to cover the cost of training materials (including USBs). In addition, the use of training materials coupled with CSOs' capacity will increase cost-effectiveness as the training is replicated in the short and medium term.

At the time of completion of this report, latest expenditure figures had not been compiled due to the:

(a) Dakar training being held in the third week of June and, as a result, final expenditure is awaiting consolidation;

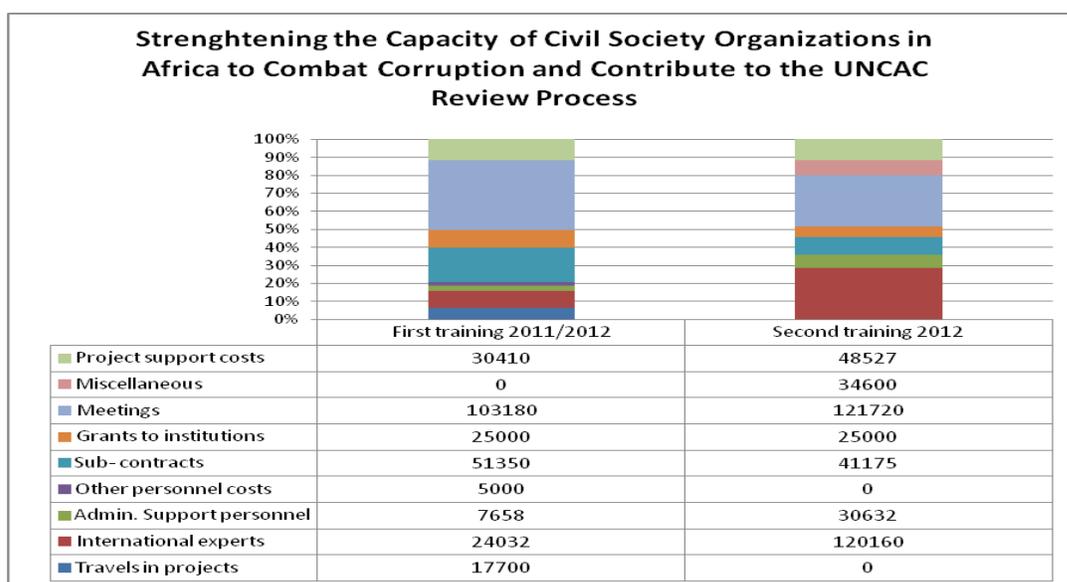
(b) Need to complete the third round of grants for working with the private sector;

(c) CAC/CoSP being held in Panama only in November.

The current outstanding balance of US\$ 313,800 excludes project support costs (13% of the overall project budget) and staff salaries for the period July-December 2013 will be deducted leaving an estimated balance of US\$ 137,600. Over half of this remaining balance will be used for the CoSP in Panama and to provide grants to CSOs to work with the private sector. The remaining balance would probably be utilised to maintain essential project aspects running.

A rapid assessment of the cost of training is provided in Annex 9, which uses data made available and covers the first two trainings. Today, the project has trained more than 140 CSOs at an average cost of US\$ 100,000-150,000 per training.

Figure I. Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contributor to the UNCAC Review Process



In specific terms, the chart indicates a steady increase in the cost of conducting the training with a 60% increase between the first and second training, increasing from US\$ 264,330 to US\$ 421,814. This significant increase is largely due to the fact that the international expert was recruited in 2012. In addition, such increase is related to the fact that the second training was organized in South Africa, a location that entailed high travel costs. Travel within Africa tends to be expensive due to limited flight connections within the continent as well as overall cost. Equally, the cost of international experts supporting the training workshop was high due to high fees coupled with the cost of travel and accommodation. Overall, the cost of organizing the training workshops indicates an 18% increase, rising from US\$ 103,180 to US\$ 121,720. Such increase is marginal and is due to rising travel costs as well as general inflation.

Other expenditure lines have remained unchanged or, in some cases, have declined. In conclusion, it is important to note that the delivery of international trainings necessitates the services of international experts, which is usually the most costly component taking also into consideration the high costs related to transport, accommodation and honorarium. It is also to be noted that the budget line corresponding to miscellaneous costs has increased as the independent evaluation amounting to 30,000 US\$ and 4,600 US\$ for general expenses were budgeted only in 2012.

Overall, project funds are well managed despite a current balance of US\$ 313,800 (out of which following salary deduction and activities, 20% will possibly remain by the end of the year). The fact that expenditure has been sensibly planned could be interpreted to imply a conscious effort to: (i) maintain a margin of **financial flexibility** to allow for **safe bridging** between project phases while awaiting funding; (ii) retain essential but non-core staff needed to sustain project activities. In sum, this ‘frugal’ approach to project expenditure would need to be re-visited considering comments made about the need for additional UNODC trainers.

Partnerships and cooperation

This programme illustrates a practical approach to UNODC’s commitment to the promotion of “strong partnerships with civil society organizations in dealing with the complex problems of drug abuse and crime”. Against this background, programme implementation was made possible by a systematic and productive tripartite partnership including:

(a) UNODC/Transparency International: this is mutually reinforcing because both agencies have a serious commitment to/stake in ensuring civil society engagement in the fight against corruption. Accordingly, a medium/long-term partnership agreement is needed to ensure this programme’s continuity and sustainability. For instance, there is no real agreement for the delivery of the Senegal workshop as it is implicitly understood to occur under the same – financial/non-financial- arrangements as before. This, in itself, constitutes a risk if, for whatever reason, TI pulls out of the workshop. UNODC and TI would therefore need to strengthen their partnership and agree on its foundations including the strategic/long-term as well as operational aspects, namely allocation of responsibilities and resources.

(b) UNODC/UNCAC Coalition/Civil Society: UNCAC’s involvement in project implementation reinforces the spirit of partnership and signals that a sound coordination mechanism has been established. The coordination mechanism was discussed with both TI and UNODC, in particular the need for a clear partnership framework such as a Memorandum of

Understanding (MoU) which was considered as important hence the recommendation. Nonetheless, two aspects need consideration for the next project phase including the:

- (i) Need to entrust UNCAC Coalition members with additional responsibilities in project implementation and monitoring as well as resource mobilisation to support follow-up activities and refresher courses. This would free the CST team for further strategic leadership activities.
 - (ii) Responsibility for the UNCAC Coalition Secretariat. The majority of interviewees from the UNCAC Coalition spoke highly of TI's work and commitment. However, they pointed to a certain 'imbalance' in the Coalition Secretariat. Reference was therefore made to TI leading the Coalition to be "process-oriented at the expense of substance". These views were expressed fairly strongly, calling for a review of the current set-up. This could be based on *a situation analysis to examine changes that have occurred since the Coalition was set up and, potentially, adjust to the current environment.*
- (c) UNODC/State Parties: While this mid-term evaluation did not provide for field discussions/assessment, it was however possible to observe/assess this relationship through the:
- (i) Interaction at the IRG briefing in May 2013. This demonstrated Member States' support to UNODC (in general) while sharing "concerns" about the political environment surrounding civil society engagement in Vienna. Member States therefore shared a positive feedback about the quality of the interaction with CSOs compared to the previous one. However, they continued to advocate for a wider and more systematic CSO engagement at all levels;
 - (ii) Direct interaction with a few government representatives indicated strong support to the Civil Society Team, recognising the importance of their role and contribution and expressing willingness to support further initiatives aimed at engaging civil society.

In sum, the project team has set up a small but efficient structure that, despite severe resources constraints, ensured good coordination with all parties concerned by the project. Project implementation would not have been effective or efficient without such rigorous coordination and positive partnership. This should be strengthened with project and people management capacity development to strengthen and retain competent/committed staff.

Effectiveness

Annexes 10 and 11 illustrate stakeholders' key contributions on project effectiveness from both strategic and operational perspectives. The matrix triangulates the data and shows interconnectedness between **relevance, appropriateness, effectiveness and impact** with the ultimate objective of extrapolating the information to indicate 'impact' on governance, human rights and conflict prevention, ADA's priority areas in Africa. Respondents' contributions illustrate **effectiveness of the training in influencing the global fight against corruption** through:

- (a) Piloting. Respondents to the strategic questions referred to the initial project activities as responding to a need rather than being part of a broad vision. This is evidenced through responses from UNCAC coalition members including TI, CEB and DfID as they considered that the project could fill a gap in terms of building CSO capacity (see Annex 10). However, based on initial results indicating that CSOs were gaining a stronger voice at national level coupled with positive feedback by donors, this pilot initiative was expanded in terms of numbers -144 trained CSOs- and substance including working with the private sector – with now 10 grantees. Overall,

‘**piloting**’ is key to effectiveness as it allows for testing, verifying and learning to meet target groups’ needs while, at the same time, following project management methodology. This **steadiness** through a measured piloting approach provides a strong foundation for **sustainable project management** and, in time, sustainable impact.

(b) The creation of **one strong CSO voice** at national and international level which is necessary for collective anti-corruption action. This is evidenced in statements made by (a) UNCAC Coalition Committee members and representative of Member states who referred to ‘harnessing the voice of CSOs’ as illustrated by their participation in Marrakech (annex 10); (b) the fact that CSOs interviewed during the evaluation referred to the strength they acquired thanks to the substantive knowledge they gained (see Annex 11). Amongst the programme’s **direct effects** is, therefore, how the training has strengthened civil society ability to share UNCAC knowledge widely and engage the private sector and the media. Moreover, respondents to the operational questions indicate that their UNCAC knowledge/expertise has been **effective** in providing them with a compelling argument that the anti-corruption fight is **legal and they have the right to spearhead** it. They credit that capacity as resulting in a wider citizens’ engagement who are ‘reassured’ - through substantive UNCAC knowledge- about the legality of the anti-corruption fight and, by inference their human rights.

(c) Imparting of UNCAC substantive knowledge. Statements made by respondents to the operational questions indicate that the in-depth knowledge they acquired about UNCAC is, undoubtedly, the most relevant and effective aspect of this training for them. They indicated that, thanks to the UNCAC training, they could **meaningfully** engage with the government. . Moreover, the advocacy training strengthened CSOs ‘ability to craft competent and compelling advocacy messages that CSOs credit to having influenced a change of attitude amongst the general public and spurred action to denounce corruption. Many CSOs have therefore referred to the positive results of the advocacy training on their ability to replicate, advocate and draw more CSOs/stakeholders in the anti-corruption discussions (Kenya, Uganda, Tunisia, Nigeria, Ghana, Cambodia, Egypt, Burkina Faso, to name but a few). The impact of these advocacy activities on attitude change could be assessed in the summative evaluation.

(d) Multiplier effect. While the project did not articulate how the multiplier effect is expected to occur, respondents to both strategic and operational questions made reference to the multiplier effect in various forms. This is evidenced either through (a) advocacy and a more widespread knowledge of UNCAC; or (b) a replication such as, for instance, **skills swapping** to conduct similar training (e.g. Uganda and Tanzania). Many CSOs indicated the need and intention to replicate on a larger scale but were constrained by limited technical support and resources. The latter is a challenge not only for CSOs but also UNODC/CST which depends on extra-budgetary resources. Without **resources** the project effectiveness and sustainability would be affected in the short, medium and long-term. In fact, enhancing the training’s strategic aspect would require **expertise** - through **dedicated human and financial resources** - while the multiplier effect also requires human resources to support and monitor it and contribute to knowledge management.

Overall, CSOs perceived the project as **effective and illustrated this assessment with some results**. These include: (a) creating awareness and establishing a wider base for CSOs to advocate against corruption; (b) providing CSOs with **UNCAC specialised knowledge** and enabling them to transfer such knowledge; (c), contributing to the creation of **excellent partnerships**; and (d) **empowering** CSOs in the fight against corruption (Annex 12). CSOs see the potential for these effects to multiply with a multi-stakeholder participation (both in design and implementation) in the future phase of this project.

In sum, the training has been effective in strengthening the voice of civil society into a **single voice**, leading to **widespread knowledge about UNCAC** through advocacy and replication of training as well as setting the foundations for a wider multiplier effect. From a medium term perspective, these **results will impact the global fight against corruption** as the strengthening and consolidation in one CSO voice will enhance their ability to influence change through collective responsibility and action as indicated in the statements provided by Kenya and Uganda.

Working with the private sector

As this mid-term evaluation was nearing completion, a total of 10 grants aimed at facilitating CSOs' work with the private sector, had been approved. This section is based on the review of 5 grants including Tunisia, Ghana, the Democratic Republic of Congo, Kenya and Uganda (based on reports made available for the review).

The grant feature of this project fits in well with the overall intent to engage the private sector in the fight against corruption and as such, calls on CSOs who “require financial support to develop an innovative way to approach small and medium-sized enterprises for anti-corruption activities” to apply for a grant. The application form is very thorough and provides the framework for a good project design including the logical framework. This funding mechanism set the maximum grant total to US\$ 5,000 as seed money for CSOs to invest in initiatives to work with the private sector but with the recommendation to explore other funding opportunities including their own contribution (in kind or monetary terms). The selection and approval of grants follow a systematic and very thorough process engaging a number of UNODC offices and UNCAC Coalition members to ensure that the process is transparent and fair.

Rapid assessment: The interpretation of the criterion “working with SMEs” is translated in 3 different approaches:

(a) Gathering knowledge about SMEs as a way of determining areas where corruption occurs/might occur in order to train and sensitise SMEs about the dangers of engaging in corruption and the financial losses (Uganda, Nigeria, Kenya, Ghana);

(b) Organising an information/sensitisation day on small businesses in DRC and how taxmen are at the mercy of police officers who, under the rule of law, should protect them but, engage in corrupt practices.

(c) Adopting a multi-pronged, integrated and mutually reinforcing approach to sensitise private business (small and corporate) about UNCAC and the need for transparency and accountability. This is, probably, the most comprehensive and far reaching proposal of those reviewed. Its results – when they are published- will no doubt have multifaceted effects and impact if indeed the objectives are achieved. (Tunisia) .

Although the amount is generally small, the allocation per activity may need a closer look. For instance, the Ghana Integrity Initiative (GII) project allocates US\$ 2,085.98 for the conference package (almost double the US\$ 1,187.34 for training). This initiative includes, however, a local contribution (in kind and from the GII) of US\$ 1,570.46, which should be encouraged for other applicants.

It is difficult to assess results accurately considering the nature and time frame of these projects. However, it seems to be a positive **first step** to working with the private sector as CSOs – such as Ghana, Kenya and Tunisia indicated initial interactions with the private sector that seemed open

to listening to CSOs' reference to UNCAC and how this affects the private sector as well as other stakeholders. CSOs/grantees consider this first step as providing them with an entry point to understanding and working with the private sector, bearing in mind that the entry point is, generally, quite difficult to achieve. Notwithstanding that, these projects warrant follow-up initiatives to take forward the results of the analysis in SMEs done in Kenya and, maybe engage in training/coaching these SMEs. In other words, these grants need to envisage continuity and sustainability as a one-off initiative of US\$ 5000 represents a beginning to unravelling the tip of the iceberg in terms of engaging the private sector in anti-corruption activities.

Impact

The period under review is too short to assess impact. The following is therefore an assessment of effect but linked to a potential impact. Although too detailed, Annex 12 is the result of a triangulation process, linking responses between various stakeholders (Member States, UNCAC Coalition and CSOs). In doing so, references to materials and donor reports were revisited to be used to ascertain and ensure that responses were accurate. Failing that, responses were removed from the analysis as potentially lacking credibility. Featuring respondents' contributions, the matrix illustrates linkages and reciprocal impact between relevance, effectiveness and impact. Amongst the **compelling direct effect** that CSOs credit to the expertise they gained thanks to the training is CSOs':

(a) **Meaningful engagement:** Many of them have effectively been **invited to participate** in the review process either as experts and/or members of steering committees (Cambodia, Tunisia, Ghana, Kenya, to name but a few). This, in itself, imply CSO's meaningful engagement with governments and, based on that, the potential for creating a relationship of trust and ultimately contributing to a transparent review process;

(b) **Single and strong voice:** they have thus acquired/increased their **convening power** first because they used the government invitation as a leveraging tool to engage other stakeholders and second because they have been able to demonstrate that the fight against corruption is **legal**. This has strengthened their voice when calling for collective responsibility and action (Ghana, Kenya, Uganda);

(c) **Relationship of Trust: or, at least, the start of such relationship** as they experienced a positive interaction with State Parties at the May IRG briefing. This clearly contributed to a sense of mutual trust and a potential breaking of the barriers in the "them and us" attitude (confidence building).

Moreover, one of the project's significant results is the creation of an **entry point and a platform facilitating a dialogue** between CSOs and governments. This not only facilitates CSO/government interaction but contributes to a **multiplier effect** through a sharing of expertise and, more importantly for CSOs, the identification of potential allies to support them. Respondents from Cambodia, Ghana and Tunisia clearly stated that they enjoy a relationship of trust with the government and credit that, amongst other things, to their substantive knowledge on UNCAC and its review mechanism. Some respondents went to the extent of indicating that they were selected because of their own transparency and integrity. Others (Kenya, Uganda) referred to an 'uncertain' relationship with government, indicating that they view their invitation to participate in the review with caution as things may change.

Furthermore, this programme's potential impact is the way CSOs use the UNCAC knowledge/expertise gained in order to widen the stakeholder base for anti-corruption activities.

In their responses, CSOs indicated that, in their information, education, communication (IEC)/advocacy, they draw citizens' attention to UNCAC provisions, demonstrating that the fight against corruption is legal and that there is witness protection. When analysed further this comment shows:

(a) **relevance** in terms of breaking the silence and state of complacency (Ghana and Kenya examples);

(b) **appropriateness** since CSOs use advocacy on corruption to call for collective action to denounce it (Kenya's demonstration about MPs, private sector grant to D.R.C. on policemen and taximen);

(c) **effectiveness** as witness protection addresses fears and breaks the wall of silence around corruption (Ghana example);

(d) **effect/impact** because the feeling of protection almost compels one to take action with potential ripple effects – the more people join the fight against corruption, the more would want to join. The potential medium/long-term impact is people's **empowerment to exercise their rights and call for good governance and an end to corruption**. This would lead to the reduction of cases of human rights violation (thanks to whistleblowing, denouncing) and, in turn, the potential crafting of peaceful societies.

Sustainability

Programme sustainability. The project document makes no reference to or provisions for project sustainability except for a quick reference to environmental sustainability. However, programme sustainability can be viewed through a single but very important lens, namely the capacity of CSOs already trained. They constitute competent and committed reference points at the national level that could represent the 'tools' for project sustainability beyond its current or next phase. With minimum technical support, CSOs can replicate the training and widen the knowledge base at national level. Sustainability of the training need to be embedded at national/regional level with local trainers' teams (see recommendation).

Overall sustainability. Bearing the above in mind, it would be important for the next project phase to include a section on (a) substantive sustainability. This would entail consolidating the substantive inputs to the project by UNODC (CST and CEB) and ensuring replication occurs; (b) financial sustainability to ensure that appropriate costing of UNODC/CST/CEB substantive inputs is reflected in the budget. In addition, the production, reproduction and dissemination of training materials including audio-visuals should be sustained by allocating a specific budget line to meet such costs; (c) management sustainability. References made in this document (including recommendations) about CST's job security call for a more sustainable project management team which, in turn, entails clear (core) resource allocation.

III. OVERALL CONCLUSION

Taking the project's three outcomes into consideration, this evaluation can conclude that it has succeeded in achieving its objectives in relation to:

(a) **Strengthening the voice of civil society in the UNCAC** review mechanism and, in general, in anti-corruption activities. Interviewed CSOs indicated that the skills and substantive UNCAC knowledge they acquired through the training have elevated them to a different level in their interaction with governments as well as other stakeholders. When, there is an enabling environment at national level, CSOs such as in Cambodia, Ghana, Tunisia are considered as a source of UNCAC knowledge/ expertise and are invited by governments to meaningfully engage in the review process. In addition, this also impacts their convening power with other stakeholders who consider the government's invitation as a sign of trust and credibility;

(b) **Creating a platform for a dialogue** between civil society and governments. The substantive knowledge acquired through the training has contributed to the creation of an entry point for CSOs to interact with governments in order to establish a relationship of trust such as, for instance, in the IRG briefing in May 2013. That briefing was regarded by Member States and CSOs alike as having succeeded in a closer and positive interaction, indicating that its confidence building process was progressing; and

(c) **Working with the private sector.** Interviews with grantees coupled with observation at the Dakar training emphasize the importance and usefulness of the guidance framework provided at the training. 10 highly competent CSOs so far have been selected following a thorough process and have been given a grant to work with the private sector. Although limited in scope, these first initiatives have succeeded in strategy development for tackling corruption in the private sector. Nonetheless, CSOs referred to the difficulty in tackling such a complex sector and called for further support and capacity development.

Overall, the programme has resulted in knowledge transfer at the micro level (CSOs) and mezzo/macro level with a sharing of that knowledge with the government and other stakeholders. Subsequently, CSOs' increased convening power is translated in the net result of a wider stakeholder engagement in anti-corruption activities and impacting on human rights and good governance. These conclusions provide the basis for the specific conclusive elements and recommendations below which focus on the main sections of this report.

IV. SPECIFIC CONCLUSIONS AND RECOMMENDATIONS

(a) **Project vision:** Although the project was designed to address an emerging need, the piloting approach has demonstrated positive results in terms of filling a gap in capacity and expanding its scope, namely the global fight against corruption that trained CSOs have been able to spur thanks to the substantive UNCAC knowledge and advocacy efforts.

- (i) **Recommendation:** Review or set out a medium to long-term vision in the next phase that is set within a strategic time line (3-5 years) guided by a goal and an integrated programme with linkages with other UNODC training initiatives (such as the one conducted by CEB).

Action: CST/CEB/TI

(b) **Project design:** The thorough design analysis pointed to areas for focus in order to enhance project evaluability:

- (i) **Recommendations:**

- **Objectives:** Using suggestions inserted in Annex 7, reformulate the overall objective; insert SMART objectives and align activities with the latter; include a results chain.
- **Target audience:** Consider the integration of a multi-stakeholder approach that would bring together CSOs, government representatives and others according to national context.
- **Indicators:** Include qualitative indicators to determine KAP changes and learn ensuing lessons.
- **Risk assessment:** Undertake/include a thorough risk assessment analysis that looks to changing national context, international political environment (UNODC HQ), progress of UNCAC Coalition and related coordination and partnership aspects and, last, but not least, resources.

Action: CST/IEU

- (c) **Training:**

- (i) **Selection Criteria:** The diversity of participants represents both a threat and an opportunity. It therefore needs to be managed and integrated in workshop design.

Recommendation: Review/update the selection criteria according to the following strategies: (i) target the training workshop only/mostly to participants with a sound legal background (which might limit the replication potential); or (ii) maintain a diverse group whereby core sessions could be delivered to the group together and specific ‘soft’ skills sessions could target sub-groups in parallel sub-workshops; (iii) prioritise CSOs from upcoming reviews for the next training workshop.

Action: CST/CEB/TI

- (ii) **National/regional context perspective:** Participants indicated benefits derived from the training but referred to different contexts calling for different approaches.

Recommendation: Allocate time in the training to integrate a national reality perspective.

Action: CST/CEB/TI

(iii) **Content:** Overall, the training content is excellent, integrates major substantive and methodological skills. The content meets the project’s objectives and responds to CSOs’ needs.

Recommendations: (i) carry out a regular review of the programme to adjust it to evolving circumstances and CSOs’ needs; (ii) consider additional methods and tools for testing knowledge and applying the new skills.

Action: CST/CEB/TI

(iv) **Grants:** Since the training includes “working with the private sector” but the grant mechanism was an add-on in the project extension, there was difficulty in placing it in a logical sequence, hence its location here. The grantees are satisfied with the opportunity that these grants provide them to determine avenues for working with the private sector. However, applications for grants can only be successful if CSOs have the capacity to formulate sound proposals to secure the funding, an aspect that may constrain some CSOs.

Recommendation: consider providing some basic skills in proposal writing in order to ensure equal opportunities to all applicants.

Action: UNODC/CST

(v) **Multiplier effect:** Reference is made to participants expected to replicate the training in their country. The project document does not systematically include steps to achieve this although participants DO share knowledge about the project.

Recommendation: Include a Training of-Trainers (ToT) component in the training workshop that would target selected participants who demonstrate trainers’ skills and a ‘social/moral contract’ to ensure that CSOs fulfill this ‘obligation’.

Action: CST/CEB/TI

(d) **Potential medium to long-term impact:** The project’s direct results are positive in terms of creating entry points and a dialogue platform for CSOs to engage with governments including being invited to participate in the review process. For the medium and long-term impact assessment, some extrapolation in the analysis shows clear linkages to good governance, human rights and peace and security.

(i) **Recommendations:** (i) adjust the project document for the next phase to show those linkages in the analysis, goals, objectives and activities; and (ii) include a knowledge management component aimed at collecting good practices for future use and dissemination.

Action: CST/CEB/TI

- **Replication, synchronisation and sustainability:** sustainability of this excellent initiative depends on the following recommendation, amongst others:

Recommendation: (i) conduct refresher sessions that would include substance in the next review chapters – prevention and asset recovery- for delivery at sub-regional level with support from UNODC, UNDP & other agencies; (ii) create sub-regional teams of CSO trainers to systematically take charge of replicating the training; (iii) entrust these sub-regional teams with the responsibility of monitoring progress in their communities (with oversight from CST and UNODC/Coalition) and collecting lessons learned and good practices.

Action: UNODC regional/country offices, CST/CEB/TI; CSOs,

- **Integration/linkages:** There is a potential for increased efficiency and mutually reinforcing effect between UNODC programmes.

Recommendation: Consider bridging between the capacity development programme targeting government officials (under CEB) and this one to allow cross-fertilisation and confidence building on both sides.

Action: UNODC/CEB/PolicyAnalysis and Public Affairs Branch

(e) Partnerships: this project is currently implemented in partnership with TI and the UNCAC Coalition, a partnership that has been effective in contributing to substance and driving implementation..

Recommendations:

- widen the partnership base to include regional/sub-regional and international partners (UNDP/UN agencies, SADEC, ECOWAS, African Union, ECA) to either implement/follow up jointly and/or to share the burden of replicating;
- engage select governments in the delivery of certain sessions to bring them closer to CSOs and further contribute to confidence building;
- review the UNODC/TI partnership agreement for the medium/long-term around common goals and clear task allocation (MoU); (iv) Assess the UNCAC Coalition's current set up including responsibility for the Secretariat.

Action: UN and regional structures; Member States' representatives; UNODC (Senior management), TI and UNCAC Coalition.

Human factor- project management and delivery structure/mechanism: The project team is committed, competent and hard working. However, this project is severely constrained by the lack of resources with a serious impact on the human factor since core functions are fulfilled by staff depending on extra-budgetary resources. The fact that the existence of the CST team depends on whether the project will receive funds for the next phase is an area that needs further consideration. Similarly CEB staff cost /time recovery should be taken into consideration for providing training and technical advice.

Recommendations:

(a) explore funding opportunities to create a balanced project management structure with core and non-core posts to minimize the risk of collapse;

(b) include/fund a minimum of 2 main trainers from UNODC to deliver the substantive sessions;

(c) establish the position of the Civil Society Team within the organigramme of UNODC so as to enhance its profile within the organisation and demonstrate the importance of civil society to its key stakeholders;

(d) enhance CST technical competence in project and people management and follow-up to capitalize on the lessons of this project.

Action: UNODC management/senior management

Financial factor: As indicated above, limited financial resources will jeopardize project sustainability.

Recommendations:

(a) extend this project for a medium/long-term strategic phase with multi-year funding based on a phased implementation plan;

(b) UNODC senior management to consider re-enforcing the core funding element to the key core posts in the Civil Society Team to signal commitment to civil society engagement

Action: ADA/Donors; UNODC senior management.

V. LESSONS LEARNED

From a **strategic perspective**, one of the positive lessons is how (a) CSOs have used the UNCAC substantive knowledge to shift their work from advocacy to spur collective action against corruption; (b) UNODC/CST could learn from these results and expand the programme goals and strategic direction beyond capacity development into a wider range of activities to further strengthen the voice of civil society at national level and contribute to the programme's strategic goals.. This project **succeeded in facilitating a strategic government/CSO engagement**, a lesson to be used to spur similar changes in other countries by sharing the information with engaged Member States.

From a **broad perspective**, two lessons emerging out of meetings and especially interviews with CSOs and that require further attention include the need for UNODC to:

(a) Enhance its knowledge about civil society at national level – at least in countries where there is no UNODC presence. This is not only challenging for the selection of participants to the training but, more importantly, for UNODC Civil Society Team's (CST) ability to support national CSOs and monitor the anti-corruption environment. The NGO database already established could be utilised to reflect on this aspect. In the same line of thought (although the project provides for the country offices to take on this responsibility), one of the lessons emerging out of the evaluation is the need for a closer monitoring of processes engaged by CSOs after the training to be aware of their good practices which are not visible at headquarters. This could contribute to UNODC's knowledge management.

(b) Replace the single-stakeholder with a mutli-stakeholder approach in project activities. In fact, the creation of a CSO/Government dialogue calls for both stakeholders to undergo UNCAC related processes (including training) together. The potential for them to listen to their respective questions and interact in groups would create entry points for confidence building and dialogue more quickly than in separate sessions. Both stakeholder groups would leave the training with reference points (for government to call on CSOs and vice-versa). In this context, it is understood that parallel capacity building initiatives targeting government officials are implemented by UNODC's Corruption and Economic Crime Branch (CEB). Bridging between both initiatives would achieve this dual stakeholder perspective. This potential bridging was touched upon during the interview with DfID and was not rejected but was seen as a future possibility when governments would be willing to consider such bridging in a positive manner.

Working with the private sector forms an integral and essential part of this project. Nonetheless, CSOs indicated that this area is both complex and difficult to work on. A lesson to be drawn here is the need for further knowledge, enabling UNODC to lead on this initiative. Such knowledge could be acquired through a sound study of the 'make up' of the private sector and its ramifications at national level. In addition, collaboration with international organisations/platforms/initiatives working closely with the private sector could give important input and recommendations. This would allow UNODC to integrate a more accurate private sector perspective and, as a result, well targeted initiatives whether with SMEs or at corporate level.

From a project management and sustainability perspective, the report has integrated lessons learned in the relevant sections. Some of the positive lessons include the: (i) strong partnership between UNODC and TI/UNCAC Coalition; and (ii) internal partnership between CST and CEB all contributing to effective delivery and management of the training.

In sum, two less positive lessons relate to (i) statements made by some CSOs that the training –on its own- does not always enhance their ability to replicate it (due to lack of resources or the absence of an enabling environment) or work with the private sector (due to the complexity of the issue). This would benefit from further investigation in the next project phase to identify ways of addressing this gap; (ii) limited financial capacity of the UNODC project team (CST) and substantive team (CEB) that could affect the level and quality of the training as well as the ability to provide support and leadership to trained CSOs for follow-up activities. In addition, regular exchanges around project planning and monitoring coupled with team building initiatives at the level of the project team as well as with the partners represent management tools for consideration.

ANNEX 1: TERMS OF REFERENCE

1. Background and Context

Title of the Assignment:	Independent Evaluation of the Project “Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention”;
Project Number:	GLOU68
Project Title:	“Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process”
Linkages to Thematic Programme:	<p>Corruption undermines democracy and denies citizens their civil, economic, political, social and cultural rights. Civil Society Organizations, including trade unions, have a vital role to play in fighting corruption. They provide the checks and balances for improving accountability in the public and private sector. Effective action against corruption includes strengthening the voice of civil society.</p> <p>The engagement of CSOs with UNODC has developed considerably over the years and is emphasized in the UNODC Strategy for the period 2012-2015. The present proposal targets stronger UNODC engagement with civil society in various sub-programmes, but more specifically in sub-programme 7 (Policy Support) and in sub-programme 2 (Countering Corruption)⁵. To achieve this goal, UNODC has established crucial partnerships with Non-Governmental Organizations umbrella organizations working on issues related to the UNODC mandates in order to bridge the gap that often exists between international policy-makers, national authorities and civil society. During 2013, UNODC’s Civil Society Team will seek to forge ties also with other institutions, academics and reputable CSOs to strengthen its project and create more balanced partnerships.</p>
Executing Agency:	UNODC
Partner Organizations:	Transparency International Secretariat, UNCAC Coalition, Austrian Development Agency (ADA), CEB/UNODC
Total Approved Budget:	Total (TAB) from November 2009 to December 2012: USD 1,893,584. Total from ADA covering the Africa segment project: Euro 500,885 in 2012 (approximately USD 645,379) Euro 257,300 for 2013 (approximately USD 321,655)
Donors:	Austria, Australia, the United Kingdom and Switzerland
Type of Evaluation:	Mid-term Project Evaluation
Geographical Coverage Of the Evaluation:	Vienna and selected regions in Africa

⁵ The expected accomplishment 2.12 under subprogramme 2 refers to “enhanced role of civil society [...] in the prevention and fight against corruption through advocating the effective implementation of UNCAC”.

Core Learning Partners: Transparency International Secretariat, UNCAC Coalition, Corruption and Economic Crime Branch (CEB)/UNODC, and the Austrian Development Agency (ADA).

Brief Project Description

The United Nations Office on Drugs and Crime (UNODC) is currently implementing the project “*Towards a Strategic Engagement with Civil Society in the Implementation of the United Nations Convention against Corruption (UNCAC) and on issues related to Drugs and Crime*” which is a part and parcel of the UNODC Project Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention (GLOU68) aiming at strengthening UNODC partnership with Civil Society Organizations (CSOs)⁶. The overall objective of project “Looking Beyond” is to strengthen the policy dialogue and partnership between relevant civil society organizations, UNODC and Member States in drugs and crime prevention, treatment and reintegration and alternative development. This aim is further spelled out into two specific objectives; the first one aims to facilitate and render effective the participation of CSOs in intergovernmental meetings served by UNODC, while the second is to increase the partnership of CSOs into UNODC thematic and regional areas of work.

The United Nations Convention against Corruption (UNCAC), which entered into force in 2005, is the first comprehensive and global anti-corruption framework. It provides the essential legal tools needed to prevent and fight corruption. Furthermore, under Article 13, UNCAC both recognizes and provides a role for civil society in combating corruption, by calling on governments to increase transparency and participation in government decision-making and improve public access to information.

Thus, the effective implementation of UNCAC will involve the engagement of civil society at grassroots, local, national, regional and international levels. It is essential to broaden and deepen engagement: to involve a greater cross-section of CSOs from all countries and especially developing countries; and to ensure that they have sufficient skills and capacity to effectively promote the Convention and its implementation and achieve positive change.

UNODC – TI Secretariat / UNCAC Coalition Partnership

In partnership with the UNCAC Coalition, a network of some 350 worldwide NGOs with Transparency International (TI) acting as Secretariat, UNODC trains CSOs with the aim to provide them with an in-depth understanding of the implementation of UNCAC and its Implementation Review Mechanism. Participants learn how to contribute to country reviews undertaken by States parties to the UNCAC, and are prepared to respond positively, if invited by their Government, to participate in the preparation of the self-assessment checklist and in direct dialogue, namely country visits. In addition, the participants are provided with guidelines and tools to sensitize the private sector on UNCAC.

On 2-4 February 2011, a first training of this kind targeting CSOs from countries under review in the first and second years of the current cycle of the Review Mechanism took place in Laxenburg, Austria. On this occasion, TI received a grant of USD 54,000 for organizing one of the three day training and for producing a series of training videos. On 20-23 March 2012, a second training was co-organized by UNODC and TI in Johannesburg, South Africa. 35 CSOs mainly from Africa and Asia participated. TI received a grant of USD 68,200 for its contribution to the training, training material and follow up activities. A third training was organized in Laxenburg, Austria on 9-12 October 2012, training an additional 34 CSOs. In connection with the International Anti-Corruption Conference in Brasilia, a one

⁶ Civil Society Organizations (CSOs) refers to a wide array of non-governmental and not-for-profit organizations including non-governmental organizations (NGOs), community groups, labour unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations. Business is not included in this category.

day training event on 6 November 2012 was also organized targeting a few selected CSOs from the region. For the last two trainings and related follow-up activities, TI received an additional grant USD 46,000, and the current Activity Agreement between UNODC and TI is set to expire on 15 April 2013. These training events helped participants become better acquainted with the key aspects of the Convention, including preventive measures, criminalization, law enforcement and international cooperation, as well as the methodology of the Review Mechanism. Ultimately, their participation provided them with the tools and knowledge to initiate dialogue with authorities from their respective governments and create the basis for constructive follow-up activities on the Review Mechanism.

The UNODC Civil Society Team (CST) and the UNCAC Coalition continue to maintain close contact with participants which have undergone previous trainings in order to help them contribute to the full implementation of the Convention. Out of the 27 member states reviewed in the first year, some 23 countries have involved Civil Society Organizations (CSOs) at some stage of the review and especially during the country visit. Similarly, at least 16 out of 24 trained CSOs in the second year of the review were actively participating in their countries' review process. This engagement was often triggered by the very CSOs that had undertaken the training and took the initiative to approach their country focal point to start a constructive dialogue. The project has therefore made a tangible impact on the ability of CSOs to contribute to country reviews. By raising awareness about UNCAC, delivering training to CSOs on the review mechanism, and supporting CSO engagement with the private sector, the project will continue to increase CSO understanding of the Convention and its Review Mechanism, and enable them to promote constructively its implementation at local, national, regional and global levels. It will also draw upon the successful experience gained.

So far, the project has trained over 100 recognized Civil Society Organizations (CSOs) from countries under review in the first, second, third and fourth year of the current review cycle, with a main emphasis on the African region. This emphasis on the African continent is essentially due to the main source of funding of the overall project, the Austrian Development Agency (ADA) with whom another training is scheduled to take place in Senegal in June 2013.

Furthermore, the project has successfully undertaken a first round of small grants for CSOs working with the private sector to sensitize Small and Medium-sized Enterprise (SMEs) on UNCAC and the prevention of corruption. Currently in its second round of grant applications, the project foresees 17 CSO grant recipients working on private sector outreach and knowledge sharing on anti-corruption activities from 2012 till mid-2013.

To accomplish this project, the CST works in close collaboration with the UNCAC Coalition through CSO awareness-raising and capacity-building activities. The CST liaises with UNODC Corruption and Economic Crime Branch on substantive matters related to the implementation of UNCAC. The Branch provides the substantive component of the trainings.

Scope of the mid-term Evaluation

The purpose of this mid-term evaluation is to measure the results achieved so far by the project in bringing CSOs up to speed with UNCAC and its review mechanism, and how it has facilitated engagement between CSOs and the respective Member States on the prevention and fight against corruption. The mid-term evaluation will also seek to identify strengths and weaknesses of the project and to provide guidance on how to optimize effective cooperation with the main project partners going forward.

In a separate, but related activity, UNODC/CEB (Corruption and Economic Crime Branch) is preparing a handbook to help CSOs to use UNCAC as a framework for their activities and to engage effectively and supportively with the Conference of the States Parties to UNCAC and its subsidiary bodies. As some of

the outcomes of this evaluation will be of relevance for the handbook, the independent evaluator will be meeting with the consultant during the evaluation process, to create synergies and establish common findings which would be useful for the two activities.

Project phases and funding

Project phase I (2011):

DFID funds allowed UNODC and TI to jointly train 35 CSOs from the first and second year of the Review Mechanism of UNCAC in Laxenburg, Austria on 2-4 February 2011, in order to strengthen civil society's understanding of UNCAC and its review mechanism. NGO representatives from diverse backgrounds and expertise participated in and contributed to the training, which was the first of its kind. The active participation of CSO representatives allowed them to share experiences and knowledge from their organization. As a result of this training, participating CSOs and many others in the countries under review gained the capacity and the appropriate tools to participate and engage constructively in the review process, when invited by their Governments. This joint training initiated the cooperation with Transparency International on the project.

Project Phase II (2012):

- a) Joint UNODC-UNCAC Coalition CSO Training in South Africa, March 2013, including Private Sector Small Grants and follow up activities
- b) Joint UNODC-UNCAC Coalition CSO Training in Laxenburg, Vienna, October 2012, including Private Sector Small Grants and follow up activities
- c) CSO 1 day training in Brasilia, Brazil, November 2012, in margins of 15th IACC Conference
- d) CSO database management, UNODC NGO mail box, maintenance of correspondence with CSOs on UNODC's mandates
- e) CSO post-training follow up activities

Project Phase III (2013):

- a) Joint UNODC-UNCAC Coalition CSO Training in Dakar, Senegal, June 2013, including Private Sector Small Grants and follow up activities
- b) CSO database management, UNODC NGO mail box, maintenance of correspondence with CSOs on UNODC's mandates
- c) Reporting and impact analysis of project effectiveness on leveraging CSO engagement with Member States implementing UNCAC provisions
- d) CSO post-training follow up activities

Funding dates and amounts: (1 December 2011 – 1 December 2012) into the project:

Initially funding had only been identified for Phase II from ADA, DFID and AusAID as follows:

- 1) ADA, through an agreement signed on 1st December 2011 for a total of Euro 500,885 (approximately USD 645,379) committed to support the implementation of the project (which was paid out in two installments, one in December 2011 and the second in June 2012);
- 2) DFID through their contribution of USD 199,000 in February 2012.
- 3) Australia through its contribution of USD 200,000 in July 2012.

In addition, the project received the following funding and pledges:

- 4) Switzerland, through its contribution of USD 21,837 in December 2012.
- 5) ADA, through a signed Agreement in February 2013 for an extension of the Activities, of Euro 257,300 (approximately USD 321,655).

A previous DFID contribution from 2010 contributed to Phase I of the project training in early 2011. The total required funding for phase II and part of phase III was USD 1,044,807. The third funding installment

from ADA is expected to cover most of phase III (2013) of the project. The scope of the below disbursement history covers received pledges for Phases II and III of the Project.

The agreed upon activities consisted of the following:

- Please see project document and UNODC-ADA agreements, Amendments and Annexes for a full description of activities.

This mid-term evaluation is therefore aimed at assessing, analyzing and drawing conclusions on the design and implementation of the project against expectations set for its implementation throughout the various phases of implementation.

2. Disbursement History from November 2011 to 31 December 2012

*Unspent budgets in 2012 are carried over to 2013 to cover project activities and costs and are expected to be fully utilized and implemented, as part of project phase II and III.

3. Purpose of the Evaluation

This is a mid-term evaluation of the anti-corruption component of Project GLOU68 with a particular focus on “**Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process**”. It should be noted that the original project document provided for the conduct of a mid-term evaluation

<u>Total Funding</u>	<u>Expenditure</u>	<u>Expenditure in %</u>
USD 1,044,807 (2011 -2012)	USD 730,738	69.90%

and funds were set aside. As the project was extended until December 2013, the evaluation will include a broader range of activities than originally planned. If the project continues to meet the needs of a fruitful partnership between UNODC and Civil Society, it is envisaged that the project will continue into 2014 and beyond.

The evaluation will assess the implementation of the project in terms of organizational goals, quality and timeliness of inputs and efficiency and effectiveness of activities carried out. It would identify lessons learnt and best practices which could be of relevance to the stakeholders and guide the development of future UNODC’s CSO projects and external partnership to strengthen CSO awareness and engagement in implementation of UNODC’s mandates.

In the later part of 2013, the project will focus *inter alia* on CSO engagement in the Fifth session of the Conference of States Parties to UNCAC, scheduled for November 2013. 2013 will also see the beginning of the 4th year of the current UNCAC review cycle. In addition, the project will start preparing for the next cycle of the implementation review in mid-2015, namely the implementation of Chapters II (Prevention) and V (Asset Recovery) of the Convention. The project evaluation will hence feed into a longer term CSO engagement activity, and will seek constructive recommendations on how to steer its future operations.

4. Scope of Evaluation:

The evaluation will assess the implementation of the project from the startup date of January 2011 until June 2013. It will be a 25 day process spreading over a time span of a 5 month evaluation period that will be carried out in Vienna and Senegal with a desk review at the domicile of the evaluator. The consultant will liaise with the UNODC Civil Society Team for an assessment of project activities in their respective areas and possibly travel to evaluate a part of the project, namely the next major Civil Society

Organization training in Dakar, Senegal in June 2013. Apart from this field-visit, most of the desk review and preliminary findings can be conducted well in advance.

5. Evaluation Criteria and Key Evaluation Questions

In addition to project implementation, management and the accomplishment of objectives and outcomes, the evaluation will appraise the following:

a) Evaluability of the project

- i) Are targets well specified in the project document, including clear and concise performance indicators?*

b) Relevance

- i) Has the project provided a framework to better engage Civil Society Organizations in the work of UNODC, in particular the understanding of UNCAC and possible involvement in their countries' review of the Convention?*
- ii) Did the project include the appropriate means to providing support to Non-Governmental Organizations and Civil Society Organizations to help fight corruption?*
- iii) Are the objectives contained in the project still relevant to the actual ways to engage with Civil Society on the prevention and fight against corruption?*
- iv) Has the project been able to take advantage of the technical resources and instruments developed by UNODC and Transparency International in areas covered by the project?*

c) Clarity, quality and appropriateness of project design?

- i) Is there a clear and logical consistency between the objectives, outcomes, outputs and activities, in terms of relevance, quantity, timeframe and cost-efficiency?*
- ii) Are the beneficiaries well identified and defined in the project document?*
- iii) Were all stakeholders identified during the identification process?*
- iv) Are prior obligations and prerequisites (assumptions and risks) well specified in the project document?*
- v) Is the managerial and institutional framework for implementation well spelt out?*
- vi) Is the planned project duration realistic?*
- vii) Are all external institutional relationships correctly identified?*

d) Effectiveness

- i) Has the project achieved its objectives and result (outcomes and impact)? If not, has some progress been made towards their achievement?*
- ii) Is there any evidence that project has facilitated identifying good practices that were shared among CSO/NGO participants and other stakeholders?*
- iii) What are the major challenges, opportunities and obstacles encountered by the project as a whole?*
- iv) How were the trainings received by CSOs and participants? What could be improved in the CSO training modules?*
- v) Did the trainings target the appropriate participants? Were the training modules relevant and appropriate?*
- vi) Has the CSO database (maintained through the project), website (including web-stories) and CSO Mailbox contributed to more effective communication and outreach between UNODC and CSOs? How could this, if at all, be improved?*

e) Efficiency

- i) Has the project funding been properly and timely allocated as well as spent as planned?*

ii) Is the relationship between input of resources and results achieved appropriate and justifiable?

f) Impact

- i)* What difference has the project made to beneficiaries/stakeholders?
- ii)* Are there clear indications that, when involved by their governments, CSOs trained through the project were able to provide a fruitful contribution to the UNCAC implementation review mechanism at the national level?
- iii)* In which way has the project contributed to the long term objective of preventing and combating corruption in Africa and other regions covered by the project?
- iv)* Have the private sector small grants to CSOs in Africa made notable impact in their local communities?
- v)* Are CSOs better equipped to participate in meetings and conventions governed by UNODC in Vienna as a result of the project?
- vi)* Are there other intended or unintended, positive or negative (long term) effects on individuals, communities and institutions related to the project's interventions?

g) Level of coordination, cooperation and partnerships with national and international counterparts

- i)* Level and quality of partnerships established with direct project partners, especially the cooperation between the UNCAC Coalition and UNODC;
- ii)* Has the UNODC – UNCAC Coalition cooperation worked efficiently, and have common goals and outputs been fully achieved? What, if any, are the ways and means to improve on these outputs and the relationship between the two organizations?
- iii)* Have coordination mechanisms between UNODC Civil Society Team and other relevant development entities related to the project been successfully established?
- iv)* What lessons can be drawn from the coordination efforts and working arrangements between the UNODC project team, its counterparts/ beneficiaries, other sections of UNODC (e.g. CEB, Field Offices, other substantive offices) and partners organizations?
- v)* What were the comparative advantages of UNODC engaging with Civil Society Organizations and was the project implemented with these in mind?

h) Sustainability

- i)* Has the project successfully established a framework for continued engagement with NGOs on a regional, national and global level? What can UNODC do to ensure such continued engagement? Is the UNCAC Coalition the best partner in this project? Should other project partners be considered?
- ii)* To what extent will the benefits generated through the project be sustained after the end of donor funding?
- iii)* Good practices and lessons learned: What lessons can be learned from the project implementation in order to improve performance, results and effectiveness in the future? What good practices emerged from the project implementation? Can they realistically be replicated?

Based on the above analysis, the evaluation will draw specific conclusions and make proposals for necessary further action by UNODC and stakeholders to ensure sustainability of the results of the current project and lessons learnt for future intervention in areas of Civil Society engagement on promoting the programmes and mandates of UNODC.

6. Evaluation Methodology

The independent evaluator is expected to use the following methods to evaluate the project:

- a) A desk review of existing documentation (including the project document, project revisions, minutes of the Project Steering Committee-PSC- meetings, other documents relating to the project and relevant project progress reports).
- b) Meetings and individual interviews with partners, stakeholders, donors and relevant UNODC staff.
- c) Field visit to a project training.
- d) Overall general observations.
- e) Individual meetings with members of the Project Steering Committee of the project and presentation of the draft report to them.

In conducting the evaluation, the evaluator needs to take account of relevant international standards, including the UNODC Independent Evaluation Unit (IEU) Evaluation Policy and Guidelines⁷ and the United Nations Evaluation Group (UNEG) Norms and Standards.

7. Timeframe and Deliverables

The tentative time frame for the evaluation would be from 1 March to 30 July, 2013 in accordance with the below table. A separate presentation of the evaluation's recommendations may be scheduled in connection with the open-ended Intergovernmental Working Group of the State Parties to UNCAC (Prevention and Asset Recovery) in the last week of August (26-30 August):

S/N	Activity	Day	Location
1	Desk review of background documents	6-7 March	Home based
2	Briefing at UNODC Vienna Individual meetings with Civil Society Team, Corruption and Economic Crime Branch, Donors and main Stakeholders (Core Learning Partners)	18-19 March	UNODC Office Vienna Donors Vienna
3	Refinement of evaluation approach and work plan/ Internal consultations	21 March	Home based
4	Completion and Submission of Inception report to UNODC for review	22 March	Home based
*	Review/clearance of Inception Report	25 March	UNODC
5	Additional Meetings with selected project stakeholders (UNODC CEB team and its CSO research report analyst, Transparency International, UNCAC Coalition members and NGOs)	3 days in the course of April	Phone interviews/meetings
6	Field trip to project Training in Dakar, June - interviews with participants, trainers and key stakeholders	10-14 June	Dakar, Senegal
7	Gathering of Findings	17 June	Home based
8	Drafting of report	18-21 June	Home based
9	Presentation of draft Report to Project Stakeholders	28 June	Vienna
10	Internal consultations, feedback, factual checks. Finalisation of Draft Report and submission to UNODC	1 July	Vienna
*	Review/Comments on Draft Report	8-11 July	UNODC
11	Incorporation of comments and submission of final report	11-13 July	Home based
*	Review, approval and dissemination of final report Formal presentation of recommendations	30 July 26 August	UNODC/Vienna

* Not working days for consultant

Deliverables / tangible outputs

- a) a) Inception report, containing a refined work plan, methodology and evaluation tools;
- b) Draft Evaluation Report in line with UNODC evaluation policy and guidelines;
- c) Final evaluation report including annex with management response;
- d) Presentation of evaluation findings and recommendations to core learning partners (CLP) and other key stakeholders (date to be defined, and may be separate from the above time table).

8. Evaluation Team Composition

The evaluation will be conducted by one senior independent evaluator with administrative support provided by the project personnel for the duration of the assignment.

Responsibility:

The evaluator will be responsible for the following areas:

- a) the strategic and operational guidance and management of the evaluation, familiarize him/herself with the project documentation and comments on the draft methodology and tools,
- b) lead and coordinate the evaluation process and oversee the tasks and deliverables of the evaluation project;
- c) carry out the desk review;
- d) identify and set up meetings with third parties who might have firsthand knowledge of the project (with support from the CST),
- e) implement data collection tools and analyse data;
- f) triangulate data and test rival explanations;
- g) draft the inception report and finalise the evaluation methodology incorporating relevant comments as a result of his/her findings arising from consultations;
- h) prepare a draft project evaluation report with findings, lessons learned, and recommendations; and
- i) ensure that all aspects of the terms of reference are fulfilled;
- j) draft and finalize an evaluation report, which includes management response, in line with the UNODC evaluation policy;
- k) present the findings and recommendations of the evaluation as required.
- l) submit a final project evaluation report on the GLOU68 project covering the project concept and design, implementation, outputs, outcomes and impact of the project, recommendations, and lessons learned. This report will follow the outline below:

Evaluation Report Outline

- 1. Executive summary (maximum 4 pages)
- 2. Introduction
- 3. Background (Programme/project description)
- 4. Evaluation purpose and objective
- 5. Evaluation Methodology
- 6. Major findings
- 7. Lessons learnt (from both positive and negative experiences)
- 8. Constraints that impacted project delivery
- 9. Recommendations and conclusions

* report to be aligned with UNODC evaluation report template.

Qualifications:

The independent evaluator to be contracted should possess the following minimum selection criteria (technical criteria):

- a) Possess advanced university degree in law, public administration, social sciences, economics, business administration or related field and a minimum of ten years of professional experience, including research and evaluation of international programmes, Monitoring and Evaluation ;
- b) Must be an independent evaluator who has had no prior involvement with the project during its design and implementation phases;
- c) A track record of conducting various types of evaluations, including process, outcome and impact evaluations preferably with experience in conducting evaluations for the United Nations;
- d) Knowledge of Civil Society Organizations;
- e) Knowledge about anti-corruption work and the UNCAC;
- f) Experience working with the United Nations system;

- g) Experience working in/with developing countries;
- h) Demonstrated communications skills, including proficiency in English, and a proven ability to draft at a professional level in that language; understanding of French and/or another UN language would be an advantage.

Cumulative analysis

The evaluation criteria shall be used to evaluate all the proposals received. The award of the Individual Consultant Contract shall be made to the independent evaluator whose offer has been evaluated and determined as:

- a) meeting the first two qualification criteria above, and
- b) receiving the highest score based on criteria 3 to 8 from the qualification criteria set above.

* Technical Criteria weight; [up to 50 points; the candidate with the highest combined score will be recommended for the contract; the second and third qualified candidates will be placed on the roster

9. Management of evaluation process

The evaluation will be conducted in full consultation with all project partners, namely:

- a) UNODC Civil Society Team and its project partners (UNODC CEB, ADA, other Donors, Transparency International and NGOs etc). IEU will be a support throughout the evaluation process;
- The evaluation consultant will have access to all relevant documents and available Officers who have worked on the project;

The evaluation consultant will:

- a) have access to all relevant documents to undertake the desk review;
- b) develop the inception report, including sample size and sampling technique;
- c) draft the inception report and finalize evaluation methodology incorporating relevant comments;
- d) lead and coordinate the evaluation process;
- e) implement quantitative tools and analyse data
- f) triangulate data and test rival explanations
- g) ensure that all aspects of the terms of reference are fulfilled;
- h) present the preliminary findings and recommendations of the evaluation to project team - draft an evaluation report in line with UNODC evaluation policy;
- i) finalize the evaluation report on the basis of comments received no later than one week after the end of the evaluation.

The **Independent Evaluation Unit** (IEU) of UNODC will clarify the TOR and evaluation procedures, clear the selection of consultants, clear the inception report and provide quality assurance by reviewing the first draft and providing clearance of the final report. The evaluation consultant will be guided by the IEU to ensure compliance with United Nation Evaluation Group norms and standards of evaluation and UNODC's evaluation policy, guidelines, and templates.

UNODC project team will be responsible for the provision of desk review materials to the evaluation team, reviewing the evaluation methodology, liaising with the Core Learning Partners, as well as reviewing the draft report and developing an implementation plan for the evaluation recommendations. Management will be in charge of providing logistical support to the evaluation team including arranging the field missions of the evaluation team. For the field missions, the evaluation team liaises with the UNODC Regional/Field Offices and mentors as appropriate.

The Core Learning Partnership (CLP) are selected by the project managers in consultation with IEU. Members of the CLP are selected from the key stakeholder groups, including UNODC management,

mentors, beneficiaries, partner organizations and donor Member States. The CLPs are asked to comment on key steps of the evaluation and act as facilitators with respect to the dissemination and application of the results and other follow up action.

10. Payment Modalities

The consultant will receive 30% of the total individual contractual fees upon submission and approval of the evaluation inception report and 70% upon completion of the assignment, subject to certification by UNODC and IEU clearance of the final evaluation report.

UNODC will provide for travel expenses and Daily Subsistence Allowance (DSA) when the consultant will be on project related mission out of his/her place of residence. UNODC will provide the consultant with transport and required logistics for the effective discharge of this assignment. DSA will be paid in accordance with the prevailing rate at the time of mission.

ANNEXES

- List of Core Learning Partners and their specific names and contact details.
- List of documents for desk review
 - Project Document
 - Financial Agreements
 - Project Revisions
 - Project Amendment
 - Project Correspondences
 - Project Semi -annual and annual reports (2011-2012)
 - Other relevant documents

ANNEX III

UNODC Guidelines for Evaluation Reports

ANNEX 2: EVALUATION METHODOLOGY AND QUESTIONS

The TORs (Cf. Annex 1) provide a comprehensive list of questions that will provide the basis for this evaluation. They will be completed by a series of probing questions and statements aimed at addressing the qualitative aspects of this project to fill the gap in design. Elements of those questions will include (but are not limited to):

The Single Question Approach

- If you were responsible for organizing and delivering this training (and bearing in mind its objective) how would you do it? Outline the steps you would follow. Probing.

The Strategic Questions approach

- What are the 3 most important aspects of this project? Rank them accordingly.
- What are the 3 most important challenges facing this project?
- If you were to advocate the benefits of this project but were limited to one single benefit, what would be the most important one in your view?
- If you were starting afresh, i.e. formulating this project and, taking the lessons learnt, how would you go about its design/formulation?
- What is the vision for this project (medium/long-term)?

The Profile, Participation, Perception (PPP) approach:

- **Profile:** who are the stakeholders in this project?
- **Participation:** what involvement/engagement have the stakeholders had in planning/designing this project and how has such engagement (if applicable) been integrated in the final design & implementation of the project?
- **Perception:** how do stakeholders perceive the project and its effect/results on their daily responsibilities and beyond?

with the knowledge and analysis completed after interviews to assess how they tally; (ii) triangulating between reports of training workshops and evaluations with results of interviews to reach an accurate balance about project benefits; (iii) triangulating between assessments and views of stakeholders (governments/donors) with project team/UNODC (as an important stakeholder in the success of this project

DATA COLLECTION INSTRUMENTS

Evaluation tools per project component are indicated in the matrix and summarised as follows:

- Sound/thorough analysis of the desk review materials prior to interviews and informal discussions. They will then be revisited to triangulate between results of interviews/assessment and donor reports.
- Combination of semi-structured interviews, guided informal discussions and, possibly one or two focus group discussions in Senegal with a number of stakeholders (see sampling strategy)
- Field visit (Senegal, June 2013) to observe the project in action and, possibly, organise one or two focus group discussions and a role play/fish bowl exercise (feasibility to be ascertained).

EVALUATION TOOLS/ PROJECT COMPONENT

Project design:	Results & potential outcome	Management structure:	Resources
In-depth review & analysis project documents; review of web-based materials.	Comparative assessment of objectives versus results/outcome Triangulation based	Literature review of the management set up and, in particular, roles and responsibilities (through literature review)	Overall budget analysis versus project objectives: accuracy of budget outline according to activities
Project design analysis using the 5 project proposal questions as well as coherence/consistency in the log-frame matrix	2 focus group discussions (1 for trainees and 1 for trainers) at the June workshop. If not, a brainstorming session with a groups of trainees and trainers. Other tools may be considered depending on the profile of the trainees;	Semi-structured interviews with project manager and relevant team members to determine profile, participation and perception (the PPP approach)	Revenue/expenditure analysis; Rate of disbursement/work schedule).
Semi structured interviews and informal discussions with project team;	Informal discussions with staff at UNODC regional office in Dakar	Semi-structured/informal interviews with TI focal point to determine PPP	Contingency provisions
Semi structured interviews and informal discussions with representatives of project donors, TI.	Semi-structured and informal interviews with a sample of trainees & trainers; Cross-training assessment through Informal interviews of at least 2 trainees from each of the trainings already conducted.		

SAMPLING STRATEGY

CSOs

- Random selection of at least 2-3 participants/training for semi structured interviews [Total 10-12]
- Focused selection (supported/guided by the project team/TI) of 1 CSO to illustrate the 3 scenario approach (best, medium and worst case scenario) aiming for lessons learnt, good practices & further advice.
- Across training skype meeting: 1 CSO from each training workshop for an analysis of the progression (content and methodology) across the 4 trainings conducted so far, facilitating an exchange of views on the training and how it impacted their work.

- UNCAC Coalition Committee: At least 5 members randomly selected for semi-structured interviews.
- Member states meeting: follow up to the stakeholder meeting organised during the initial consultations and further interaction with representatives of Switzerland, Ireland, Australia, Norway (through email, phone).
- Donors & other stakeholders: Follow up with ADA, Tear Fund, Christian Aid and DfID (skype, phone & face-to-face meeting). In addition, this methodology will incorporate other stakeholders that may be identified through the discussions and interviews. A full list will be included in the final report.

ANNEX 3: LIST OF MATERIALS REVIEWED

1. “Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention (GLOU68)”, Project Proposal, 1 January 2012 – 31 December 2013.
2. Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption & Contribute to the UNAC Review Process (GLOU68), Project Proposal for ADC funding (December 2011-December 2012); extension of project to December 2013.
3. Narrative Report on the use of the Austrian Development Agency (ADA) Contribution on “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process”; Johannesburg, South Africa, 20-23 March 2012; Laxenburg, Austria, 9-12 October 2012 and follow-up activities
4. Narrative Report on the use of UK DfID Contribution to UNODC Project “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption & Contribute to the UNAC Review Process” (no date).
5. Narrative Report on the use of AusAid Contribution to UNODC Project “Strengthening the Capacity of Civil Society Organisations in Africa to Combat Corruption & Contribute to the UNCAC Review Process.
6. Training programmes, evaluation questionnaires, sheets and analysis.
7. Independent Evaluation of Beyond 2009 (GLO J37: Vienna, August 2009
8. Various articles and interviews of trained CSOs.
9. Official UNCAC documents
10. Review of web-based information and materials
11. Application Form for Small Grants to Facilitate Civil Society Engagement with the Private Sector on the United Nations Convention against Corruption (UNCAC) and its Review Mechanism.
12. Review of Private Sector Provisions in UNCAC, Integrity Organizations LTD GE, Nigeria (small grant), activity report, 11 October 2012.
13. Action for Business Ethics (private Sector) – Protecting Business against Corruption, Transparency International, Uganda
14. Small & Medium Enterprises in Kenya & Corruption,
15. Anti-corruption project, Ghana Integrity Initiative (GII), August – November 2012.
16. Moto Taximen & la Lutte contre la Corruption en Republique Democratique du Congo, Observatoire de Lutte contre la Corruption en Afrique Centrele (OLCAC), Report May 2013.

ANNEX 4: LIST OF PEOPLE MET & ENGAGED IN EVALUATION

1. Sandeep Chawla, Director, Division for Policy Analysis and Public affairs, UNODC
2. Katharina Kayser, Head, Independent Evaluation Unit, UNODC
3. Alun Jones, Chief of Communication and Advocacy, Division for Policy Analysis and Public Affairs, UNODC
4. Elsa Gopala-Krishnan, Crime prevention and criminal justice officer, Corruption and Economic Crime Branch (CEB), UNODC
5. Christina Todeshini, Project Manager, Austrian Development Agency (ADA)
6. Georg Huber-Grabenwarter. Coordination and organizational Development, Austrian Development Agency (ADA)
7. Candice Welch, Chief, Implementation Support Section, ISS/CEB, UNODC
8. Martin Kreutner, Head, International Anti-Corruption Academy (IACA)
9. Tor-Martin Moeller, First Secretary, Norwegian Embassy
10. Dimitri Vlassis, Chief, Corruption and Economic Crime Branch, UNODC
11. Alberto Gaf, First Counsellor, Switzerland
12. Dr. Erasmo A.Lara Cabrera, Representative, Mexico
13. Domenika Krois, Counsellor, Representative, European Union
14. Christine M. Cline, Multilateral Affairs, Office of Policy, Planning and Coordination, US Department of State
15. John Brandolino, Director, Bureau of International Narcotics and Law Enforcement, US Department of State

ANNEX 5: LIST OF PEOPLE INTERVIEWED

UNCAC COALITION COMMITTEE & Strategic Stakeholders

1. Gillian Dell, Head of Conventions Unit, Transparency International Secretariat
2. Michel Perron, Chair of the Vienna NGO Committee on Drugs & Chief Executive Director, Canadian Centre on Substance abuse
3. Michael Platzer, Chair of the Vienna Alliance of NGOs on Crime Prevention & Criminal Justice & Liaison for Academic Council on the United Nations (ACUNS)
4. Eric Gutierrez, Senior Adviser, accountable Governance, Christian Aid
5. Melissa Lawson, Public Policy adviser, Governance & Corruption, Tearfund
6. Phil Mason, Head of Anti-Corruption Policy, Department for International Development (DFID)
7. Brigitte Strobel-Shaw, Chief, Conference Support Section, CSS/CEB, UNODC
8. Vincent Lazatin, Transparency & Accountability Network, Chair UNCAC Coalition
9. Slagjana Taseva, Transparency International, Macedonia, Europe regional member of UNCAC Coalition
10. Saad Filali Mknassi, Transparency , Morocco, MENA regional member of UNCAC Coalition
11. Vijay Anand Murugesan, Fith Pillar, India
12. Babatunde Oluajo, Zero Corruption Coalition, Nigeria, Sub-saharan Africa regional member

ANNEX 6: LIST OF TRAINED CSOS (CONTACTED/ INTERVIEWED)

The attached list indicates the number of CSOs trained as part of this project, totaling 144. The interview schedule focused on the first 3 training since the Dakar one was delayed until mid-June. The approach adopted sought to ensure gender and geographical balance .

At the onset of the evaluation, a minimum of 5 trained CSOs/workshop were contacted to respect the geographical representation were contacted. CSOs were therefore contacted in India, Sri Lanka, Colombia, Chile, Palestine Algeria, Burkina Faso, Tunisia, Libya, Morocco, Macedonia, Ghana, Kenya Uganda, Nigeria, Mauritania, Ethiopia, South Sudan, Egypt, Tanzania, Cambodia, Afghanistan. Many of the CSOs never responded, while some of them replied requesting questions in writing but never addressed them (Afghanistan) while others did (Ethiopia). The majority of CSOs in Africa responded positively to the request for interview and a few of them were willing to undergo a follow up discussion. Furthermore, 11 provides details of those interviewed.

The following table provides an **overview of the participants** who attended all three CSO trainings on UNCAC and its review mechanism organized by UNODC in collaboration with the UNCAC Coalition. The participants are grouped by region, and listed in alphabetical order by country.

No	Country (year of review)	Gender	Contact Person	Position	Organization	Training
AFRICA						
1	Algeria (3)	Mr.	Ghalem Bouha	Advisor	Syndicat National Autonome du Personnel de l'Administration Publique (SNAPAP)	Laxenburg Austria 2012
2	Algeria (3)	Mr.	Djilali Hadjadj	Porte-parole	Association algérienne de lutte contre la corruption (AACC)	Johannesburg South Africa 2012
3	Angola (3)	Mr.	Agostinho Fortunato Jorge	President	Associação Justica, Paz e Democracia (AJPD)	Dakar, Senegal 2013
4	Angola (3)	Ms.	Isabel Zeca Paulo Bueio	Journalist	Associação OMUNGA	Johannesburg South Africa 2012
5	Benin (2)	Ms.	Corine Mahussi Yehomin Azanhoue	Officer	Centre Afrika Obota (CAO)	Dakar, Senegal 2013
6	Benin (2)	Mr.	Houenalo Cleophas Gbedji Oke	Member of Board of Administration	Front des Organisations Nationales contre la Corruption (FONAC)	Johannesburg South Africa 2012

7	Burkina Faso (3)	Mr.	Celestin Badolo	Programme Monitor	Centre de suivi et d'analyses citoyens des politiques publiques (CDCAP)	Dakar, Senegal 2013
8	Burkina Faso (3)	Mr.	Jean Martin Coulibaly	Professional Training Program Officer	ADA - Coordination Office in Ouagadougou	Johannesburg South Africa 2012
9	Burkina Faso (3)	Mr.	Goudouma Bruno Kere	Advocacy and lobbying officer	Réseau National de Lutte Anti-Corruption (REN-LAC)	Johannesburg South Africa 2012
10	Burkina Faso (3)	Mr.	Sylvestre Noaga Tiemtore	Team Coordinator	Secrétariat Permanent des Organisations Non Gouvernementales (SPONG)	Johannesburg South Africa 2012
11	Burundi (1)	Mr.	Melchior Ndayimirije	Executive Secretary	Observatoire de l'Action Gouvernementale (OAG)	Dakar, Senegal 2013
12	Cameroon (2)	Mr.	Jean Gervais Ayissi	National Coordinator	Réseau ADEN	Dakar, Senegal 2013
13	Cameroon (2)	Mr.	Andre Marie Yimga	Researcher Communication Officer	Zenu Network	Johannesburg South Africa 2012
14	Cameroon (2)	Mr.	Laurent Gabi Wambo	National President	Reflection and Concrete Actions for Africa Development (RECAAD)	Johannesburg South Africa 2012
15	Cote d'Ivoire (4)	Mr.	Kouamé Constantin Kra	Governance & Transparency and communal mobilization	Initiative pour la Bonne Gouvernance et la Transparence et la Justice Sociale en Côte d'Ivoire (IBGTJSCI)	Dakar, Senegal 2013
16	D.R.C. (4)	Mr.	Boniface Nyembo Umpula	Program Offiver social and economic rights	l'Action Contre l'Impunité pour les Droits Humains (ACIDH)	Dakar, Senegal 2013
17	D.R.C. (4)	Mr.	Jean Keba Kangodie	Director Witness Protection	ASADHO	Dakar, Senegal 2013
18	D.R.C. (4)	Ms.	Kaj Wa Nday Arlette	Member	Laboratoire Anti-corruption, Anti anti-valeurs et antifraude	Laxenburg Austria 2012
19	D.R.C. (4)	Mr.	Ernest Chikolwe Mpararo	President	Ligue Congolaise De Lutte Contre La Corruption (LICOCO)	Johannesburg South Africa 2012
20	D.R.C. (4)	Mr.	Jean-Marie Mulumba Tshimbumba	President	Observatory for the Fight against Corruption in Central Africa	Laxenburg Austria 2012
21	Djibouti (3)	Mr.	Mohamed Abayazid Houmed	President	l'Association Amis Juristes de Djibouti (Avocat au barreau de Djibouti - AJD)	Dakar, Senegal 2013
22	Djibouti (3)	Mr.	Abdillahi Omar Djama	Vice-President	Ensemble pour le Développement Durable du district d'Arta (EDDA)	Laxenburg Austria 2012

23	Egypt (4)	Mr.	Amr Helmy Hassaan Lashin	Governance and Civic Engagement Program Director	Care Egypt	Dakar, Senegal 2013
24	Egypt (4)	Ms.	Nermeen Mustafa Fahmy Khattab	Executive Manager	Young Businessmen Association for Community Development	Laxenburg Austria 2012
25	Egypt (4)	Mr.	Mona Salem	Senior Governance Specialist	Social Contract Centre	Johannesburg South Africa 2012
26	Egypt (4)	Ms.	Naser Ibrahim Selim	Chairman	Assiut Human Rights Association	Johannesburg South Africa 2012
27	Ethiopia (4)	Mr.	Kibreab Abera Lomencho	Executive Director	Transparency Ethiopia	Dakar, Senegal 2013
28	Ethiopia (4)	Mr.	Weldeyesus Amanuel Adinew	Executive Director	Center for Development and Capacity Building (CDCB)	Laxenburg Austria 2012
29	Ethiopia (4)	Mr.	Eyasu Yimer Ali	Executive Director	Transparency Ethiopia	Johannesburg South Africa 2012
30	Ethiopia (4)	Mr.	Getu Alemayehu Ayele	President	Ethics officers association	Laxenburg Austria 2012
31	Gabon (4)	Mr.	Georges Mpage	Chairman of the Board	Coalition Gabonaise Publiez Ce que vous payez (PCQVP)	Dakar, Senegal 2013
32	Ghana (3)	Ms.	Florence Freda Dennis	Executive Secretary	Ghana Anti-Corruption Coalition	Laxenburg Austria 2012
33	Ghana (3)	Ms.	Linda Ofori-Kwafo	Programmes Manager	Ghana Integrity Initiative (GII)	Johannesburg South Africa 2012
34	Guinea (3)	Ms.	Mariam Mansa Camara	President	Association Femmes et Actions pour le Développement (AFAD)	Dakar, Senegal 2013
35	Guinea (3)	Mr.	Aliou Barry	Director General Coordinator of Political Governance for the Francophone CSC in Africa	Stat View International	Johannesburg South Africa 2012
36	Guinea-Bissau (3)	Mr.	Luís Augusto Vaz Martins	President	Liga Guineense dos Direitos Humanos (LGDH)	Laxenburg Austria 2012
37	Kenya (4)	Ms.	Maureen Gathoni Kariuki	Programme Officer	AfriCOG	Johannesburg South Africa 2012
38	Kenya (4)	Mr.	Hussein Khalid Hamis El-Khimdy	Executive Director	Muslims for Human Rights (MUHURI)	Laxenburg Austria 2012
39	Kenya (4)	Mr.	Morris Odhiambo	Executive Director	Centre for Law and Research International (CLARION)	Laxenburg Austria 2012

40	Liberia (4)	Ms.	Carolyn Myers Zoduah	Programme Manager	Actions for Genuine Democratic Alternatives (AGENDA)	Laxenburg Austria 2012
41	Libya (4)	Mr.	Ibrahim Abdel Karim Ali	Chairman	Libyan Transparency Association	Johannesburg South Africa 2012
42	Madagascar (4)	Ms.	Sandra Nirina Rakotondramboa	Volunteer	TI Madagascar	Laxenburg Austria 2012
43	Malawi (4)	Mr.	Chisomo Herbert Manthalu	Project Officer	Malawi Electoral Support Network	Dakar, Senegal 2013
44	Malawi (4)	Mr.	Charles Powder Kauton Banda	Media Networking and Advocacy Officer	Youth Net and Counselling (YONECO)	Laxenburg Austria 2012
45	Mali (3)	Ms.	Bintou Founé Samake Bouare	President	WILDAF/Mali Women in Law and Development in Africa	Dakar, Senegal 2013
46	Mali (3)	Ms.	Mama Koite Doumbia	President	FEMNET	Laxenburg Austria 2012
47	Mauritania (3)	Mr.	Cheikhna Ahmed Cheikh Mohamed Vadhel	President	Association Transparence et Développement (ATED)	Dakar, Senegal 2013
48	Mauritania (3)	Mr.	Mohamed Abdallahi	President	l'Observatoire Mauritanien de Lutte Contre La Corruption	Laxenburg Austria 2012
49	Mauritius (2)	Ms.	Premedah Nankoo	Executive Committee Member	MACOSS	Laxenburg Austria 2011
50	Morocco (1)	Mr.	Saad Filali Meknassi	Access to information programmer	Transparency International Maroc	Johannesburg South Africa 2012
51	Mozambique (2)	Mr.	Fernando Augusto	Executive Director	Mozambican Association for the Promotion of Citizenship	Johannesburg South Africa 2012
52	Mozambique (2)	Mr.	Etelvino José Armando	Director	Initiative for Democracy and Citizenship (IDC)	Dakar, Senegal 2013
53	Mozambique (2)	Mr.	José Luis Gundana	Executive Director	AMODE-Mozambican Association for Development and Democracy	Johannesburg South Africa 2012
54	Namibia (4)	Mr.	Ellison Tjirera	Researcher	Institute for Public Policy Research (IPPR)	Dakar, Senegal 2013
55	Namibia (4)	Mr.	Theunis Keulder	Executive Director	Namibia Institute for Democracy (NID)	Laxenburg Austria 2012
56	Niger (1)	Mr.	Ali Idrissa	National Coordinator	Réseau des Organisations pour la Transparence et l'Analyse Budgétaire (ROTAB)	Dakar, Senegal 2013
57	Niger (1)	Ms.	Aissata Fall Bagna Salifou	President	TI-Niger	Laxenburg Austria 2011

58	Nigeria (4)	Mr.	Abdul-Mujib Adetokunbo Mumuni	Administration Officer	SERAP	Dakar, Senegal 2013
59	Nigeria (4)	Mr.	Adedeji Abiola Adeleye	Director	Independent Advocacy Project (IAP)	Dakar, Senegal 2013
60	Nigeria (4)	Mr.	Babatunde Solomon Oluajo	National Secretary	Zero- Corruption Coalition	Laxenburg Austria 2012
61	R.C.A (2)	Mr.	Clotaire Rodonne Siribi	President	Groupe d'Action de Paix et de Formation pour la Transformation (GAPAFOT)	Dakar, Senegal 2013
62	Rwanda (1)	Mr.	Apollinaire Mupiganyi	Executive Secretary	Transparency Rwanda	Laxenburg Austria 2011
63	Seychelles (2)	Mr.	Steve Patrick Lalande	Chief Executive Officer	Liaison Unit of Non Governmental Organisations/Citizens Democracy Watch Seychelles (LUNGOS)	Johannesburg South Africa 2012
64	Sénégal (4)	Mr.	Ababacar Diop	President	Jonction	Dakar, Senegal 2013
65	Sénégal (4)	Mr.	Cheikh M. Tidiane Ba	Programme Coordinator	Forum Civil	Dakar, Senegal 2013
66	Sénégal (4)	Ms.	Khadidiatou Diaw	Programme Assistant	Article 19	Dakar, Senegal 2013
67	Sénégal (4)	Mr.	Aho Tete Benissan	Regional Coordinator	Réseau des plates-formes nationales d'ONG d'Afrique de l'Ouest et du Centre (REPAOC)	Johannesburg South Africa 2012
68	Sénégal (4)	Mr.	Thierno Kane	Member of the Board	Open Society Institute for West Africa (OSIWA)	Laxenburg Austria 2012
69	Sénégal (4)	Mr.	Semou Ndiaye	Researcher	FORUM CIVIL Section sénégalaise de Transparency International	Laxenburg Austria 2012
70	Sierra Leone (2)	Ms.	Lavina Eureka Authen Banduah	Executive Director	Transparency International Sierra Leone	Johannesburg South Africa 2012
71	Sierra Leone (2)	Mr.	Edgar James Momoh	Advocacy and Public Relations Officer	Evangelical Fellowship	Laxenburg Austria 2011
72	Somalia	Mr.	Mohamed Abdirahman Yusuf	President	Somaliland Youth Community Association	Dakar, Senegal 2013
73	South Africa (2)	Mr.	Ntobeko Melvin Jimmy Gotyana	National President	South African National Non-Governmental Organizations Coalition	Johannesburg South Africa 2012
74	South Africa (2)	Ms.	Shahnaaz Parker	Programme Assistant	Institute for Security Studies	Johannesburg South Africa 2012

75	South Africa (2)	Ms.	Ella Scheepers	Stakeholder Liaison Officer	Corruption Watch	Johannesburg South Africa 2012
76	Sudan (-)	Mr.	Elwathig Elberir Mohamed	Secretary General	The National Centre for Peace & Development (NCPD)	Dakar, Senegal 2013
77	South Sudan (-)	Mr.	Peter Lasu Ladu Lonyoro	Executive Director	Equatoria Rehabilitation and Development Association (ERADA)	Johannesburg South Africa 2012
78	Tanzania (3)	Mr.	Elly Ahimidiwe Imbyandumi Kimaro	National Chairperson	Tanzania Youth Vision Association (TYVA)	Laxenburg Austria 2012
79	Tanzania (3)	Mr.	Selemani Likavanga Kinyunyu	Programme Lawyer	Pan African Lawyers Union (PALU)	Laxenburg Austria 2012
80	Tanzania (3)	Mr.	Delphine Tumusiime Mugisha	President	MS-Training Centre for Development	Johannesburg South Africa 2012
81	Tanzania (3)	Mr.	Hebron Timothy Mwakagenda	Chairperson	Tanzania Anti Corruption Network (TACN)	Johannesburg South Africa 2012
82	Togo (1)	Mr.	Abalo Essrom Kataroh	President	Ligue des Independants	Laxenburg Austria 2011
83	Tunisia (3)	Mr.	Achraf Aouadi	Founder	I WATCH	Johannesburg South Africa 2012
84	Tunisia (3)	Mr.	Salah Riahi	President	Transparency first Tunisia	Dakar, Senegal 2013
85	Tunisia (3)	Mr.	Sofiene Reguigui	President	Association Tunisienne de la Transparence dans l'énergie et les Mines	Laxenburg Austria 2012
86	Tunisia (3)	Mr.	Riadh Ben Hmida	Member	Transparency25	Laxenburg Austria 2012
87	Tunisia (3)	Mr.	Anis Saoudi	Vice-President	Association tunisienne de lutte contre la corruption (ATLUC)	Laxenburg Austria 2012
88	Uganda (1)	Ms	Grace Tukaheebwa	Executive Director	Center for Women in Sustainable Energy and Development	Dakar, Senegal 2013
89	Uganda (1)	Ms.	Agnes Pauline Apolot	Programme Assistant	Uganda Debt Network	Laxenburg Austria 2011
90	Uganda (1)	Mr.	Gilbert Karanzire Musinguzi	Programme Manager	Anti Corruption Coalition Uganda	Laxenburg Austria 2012
91	Uganda (1)	Ms.	Sam Stewart Mutabazi	Executive Director	Uganda Road Sector Support Initiative (URSSI)	Johannesburg South Africa 2012
92	Zambia (1)	Ms.	Royd Raymond Katongo	Programmes Manager and Head -	Parliamentarians Network against Corruption (APNAC) Zambia	Johannesburg South Africa 2012

				Secretariat		
93	Zambia (1)	Mr.	Francis Kondwelani Mwale	Programme Officer	Transparency International Zambia	Johannesburg South Africa 2012
94	Zambia (1)	Mr.	Lawrence Temfwe	Executive Director	Jubilee Center Zambia	Laxenburg Austria 2011
95	Zimbabwe (2)	Mr.	Themba Mahleka	Senior Legal Officer	Transparency International Zimbabwe	Johannesburg South Africa 2012
96	Zimbabwe (2)	Mr.	Anyway Mutetwa	Journalist	Human Rights and Development Trust of Southern Africa (HURIDETSA)	Johannesburg South Africa 2012
97	Zimbabwe (2)	Ms.	Mary-Jane Samkele Ncube	Executive Officer	Transparency International Zimbabwe	Johannesburg South Africa 2012
ASIA						
98	Afghanistan (3)	Mr.	Mohammad Khalid Noorzad	Programme Manager	Integrity Watch Afghanistan	Laxenburg Austria 2012
99	Armenia (3)	Mr.	Varuzhan Hochtanyan	Executive Director	Transparency International Anti-corruption Center	Laxenburg Austria 2012
100	Bangladesh (1)	Ms.	Shammi Laila Islam	Assistant Fellow-Research & Policy	TI-Bangladesh	Laxenburg Austria 2011
101	Cambodia (4)	Mr.	Yun Him	Coordinator	Coalition for Integrity and Social Accountability (CISA)	Dakar, Senegal 2013
102	Cambodia (4)	Ms.	Kol Preap	Executive Director	Transparency International Cambodia	Johannesburg South Africa 2012
103	Fiji (1)	Ms.	Ma'Imoa Uhahina Ipagai A K Siqila	Executive Officer	TI-Fiji	Laxenburg Austria 2011
104	India (4)	Ms.	Akanksha Pandey	Project coordinator	TI-India	Dakar, Senegal 2013
105	India (4)	Mr.	Murugesan Vijayanand	President	5th Pillar	Johannesburg South Africa 2012
106	Indonesia (1)	Mr.	Adnan Topan Husodo	Deputy Coordinator	Indonesia Corruption Watch	Laxenburg Austria 2011
107	Iraq (2)	Ms.	Shadan Mohammed Saeed	Executive Director	Kurdistan Center for Strengthening Administrative and Managerial Ability (KC-SAMA)	Brazil 2012
108	Kazakhstan (2)	Mr.	Janar Jandosova	President	Sange Research Center	Johannesburg South Africa 2012

109	Lebanon (4)	Mr.	Mohamad Haissam Khalaf	Executive Director	Lebanese Center for Active Citizenship (LCAC)	Dakar, Senegal 2013
110	Lebanon (4)	Mr.	Roger El Khoury	Executive Director	Arab Center for the Rule of Law and Integrity	Laxenburg Austria 2011
111	Mongolia (1)	Ms.	Sukhburen Dugersuren	Executive Director	TI - Mongolia	Laxenburg Austria 2011
112	Nepal (4)	Mr.	Dina Nath Bhattharai	Administrative Officer	TI-Nepal	Dakar, Senegal 2013
113	Pakistan (3)	Mr.	Fawad Sayed Gilani	Project Manager	Transparency International – Pakistan	Johannesburg South Africa 2012
114	Pakistan (3)	Mr.	Ahmed Bilal Mehboob	Executive Director	Pakistan Institute of Legislative Development And Transparency – PILDAT	Laxenburg Austria 2012
115	Palestine (-)	Ms.	Hama Ahmed S. Zidan	Director of the Advocacy and Legal Advice Center	Transparency Palestine	Laxenburg Austria 2012
116	Philippines (2)	Mr.	Vincent Tanseco Lazatin	Executive Director	Transparency Accountability Network	Laxenburg Austria 2011
117	Sri Lanka (3)	Mr.	Dissanayake Dasanayaka Mudiyansele	ALAC Coordinator	TI Sri Lanka	Laxenburg Austria 2012
118	Sri Lanka (3)	Mr.	Malwattage Wijaya Ananda Parakrama Jayatilaka	Executive Director	TI-Sri Lanka	Laxenburg Austria 2011
119	Tajikistan (4)	Mr.	Rustem Takhirov	Executive Director	Youth of new century	Dakar, Senegal 2013
EASTERN EUROPE						
120	Azerbaijan (2)	Mr.	Gubad Bayramov	Chairman of Management Board	Economic Research Center	Johannesburg South Africa 2012
121	Bosnia Herzegovina (4)	Ms.	Lejla Ibranovic	Rule of law expert	Transparency International - Bosnia and Herzegovina	Dakar, Senegal 2013
122	Bulgaria (1)	Ms.	Maria Yordanova	Director, Law Program	Center for the Study of Democracy	Laxenburg Austria 2011
123	Georgia (2)	Ms.	Eka Gigauri	Executive Director	TI – Georgia	Laxenburg Austria 2011
124	Greece (4)	Ms.	Anna Damaskou	Researcher	Transparence International - Greece	Dakar, Senegal 2013

125	Hungary (3)	Mr.	Adam Foldes	Advocacy Advisor	TI Hungary	Laxenburg Austria 2012
126	Lithuania (1)	Ms.	Neringa Mickeviciute	Project Leader	Transparency International Lithuania	Laxenburg Austria 2011
127	Poland (4)	Mr.	Grzegorz Makowski	Program Director (Public Integrity Program)	Stefan Batory Foundation (SBF)	Dakar, Senegal 2013
128	Romania (3)	Ms.	Maria Magdalena Manea	Coordinator	Réseau francophone de la société civile pour l'intégrité et le développement durable (ReFID)	Laxenburg Austria 2011
129	Romania (3)	Ms.	Daniela Ruxandra Mitică	Research Assistant	Transparency International Romania	Laxenburg Austria 2012
130	Turkey (4)	Ms.	Emine Oya Çentinkaya	Chair	Transparency International - Turkey	Dakar, Senegal 2013
WESTERN EUROPE						
131	Austria (3)	Ms.	Domenica Hofmann	Co-founder	Association for Corruption Research	Laxenburg Austria 2012
132	Portugal (2)	Mr.	Luis De Sousa	Chair	TI - Portugal	Laxenburg Austria 2011
133	Switzerland (2)	Ms.	Nadia Balgobin	Board Member	TI-Switzerland	Laxenburg Austria 2011
134	United Kingdom (2)	Ms.	Melissa Lawson	Public Policy Officer (Governance and Corruption)	Tearfund	Laxenburg Austria 2011
LATIN AMERICA						
135	Argentina (1)	Mr.	Ezequiel Nino	Co-Director	Asociación Civil por la Igualdad y la Justicia	Laxenburg Austria 2011
136	Brazil (1)	Ms.	Priscila Dos Santos Castello Branco	International Advisor	Associao Contas Albertas	Laxenburg Austria 2011
137	Brazil (1)	Ms.	Paulino e Silva Sandra Aparecida	Cofounder	Movimento Nacional de Direitos Humanos de Policiais	Brazil 2012
138	Brazil (1)	Ms.	Verillo Lizete	Director of Fighting Corruption Section	Amarribo Brasil	Brazil 2012
139	Chile (1)	Ms.	Rocío Noriega Pinner	Corporate Transparency Coordinator and Researcher	Chile Transparente	Laxenburg Austria 2011

140	Chile (1)	Ms.	Ximena Salazar	Programme Coordinator for Anti-Corruption Convention in the Americas	TI –S Chile	Brazil 2012
141	Colombia (2)	Ms.	Gina Paola Romero Rodriguez	Executive Director	OCASA	Laxenburg Austria 2011
142	Colombia (2)	Ms.	Maria Angelica Sanchez Herrera	Fundraising and Project Officer	TI Colombia	Laxenburg Austria 2011
143	Guatemala (4)	Mr.	Gaitán Arana Luis David	Project Coordinator	Acción Ciudadana	Brazil 2012
144	Haiti (4)	Mr.	Pierre Esperance	Executive Director	National Human Rights Defense Network (RNDDH)	Dakar, Senegal 2013
145	El Salvador (2)	Mr.	Raul Ernesto Torres Paz	Responsable de Convenciones Anti-Corrupción	Fundación Nacional para el Desarrollo FUNDE	Laxenburg Austria 2011
146	Peru (1)	Mr.	Alfonso Felipe Wieland Yturizaga	Co-International Director	Paz y Esperanza	Laxenburg Austria 2011

ANNEX 7: SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Creates platform for exchange & engagement between CSOs & with relevant agencies (TI, UNODC, UNCAC coalition members)</p> <p>Results in accurate knowledge building & understanding of UNCAC</p> <p>Provides Advocacy skills that are immediately used upon return</p> <p>Allows for networking during & beyond the training</p> <p>CST team: enthusiastic, hardworking, knowledgeable & able to make significant contribution to the process.</p> <p>Diversity of participants: allowing for diverse experiences & lessons</p>	<p>Absence of integrated/strategic framework for support to/empowering CSOs over medium/long term with a consistent/systematic capacity development approach including a multiplier effect coupled with support for follow up at country level</p> <p>Too technical for some participants Parallel training (in the first instance) and negative message resulting from that (TI & UNODC perceived as having different objectives)</p> <p>Gap in that training focuses only on 1 stakeholder (CSOs) without other key stakeholders (government, private sector)</p> <p>Absence of a partnership agreement (TI/UNODC) setting out vision & operational framework with clear identification of strategic outlook, division of responsibilities & funding/resource base.</p> <p>Diversity of participants: constraining maximum effects of training (due to different levels of knowledge)</p>	<p>Opportunity for UNODC to strengthen its support, engagement and visibility at national/regional level.</p> <p>TI/UNODC medium/long-term partnership for mutually reinforcing roles.</p> <p>Opportunity for CST to become a key partner in UNCAC, supporting the intergovernmental process through stronger & more meaningful/effective CSO engagement.</p> <p>Creating an enabling environment for CST & CSO engagement.</p> <p>Diversity of participants: opportunity to tailor the training to address specific needs in technical expertise (as spelt out in the UNCAC)</p>	<p>Political Environment Contradiction between UNCAC & practice/attitude vis-à-vis CSO engagement</p> <p>Discrepancy between other UN processes (ECOSOC, UPR, etc.) effectively engaging CSOs & UNCAC member states. (dual contradiction)</p> <p>Lack of real commitment to CSO engagement through core resources & political support.</p> <p>Diversity of participants: participants come with different agendas thus requiring UNODC to tighten/refine its selection process.</p>

ANNEX 8: PROJECT DESIGN ANALYSIS THROUGH LOG-FRAME

Result(s) at the Strategy Level: “Increased cooperation between UNODC & relevant civil society entities as well as bilateral & multilateral organization that advance capacities to implement the United Nations Convention against Corruption”.			
OBJECTIVES/OUTCOMES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS / RISKS
<p>“To strengthen the voice of civil society in the national & international fight [...]. So as to promote human rights & good governance”</p> <p>This objective is fairly wide and includes a number of elements: fight against corruption (which is the key objective of this project) with human rights & governance. However, the indicators & activities do not formally touch upon those issues. In addition, the project objective does not refer to training while indicators & means of verification refer to ‘trained CSOs’.</p> <p>A SMART objective would definitely enhance project design & evaluability.</p>	<p>Overall, indicators tend to be quantitative, using percentage figures. They also (i) lack precision (as indicated below). (ii) contain too many elements for evaluability & precision. This one could be split into 2 (at least): Proposed formulation:</p> <p>1st Indicator: At least one CSO in 75% of African countries being reviewed will make a meaningful contribution to the fight against corruption (This includes prevention)</p> <p>2nd Indicator: At least one CSO in 75% of African countries being reviewed will raise public awareness as outlined in article 13 of UNCAC.</p> <p>What needs to be noted here is that much of the substantive information in the indicator (countries to be reviewed, such as Ethiopia, as well as one CSO fighting against corruption, undertaking awareness raising) should already form part of the objectives. Therefore the indicator will be sharp and precise and easy to measure.</p>	<p>No. of campaigns; No. of activities, reports and materials: the means tend to be quantitative & refer to “trained CSOs” when there is no reference to ‘training in the project objective → there needs to be consistency and coherence in a horizontal manner between objectives, indicators & means of verification to show the logical progression & linkages .</p> <p>The means of verification include participants’ list – which is good for ascertaining participation level not necessarily an assessment of knowledge acquired</p>	<p>Overall the assumptions are linked to the specific circumstances influencing the conduct of the trainings & broadly CSOs advocacy campaign.</p> <p>A risk analysis touching upon the political environment at national & international level would enhance results through a more realistic assessment of potential political backlash. In addition, project sustainability might be a risk as resources have not been</p>

ANNEX 9: TRAINING PROGRAMMES CONSISTENCY

Overall Objective: Develop participants' capacity to contribute constructively to UNCAC & its review mechanism.

	LAXENBURG 2-4 FEBRUARY 2011	SOUTH AFRICA 20-3 MARCH 2012	LAXENBURG 9-12 OCTOBER 2012	SENEGAL 16-20 JUNE 2013
Specific Objectives	<p>a) Equip participants with the requisite substantive expertise in UNCAC provisions</p> <p>b) Inform participants about the methodology for country reviews & the role of the comprehensive self-assessment checklist</p> <p>c) Build capacity of participants to reproduce the training at the national/regional level</p>	<p>a) Equip participants with the requisite substantive expertise in UNCAC provisions</p> <p>b) Inform participants about the methodology for country reviews</p> <p>c) Enable participants to become familiar in the use of the comprehensive self-assessment checklist</p> <p>d) Build capacity of participants to reproduce the training at the national/regional level</p>	<p>a) Equip participants with the requisite substantive expertise in UNCAC provisions</p> <p>b) Inform participants about the methodology for country reviews & the use of the comprehensive self-assessment checklist</p> <p>c) Build capacity of participants to work with the private sector & reproduce the training at national/regional level.</p>	<p>a) Equip participants with the requisite substantive expertise in UNCAC provisions to undergo & perform reviews</p> <p>b) Inform participants about the methodology & tools for country reviews</p> <p>d) Build capacity of participants to reproduce the training at the national/regional level</p>
Methodology	<p>The training (3 days) will include plenary presentations which will enable experts & stakeholders to provide presentations & engage in discussions with a view to exchanging information & clarifying key concepts. It will also include interactive exercises & practical applications based on mock scenarios to provide concrete learning opportunities for participants. Working language: English-interpretation</p>	<p>Same methodology with 2 differences:</p> <ul style="list-style-type: none"> • Period of training: 3 to 4 days (how could participants organize themselves?) • Interpretation in French & Portuguese 	<p>Same methodology with 2 differences:</p> <ul style="list-style-type: none"> • Period of training: 3 to 4 days (how could participants organize themselves?) • No Interpretation 	<p>Same methodology with 2 differences:</p> <ul style="list-style-type: none"> • Period of training: 3 to 4 days (how could participants organize themselves?) • English/French Interpretation

	in French/Spanish			
Agenda	<p>Day 1: Opening, No introduction of participants; substantive session: UNCAC & review mechanism; interactive exercise (?)</p> <p>Day 2: Revisiting the Substantive provisions under review; practical application (self-assessment, peer review & reporting)</p> <p>Day 3: Separate session by TI: Civil society participation & transparency in the review process; access to information; preparing a parallel report, advocacy & publicity of parallel reports; holding training sessions at home. (time allocation analysis).</p>	<p>Day 1: Opening, Introduction of participants; substantive session: UNCAC, review mechanism; challenges in preparing CSO contribution;</p> <p>Day 2: Revisiting the Substantive provisions under review; practical application (self-assessment, peer review)</p> <p>Day 3: Peer review, reporting, preparing a CSO report [note change from parallel report]; national advocacy</p>	<p>Day 1: Opening, Introduction of participants; substantive session: UNCAC, review mechanism; challenges in preparing CSO contribution; networking event.</p> <p>Day 2: Revisiting the Substantive provisions under review; practical application (self-assessment, peer review)</p> <p>Day 3: Practical application: reporting; preparing a CSO parallel report [note shift back to the term parallel]; prevention measures; national, regional & global advocacy.</p> <p>Day 4: Regional & global advocacy; Working with the private sector; Conclusions & follow up</p>	<p>Day 1: Opening, Introduction of participants; substantive session: UNCAC, review mechanism; challenges in preparing CSO contribution; networking event-</p> <p>Similar sessions</p> <p>Day 2: Revisiting the Substantive provisions under review; practical application (self-assessment, peer review); Forum Civil?)</p> <p>Day 3: Practical application: reporting & lessons learnt); preparing a CSO parallel report [note shift back to the term parallel]; national, regional & global advocacy. Stakeholder meeting on project evaluation?;</p> <p>Day 4: Session on Communication; working with the private sector; conclusion & follow up activities. [30 min for follow up?]</p>

ANNEX 10: STRATEGIC VIEWS OF UNCAC COALITION COMMITTEE

	VISION	KEY PROJECT ASPECTS	KEY CHALLENGES	KEY BENEFITS	RECOMMENDATIONS
Resp .1	Piloting; meaningful review process & CSO engagement; subsidiary visions: constructive institutional relationships; no real strategic thinking but went straight into piloting,	Training: multifaceted (technical, legal, advocacy)	Multiplier effect/ToT; lack of resources/long-term funding → no overarching framework; Content diversity: combining technical, legal, advocacy; complexity → need strategic approach for prioritizing; Caution is needed about what trying to do with the training → UNDP is going beyond the minimum	Harmonious, very productive; people returning home & sharing knowledge & strategies (Zimbabwe eg.); overall perception is generally positive	ToT & multiplier effect + other components; recommending to governments to engage CSOs; peer-to-peer education; help desk function? Expand e-learning (how about the social element?)
Resp .2	Harnessing the Voice of NGOs; Pulling efforts strategically to be a direct (respected interlocutor for Governments); social contract for CSOs to bridge the haves/have nots amongst CSOs;	Training is aligned to that objective of one voice for CSOs; advocacy work is to aggregate that voice; harness CSO voice & helps focus.	Coherent voice of NGOs that can move ahead; standards of practice); Structuring the training to support a strategic approach/intent by CSOS (the wh questions) How to embed the advocacy efforts in a systematic way/daily?	Training helped harness the voice of CSOs – doing what they already do. Strategic? Helps CSO understand & exploits the machinery Optimise the benefits of UNCAC → common principles for CSOs (homogeneity?)	More structured programmes bet. Local, regional UNODC offices & HQ. No hands out but hands up Be empathic with MS?
Resp .3	Meeting:DFID, TI, CST/UNODC discussed the potential vision/what could be realistically achieved for CSO engagement/knowledge	Well targeted	Overcoming the political divide (not allowing NGOs as Observers) but allowing briefings/IRG Resources are	Relevance Guidelines being formulated to facilitate/strengthen CSO participation Increased level of understanding → trust.	

	about UNCAC – not to compete with MS		needed to facilitate NGOs in the UNCAC review	Comparative advantage.	
Resp .4	Unstated vision is about breaking political barriers to CSO participation Coalition could be more focused on how to strengthen CSO engagement at national level so that they find their niche.	Skills building Strengthens CSO capacity to participate in the review (but this is optional for Governments, hence not secured CSO participation.	Too technical Too process oriented. (should be country based) UNODC not really supportive to civil society engagement. UNCAC Secretariat: also process focused/dominated. Could be better if focused on substance. Improving (Panama) process Coalition: TI focused/driven; can be too political (TI brought that expertise); agency based push?	Helpful but needs be less process oriented & more based on country context	Coalition should be core issue/substantive area based rather than agency based.
Resp .5	Overall vision is about CSO participation at international level; NGO access to high level discussion	Capacity building but how does it impact on CSO engagement at international level? There is no direct consequence.	Political environment not really supportive/conducive to CSO engagement at international level Censorship of CSOs' participation, through meetings & statements affect CSO engagement.	Good training in itself but it does not necessarily translate in/ facilitate contribution in Vienna processes and the policy framework	Need to bring Civil society & governments together to discuss/plan review mechanism to work together not against each other. Civil society engagement in UNCAC should follow other well established one (CEDAW, CSW, Child Convention, Human Rights).
Resp .6	The project vision is to ensure that CSOs do engage in the UNCAC mechanism; UNCAC CSOs not advanced as in UPR/human rights (starting from scratch	Project build CSO capacity to engage	Political environment surrounding CSO engagement: constrained Coalition to be strategic & not dependent on 1 organisation (TI); coalition to be balanced in terms of agency control including the need	Created a platform for a natural dialogue between CSOs and Gvts → UN role Now integrated (rather than parallel training), diverse audience; Relevant training	UNODC to do more projects like this one to invest in long-term stability of the CST (high turnover, lack of resources, pressure due to limited HR) → need stability through resources including Human resources) Methodology of training to change: targeting, selection

			to review the coalition secretariat increased credibility? CSOs more critical of the UNCAC & how serious it is about CSO engagement.		criteria, etc)
Resp .7	Overall the vision is there as the review mechanism recognizes civil society engagement as widely as possible Project support this so that its spirit is respected.		Project unraveled contradictions bet. Review process recognizing CSO engagement & IRG practice not respecting the spirit of UNCAC. In-country signatories do not recognize CSO/are reluctant to allow NGO participation. Training needs to take into consideration that NGOs need to become 'experts' in UNCAC (procurement, legal, etc) for their contribution to be valuable	Good entry level training but not sufficient as a single training cannot address all the needs. Focus on country context is missing; too general & in need of specific expertise.	Interpretation of UNCAC needs to be more 'liberal'/flexible & CST has a duty to contribute to that capacity development/upgrade . UNODC country offices need to follow up on the training & creatively build on areas where specific expertise is needed. CSOs are knowledgeable but may not be facilitators.
Resp .8	Vision linked to political environment as CSOs are crucial to UNCAC implementation. Governments have a political agenda (linked to the political environment) & CSOs need to understand this to identify entry points How to deal with the fact that CSOs have to wait for state parties to decide about CSOs' participation.	Capacity building in advocacy & lobbying & UNCAC substantive content.	Not fond/supportive to parallel reports but it's a good step Need to revert the "them & us" attitude to reach common basis in the fight against corruption	Many states ratified UNCAC thanks to CSOs' advocacy & lobbying Positive results in Marrakech for CSO participation but not a given that has to be re-negotiated for Doha (?)	Project to empower CSOs to take the necessary steps leading to their participation: parallel report, getting to know the focal point,, how to organize broad based consultations at national level, explore issues with governments.
Resp .9	It came at the right time & as a boost	As a one off activity: good	Training not as wide as it should	Responds to a strategic need.	How to improve impact

	because it was needed: UNCAC need to be unpacked for people to understand it → response to a need (not necessarily strategic): insufficient limited in its current form due to approach & needs. Idea was discussed within the Coalition	in itself: provide in-depth knowledge of UNCAC; networking & advocacy	be. Need provisions for multiplier effect; Being able to understand the local context against a background of the compliance process (eg. Ghana & Angola) UNODC collects reports but what happens to them? This is a role for CSOs to follow up at national level (to be integrated in the project?) CSO to have a strategic role (CST to be a focal point for this role).	Medium/long-term benefits: creating a pool of CSOs/ a critical mass with the UNCAC knowledge and/or expertise to take this process forward, replicate the training (eg. Tanzania & Uganda supporting each other).	Some challenging/live issues that should be discussed in training (bribery issues, eg. Of HSBC case). Issues to be on the radar.
Resp .10	Concept came as a result of the consideration for UNCAC Review mechanism. Vision entailed (a) the setting up of an initiative that would snowball & multiply effect; (b) focus CSOs' attention at national level to create a wide pressure base/engage a large proportion of civil society; (c) bridge between CSO & donor training	Technical training: UNCAC as an instrument & review mechanism & how CSOs can participate in order not to leave it to self-assessment only → other skills to be considered especially in advocacy & media coverage	3 main challenges: <ul style="list-style-type: none"> • Focusing on the national level: increasing trend to think that attending high level meetings in Vienna is THE way to fight corruption when the real challenge & therefore opportunity for CSOs to make a difference is at national/local level. • Ensuring the ripple effect : providing training skills to really replicate the training; • Rigorous advocacy with focused training & systematic involvement of the media. 	Effectively created movement/activism at country level; Ensured better knowledge & awareness of UNCAC (& processes) CSO Participation in the self-assessment Horizontal (CSO to CSO) knowledge exchange	Focus efforts & training at national & local level Include ToT skills to ensure ripple effect. Fund raise for the next phase and elevate it to the next level (eg. bringing all stakeholders together including donors.
Resp .11	No response despite sharing questions & repeated attempts.				
Resp .12	Vision beyond the project is for CSO to	Capacity development	Taking training out of the classroom &	Positive pressure to do the report (either	Training needs to evolve according to

	be fully integrated in the review process	& application of skills in context, namely participation in review mechanism	real situations where abilities & competencies will be tested; resource mobilization.	integrated in national or parallel report) Overall very positive as it has generated consistency, linkages.	changes at national/international level. Cannot remain static.
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ANNEX 11: OPERATIONAL VIEWS OF TRAINED CSOS

CSOs	PROFILE: WHO ARE THE STAKEHOLDERS?	PARTICIPATION	PERCEPTION	RECOMMENDATION
South Sudan	<ul style="list-style-type: none"> • Government (anti-corruption Commission); • Legal profession (Ministry of Justice-having to deal with court cases for embezzlement); • Chamber of Commerce (private sector) • Local government • CSOs 	<ul style="list-style-type: none"> • Positive response: individual participation in training. • Negative response: other stakeholders (as identified in profile) did not participate when their participation is crucial. 	<p>Serious gap in the project aiming for CSOs to work with governments & the private sector and not bringing all these stakeholders in the same training. Corruption CANNOT be handled by CSOs only. Training was good but needs to go beyond to allow/support CSOs to train others → importance of grants being made more widely available.</p>	<p>Government should be in training to learn about UNCAC especially as it is not signatory to the Convention. TI needs to work on transparency issues in the oil industry (South Sudan). Training to include ALL stakeholders. Need for financial support & for proposal writing.</p>
Burkina Faso	<ul style="list-style-type: none"> • NGOs actively engaged in anti-corruption fight; • Gvt bodies/officials • Citizens (victims or engaged in corruption) 	<p>Did not participate/was not consulted: HQ sent information for his participation alongside 2 NGOs. Since follow up to the activity is needed, then stakeholders should participate in the project planning/design.</p>	<p>Good immediate results: access to information coupled with understanding of UNCAC & international mechanisms to fight corruption; knowing that there are periodic reviews; Sharing this knowledge with other colleagues (eg of policeman: so surprised it gave an advantage to the victimized citizen); empowerment to denounce the culture of “bakchich”; NGOs benefited from the fact that they acquired concrete tools to discuss</p>	<p>Training should target all stakeholders → more enriching as it is not compartmentalized (facilitates triangular dialogue, exchange & search for solutions as opposed to monologue) → creates an essential link to support each other rather be against each other) It is important to be involved in the planning of the next phase Documents should be sent before the beginning of the</p>

			<p>specific cases with governments; Notion of witness protection is empowering & very beneficial (to use the mechanism to protect witnesses) Negative: documents distributed on the spot</p>	
Algeria	<ul style="list-style-type: none"> • CSOs = Target group • Mainly activists; volunteers; citizens • Government bodies • Multilateral (ADB) • Different participants' profile (equally diverse levels with some not really aware or knowledgeable about UNCAC (despite all efforts by CST to ensure good basic representation) • The role of the media is crucial as they always respond to a call for support to CSO 	<p>Real 'clients'/users of the UNOODC / CST website Did not participate to the project formulation, design but is in constant communication with UNODC / CST on matters related to civil society engagement.</p>	<p>Parallel report to allow a deepening the workshop learning → very concrete results Meeting with US to engage on these issues: very good. CST team: excellent, supportive but in need of further support (financial/HR) Issue of how responsible feel: wi-fi access meant that people were surfing the net rather than taking the training seriously) Time constraints limited targeting for the workshop Workshop duration could have been better targeted for better results.</p>	<p>Pre-workshop preparation should be given more time to ensure a well-targeted participant selection Target a smaller group for a more in-depth training including ToT skills Development NGOs? CST is doing a significant job & should therefore be reinforced. State parties (which are open/supportive to CSO engagement) should be sensitized to continue to contribute to similar projects (USA, UK, Scandinavian & Western European countries). UNCAC is going through a difficult time hence the need for further focus on CSO engagement; Internal rules / procedures should be revised.</p>
Uganda	<ul style="list-style-type: none"> • CSOs • Governments including Local government • Private sector • The media • Religious leaders/faith-based organisations 	<p>There was no participation prior to the training otherwise would have pointed the fact that the questionnaire was outdated & not reflecting the current reality in Uganda. Training was well planned except the questionnaire (No CSO involvement)</p>	<p>Great appreciation: UNCAC was unknown to CSOs → organized national meeting with donors, information was shared with a wider group: important for people to know that the fight against corruption is legal thanks to UNCAC.</p>	<p>Involve other stakeholders (media, private sector, local government) CSOs need support to organize a larger stakeholder meeting to share content & results of training so as to facilitate a wider debate at national level.</p>
Tanzania	Civil society organizations	Participated at preparation phase, going	It gives power to self-reflect on what is	Given the resources we would like to capacitate

	including non-governmental organizations	through the articles that are being assessed in consultation with national anti-corruption organization. Also sensitized local NGOs and met the in-country mission (Australia & Sierra Leone & UNODC) to assess Tanzania. Engaged with them & provided civil society perspective on the review for 30 minutes	going on as a country and civil society in particular and give the impetus to go forward to push for reform.	more CSOs on the process and create more awareness on the same subject.
Ghana (VIPs made in relation to overall context)	<p>Gap between legislation & practice (lack of political will): Overall enabling environment with anti-corruption law, institutions & procurement acts. Yet the practice lags behind. Currently UNCAC review taking place in Ghana.</p> <ul style="list-style-type: none"> • UN, Governments / politicians; Citizens, CSOs , the latter being key in holding the government accountable. • Private sector, public institutions. 	<p>No participation in project design or formulation. Pre-workshop preparation (a lot was requested such as an action plan) Limited consultation but good contribution.</p>	<p>Training was intense & content too technical Excellent facilitation; Group work was good too. Training provided more insights on the UNCAC, the review & how to train others Received a grant a\& now working in 2 regions in Ghana. Acquired good capacity that is helping with self-assessment, check list. Useful now that selected as expert. Excellent workshop.</p>	<p>Limited grants to work with private sector → need to widen the scope & involve HR institutions, CSOs working on governance, women, youth all should be involved (citizenship). Extend the period of training to cover everything in depth Extend invitation to participate to more organisations</p>
Cambodia (VIPs made in relation to overall context)	<p>Corruption almost a way of life (chronic corruption; judiciary is the most corrupt – to be removed)</p> <p>Everyone has a duty to fight corruption</p> <p>Government, CSOs, the private sector, the media –key role; key development partners.</p>	<p>Did not participate in design/concept. Participated in training & now that involved, would like to participate in project design</p>	<p>Training targeting mainly CSOs as beneficiaries so that they ensure checks & balances; TI/Cambodia is supporting partners to write parallel report. Results have impacted on daily work as UNCAC is very important (things can be done better); not many people know about UNCAC → without this, government could not do their work</p>	<p>Would love to see the spreading of the message & awareness Project needs to go beyond creating knowledge base into more public information and awareness raising trainees for public awareness about UNODC strategy as a whole.</p> <p>Small grants should be extended to other stakeholders Strengthen Civil Society movement to be the ‘conscience’ & to</p>

			Project served its purpose to create knowledge about UNCAC	champion UNCAC Need to look at how to engage the UNCAC coalition further in this process.
Egypt	<ul style="list-style-type: none"> • UNODC – • Government, • NGOs (as it is mandatory for them to take part in the training) • International organizations • Civil society • Private sector • Reference to complementary role between executive & legislative • Get all stakeholders to come to the dialogue table.(Social Contract Centre UNDP/Gvt funded) (eg. SCC mediator in Constitution writing as pulling together inputs from various stakeholders to be forwarded to Gvt). 	Has not participated in the design of the project. Would have liked to have participated in the design	<p>100% that the workshop brought tremendous benefits & helped in daily tasks.</p> <p>Post-workshop, became focused/careful about UNCAC (so it was useful & practical)</p> <p>Participation in workshop very beneficial and enjoy excellent cooperation with UNODC.</p> <p>Good partnership at country level; more awareness at country level.</p> <p>Replicated the training; is following up with NGOs; organizing refresher courses in Cairo</p> <p>Mid-June: an event will be organized in collaboration with UNODC Cairo</p>	Need to replicate/organize more of these trainings in the Arab region (UNODC Cairo made a suggestion to the Arab Council).
Kenya	<ul style="list-style-type: none"> • CSOs-reaching beyond them to general public is difficult because of apathy & disappointment / distrust • Government officials & various law enforcement institutions • Academia through research & contributions to public debates • Media – especially investigative journalism to share areas of concern & give an opportunity 	No involvement in project concept, design or planning but was aware about project prior to training Within training: very engaged as participants were experienced in anti-corruption work & shared a lot of experience, especially context experience → participation was above average.	<p>Acquisition of good knowledge & useful skills working with the private sector: useful but difficult experience to utilize: the interface between government & private sector is the essence of corruption occurrences (both compromised in terms of lack of adherence to the law)</p> <p>After training, reached out to ministry of justice for information sharing about the training . Briefed colleagues &</p>	<p>Need a broader perspective on corruption (& not assume that people know about the political economy of corruption – social cost)</p> <p>Some aspects may not have been necessary (communication) → need tailor making & most relevant to participants</p> <p>Experience sharing should be done prior to training to provide expert knowledge to trainers/trainees & enhance focus during discussions especially in</p>

	for CSOs to take up the matter publicly.		spread the knowledge to other CSOs & stakeholders.	relation to understanding the national context (that's where tips & lessons learnt will be useful) Learning to deal with the dilemma at national level.
Mauritania	<ul style="list-style-type: none"> • UN agencies (UNDP, UNODC, etc) responsible for ensuring UNCAC implementation by state parties. • Government: Ministry of Economy & Development (responsible for driving the national anti-corruption strategy) the Justice Ministry responsible for the process of examination of corruption cases; and the Commissariat responsible for civil society affairs which is responsible for the implementation of plans for the development & promotion of civil society. • The Mauritanian Observatoire for the fight Against Corruption – a non-governmental body gathering the main networks of CSOs actively engaged in good governance, transparency and the anti-corruption fight. 	Contributed to the organization (content) & participated to 3 workshops organized by UNDP (2 in-country & 1 in Burkina Faso) Participated in the training in Vienna (providing expectations) & conducting a debriefing at national level.	Training reinforced CSO capacity to: Better understand the provisions of UNCAC Sensitise relevant stakeholders on the benefits related to the implementation of UNCAC; Contribute to a follow up of the different stages linked to the review mechanisms; Identify the UNCAC provisions which will form part of the first phase of the review; Assist parliamentarians with the self-assessment; Work with the focal point & other experts with the data collection	Multiply the training sessions focusing on the review process, in particular data collection & report writing; Share results of debriefings to capitalise on good practices of CSOs engaged in this process; Organise regional & international evaluation meetings Promote resource persons amongst participants & coach/train them to become trainers & facilitators.
Ethiopia	<ul style="list-style-type: none"> • Citizens, • Government; • Other stakeholders • Media, social media 	Women should participate as they are the most vulnerable groups in corrupt	Good training in creating awareness about international instruments to fight	Training to include media & individual bloggers; Training to be through

	<p>and individual bloggers</p> <ul style="list-style-type: none"> • Local government so that 'people power' is used in the process of enhanced transparency. 	<p>systems but are also most committed to fight it.</p>	<p>corruption. Duration: 3 days (one time training) insufficient → needs further training for those not directly engaged in the fight against corruption so that they mainstream the fight against corruption.</p>	<p>digital means/social media. Training to be context based to take account of differences in ways/means used in the fight against corruption</p>
Kenya	<ul style="list-style-type: none"> • CSOs (anti-corruption ones) • Governments • Private sector (need a lot of advocacy from CSOs) • General public • Media 	<p>No prior consultation or participation in the design or planning of the project but undertook pre-workshop assignment which was very useful as an introduction to the workshop: helped be + aware of UNCAC & the review process. Would like to participate in design/planning of next project</p>	<p>Although too technical, training was informative; Great benefit is that UNCAC remains on my mind & help focus; became regional coordinator in UNCAC Disseminated UNCAC information but no replication (lack of resources) Extended networking & interaction ability beyond UNCAC : very positive.</p>	<p>Pre-workshop assignment should be mandatory not optional. Training to extend beyond UNCAC & provide soft skills such as how to interact with governments Follow up training to be timed with date of country review (to keep information fresh & use momentum).</p>
Senegal	<ul style="list-style-type: none"> • CSOs • Governments • General public 	<p>No response</p>	<p>Provided an entry point for CSOs to engage in the process: VIP Help CSOs internalize this knowledge & translate in their strategies; need to elevate to a high level → strategic fight</p>	<p>Project to widen the stakeholders base Devise mechanisms for CSOs to continue this process beyond the project Project to ensure that this happens.</p>
Tunisia	<ul style="list-style-type: none"> • Governments • CSOs • Private sector (national/international corporate) • Average citizen 	<p>No participation/consultation prior to project design/planning. Would have liked to so national realities are integrated</p>	<p>Invited to the review process Training very beneficial in terms of knowledge base and networking Better training than UNDP Participated in the Brazil meeting as part of the delegation.</p>	<p>Provide an opportunity/support to extend the training to other local CSOs/stakeholders.</p>

ANNEX 12: ASSESSMENT PER SET OF EVALUATION QUESTIONS

EVALUATION QUESTIONS	SUMMARY OF RESPONSES	IMPLICATIONS FOR			
		Relevance	Appropriateness	Effectiveness	Impact/effect
Strategic Questions approach What is the vision for this project (medium/long-term)?	Piloting	Learning to enhance & replicate, eg add on of the grant mechanism to work with the private sector.	Appropriate in terms of project management & local context adjustment	Project Management: effective: now 4 th training. Adaptation to context: Not really.	Sustainable effect for project management overall; measurable impact difficult as new training is not adapted to local & regional context
	Vision to harness CSOs' voice	United voice, stronger collective action	Collective strength is appropriate mechanism to create pressure for change	Effectiveness was observed in terms of a wider base for CSO networks advocating against corruption & being heard by some governments & the private sector.	Positive results at national level: sharing UNCAC knowledge & materials, advocacy campaigns; engagement of media, private sector.
	Deconstruct UNCAC for CSO to understand the process	Expertise needed to advocate & participate in review & be respected.	Yes as indicated by trained CSOs being invited (Tunisia, Cambodia, Sierra Leone, Ghana, Kenya)	Technical UNCAC knowledge but limited ability to utilize	Maintained focus on UNCAC as a legal framework for the fight against corruption; medium/long term impact would be higher with follow up preparation for the review.
If you were starting afresh, i.e. formulating this project and, taking	Involve other stakeholders	Relevant comment as anti-corruption	Multi-stakeholder approach is appropriate	Effectiveness is limited as activities are compartmentalized	Negative effects would be a continuation of

<p>the lessons learnt, how would you go about its design or formulation?</p>	<p>Ensure NGOS become experts in UNCAC provisions (procurement, etc)</p> <p>Set training in national context</p>	<p>is a collective duty & responsibility. Not systematically integrated.</p> <p>Relevant as it will increase CSOs' ability to identify loopholes allowing corrupt practices.</p> <p>Relevant to enhance application of learnt skills, advocacy</p>	<p>build a mutually respectful relationship & gradually break the "them & us" barrier. Confidence building (CSOs are not here to criticize but contribute).</p> <p>Trainings provide general technical knowledge & process for review but no expertise. Appropriate comment.</p> <p>No adaptation to local context has taken place after the pilot phase.</p>	<p>by stakeholder. Effectiveness would be increased with interaction amongst stakeholders & a basis of trust</p> <p>Very effective in technical knowledge acquisition & sharing by CSOs with subsequent capacity to influence. Could be increased with follow up.</p> <p>Adaptation to local context will enhance targeting, facilitate monitoring & impact assessment.</p> <p>Effectiveness of CSOs lobbying/advocacy is reduced as application in reality is difficult if not tested before.</p>	<p>"them & us" when anti-corruption is a common goal. Long-term potential impact of a multi-stakeholder approach is good governance, respect for rights, peace & security.</p> <p>Positive results for the creation of a knowledge base. Long-term impact would be more sustainability with the creation of expert knowledge.</p> <p>Direct effects are visible at national level just in terms of ensuring that the fight against corruption in Legal.</p> <p>Long term impact would be sustainable when project is set within the realities of the national context.</p> <p>Effects are visible in immediate punctual activities (sharing results of training & materials) but no strategic framework for long-term engagement.</p>
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	Structuring training to become strategic as it too process oriented Lack of resources	Relevant for anti-corruption activities that require knowledge about socio-economic costs to better advocate?	Appropriate to CSOs' need to be respected as a competent stakeholder rather than to criticize government.	CSO's strategic ability will enhance their ability to influence the process & be more effective in their anti-corruption fight.	Direct Effect is CSOs being respected; while medium to long-term impact will be leadership of the anti-corruption fight.
If you were to advocate the benefits of this project but were limited to one single benefit, what would be the most important one in your view?	Created a platform for a dialogue between CSOs & governments.	Relevant as the platform is the single most important way for mutual engagement	Relevance is evidenced through current experiences whereby trained CSOs have been invited to participate & dialogue on the review mechanism. It is evidenced in the last IRG Briefing where CSO/government interaction was fruitful.	Effectiveness is exemplified in situations where CSOs chose to contribute to the national report rather than write a parallel one.	Direct effect of the dialogue platform is reducing the barrier of "them & us", building confidence, working together for anti-corruption & good governance. The medium to long-term impact is reducing cases of human rights violation because of corruption & contributing to peace and stability.
The Profile, Participation, Perception (PPP) approach: Profile: who are the stakeholders in this project?	<ul style="list-style-type: none"> • Government (anti-corruption Commission); • Legal profession (Ministry of Justice) • Chamber of Commerce (private sector) • Local government • CSOs • The media 	The fight against corruption is a multi-stakeholder responsibility. Training's relevance is indented because it targets CSOs (almost solely).	Sole targeting of CSOs may have been appropriate for the pilot phase but should have expanded to other stakeholders to strengthen the dialogue platform.	Effectiveness of replication & advocacy is limited other stakeholders who could potentially be allies have not benefited from the training	Direct effect is that CSOs undertake a lonely fight. Potential medium term impact is CSO having to invest more in engaging stakeholders & coaching them rather than leading the fight against corruption.

	<ul style="list-style-type: none"> • Citizens/general public 				
<p>Participation: what involvement/engagement have the stakeholders had in planning/designing this project and how has such engagement (if applicable) been integrated in the final design & implementation of the project?</p>	<p>Overall, CSOs have not participated in the thinking, conceptualization of the training project.</p>	<p>Participation in project concept would have been relevant to integrate local context & realities & improve targeting</p>	<p>Participation in project design is now an accepted methodology to secure appropriateness. Which is a weakness in the design</p>	<p>Effectiveness would have increased through multiplier effect & a sense of responsibility amongst CSOs to protect project results (ownership, stakeholdership).</p>	<p>Direct effect of meaningful engagement in project design is an indirect capacity building method as well as creating project monitoring reference points for UNODC to follow up. Potential long term is expertise building & sustainability.</p>
<p>Perception: how do stakeholders perceive the project and its effect/results on their daily responsibilities and beyond?</p>	<p>Weaknesses: Serious gap → Due to absence of other stakeholders</p> <p>Good training but needs to go beyond current structure, content & form to allow replication</p>	<p>Relevance of multi-stakeholder target audience was discussed above</p> <p>Training is very relevant as it is linked to a punctual action (being invited for the review) but CSOs need to have continuous engagement with</p>	<p>Appropriateness multi-stakeholder target audience was discussed above</p> <p>Training is appropriate in terms of objectives & content</p>	<p>A multi-stakeholder approach multiply effect & mainstream the fight against corruption</p> <p>Training has been effective in building CSOs substantive knowledge of UNCAC & capacity to convey some of the messages to other CSOs & the general public.</p>	<p>Direct effect of this gap is a narrowing of the fight coupled with limited results. The potential impact is that anti-corruption becomes the sole responsibility of one social actor hence limited sustainability.</p> <p>Direct effects visible in widespread knowledge of UNCAC & empowerment to exercise the right to refuse to pay bribes for lawful services. Potential long</p>

		governments on the strategic anti-corruption fight.			term impact: citizens understand their right & exercise them through legal channels rather than conflict
	Working with the private sector: good skills but difficult to apply in certain contexts.	Engaging with the private sector is highly relevant & requires a tripartite approach.	Appropriateness of training is questionable it currently only provides a briefing rather than capacity building & application.	Limited effectiveness due to limited capacity building	Direct effect in terms of better understanding of modus operandi of private sector. Limited impact potential due to capacity gaps.
	Strengths Access to information & understanding UNCAC	Relevant as it frames CSOs fight against corruption in a legal framework	Appropriateness relates to CSOs having the 'right' to advocate against corruption & inform the general public.	Effectiveness is evident in that this knowledge is leveraged for advocacy & lobbying as the fight against corruption is legal .	The direct effect is citizens' empowerment, meaningful engagement & a potential medium/long term impact of reduction in corruption.
	Denouncing & notion of witness protection: very empowering	This is relevant as it is part of the UNCAC process to break down the barriers of silence & complacency.	Denouncing corruption is appropriate as it marks the beginning of action.	Witness protection addresses fears & is effective in breaking down the wall of silence. Subsequent empowerment has a multiplier effect	Feeling of protection leads to immediate results (when denouncing), encourages others to do the same (multiplier effect) and medium/long term impact as the feeling of empowerment is sustained: exercising rights, calling for good governance.
	Power to self → reflect on country situation & as CSO movement.	Adjusting to changing situations & emerging priorities is relevant &	Contributes to ensuring appropriateness of advocacy, lobbying.	Effectiveness is enhanced as CSOs remain topical & - abreast of news	Clear direct effects linked to being listened to; having convening

	<p>Created excellent → partnership at country level & facilitated replication & refresher courses.</p>	<p>essential</p> <p>Relevance related to widening the base & collective action against corruption</p>	<p>Appropriate to the spirit/goal of the project to engage more social actors in anti-corruption.</p>	<p>Project effectiveness is evident where partnerships have been established & sustained (Egypt). Training replicated.</p>	<p>power with potential medium/long term impact of CSOs longevity & sustainability</p> <p>In addition to direct effects – replication & refresher courses- the medium to long term impact is the creation of partnership at national level, the embedding anti-corruption in various programmes & sustainability potential.</p>
	<p>Helped assist → Parliamentarians with self-assessment</p>	<p>Relevant for CSO engagement & for governments to benefit from CSOs' expertise; confidence building.</p>	<p>Appropriate overall & as part of the UNCAC review provisions.</p>	<p>This has been effective in ensuring accurate self-assessment with CSO engagement</p>	<p>In addition to the direct effects of a participatory process, accuracy of self-assessment, the long benefits (impact) is the creation of a CSO/government relationship of trust & mutual respect, in turn, contributing to good governance & stable (peaceful societies).</p>

ANNEX 13: FINANCIAL OVERVIEW

Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process

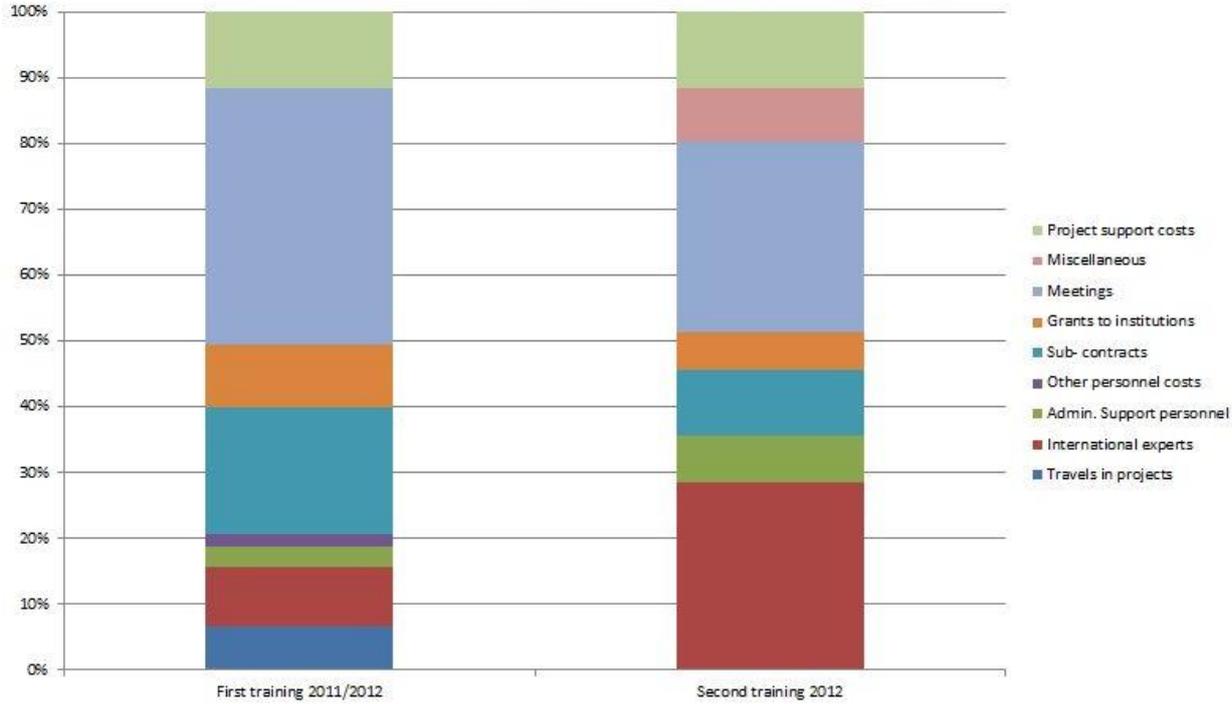


Fig 1. Financial overview of first and second CSO training

First training 2011/2012

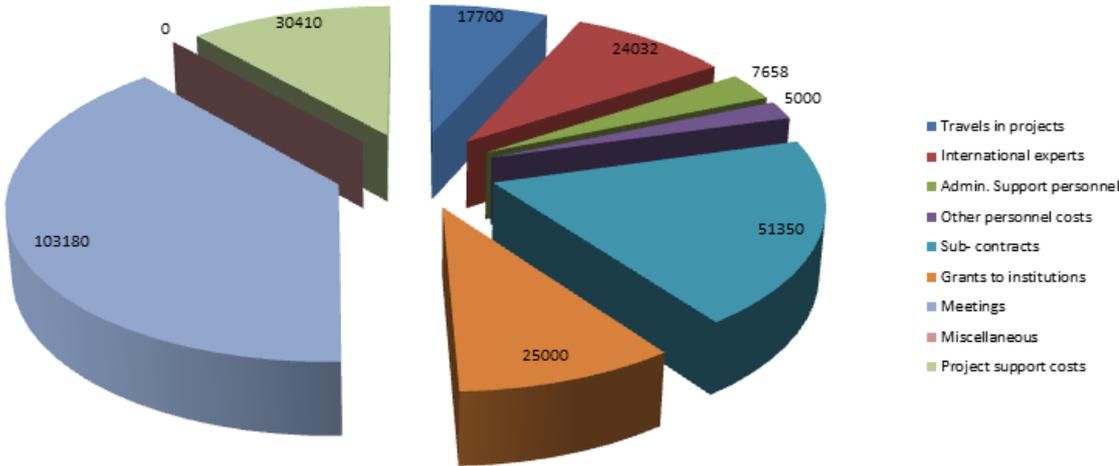


Figure 2: Cost split between the different budget lines for first CSO training

Second training 2012

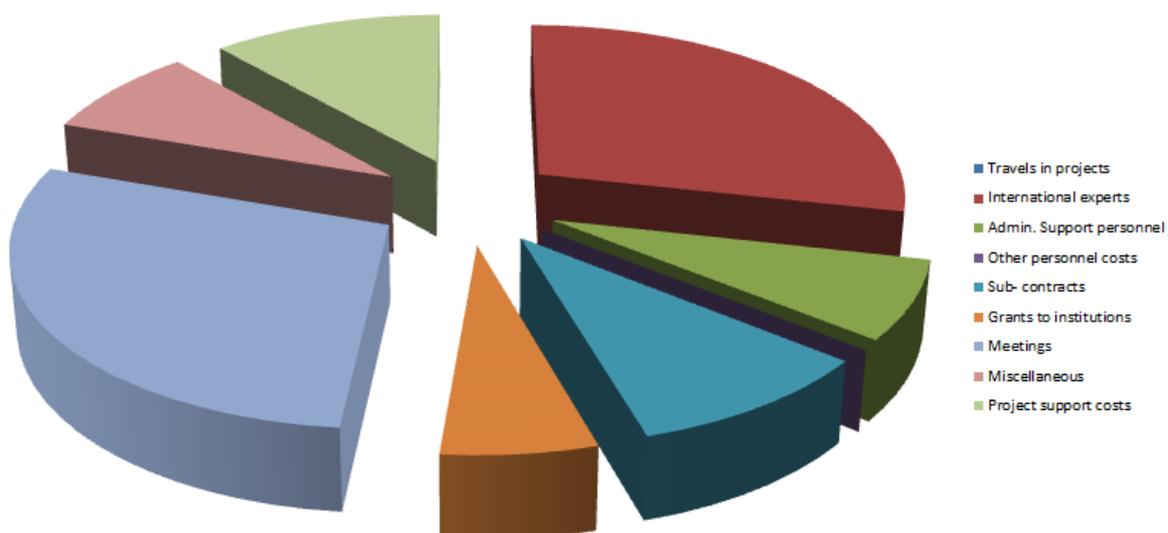


Figure 3: Cost split between the different budget lines for second CSO training

Table 1: Comparative budget of first and second training

COMPARATIVE BUDGET FOR THE TRAININGS		
Description	First training 2011/2012	Second training 2012
Travel in projects	17,700.00	-
International experts	24,032.00	120,160.00
Admin. Support personnel	7,658.00	30,632.00
Other personnel costs	5,000.00	-
Subcontracts	51,350.00	41,175.00
Grants to institutions	25,000.00	25,000.00
Meetings	103,180.00	121,720.00
Miscellaneous	-	34,600.00
Project support costs (13% of total)	30,410.00	48,527.00
TOTAL	\$ 264,330.00	\$ 421,814.00