

FINAL INDEPENDENT PROJECT EVALUATION
**“CIVIL SOCIETY IN AFRICA CONTRIBUTES TO UNCAC
AND ITS REVIEW MECHANISM TO EFFECTIVELY FIGHT
CORRUPTION AND SUPPORT THE
SUSTAINABLE DEVELOPMENT
GOALS (SDGS)”**

GLOU68

December 2021



This independent evaluation report was prepared by an evaluation team consisting of Ms. Coralie Pring (Evaluation Expert) and Ms. Suzanne Mulcahy, PhD (Anti-Corruption Expert). The Independent Evaluation Section (IES) of the United Nations Office on Drugs and Crime (UNODC) provides normative tools, guidelines, and templates to be used in the evaluation process of projects.

The Independent Evaluation Section of the United Nations Office on Drugs and Crime can be contacted at:

United Nations Office on Drugs and Crime
Vienna International Centre
P.O. Box 500
1400 Vienna, Austria
Telephone: (+43-1) 26060-0
Email: unodc-ies@un.org
Website: www.unodc.org/evaluation

Disclaimer

Independent Project Evaluations are scheduled and managed by the project managers and conducted by external independent evaluators. The role of the Independent Evaluation Section (IES) in relation to independent project evaluations is one of quality assurance, control and support throughout the evaluation process, but IES does not directly participate in or undertake independent project evaluations. It is, however, the responsibility of IES to respond to the commitment of the United Nations Evaluation Group (UNEG) in professionalizing the evaluation function and promoting a culture of evaluation within UNODC for the purposes of accountability and continuous learning and improvement.

The views expressed in this independent evaluation report are those of the evaluation team. They do not represent those of UNODC or of any of the institutions or Member States referred to in the report. All errors and omissions remain the responsibility of the evaluation team.

© United Nations, December 2021. All rights reserved worldwide.

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

This publication has not been formally edited.

CONTENTS

CONTENTS	ii
ABBREVIATIONS AND ACRONYMS	iii
MANAGEMENT RESPONSE	v
EXECUTIVE SUMMARY	vii
SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS	xi
I. INTRODUCTION	1
Background and context.....	1
Evaluation methodology.....	3
Limitations to the evaluation	6
II. EVALUATION FINDINGS.....	8
Relevance	8
Efficiency	12
Coherence	15
Effectiveness.....	17
Impact.....	25
Sustainability	26
Human Rights, Gender Equality and leaving no one behind.....	28
III. CONCLUSIONS.....	31
IV. RECOMMENDATIONS	33
V. LESSONS LEARNED AND BEST PRACTICES.....	35
Lessons Learned	35
Best Practices	36
ANNEX I: TERMS OF REFERENCE.....	37
ANNEX II: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES	46
ANNEX III: DESK REVIEW LIST.....	82
ANNEX IV: STAKEHOLDERS CONTACTED DURING THE EVALUATION.....	87
ANNEX V: LOGFRAME MATRIX	88
ANNEX Vi: MAP TO SHOW UNCAC SIGNATURE AND RATIFICATION STATUS	101
ANNEX VII: IMPACT STORIES ARISING FROM MOST SIGNIFICANT CHANGE ANALYSIS	102

ABBREVIATIONS AND ACRONYMS

Abbreviation or Acronym	Full name	Abbreviation or Acronym	Full name
ADA	Austrian Development Agency	NGO	Non-Governmental Organisation
AU	African Union	OD	Office of the Director
CLP	Core Learning Partner	OECD	Organisation for Economic Cooperation and Development
CoSP	Conferences of the State Parties	PEA	Political Economy Analysis
COVID-19	Corona Virus Disease 2019	RBM	Results-Based Management
CSO	Civil Society Organisation	SDGs	Sustainable Development Goals
CSU	Civil Society Unit (UNODC)	SMEs	Small and Medium Enterprises
DAC	Development Assistance Committee	SPIA	Strategic Planning and Inter-Agency Affairs (UNODC)
DPA	Division for Policy Analysis and Public Affairs	TI	Transparency International
EU	European Union	UN	United Nations
FP	Focal Point	UNCAC	United Nations Convention Against Corruption
HQ	Headquarters	UNDP	United Nations Development Programme
IACA	International Anti-Corruption Academy	UNEG	United Nations Evaluation Group
IES	Independent Evaluation Section (UNODC)	OECD	Organisation for Economic Cooperation and Development
IRG	Implementation Review Group	PEA	Political Economy Analysis
IRM	Implementation Review Mechanism	RBM	Results-Based Management

Abbreviation or Acronym	Full name	Abbreviation or Acronym	Full name
KAP	Knowledge, Attitudes and Practices	SDGs	Sustainable Development Goals
KPI	Key Performance Indicator	UNGASS	United Nations General Assembly
MSC	Most Significant Change	UNODC	United Nations Office on Drugs and Crime
MSW	Multi-stakeholder Workshop	UNTOC	United Nations Convention against Transnational Organized Crime

MANAGEMENT RESPONSE

Recommendations ¹	Management Response ²
1: BROADEN THE FUNDING BASE: The Civil Society Unit (CSU), UNODC, should seek to secure a broader donor base, to ensure continuity of support to CSOs on the UNCAC reviews and to ensure sustainability of the project's results beyond the project cycle.	Accepted
2. FOLLOW UP: CSU should build in follow-up action points and 'next steps' agenda items to project design to better encourage further collaborations and to build on the momentum generated by CSU's work.	Accepted
3: . SCALE UP: CSU should scale up and replicate the approach of MSWs engaging a wide range of relevant CSOs, government representatives and the private sector and apply it to other relevant thematic areas.	Accepted
4: NURTURE PARTNERSHIPS: CSU should deepen the existing partnership with the UNCAC Coalition and ensure more of a partnership approach is taken especially on MSW and other event agendas, as well as seeking new collaborations with other organisations in the spheres of gender, human rights, private sector issues and the SDGs.	Accepted
5: ENHANCE CSU PRESENCE ON THE GROUND: CSU should identify civil society focal points in UNODC country offices to bolster its presence on the ground and to foster better integration of global and national perspectives.	Accepted
6: IMPROVE CSU VISIBILITY WITHIN UNODC: Senior management of UNODC should revisit the placement of CSU in the UNODC HQ Structure to improve awareness of CSU and to improve knowledge sharing and communication flows at the Secretariat level.	Accepted
7: REASSESS SMALL GRANT EFFICIENCY AND SUSTAINABILITY: CSU should assess the cost-benefit for small grants projects and introduce more emphasis on sustainability for such interventions by conceptualising the grants as 'seed funding'.	Accepted

¹ This is just a short synopsis of the recommendation, please refer to the respective chapter in the main body of the report for the full recommendation.

² Accepted/partially accepted or rejected for each recommendation. For any recommendation that is partially accepted or rejected, a short justification is to be added.

Recommendations ¹	Management Response ²
<p>8: INVEST IN ONLINE/ HYBRID CONFERENCES: The CSU team should invest in capacity building in online/hybrid conference hosting and roll out the new model in future projects to ensure a broader reach and support environmental sustainability.</p>	<p>Accepted</p>
<p>9: GENDER, HUMAN RIGHTS and LEAVE NO ONE BEHIND: In pre-project planning, CSU should deepen its assessment of the local country contexts, including intersectionality issues affecting women and those with disabilities and should improve the understanding of the baseline situation with regard to skills and knowledge of beneficiaries (using a tool such as KAP survey).</p>	<p>Accepted</p>
<p>10: REVIEW LOGFRAME INDICATORS: CSU should review the Logframe indicators to ensure that the indicators are a) measurable, b) that they capture the <i>quality</i> of inputs, outputs and outcomes and c) that they are more closely aligned with interventions, thus providing a better indication of the project's contribution to change.</p>	<p>Accepted</p>

INTRODUCTION

This report contains the findings from an end-of-project evaluation for the project “Civil society in Africa contributes to UNCAC and its review mechanism to effectively fight corruption and support the Sustainable Development Goals (SDGs) - GLOU68” (hereinafter the project) undertaken by the Civil Society Unit (CSU) located within the United Nations Office on Drugs and Crime (UNODC). The project sought to build the capacity of Civil Society Organisations (CSOs) across Africa on the United Nations Convention Against Corruption (UNCAC), to help ensure an inclusive review process and also to support more effective anti-corruption efforts in the region. The evaluation was undertaken by two independent evaluators between 26 May and the 17 September 2021. This report presents key findings, conclusions, lessons learnt and best practices which have informed a series of recommendations for future project work in the region.

PROJECT DESCRIPTION AND OBJECTIVES

The UNCAC is the only global legally binding anti-corruption treaty, defining a comprehensive response to corruption and containing many mandatory provisions.³ The convention has been signed and ratified by all but one country in the Africa Region.⁴ The Implementation Review Mechanism (IRM) of the UNCAC assists States Parties with their implementation of the convention.⁵ The review mechanism is currently in its second cycle covering two chapters on preventative measures and asset recovery, and as part of the mechanism States Parties must complete a self-assessment, undertake a country visit by peer-reviewers and prepare a country report and executive summary. The UNODC encourages States Parties to undertake an inclusive review, engaging with civil society and other non-state actors to contribute their opinions to the country report.⁶ This inclusivity is thought to help States Parties maintain their obligations in the convention by aiding the identification of corruption risks and build partnerships for progress on anti-corruption. Indeed, Chapter II Article 13 of the Convention mandates the participation of civil society in anti-corruption prevention activities.⁷

The UNODC undertook the project from September 2017 until August 2021 (inclusive of a one year no-cost extension). The project sought to make anti-corruption efforts and the UNCAC 2nd Review Cycle more inclusive and effective, by training African CSOs so that they could contribute the 2nd UNCAC review process, by supporting CSOs via a Small Grants Scheme to work in partnership with the private sector on anti-corruption initiatives, and by supporting CSOs to enhance their networks with governments, the private sector, other CSOs and relevant stakeholders working on anti-corruption. The project was implemented by the UNODC Civil Society Unit (CSU) located in the Office of the Director (OD) under the Division for Policy Analysis and Public Affairs (DPA). The overall budget for the project was 1,176,507 EUR, with 51% contributed by the Austrian Development Agency (ADA) and 49% covered by UNODC in-kind contributions.

The project, a continuation of a previous project implemented by CSU in the region from 2013-2016, undertook two multi-stakeholder workshops (MSWs) - the first in Saly, Senegal (2018) and the second in Addis Ababa, Ethiopia (2019) to build knowledge on the UNCAC among civil society, government focal points and the private sector. The project also involved the distribution of 12 small grants to CSOs across 11 countries

³ U4 Resource Center, ‘UNCAC in a Nutshell’ (2019).

⁴ UNODC Website, ‘Signature and Ratification Status’ <https://www.unodc.org/unodc/en/corruption/ratification-status.html> accessed on Sept 2021.

⁵ UNODC Website ‘Implementation Review Mechanism’ <https://www.unodc.org/unodc/en/corruption/implementation-review-mechanism.html>, accessed Sept 2021.

⁶ UNODC (2001), ‘Mechanism for the Review of Implementation of the United Nations Convention against Corruption—Basic Documents’. New York.

⁷ U4 Resource Center, ‘UNCAC in a Nutshell’ (2019).

for anti-corruption projects with the private sector. It also supported the creation and launch of an E-Platform and helped CSOs attend international conferences and events about the UNCAC.

PURPOSE, SCOPE AND METHODOLOGY OF EVALUATION

As the project has completed all activities, an end-of-project evaluation was commissioned to assess the entire implementation period of the project, from 1 September 2017 until the end of the data collection phase of the evaluation (mid-September 2021). The geographical scope of the evaluation was Africa, with a focus on Angola, Benin, Burundi, Cameroon, Chad, Comoros, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, Ethiopia, Gabon, Gambia, Ghana, Lesotho, Liberia, Malawi, Mali, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, South Sudan, Togo, Uganda, Zambia, and Zimbabwe.

The evaluation assessed the project according to the Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) criteria of relevance, coherence, efficiency, effectiveness, impact, sustainability, as well as evaluating the project's inclusiveness particularly with regard to human rights, gender equality and leaving no one behind. Lessons learnt and best practices were gathered throughout the evaluation and across all evaluation criteria. The purpose of the evaluation is twofold: accountability and learning. The evaluation assessed the project activities, outcomes and achievements against planned work, and gathered insights about what worked and what challenges occurred in order to inform future work by the UNODC in Africa on civil society engagement in the UNCAC.

The evaluators designed a research approach, in line with UNODC Independent Evaluation Section guidelines and standards, as well as international best-practice. The evaluation used a mixed-method research approach involving a desk review of 75 key documents, a quantitative online survey of 36 CSO beneficiaries (28 male, 7 female, 1 prefer not to say) and 29 qualitative in-depth interviews (12 male and 17 female). The findings were triangulated with one another. The data collection took place from the 26 May until the 17 September.

The evaluation was carried out by a team of two external independent evaluators. The Evaluation Expert, Ms. Coralie Pring (female), has over 12 years of formative and Monitoring and Evaluation research experience with a specialisation in anti-corruption, good governance, and gender, with a focus on quantitative methods. The Substantive Expert, Dr. Suzanne Mulcahy (female), has over 17 years of experience as a political and social researcher, specialising for the past 12 years in corruption and good governance, with a focus on qualitative methods.

MAIN FINDINGS

Relevance: The evaluation found that the goal, objectives and activities of the project had high relevance for the UNCAC, the IRM and the SDGs, in particular Goal 16, and that the design and implementation responded well to beneficiaries' needs. While the project was largely implemented as planned, the team made appropriate adjustments where issues arose. The Corona Virus Disease 2019 (COVID-19) pandemic caused delays in implementation of some activities and led to the cancellation of one in-person follow up event which had been intended to strengthen and sustain dialogue between CSOs and the private sector and would have included CSOs from Burkina Faso (one of four ADA priority countries).

Efficiency: The project was implemented efficiently and displayed a reasonable and justifiable use of resources. Two no-cost extensions were required, and these were found to be largely justifiable, particularly given the pandemic circumstances. The project management arrangements were straightforward, and the experience and flexibility of the team contributed to the smooth delivery of the project.

Coherence: The project was designed to complement other initiatives working towards similar goals. Given that it is a unique project in the region, no overlaps or duplication of efforts were identified. The partnerships that CSU fostered via the project, both with the UNCAC Coalition and individual CSOs, were found to be central to several of the project's successes. Some gaps in internal coherence at UNODC were identified, namely a lack of sustained cooperation after the MSWs between CSU and other units within UNODC and a lack of consistent communication and knowledge-sharing with field offices.

Effectiveness: The project largely achieved what it set out to and delivered its planned outputs to a high standard. Among the factors aiding effectiveness were the solid reputation of UNODC in the region, the project team's efforts to build on prior experience of similar initiatives in other regions and the strong strategic partnership with the UNCAC Coalition. Among the factors hindering effectiveness were significant delays in the 2nd Review Cycle, the COVID-19 pandemic, internal organisational factors at UNODC and, in some countries, a hesitance on the part of government to engage with civil society.

Impact: The evaluation found examples of impact across a range of areas, such as evidence in some countries of stronger UNCAC implementation, improved dialogue between government and CSOs, strengthened networks between CSOs and the private sector (predominantly via the Small Grants Schemes) as well as strengthened CSOs' capacities on anti-corruption/UNCAC, project management and fundraising.

Sustainability: Many of the results of the project are found to have a high likelihood of enduring beyond the project's lifetime such as successful networks and partnerships built between government and CSOs, knowledge gained, physical outputs and knowledge products. The high degree of replication of MSW trainings in-country indicates prospects for sustainable knowledge-sharing. However, sustainability was not a principle in awarding the small grants and not all projects were designed for follow up work. There is also uncertainty regarding future funding of the type of work carried out under the project.

Human Rights, Gender Equality and Leaving No-one Behind: The inclusion of a wide and diverse range of CSOs at the MSWs and as recipients of the small grants ensured inclusive discussions and heightened awareness of the impact of corruption on various groups. A special event on a Human Rights based approach to Corruption, the inclusion of Gender and Leave No One Behind targets, and translation of key documents into several languages also contributed to the advancement of these issues by the project.

MAIN CONCLUSIONS

The key conclusions drawn from the evaluation findings based on the desk review, interviews with stakeholders and beneficiaries, as well as the data from the Evaluation Survey are as follows:

Relevance: Despite the relevance of the project's goals, expected outcomes and activities, deficits in trust between CSOs and government FPs persist and the turnover of staff within CSOs also indicates that the capacity-building needs are likely to remain.

Efficiency: While the project was delivered efficiently, the evaluation concludes that the small grants, while a welcome for delivering resources directly to CSOs, were relatively low in value, with a high level of bureaucracy attached, both for the project team and the beneficiaries.

Coherence: The partnership with the UNCAC Coalition was appropriate and well-managed although it could be deepened at the planning stage. Partnerships with other relevant organisations were more limited. There is potential for better coordination across the units in UNODC and better knowledge-sharing with the in-country field offices.

Effectiveness: The project was effectively implemented and it delivered on its underlying objectives. Sustained follow-up to interventions were found to be sometimes lacking. Among actions that could heighten effectiveness are reviewing CSU's positioning in the internal organisational structure at UNODC, in order to improve communication and ensuring that more sustained follow-up to interventions is built into planning.

Impact: While there are several promising avenues of impact to which the project contributed, impact varies across countries and it would be better measured if the project collected better baseline data and put more focus on qualitative logframe indicators, to complement the quantitative ones.

Sustainability: The evaluation concludes that there is a higher likelihood of sustainability from the interventions in Outcome 1 and 3, than from Outcome 2 (see Annex V for the Logframe). Also, while successful networks and partnerships have potential to endure, CSU could do more to maintain the momentum after the MSWs, for example by encouraging next steps to be discussed and agreed with attendees.

Human Rights, Gender Equality and Leaving No-one Behind: The project was designed and implemented in a way that was sensitive to a range of human rights, gender equality and leaving no one behind concerns. A more detailed assessment at the project planning stage, which includes intersectionality issues, would allow for identification of other excluded groups who could be engaged via the project.

MAIN RECOMMENDATIONS

The evaluation presents 10 key recommendations, the following three being identified as of highest priority.

RECOMMENDATION 1 – BROADEN THE DONOR BASE: Given the lack of certainty regarding future donor funding for this stream of work, CSU should proactively seek new donor support, preferably securing funding from more than one donor.

RECOMMENDATION 2 – FOLLOW UP: CSU should build in follow-up action points and agenda items into future project designs to encourage further collaborations and to build on the momentum generated by CSU's work.

RECOMMENDATION 3 – SCALE UP: CSU should scale up and replicate the successful approach of MSWs for other relevant themes.

MAIN LESSONS LEARNED AND BEST PRACTICE

The evaluation gathered lessons learned systematically across all evaluation criteria and presents 12 lessons learned and 5 best practices in the report. Across all outcomes, more follow-up planning is needed to ensure momentum is maintained and to build on successful activities, for example following the MSWs and for the small grant projects.

The project showed how important it is to nurture key partnerships with strategic allies in order to increase reach and impact. In the case of this project, the partnership with the UNCAC Coalition has brought many benefits. There is, however, room for improvement to strengthen this partnership, for example in the project design stage. Partnerships on the SDG agenda were largely lacking during this project and engagement with organisations working with the private sector would have helped complement the expertise of CSU given it is an area of comparatively lower knowledge within the team.

Several promising/best practices also emerged from discussions during the evaluation, which could be emulated in future projects within and beyond CSU including: the use of hybrid (online/in-person) meetings for future MSWs/follow-up events; improving inclusivity via the incorporation of a disability policy into workshop planning, the development of a substantial gender inclusiveness policy; developing a comprehensive Theory of Change which incorporates results-based management (RBM) principles and the use of the new UNODC Supply Chain Planning Operational Framework for future project planning.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings	Evidence	Recommendations
<p>1. The evaluation found a lack of certainty regarding future donor funding for this stream of work. It also found continued relevance and a strong need and desire among beneficiaries for continued support from the UNODC on the UNCAC reviews. CSU is recognised as the only – and best placed – team undertaking this work.</p>	<p>Sources: Interviews with internal and external stakeholders and beneficiaries.</p>	<p>1. BROADEN THE FUNDING BASE : The Civil Society Unit (CSU), UNODC, should seek to secure a broader donor base, to ensure continuity of support to CSOs on the UNCAC reviews and to ensure sustainability of the project’s results beyond the project cycle.</p>
<p>2. Interventions were generally carried out to a high standard, however there was opportunity for much more follow-up planning to occur, for example after the MSWs and during the Small Grants projects.</p>	<p>Sources: Beneficiary and external stakeholder interviewees, desk literature review</p>	<p>2. FOLLOW UP: CSU should build in follow-up action points and ‘next steps’ agenda items to project design to better encourage further collaborations and to build on the momentum generated by CSU’s work.</p>
<p>3. The MSW is a successful formula which could be replicated for other topics – attendees reported positively on the content of the trainings, the ability to hear from peers about their experience of participating in the review cycle, the explanation of entry points in UNCAC for the private sector, the role-play exercise and the CSO-only sessions. They also appreciated the opportunity to meet and network with government FPs, many for the first time. CSU demonstrated its ability to bring together a range of CSOs working on various themes and government.</p>	<p>Sources: Beneficiary interviewees, internal and external stakeholders and survey respondents who attended the MSWs.</p>	<p>3. SCALE UP: CSU should scale up and replicate the approach of MSWs engaging a wide range of relevant CSOs, government representatives and the private sector and apply it to other relevant thematic areas.</p>

Findings	Evidence	Recommendations
<p>4. The project’s key external partnership of the project with the UNCAC Coalition, was found to be appropriate, well-managed and indeed central to several of the project’s successes. Sometimes a true partnership approach was lacking, particularly in the design phase where UNCAC Coalition were not consulted. Further partnerships with organisations who work in the spheres of gender, human rights, private sector issues, and the Sustainable Development Goals would enhance the effectiveness in these areas.</p>	<p>Sources: Interviews with internal and external stakeholders, beneficiaries, and desk review</p>	<p>4. NURTURE PARTNERSHIPS: CSU should deepen the existing partnership with the UNCAC Coalition and ensure more of a partnership approach is taken especially on MSW and other event agendas, as well as seeking new collaborations with other organisations in the spheres of gender, human rights, private sector issues and the SDGs.</p>
<p>5. UNODC country offices often lack a clear focal point for civil society. The evaluation found evidence of some information sharing with the UNODC country office staff (for example, in making them aware of the project), but this could have been done to a much greater extent. Having an on-the-ground presence in the form of a civil society focal point in country offices would likely foster better integration of global and national perspectives.</p>	<p>Sources: Interviews with internal stakeholders and beneficiaries</p>	<p>5. ENHANCE CSU PRESENCE ON THE GROUND: CSU should identify civil society focal points in UNODC country offices to bolster its presence on the ground and to foster better integration of global and national perspectives.</p>
<p>6. CSU’s work is found to lack visibility at the Secretariat, in part due to the team’s placement within the structure. The positioning of CSU within the UNODC organigram was described as ‘isolated’ and ‘standalone’, and the team is sometimes missed off important communication and may not be consulted on all relevant matters. This hampers the visibility of the work of CSU internally at UNODC HQ as many colleagues are not exposed to the work of CSU and limits opportunities for harmonisation and synergies across various workstreams at UNODC.</p>	<p>Sources: Interviews with internal stakeholders across a range of units at UNODC HQ</p>	<p>6. IMPROVE CSU VISIBILITY WITHIN UNODC: Senior management of UNODC should revisit the placement of CSU in the UNODC HQ Structure to improve awareness of CSU and to improve knowledge sharing and communication flows at the Secretariat level.</p>

Findings	Evidence	Recommendations
<p>7. The small grants delivered under Outcome 2, while a welcome mechanism for delivering resources directly to CSOs on the ground, were relatively low in value with a high level of bureaucracy attached, both for the project team and the beneficiaries. Increasing the value of the small grants could justify the bureaucracy, as the projects would be more substantial and have a higher likelihood of sustainability. Sustainability was not a principle in awarding the small grants, and thus not all projects were designed in a way to lead to follow-up work. The lack of follow-on funding did result in some cases in one-off interventions with limited prospects of sustainability due to insufficient resources in the NGOs.</p>	<p>Sources: Desk review; Interviews with small grant recipients, interviews with internal and external stakeholders.</p>	<p>7. REASSESS SMALL GRANT EFFICIENCY AND SUSTAINABILITY: CSU should assess the cost-benefit for small grants projects and introduce more emphasis on sustainability for such interventions by conceptualising the grants as ‘seed funding’.</p>
<p>8. The pandemic necessitated a move to online and hybrid meeting options; however, this opportunity was somewhat missed as online methods were seen as not feasible at the time for a multistakeholder follow up event in the Ivory Coast. While many stakeholders interviewed and surveyed felt that fully online meetings were a poor substitute for face-to-face meetings, the hybrid format was appreciated as being more inclusive and environmentally sustainable. While CSU’s capacities in online conferencing have been strengthened since the start of the pandemic, there is scope for further investment in training in this area for CSU.</p>	<p>Sources: Desk review of project literature, interviews with internal and external stakeholders and beneficiaries, Evaluation Survey Q44.</p>	<p>8. INVEST IN ONLINE/ HYBRID CONFERENCES: The CSU team should invest in capacity building in online/hybrid conference hosting and roll out the new model in future projects to ensure a broader reach and support environmental sustainability.</p>
<p>9. The national framework analysis, and extensive stakeholder analysis, was a positive undertaking by the team. However, a Knowledge, Attitudes and Practices (KAP) survey which had been recommended by the previous evaluation was not conducted which would have been beneficial for the project design to validate that it responds to beneficiaries’ needs and to understand barriers to female participation at the MSWs, the target for which was missed as well as potentially increasing inclusiveness to those with disabilities.</p>	<p>Sources: Desk review of project literature, interviews with internal and external stakeholders and beneficiaries.</p>	<p>9. GENDER, HUMAN RIGHTS and LEAVE NO ONE BEHIND: In pre-project planning, CSU should deepen its assessment of the local country contexts, including intersectionality issues affecting women and those with disabilities and should improve the understanding of the baseline situation with regard to skills and knowledge of beneficiaries (using a tool such as KAP survey).</p>

Findings	Evidence	Recommendations
<p>10. While the Logframe made significant improvements to previous iterations by including indicators tracking gender inclusivity and leave no one behind aspects, poor indicator wording in some cases prevented the identification of the specific contribution of CSU to the measured change. Indicators, such as those related to the Small Grants Scheme and the participation of CSOs in review process focused on quantitative measures rather than qualitative outcomes, thus making insights on impact difficult to garner.</p>	<p>Sources: Desk review of project literature, interviews with internal stakeholders.</p>	<p>10. REVIEW LOGFRAME INDICATORS: CSU should review the Logframe indicators to ensure that the indicators are a) measurable, b) that they capture the <i>quality</i> of inputs, outputs and outcomes and c) that they are more closely aligned with interventions, thus providing a better indication of the project’s contribution to change.</p>

BACKGROUND AND CONTEXT

OVERALL CONCEPT AND DESIGN

The UNODC implemented the GLOU68 project, titled “Civil society in Africa contributes to UNCAC and its review mechanism to effectively fight corruption and support the Sustainable Development Goals (SDGs)” (hereinafter the project), from 1 September 2017 until 31 August 2021. The project was implemented by the UNODC Civil Society Unit (CSU) located in the Office of the Director (OD) under the Division for Policy Analysis and Public Affairs (DPA). The overall budget for the project was 1.176,507 EUR, with 51% contributed by the Austrian Development Agency (ADA) and 49% covered by UNODC in-kind contributions.

The project had, according to the Project Document and the Theory of Change, the ambition to make anti-corruption efforts and the second UNCAC review cycle more inclusive and effective. It also sought to support the creation of more agents of change within the private sector and CSOs to counter corruption in compliance with the UNCAC, and also aimed to support new policies which better reflect the realities on the ground.

In order to deliver these ambitions for impact, the Theory of Change (see Project Document Annex 8) and Logframe (see Project Document Annex 1) describe the project as having 3 intended outcomes: **Outcome 1:** By the end of 2020, trained African CSOs and relevant stakeholders have contributed to the 2nd UNCAC review process together with their governments; **Outcome 2:** By the end of 2020, CSOs have actively engaged in anti-corruption activities, including activities that focus on human rights, with the private sector, in particular SME(s) through the Small Grants Scheme and **Outcome 3:** By the end of 2020, the 72 African CSOs targeted throughout the project activities have built, enhanced and strengthened their networks with governments, the private sector, other CSOs and relevant stakeholders working on anti-corruption.

According to the Project Document (p.15), the project planned to reach 122 African CSOs representatives as direct beneficiaries namely, 60 CSO Representatives and relevant stakeholders active in good governance and anti-corruption to be trained during two workshops on UNCAC and its review mechanism and 12 African CSOs selected to receive a small grant of 5,000 USD to engage with the private sector on anti-corruption. In addition, support was planned for 10 CSOs to attend each session of the 5 relevant intergovernmental meetings between 2017-2020 (50 CSOs in total), namely, the NGO Briefing sessions on the margins of the IRG and the Conferences of the State Parties (CoSP) in 2017 and in 2019. The project also planned to co-finance joint activities with the partner CSO umbrella body - the UNCAC Coalition.

The core planned activities under the project were two MSWs (in Senegal and Ethiopia), aiming to bring together CSOs, government FPs and the private sector. These workshops intended to build knowledge and capacity on the UNCAC, facilitate networking and relationship-building in order to equip CSOs to better engage in the UNCAC review process. The project also included a small grants scheme to fund CSOs’ anti-corruption projects promoting collaboration with the private sector, specifically SMEs. This financial and technical support and guidance provided via the small grants scheme aimed to enhance the CSOs’ and the private sector’s capacities to engage in collective action to counter corruption. Furthermore, in an effort to promote gender equality and empower youth in anti-corruption efforts in both the non-governmental and private sector, the selection criteria for the small grants stated that at least 30% of all the projects selected would be managed by women or would specifically target women and at least 15% of the projects would be managed by youth-led organizations or would target young entrepreneurs. A third strand of the project sought to raise the profile of CSOs and increase their networking opportunities with governments via the development of an

E-Platform, the sharing of UNODC advocacy materials for Anti-Corruption Day and the facilitation of CSOs' attendance at intergovernmental UNCAC-related meetings. The project logic assumed that by enhancing CSO advocacy work and increasing the opportunities for networking with their governments, this would increase the likelihood and quality of their engagement in the UNCAC review process.

The project document clearly outlines that the intervention design and implementation strategy aimed to select appropriate agents of change within the CSOs by examining their interests, experience, capacity and potentiality to reach out to marginalized, disadvantaged and vulnerable groups as well as their focus on the promotion of women's leadership in the fight against corruption. It is noteworthy that the project logic identified women as being affected by specific forms of corruption and therefore deduced that they would benefit from activities designed to reduce corruption in their country (see Project Document p. 18).

The project also planned to address the interlinkages between corruption, human rights and transnational organised crime by embedding these cross-cutting issues into the MSW agendas and including dedicated sessions, for example, transnational crime and migrant smuggling (see Project Document p. 18).

The project was conceived as contributing also to the SDGs (see Project Document p. 11), in particular Goal 16, which is dedicated to the *promotion of peaceful and inclusive societies for sustainable development, access to justice for all and building effective, accountable institutions at all levels*. The main modality to achieve this would be via the project's support to CSOs, who have the ability to influence the setting of their national agendas, to localise the priorities and to integrate them into society. The project logic indicated that it would contribute to SDG Target 16.5, which specifically focuses on substantially reducing corruption and bribery in all its forms. Although bribery is not covered under the second review cycle, it was still to be included as a topic discussed during the workshops. However, the project logic also noted that corruption hinders the achievement of all the other SDGs and thereby saw potential for the project to indirectly contribute more broadly to the SDG agenda.

PURPOSE AND SCOPE

This evaluation covers the entire implementation period of the project, from 1 September 2017 until the end of the data collection phase of the evaluation (mid-September 2021). The geographical scope of the evaluation is Africa, with a focus on Angola, Benin, Burundi, Cameroon, Chad, Comoros, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, Ethiopia, Gabon, Gambia, Ghana, Lesotho, Liberia, Malawi, Mali, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, South Sudan, Togo, Uganda, Zambia, and Zimbabwe.

The purpose of this final external independent project evaluation is twofold: accountability and learning. Its overall objective is to provide an independent assessment of the project's progress against its stated objectives and indicators of achievement, and to provide initial indications of the project's impact and likely sustainability. The evaluation report provides evidence for results achieved and challenges faced during the implementation period to help the partners to reflect on and improve future efforts. It aims to provide actionable recommendations about where and how the Project Team, UNODC more broadly and the donor can improve their processes, methods of implementation and coordination in order to increase the effectiveness and likely sustainability of achieved results. The evaluation also pays close attention to the application of gender mainstreaming and human rights considerations throughout the project and makes recommendations with regard to these aspects.

The main target users are the Civil Society Unit (CSU) and UNODC as a whole, in particular the project team and the senior management, the UNCAC Coalition as a key project partner, the Austrian Development Agency (ADA), Member States and beneficiary organisations. The results of the evaluation will be used to inform future CSU programming in Africa, by examining the outcomes and outputs achieved, and by improving the team's understanding of challenges and constraints that might hamper project implementation. The results

can also be used more widely to inform future UNODC work which supports the effective implementation of the UN Convention Against Corruption (UNCAC), by recording lessons learnt and best practice from the engagement of civil society in the review mechanism and strategies for improving dialogue between Civil Society Organisations (CSOs), governments and the private sector on anti-corruption.

The evaluation was conducted in line with UNODC⁸ and UNEG⁹ evaluation norms and standards and assessed the following OECD/DAC criteria: relevance, coherence, efficiency, effectiveness, impact, sustainability, as well as evaluating the project's inclusiveness particularly with regard to human rights, gender equality and leaving no one behind. Lessons learnt and best practices were gathered throughout the evaluation and across all evaluation criteria.

THE COMPOSITION OF THE EVALUATION TEAM

The evaluation was carried out by a team of external independent evaluators, consisting of an Evaluation Expert (Ms. Coralie Pring) and a Substantive Expert (Dr. Suzanne Mulcahy).

Coralie Pring has over 12 years of experience as a political and social researcher conducting formative and evaluation studies for multilateral organisations, bilateral organisations, civil society and foundations. She is specialised in good governance and anti-corruption, with a particular focus on quantitative methods. From 2014 until 2019, she was the research lead at Transparency International, directing two global corruption measurement indices - the Corruption Perceptions Index and Global Corruption Barometer. Since 2019 Coralie has provided several organisations with research, evaluation and strategy consultancy support including the British Council, Deutsche Gesellschaft für Internationale Zusammenarbeit, Open Society Foundations, the Regional Anti-corruption Initiative, the UN Development Programme (UNDP) and UNODC. She has undertaken a number of evaluations in Africa, and also has expertise in gender analysis, and the impact of corruption on women. Coralie has a Master of Research in Politics from Birkbeck, the University of London where she specialised in qualitative and quantitative research methods.

Dr. Suzanne Mulcahy has over 17 years of experience as a political and social researcher, specialising for the past 12 years in corruption and good governance. Her career has included 10 years as an anti-corruption researcher for Transparency International where she gained in-depth anti-corruption expertise, specialising on national integrity systems, lobbying, business integrity and international conventions. Her experience and knowledge on anti-corruption spans across all global regions. Most recently Suzanne has supported several organisations on research, monitoring, evaluation and learning, including the Council of Europe's Economic Crime and Corruption Division, the Regional Anti-corruption Initiative for South-East Europe and UNODC. She has worked with several non-profit organisations to further their organisational development and embed strategic thinking, including the British Council, the Maritime Anti-corruption Network, the UNCAC Coalition and the Open Society Foundation. Suzanne holds a PhD in Political Science from University College Dublin and the Freie Universität Berlin and a Master in European Studies from University College Dublin. Her professional working languages are English, French and German.

EVALUATION METHODOLOGY

The evaluation was designed and implemented utilising a mixed-method, multi-stage research approach to gather evidence from various sources, with each stage informing subsequent stages. The approach was designed to obtain and collect evidence in order to allow the evaluation questions, identified in the Terms of Reference and later honed in the inception phase, to be assessed and answered (see Annex 5 for the evaluation matrix).

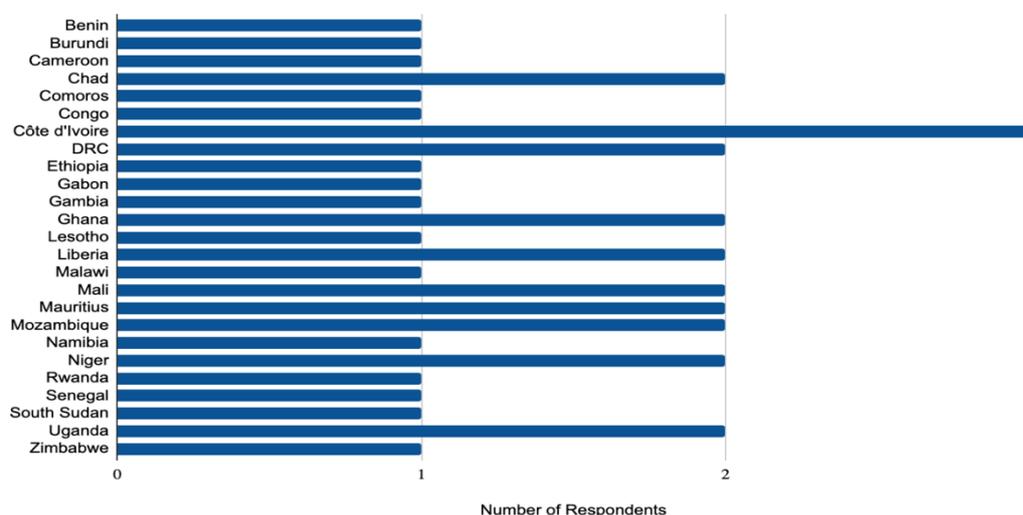
⁸ <https://www.unodc.org/unodc/en/evaluation/normative-tools.html>

⁹ <http://www.uneval.org/document/detail/1914>

The evaluation was sequenced in three stages. The first inception stage took place from 26 May to 25 June 2021 and began with an initial online meeting with the evaluators and the project team where the parties discussed and agreed the purpose of the evaluation results, key documents to be delivered, the evaluation timeline and key challenges and mitigation measures. An initial meeting was also held with IES to discuss and agree key evaluation methodology principles and requirements for UNODC evaluations. Following the delivery of key project documents, IES guidance and templates, and the list of Core Learning Partners (CLPs), stakeholders and beneficiaries who were engaged in the project, the evaluators undertook a comprehensive desk review and drafted an inception report. During the inception phase, 42 UNODC documents and 22 external documents were reviewed, a full list of which can be found in Annex III. The inception report summarised the findings from the desk review of project literature, described the methodology and approach which would be used for the evaluation, contained the research tools, and list of stakeholders and beneficiaries to be engaged during the data collection. The inception report was reviewed and approved by the IES before fieldwork began.

The second fieldwork stage, which involved primary data collection took place between 20 July and 17 September 2021. The fieldwork was implemented in accordance with the approach detailed in the inception report and involved both qualitative (in-depth semi structured interviews) and quantitative methods (an online survey). This approach was designed in order for a breadth of findings to be gathered from across all participating countries in the project using quantitative methods as well as to provide depth, by gathering qualitative insights from beneficiaries and stakeholders. The evaluation used a participatory approach, involving the Most Significant Change (MSC) approach for identifying and selecting impact examples for further analysis and reporting. Additional participatory approaches were also used during the survey and interviews, where participants were asked to give their feedback on which aspects of the project, they thought were most effective.

Figure 1. Chart to show total number of Evaluation Survey Respondents per Country

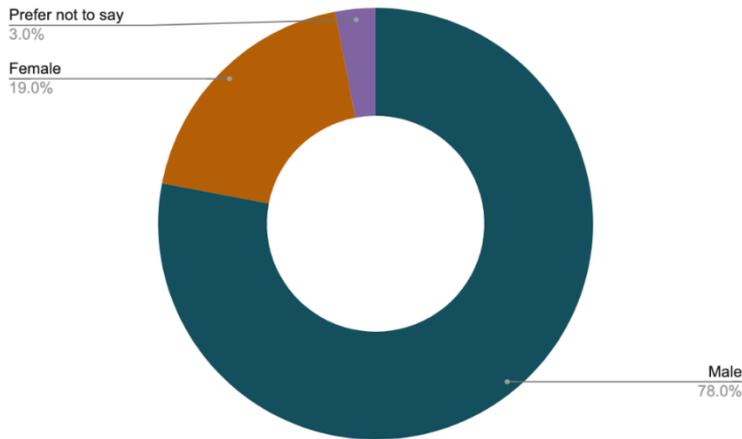


Source: Final Evaluation Survey – CSO Beneficiaries, 2021. Q4. In which of the following countries is your organisation/institution based?

The online survey was undertaken between 23 July and 20 August 2021. The survey was disseminated to the total population of all beneficiaries who had been engaged in the project (either as attendees of the MSWs, or as recipients of the Small Grants) via a Survey Monkey link, and the survey was offered in English, French and Portuguese. A total of 63 organisations were sent the survey, of which 36 responded, giving a response rate of 57%. The survey contained responses from 25 countries across the region, 28 responses were from males and 7 from females, and 1 respondent preferred not to say. No respondents identified as non-binary or other gender. In addition to the original invitation, up to 2 reminder messages were sent to increase

participation. The survey contained demographic questions, organisational questions about the CSOs, and closed-ended questions to collect statistical and quantitative findings for all of the evaluation criteria. The survey also contained a small number of open-ended questions in order to gather unprompted insights on key questions. See Annex II for the survey used for this Evaluation.

Figure 2. Chart to show gender of evaluation survey respondents



Source: Final Evaluation Survey – CSO Beneficiaries, 2021. Q1. Are you? Male, Female, Non-Binary/other, Prefer not to say. Base: 36 respondents

Semi-structured qualitative interviews were undertaken between 21 July and 17 September 2021 with CLPs, Internal Stakeholders (UNODC Staff), CSO beneficiaries, External Stakeholders (country level) and External Experts (international level) in accordance with the approach detailed in the inception report. In total 29 interviewees were interviewed as part of this evaluation, 12 male, 17 female. None of the interviewees reported identified as non-binary or other gender. All interviews were undertaken online using video conference calling platforms and video was used when internet connectivity allowed. Discussion guides were structured to collect demographic questions about the participants, information on their role and involvement in the project, and to collect qualitative insights across all of the evaluation criteria. Discussion guides were tailored to the type of interviewee (CLP/Internal Stakeholder, CSO beneficiary, External Stakeholder – see Annex II for all discussion guides used for this Evaluation).

Based on the insights gleaned during the desktop review stage, 5 countries were selected as case studies for further in-depth research involving semi-structured qualitative interviews with beneficiaries and external stakeholders (private sector representations and/or government FPs). These countries were Ghana, Uganda, Mauritius, Ethiopia and Mozambique. These 5 countries were selected using a purposive sampling approach from all countries involved in the project, as they represented high, medium and low engagement in the project, and therefore would offer a range of opinions and lessons learnt, and one additional country (South Sudan) was identified during the research phase for further investigation as an example of Most Significant Change. See Figure 4 below for the categorisation of case study countries. Three of the countries (Ethiopia, Uganda and Mozambique) also represent priority countries for the project’s donor, ADA, which was also considered by the evaluators. Ultimately three of the five case studies (Mauritius, Ghana and South Sudan) revealed stories where a most significant change was identified and was included as an impact story. The findings from the other cases were mainstreamed across the evaluation criteria.

Figure 3. Summary Table showing categorisation of Case Study Countries

Engagement	Country
High	Ghana

Medium	Ethiopia, Mauritius, Uganda, South Sudan
Low	Mozambique

Source: Final Evaluation Inception Report, updated during fieldwork

All CLPs were selected to be interviewed, and purposive sampling was used to select internal stakeholders (UNODC staff) who would best offer a range of opinions on the project. At the country level for the case study countries, interviewees were selected purposively from the total list of engaged beneficiaries, after discussion with the project team. In addition, snowball sampling was also used to identify additional interviewees who were external to the project at both the country and international levels.

Figure 4. Summary table showing number and gender of interviewees

Interviewee Category	Male	Female	Total
Core Learning Partners (CLPs)	2	4	6
Internal Stakeholders (UNODC Staff)	2	3	5
CSO beneficiaries	5	4	9
External Stakeholders (country level)	3	4	7
External Experts (international level)	0	2	2
Total	12	17	29

Source: Final evaluation interview records

Throughout the research planning, fieldwork and analysis, a gender-aware, leave no one behind and Human Rights approach has been used by this evaluation team. Interviewees were selected in order to provide a gender balance and taking into account whether their organisation worked on gender, leave no one behind and human rights issues. All research tools were developed to allow for the collection of key demographic questions and information about issues beneficiaries organisations contribute to regarding gender, leave no one behind and human rights. Disaggregated findings have been analysed and presented in the report where relevant. The evaluators also used a gender-lens during analysis, to investigate structural, cultural, economic barriers which may have contributed to varied outcomes of the project.

During the analysis phase, the evaluators triangulated data from multiple sources including primary and secondary sources, and internal and external sources, and qualitative and quantitative sources, in order to verify findings, qualify statements and better ensure attribution of impact and change is accurately described. As the project was a multi-level project working at the international, regional, national and grassroots level, this evaluation also sought to gather both qualitative and quantitative evidence to triangulate findings at each of these different levels, in order to assess whether there were any differential results, and also whether there were any differential results by different sub-groups of beneficiaries including, but not limited to, women, men, youth, or disadvantaged groups.

LIMITATIONS TO THE EVALUATION

There were challenges and limitations regarding this evaluation, most of which were identified as potential risks in advance in the inception report to allow the evaluation team to take steps to mitigate them.

Variance in expectations between the evaluation team and the project team around comprehensiveness, depth and results of the final evaluation: To mitigate this risk, during the inception phase the evaluation team held consultations with the project team underlining the understanding and agreement on the expected results of the evaluation. The evaluation team also committed to ensure that the evaluation touched all key

aspects sufficiently to support informed, fact-based findings and recommendations. This should also ensure lasting benefit from the evaluation.

Due to the COVID-19 pandemic, it was necessary to carry out the evaluation fully online without any in-person fieldwork: The evaluators used videoconferencing, rather than teleconferencing, where ever possible to allow for the observation of non-verbal communication cues and build a good rapport with interviewees. The evaluation team was guided by UNODC and beneficiaries on the most reliable online communication platforms in the relevant countries and thereby disruption to interviews due to technical problems was kept to a minimum.

Due to UNODC's timeframe for the evaluation, the evaluation's fieldwork phase unavoidably coincided with summer holidays which was predicted to be a challenge for ensuring interviewee availability. However, due to the online nature of the evaluation, the team was not constrained by travel arrangements and was able to ensure flexibility to accommodate key interviewee schedules and to work around holiday schedules. Where individuals were completely unavailable, alternative interview partners were requested. The response rate among interviewees was high and resulted in 29 in-depth interviewees, exceeding the planned number of 27.

The evaluation team anticipated challenges in getting sufficient external outsider perspectives to validate internal perspectives. To mitigate this, the team sought to identify external interview partners, in cooperation with the project team and also used a snowballing technique to gain further interviewees recommendations during the fieldwork phase. Notwithstanding this, the team did encounter initial lack of responsiveness from external stakeholders invited for interviews, in particular from government representatives due largely to busy schedules. Ultimately the evaluation team managed to meet the planned number of external stakeholder interviews by making repeated efforts to establish contact, also with the support of the project team.

Despite the fieldwork coinciding with summer holidays, the survey response rate was higher than anticipated at 57%. One unforeseen challenge was the somewhat lower survey response rate among women compared with men which was compounded by the fewer number of women who were engaged in the project as beneficiaries, resulting in low number of survey responses from women. This was offset by a relatively high proportion of women being interviewed.

The evaluation relied on the openness of interviewees and as with all evaluations, there was a risk of interviewees (particularly beneficiaries) not feeling comfortable being fully open and honest in the feedback they provide. This risk was mitigated by the team ensuring pro-active transparency around the evaluation exercise and guaranteed confidentiality to interviewees. The evaluators had planned to use participatory approach of asking interviewees to rank the perceived effectiveness of the three outcome areas of the project. During fieldwork, challenges with this approach were encountered as many interviewees had quite specific knowledge of certain aspects of the project, and little or no knowledge of other aspects. Therefore, they were unable to rank the three objectives against one another. This report therefore relies less on the ranking from the qualitative interviews as had originally been planned.

II. EVALUATION FINDINGS

RELEVANCE

EVALUATION QUESTIONS:

To what extent are the outcomes, outputs, indicators and activities as well as the objective of the project relevant to the effective implementation of the UNCAC and SDG 16?

To what extent are the objectives and design of the project relevant and address the needs of the beneficiaries in their work on the implementation of the UNCAC, SDG 16, or related issues?

To what extent did the project make appropriate adjustments to the planned activities and modalities to respond to the changing situation, for example, as a direct consequence of the COVID-19 situation or in response to the new priorities of Member States?

The objective of the project, as well as its intended outcomes and activities, were found to have high relevance to UNCAC implementation and to the SDG 16 agenda and aligned to the needs of the beneficiaries to a large extent. While the project team did respond well to challenges which occurred throughout implementation and made adjustments where needed, COVID-19 and the lack of online capabilities (both at UNODC and among the beneficiaries) presented significant challenges to the implementation of some aspects of the project's activities at the country level and resulted in the cancellation of a follow up meeting towards the end of the implementation period.

As stated in the project document and Theory of Change, the project was designed to contribute to an overarching goal of more effective and inclusive anti-corruption efforts and UNCAC review process in the Africa region. The project document identifies corruption as significantly affecting all countries in the region, and notes that the 1st UNCAC review cycle highlighted legal and practical impediments which prevented the implementation of Article 16 - bribery of foreign public officials and officials of public international organizations, and Article 32 - Protection of witnesses, experts and victims, in many countries in Africa. The project document also contains a national framework analysis for 23 countries in Africa which identifies country specific corruption risks, including bribery for key public services, as well as evidence of corruption leading to the reduced public budgets in some countries in the region. Nepotism, cronyism, and tribalism were identified as contributing to high levels of corruption, as well as a culture of impunity. Given the regional context of high levels of corruption, which was confirmed during interviews, the overarching goal of the GLOU68 project is assessed by the evaluation to be highly relevant and responds to a regional need for more effective anti-corruption work.

Improving inclusivity by engaging CSOs was also found to be a relevant aim of the activities. The Project Document identifies, via the national framework analysis, corruption risks faced by certain groups, including women, disadvantaged minorities and rural groups. Interviewees confirmed during the evaluation that supporting CSOs is also an appropriate strategy for tackling corruption risks, given that CSOs play an important watchdog function in anti-corruption monitoring efforts, represent the needs of diverse citizen interests and help to communicate local issues from the grassroots levels to national and the international levels. Initiatives such as this one, which seeks to make anti-corruption efforts more effective and inclusive, are therefore found to be highly relevant given the regional context. However, the project planning would benefit from a political economy analysis (PEA) at the country level, which includes an analysis of the political context, the inclusivity of decision-making processes in each country and the extent to which CSOs are prevented or encouraged from participating in the national discourse.

The UNCAC is considered by internal and external stakeholders and beneficiaries as a key tool for countries to reduce corruption risks, as it is both legally binding and universal, setting out a comprehensive menu of

policies which signatories must adopt. The desk review reveals that the UNCAC has been signed and ratified by all but one country in Africa (see Annex VI). The UNODC is responsible for supporting countries to ratify and then implement the Convention. The IRM is now in its second review cycle which began in November 2015, shortly before the start of this project. At a fundamental level, the UNODC supports a participatory review mechanism and encourages states to 'endeavour to prepare its responses to the comprehensive self-assessment checklist through broad consultations at the national level with all relevant stakeholders, including the private sector, individuals and groups outside the public sector', as expressed in the UNODC's Terms of Reference on the review.¹⁰ This project supports this process, by providing CSOs and other relevant stakeholders with training so that they have the skills and knowledge about the Convention and the review process to allow them to be more effectively involved. The project tailored the content of the MSWs to the two chapters on Preventative Measures and Asset Recovery which are under review for the Second Cycle. The MSWs are also seen by internal and external stakeholders and attendees as a networking opportunity for CSOs and their government FPs, which also supports an inclusive review process. In Africa for the 1st review cycle, 95% of countries stated that they consulted with non-state stakeholders.¹¹ However, interviews and project literature identified continuing barriers to wide and substantive involvement of CSOs in the review process. These barriers included the perceived politicisation and instrumentalisation of CSOs, lack of technical expertise on UNCAC and staff turn-over within CSOs. Interviewees therefore recognised the importance of the UN continuing to encourage non-state actor involvement in UNCAC-related processes at the national level. The evaluators found during the interviews that the project's purpose and its logical pathways for change were well understood and considered the right activities to encourage CSO engagement in the review process.

The project document notes the relevance of the project to the UNODC Strategic Framework 2016-2017 and 2018-2019. Interviewees and the desk review also verified the continued relevance of the project for the UNODC's work, both internationally and in the Africa region. As stated in the UNODC's Strategy 2021-2025, the organisation continues to see the relevance of multi-stakeholder partnerships in addressing corruption risks, stating: "*UNODC will leverage its partnerships with international financial institutions, other international organizations, the private and financial sectors, academia and civil society to advance the anti-corruption agenda.*"¹² The UNODC's Strategic Vision for Africa 2030 also notes that one of the organisation's core objectives is to increase cooperation from all segments of society, including civil society and the private sector, and it confirms its commitment to continue to engage women and youth in its activities to strengthen Member States accountability frameworks in line with the IRM of the UNCAC activities.¹³

By seeking to reduce corruption, the project's goal, objectives and activities were also found to align in principle with the SDG agenda, and particularly Goal 16 which is about peace, justice and strong institutions. Specific targets under Goal 16 relate to bribery by public officials, for which the UNODC is the custodian, to which this project is relevant given the Convention contains legal frameworks around bribery. In the broader sense, the project contributed to the entire SDG agenda, which was confirmed during interviews, as corruption is considered to be a cross-cutting issue impacting on countries' abilities to make progress on all other targets such as by hampering economic growth, reducing funds available for public services and entrenching inequalities. However, the project's Theory of Change does not include details about how the project will contribute to SDG 16 specifically and the MSWs did not make explicit mention of the SDGs via

¹⁰ UNODC (2011) Mechanism for the Review of Implementation of the United Nations Convention against Corruption — Basic Documents, accessible online @ [https://www.unodc.org/documents/treaties/UNCAC/Publications/ReviewMechanism-BasicDocuments/Mechanism for the Review of Implementation - Basic Documents - E.pdf](https://www.unodc.org/documents/treaties/UNCAC/Publications/ReviewMechanism-BasicDocuments/Mechanism%20for%20the%20Review%20of%20Implementation%20-%20Basic%20Documents%20-%20E.pdf)

¹¹ Project Document, P.6

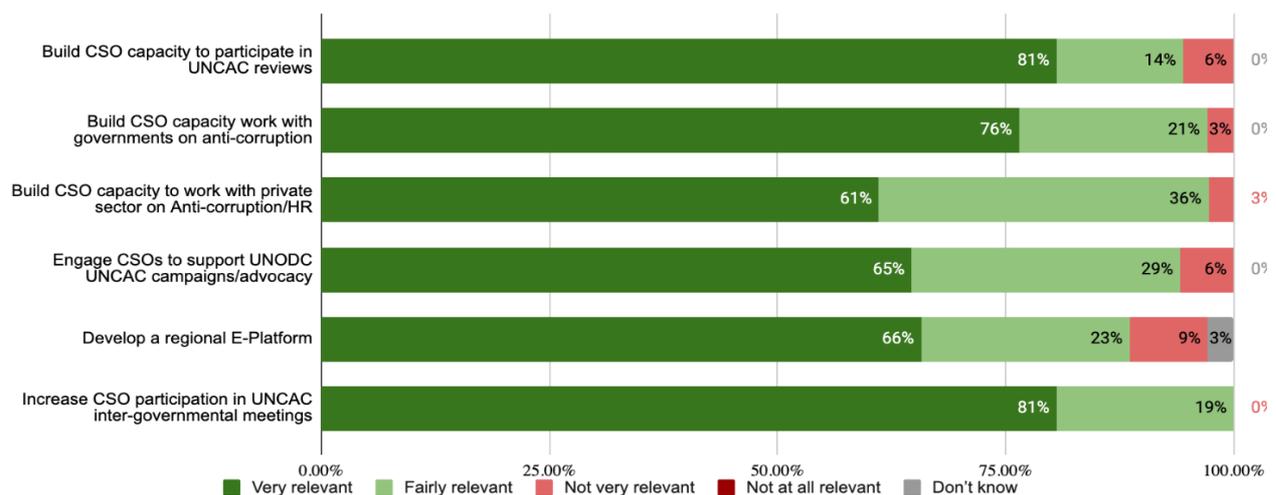
¹² <https://www.unodc.org/unodc/en/strategy/full-strategy.html>

¹³ See [https://www.unodc.org/documents/Advocacy-Section/UNODC Strategic Vision for Africa 2030-web.pdf](https://www.unodc.org/documents/Advocacy-Section/UNODC%20Strategic%20Vision%20for%20Africa%202030-web.pdf)

dedicated sessions. This was confirmed by some interviewees who noted that they did not feel the workshops made explicit reference to the SDGs.¹⁴

The overall goals of the project were found to be highly relevant for the beneficiary CSOs, with the evaluation survey finding that 100% of surveyed beneficiaries reported that the UNCAC is either ‘very or fairly relevant’ for their work, and 97% reporting that the SDGs are either ‘very or fairly relevant’. As identified in the project documents and interviewees, the ambition for an inclusive and participatory review process is often limited by a number of factors including a lack of awareness among CSOs about the UNCAC and its importance; a lack of an understanding of the review mechanism, the new chapters which were under review and the entry points for CSOs; high staff turn-over, meaning CSOs may lose the knowledge about the UNCAC between cycles; challenges in making contact with government FPs; a lack of trust in CSOs by some governments; and a lack of awareness of how the private sector can be a useful partner. The project responded appropriately to these needs, principally via the MSWs, as well as by supplying materials in various languages and disseminating small grants to a selected number of CSOs to work on anti-corruption initiatives with private sector. The project also funded the creation of a web platform to support CSOs to network with one another and exchange knowledge on the review process, which also responds to the needs for the beneficiaries.

Figure 5. Relevance of UNODC Project activities for project beneficiaries in 2017



Source: Final Evaluation Survey – CSO Beneficiaries, 2021. Q10a. Thinking back to 2017, when the project started, to the best of your knowledge how relevant, if at all, would you say that the following UNODC activities were for your organisation? Base. All respondents.

The Convention itself was noted by interviewees during the evaluation to be a useful and relevant tool for their anti-corruption advocacy work with government, due to its mandatory nature. CSO beneficiaries confirmed the high relevance of the project activities for their work (see Figure 5 above), with highest relevance found for building capacities to participate in the UNCAC review and attend intergovernmental meetings (81% and 81% respectively said ‘very relevant’). While the development of the E-platform was found to have lower relevance for CSO beneficiaries at the start of the project in 2017 (66% said ‘very relevant’), when asked about the relevance of the platform for them now, the figure increases by 8 percentage points (74% said ‘very relevant’), which perhaps reflects the growing use of online platforms since the COVID-19 pandemic. Additionally, while just 61% said that building CSO capacity to work in partnership with the private sector was very relevant for their work in 2017, this proportion increases to 83% now suggesting that there has been a growing awareness among beneficiaries of the relevance of business as partners for anti-corruption work.

¹⁴ United Nations. Goals 16-Peace, Justice and Strong Institutions: Facts & Figures [online]. Available from: <https://www.un.org/sustainabledevelopment/peace-justice/>.

The design was informed by the project team's extensive previous experience in undertaking similar work in Africa and other regions. The project was a continuation of a previous project phase of GLOU68 which ran in two phases, from 2012 to 2013, and from 2014 to 2016. It explicitly responded to the recommendations of the final in-depth evaluation of the preceding GLOU68 project, completed in December 2016. The following key recommendations from the previous evaluation were taken into account in the project design: embedding a theory of change logic into the design, continuing the multi-stakeholder training approach, investing in monitoring and evaluation capacity and mainstreaming human rights across the project design, amongst others. By partnering with the UNCAC Coalition, the UNODC responded to the explicit recommendation from the evaluation of previous interventions that formalising the partnerships would enable more coherence and better collaboration¹⁵ and also enhance the relevance of the interventions. While a national framework analysis was undertaken by the team, a Knowledge, Attitudes and Practices (KAP) survey which had been recommended by the previous evaluation, was not conducted. Such a survey would have been beneficial for the project design to validate that it responds to beneficiaries' needs and to understand barriers to female participation at the MSWs.

The project was planned in a manner which allowed for some flexibility in delivery, while adhering to the overall objectives and goals of the project. This flexible design is best showcased in the approach for CSO attendee selection for the MSW and the awarding of the grants for the small project undertaken by CSOs. The inclusive and participatory selection process ensured a range of beneficiaries could attend the workshops, utilizing the knowledge and contacts of partner organisations such as the UNCAC Coalition and UNODC country offices. For the Small Grants, the team had a competitive open call process for projects, again allowing for flexibility, inclusivity and participation in the scheme from a range of suitable CSOs. The team also responded quickly and flexibly to the announcement of the UN General Assembly Special Session (UNGASS), which focused on corruption and was held in June 2021, by organising a CSO side event with a CSO speaker from Africa. The project was delivered largely as planned with few changes required over the course of the project lifetime. One key change though from the original plan for the project was the lack of CSO engagement from Burkina Faso in the MSWs and no CSOs were selected from this country to receive Small Grants, despite the country having been identified as a key country of interest for the donor ADA (see further details later in the report under 'Effectiveness'). Despite the team not being able to secure engagement from this country, the overall targets for CSO attendance and small grants were met, demonstrating responsiveness and flexibility in the design to changing circumstances. The team also suffered a set-back during the implementation of the MSW in Senegal. Delays in procurement processes meant the project team found out at short notice that a venue for the workshop in Dakar city had in fact not been secured. However, a solution was found and the workshop was successfully rolled out in Saly (88km south of Dakar). This, however, hampered the involvement of the private sector actors, who did not attend due to the new location. The project did require two no-cost extensions because of delays in the selection of the recipient organisations for the second round of the small grants scheme, and the second no-cost extension was largely due to COVID-19 related delays, including additional risk management protocols put in place on small grant recipients and a training module from UNODC on grant management which required completion by the team before progressing.

The COVID-19 pandemic caused some further unanticipated disruption and delays to the project, as well as the cancellation of some activities. In addition to the delays noted above, CSU was unable to conduct monitoring visits to the sites of the UNODC small grants recipients to assess implementation. For the beneficiaries, COVID-19 necessitated changes to the small grant projects in several countries, including a complete reworking in several cases. The advantage to these changes were that the grants could be used for

¹⁵ See UNODC (2016) Final Evaluation of Global Anti-corruption component of GLOU 68: "Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti- Corruption, and Drugs and Crime Prevention"

interventions highly relevant to the challenging COVID-19 circumstances, such as in Uganda where the small grant was redirected to fund an online information campaign and infographics, a citizen journalism project as well as a budget and spending tracking app developed in response to concerns that the donations and payments being disbursed due to COVID-19 pandemic were being diverted or mismanaged. Interviewees noted that this flexibility in redesigning the small grant increased its relevance in the new context. An Ethiopian CSO reported that they have faced challenges replicating the UNCAC trainings due to COVID-19 as in-person meetings were not allowed and will instead in future seek to use a train-the-trainer approach to ensure findings are filtered down to local communities. A planned follow-up activity in Ivory Coast for the private sector and CSOs from West Africa, which also planned to engage CSOs from Burkina Faso, could not take place as at the time online workshops were not considered a viable option for the participating countries. This was a missed opportunity by the team to explore the use and applicability of new conferencing modalities for their work and ensure that their modus operandi remains relevant in the current COVID-19 climate. Given the continued restrictions on international travel and health risks for in-person multi-national conferences, online modalities have become commonly used by many of the CSO beneficiaries for their work. Notwithstanding this there appears to have been sufficient flexibility in the project design to adjust course and respond appropriately to the changing circumstances.

SUMMARY - RELEVANCE

The project goal, objectives and activities had high relevance for the UNCAC, the IRM, and the SDGs in particular Goal 16. The design and implementation responded well to beneficiaries' needs, informed principally by the project team's past experience in undertaking similar work both in the region and internationally. While the project was largely implemented as planned, where issues arose, the team showed flexibility and made adjustments, although the COVID-19 pandemic caused delays in implementation of some activities and led to the cancellation of an in-person follow up event which at the time was not considered to be able to be delivered online but could be considered in hindsight a missed opportunity to test out online conferencing modalities.

EFFICIENCY

EVALUATION QUESTIONS:

To what extent was the operation of the project organised and delivered in an economic and timely way to support the achievement of the planned objectives and outputs?

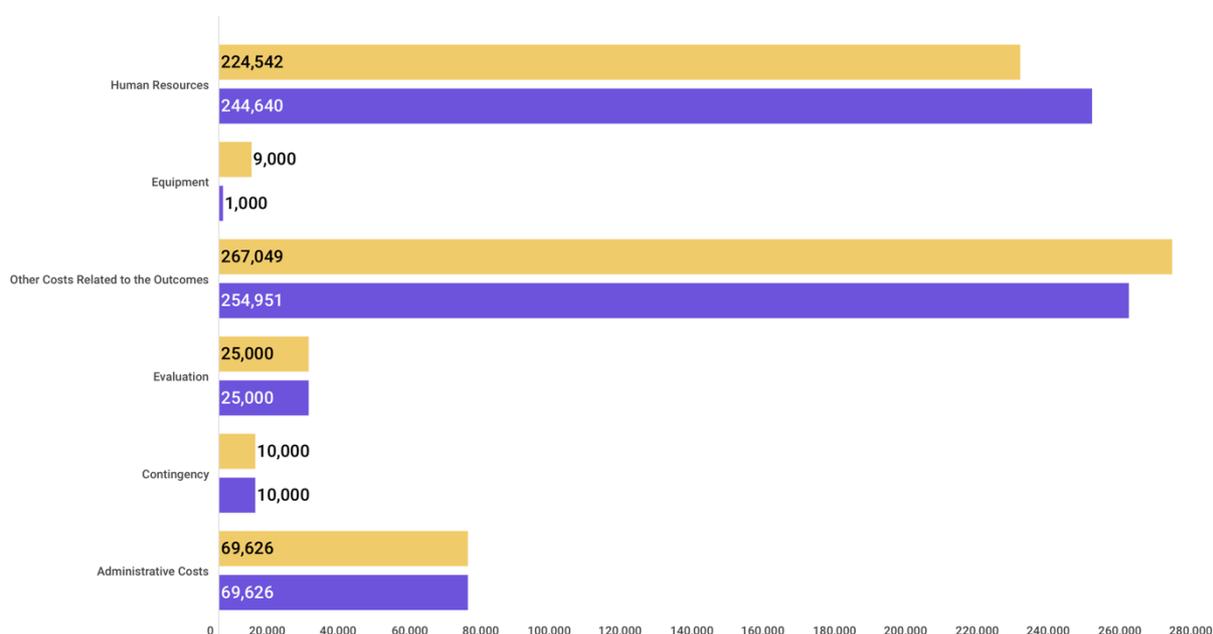
What were the hindering and facilitating factors for efficiency in the conversion of the financial and human resources (inputs) to outputs?

The project was organised in an economic manner with reasonable use of resources and two no-cost extensions allowed it to be completed within the budget, albeit adding one year to the timeline. Overall, the budgeting and expenditures were found to be appropriate and justifiable for a project of this scale. The project budget foresaw a contribution of 605,218 EUR from ADA, representing 52% of the overall budget of 1.176,507 EUR. Matching funding of 571,289 EUR was to be provided by UNODC and/or other sources. The two no-cost extensions mentioned above were found to be justifiable and were granted by the donor, due in large part to delays in the delivery of Outcome 2, the small grants initiative.

Annex 3 to the Project Document presents the budget split per content-relevant categories: human resources (salaries, consultancy services – 37%), equipment (1.5%), other (non-HR) costs for activities according to the planning matrix (logframe) (44%), evaluation (4.5%) and contingency (1.5%). Project support costs (13%) were also included in the budget.

Several budget reallocations were made in line with changes to the project plan due to the COVID-19 pandemic, the delays to the small grants scheme and also due to additional funding sources enabling some cost recovery, for example, covering some travel costs related to the MSWs. The reallocations were used to fund human resources for the extension period in order to successfully finalise the small grants scheme and to close the project. The foreseen budget will have been fully exhausted by the end of the project. The financial reporting (included as Annex 5 to the First and Second Progress Reports) followed the UNODC reporting year and as such do not reflect the actual spending expected in line with the budget.¹⁶ In the planned budget, human resources represented 37% of the total budget. After the re-allocations, the human resources in the end represented 35% of the total costs. Future project designs should continue to strive to ensure the highest possible proportion of in-field expenditures for example, increasing the size of small grants and/or other direct modalities providing funding on the ground.

Figure 6. Original Budget vs. Actual Expenditure per category (Amounts in EUR, where 1 USD= 0.95 EUR)



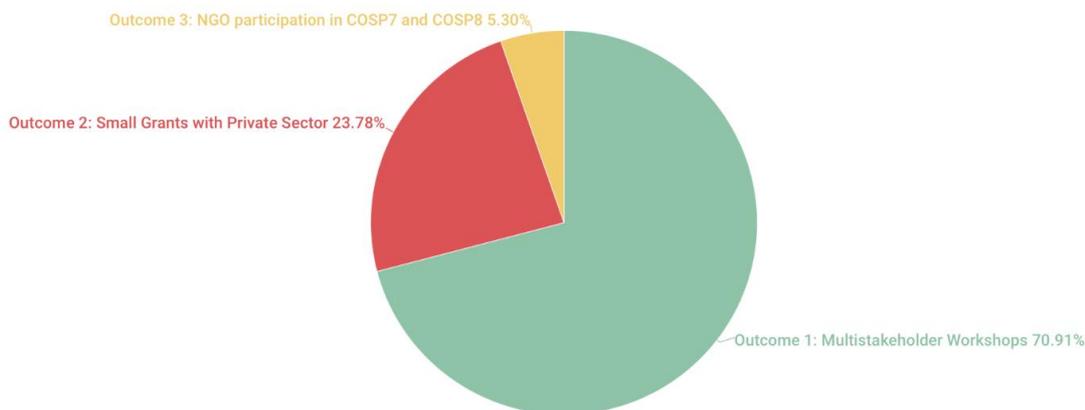
Source: Project Document Annex 3: Budget Summary and Detailed Budget and draft final financial project report (provided upon request by Project Team)

The project management arrangements were found to be straightforward, enabling a proper management and implementation of the planned activities. The Project was supervised by the CST Team Leader (P-4 in-kind), implemented by a Project Officer – originally Consultant level, then UNV, then Associate Programme Officer (P-2) – and the team was supported by one Team Assistant (G-4) (8 months) and an International Expert (P-3) (one-month). In-kind support was received from the UNODC Communications Team.

The two no-cost extensions involved re-allocation of the budget to sustain critical project staff, namely the Project Officer and the Team Assistant, to ensure completion of the small grants scheme and the project’s evaluation. The project management team was highly appreciated by the beneficiaries, in particular for their openness, responsiveness, flexibility to adapt to changing needs and coordination skills. The non-HR costs for the core activities were split as outlined in Figure 9 below. The largest proportion (70%) covered the MSWs, 24% covered the small grants scheme and 5% supported NGO participation at international events.

¹⁶ The final financial report was not yet available at the time of evaluation and thus the figures are based on previous reports and detailed explanations from the project team.

Figure 7. Planned Budget Breakdown – Non-HR Costs per Outcome



Source: Project Document Annex 3: Budget Summary and Detailed Budget

The budget available for delivering the workshops and events was seen as broadly sufficient by those involved. There were some logistical challenges in the procurement of a venue in Senegal, as mentioned previously. This was attributed by the team to internal UNODC procurement processes, particularly the obligation for CSU to use the field office to procure the venue in-country. Logistical processes (e.g., collection of per diems) were criticised as cumbersome by one beneficiary. Notwithstanding these ‘back-end’ logistical challenges, all respondents to the survey expressed satisfaction that the workshop(s) they attended were either ‘very well organised’ or ‘fairly well organised’. Most beneficiaries and stakeholders involved in the MSWs who were interviewed for the evaluation reported that the time allowed was generally sufficient and a realistic amount of time to allow for broad participation (i.e., long enough to cover the material but not too long as to prohibit some attendees from coming). This finding was however slightly at odds with the survey data, whereby 74% of responding beneficiaries who had attended one of the workshops felt that the duration was ‘too short’, a view which was most strongly expressed by French speaking respondents. This was also reflected in two interviews with stakeholders involved in the workshops, who felt that more time could have been dedicated to the sessions targeting CSOs and led by the UNCAC Coalition.

The small grant projects were budgeted at approximately 5000 USD per project, which, while well-received by the beneficiaries, was seen by some NGOs as being too low to allow for a sustainable intervention. Importantly, however, it provided a mechanism for direct funding of organisations on the ground, which is not to be underestimated in impact. The lack of follow-on funding did result in some cases in one-off interventions with limited prospects of sustainability due to insufficient resources in the NGOs. Additionally, some beneficiaries reported that the application process for mini grants exceeded the actual implementation time frame. This was particularly the case for the second round of small grants for whom a change in procurement processes internally at UNODC necessitated a reworking of the proposals and budgets. While UNODC stakeholders saw a benefit to this as it is strengthening transferable skills such as project management, fundraising and proposal-writing capacities among small NGOs, several of the beneficiary interviewees saw this as rather burdensome, given the relatively small budgets allocated.

Factors facilitating efficient delivery of the project included the responsive and motivated team at CSU of UNODC, who remained flexible in challenging circumstances. The excellent networks and partnership with the UNCAC Coalition also facilitated a smart, rigorous and efficient selection of CSOs to attend the MSWs and to receive the Small Grants for working with the private sector. Factors hindering the efficient delivery were the changed internal procurement rules at UNODC, meaning the team needed to undertake specific trainings

which caused delays in the roll-out of the small grants. Likewise, the rules for procuring hotels in the field delayed the hotel selection and necessitated a last-minute change of venue causing logistical challenges. Similarly, the long contracting processes for the small grants partially hindered efficient implementation, in particular for the second-round grantees. Finally, the lack of skills and knowledge in online conferencing at the start of the COVID-19 pandemic hindered efficiency and in one case led to an event (the follow-on workshop in Ivory Coast) being completely cancelled.

The evaluators note that there was no risk weighting (impact vs. probability analysis) documented in the project literature. There were some more obvious risks (delays due to time intensive UNODC procurement rules) which could have been anticipated and perhaps better mitigated, given the identification of this problem from the previous evaluation in 2016.

SUMMARY – EFFICIENCY

Overall, the project was organised in an economic manner with a justifiable use of resources and while two no-cost extensions were required, these were largely justifiable, particularly given the pandemic circumstances, and allowed it to be completed within the budget, despite adding one year to the timeline. Some of the delays, caused by bureaucratic procurement processes, could have been foreseen and better mitigated (i.e., more time could have been allocated for the grant-making process). The project management arrangements were simple, and the experience and flexibility of the team contributed to the efficient delivery of the project. The small grants, while a welcome mechanism for delivering resources directly to CSOs on the ground, were relatively low in value with a high level of bureaucracy attached, both for the project team and the beneficiaries.

COHERENCE

EVALUATION QUESTIONS:

To what extent has the project supported the creation of appropriate synergies with existing initiatives including UN initiatives and initiatives of national and regional entities?

To what extent were appropriate partnerships sought, taken up and maintained, including with UN agencies, CSOs, academia, etc., also in the context of the SDGs?

The project document named several key initiatives and/or organisations with which it was seen as important to identify synergies and avoid overlaps, including the SDGs, the African Union (AU), the OECD and the EU Action Plan against migrant smuggling (2015 - 2020). This indicates that in the planning phase, careful thought was given to avoiding duplication of efforts and maximising of synergies.

The evaluation found that in the implementation of the project, the team was successful in cohering with other UNODC-driven initiatives, such as anti-corruption day campaign, the Fast-Tracking UNCAC project funded by the UK Government, and UNODC intergovernmental events, as well as UNGASS. Lessons from the South East Europe Regional Programme were reflected in the design of the MSWs. There was however little evidence found of explicit cooperation or coordination with external bodies such as the African Union, the IACA, UN Women and the OECD. A planned activity with the African Development Bank (ADB) in Ivory Coast was cancelled due to COVID-19.

Regarding coherence with the SDGs, the project team and the project document show an awareness of the underlying importance of contributing to the SDG Agenda, in particular to SDG16. The MSW's agendas were designed to reflect on the principles of good governance and the SDGs, in particular Goal 16, touching on anti-corruption in public procurement and public finances, private sector corruption and corruption reporting frameworks. Other specific contributions to the SDGs were difficult to identify. For example, there was no

engagement with important and relevant SDG discussions, such as the High-Level Political Forum in July 2021, which may be interpreted as a missed opportunity.

To ensure substantive coherence with overlapping issues, the project expressly intended to address the interlinkages between corruption, human rights, gender inequality, as well as transnational organized crime such as smuggling of migrants and environmental crimes. The latter thematic area in particular was planned to be included in the MSWs but was not successfully integrated into the agenda, due to difficulty in finding thematic experts available to speak on the topic. This was not anticipated by the team who assumed such experts would be available. As an alternative, side events were held on the margins of the COP9/ United Nations Convention against Transnational Organized Crime (UNTOC) in October 2018, focusing on the nexus between corruption and organized crime/violent extremism in partnership with the Terrorism Prevention Branch at UNODC and a further event at the Crime Commission (CCPCJ) in May 2019, drawing attention to the dangers posed by organized crime and raising attention to the global instruments such as the UNTOC and UNCAC. While these alternatives provided an opportunity for bringing awareness to the nexus between corruption and various other crimes, the project did not achieve what it set out to in addressing these interlinkages substantively via the MSWs.

The evaluation also identified some deficits in internal coherence within UNODC. Some stakeholders noted that the organisational structure of UNODC does not support optimal visibility, cross-unit communication and inclusion of CSU, who are a standalone unit not integrated into a broader division. The involvement of substantive experts from, for example, the Corruption and Economic Crime Unit, in the MSWs was welcomed and contributed to the success of the workshops. However, while thematic experts cooperated very well with CSU in the design, planning and execution of the MSWs, this internal cooperation was often not sustained afterwards. Internal stakeholders who were involved in MSWs, for example, were often found to be unaware of what happened next or what the follow up was to the activity in which they were involved. This indicates that enhanced and continuous communication across the units would be beneficial for better coherence and indeed sustainability of the interventions. The evaluation found evidence of some information-sharing with the UNODC country office staff (for example, in making them aware of small grant projects and engaging them on CSO selection for MSWs). However, this could have been done to a greater extent and some CSOs interviewed reported limited engagement with the UNODC country offices following the MSWs. Having an on-the-ground presence in the form of a civil society focal point in UNODC country offices would likely foster better integration of global and national perspectives.

The project intended to use partnerships and cooperation with other organisations to ensure coherence and avoid unnecessary overlap with other similar initiatives. It was quite successful in this regard. The key partnership of the project, that with the UNCAC Coalition, was appropriate, well-managed and indeed central to several of the project's successes. As a broad and well-connected network of CSOs, well respected for its independence from UNODC, the UNCAC Coalition proved an excellent partner for the project implementation. Both parties (UNODC and the UNCAC Coalition) reported a strong and mutually beneficial partnership. Beneficiaries also appreciated the UNCAC Coalition as an umbrella organisation that could represent the collective interests of civil society vis-a-vis UNODC.

In addition, partnerships with individual CSOs, in particular through the small grants scheme, were tailored to ensure those selected had the potential to reach out to marginalized, disadvantaged and vulnerable groups, but also could promise impact in terms of promotion of women's leadership in the fight against corruption, thereby indirectly contributing to several of the SDGs. A transparent and careful selection process ensured the small grants were appropriately disbursed in support of organisations that cohere well with the SDG Agenda. Among the 12 CSOs selected for the Small Grants Schemes, it is worth mentioning that five of them had been trained during one of the two MSWs. The grants thereby capitalised well on the workshops and proved the synergy across the project outcomes, while creating sustainable results. The evaluation found that

the most positive outcomes and impacts came from those groups who were supported via several aspects of the project (rather than just MSW attendees).

SUMMARY – COHERENCE

The project team identified the relevant initiatives and organisations working in the same space, and towards similar goals, during the planning phase. The team was more successful in cohering with other UNODC-driven anti-corruption initiatives and less so with external initiatives. While some gaps in internal coherence were identified, the key external partnership of the project, that with the UNCAC Coalition, was an appropriate, well-managed and successful partnership.

EFFECTIVENESS

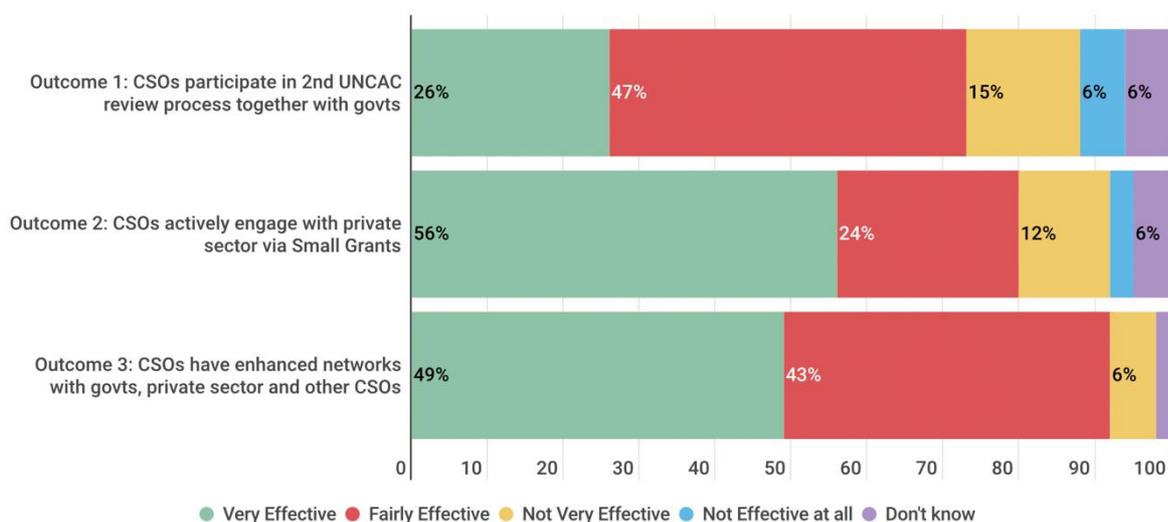
EVALUATION QUESTIONS:

To what extent were the objectives and outcomes achieved?

What were the internal and external factors which hindered or facilitated achievement of outputs, outcomes and overall objectives?

The project was generally effective, in the sense that the planned activities and outputs as outlined in the logframe were largely realistic and were implemented to a generally high standard. The evaluation found moderate to high effectiveness across the three expected results areas and substantial progress towards the achievement of the objectives and outcomes. The evaluators do note that the indicator selection for logframe reporting (see Annex V) is often inadequate to assess the contribution of CSU to the desired change. For example, for Outputs 3.2 (CSOs engagement in advocacy activities, especially in the UNODC’s campaign for the International Anti-Corruption Day) and 3.3 (Dialogue between CSOs, UNODC and governments on UNCAC and its review process is facilitated through networking and intergovernmental meetings), it was not clear to what extent these were the result of the work done by CSU under this project, or whether they would have happened anyway. It was also noted that some of targets were rather under-ambitious and worth re-evaluating, for example the target of 5% of beneficiaries being ‘fully involved throughout the review process’ was modest. Some duplication of indicators in the Logframe was also noted (e.g., Outcome level indicator 2 overlaps with Output Indicator 2.1) as well as the absence of impact-level indicators in the Logframe.

Figure 8. Perceived Effectiveness of project according to beneficiaries – by outcome area



Source:

Final Evaluation Survey – CSO Beneficiaries, 2021. Q. The project had three intended outcomes. For each of the following three outcomes, please say how effective, if at all, you think the project was at achieving them? Base: 35 respondents.

Beneficiaries surveyed for the evaluation perceived a relatively high level of effectiveness, although this was lowest for Outcome 1: while 73% stated that they thought the project was either ‘very or fairly effective’ at achieving this outcome, it was notable that a substantial 21% perceived the project as having been ‘not very or not effective at all’ in increasing participation of CSOs in the review process. This contrasts to perceptions of higher levels of effectiveness for Outcome 2 (80% very or fairly effective at encouraging CSO engagement with the private sector) and Outcome 3 (92% very or fairly effective at enhancing CSO networks).

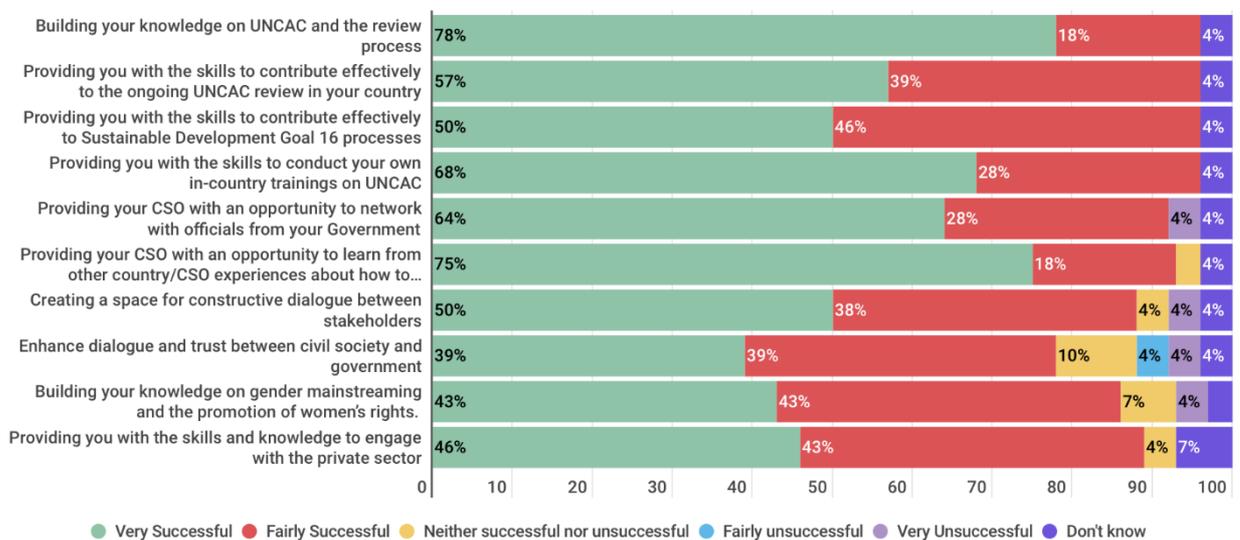
Outcome 1

The first Outcome of this project, to ensure that ‘trained African CSOs and relevant stakeholders have contributed to the 2nd UNCAC review process together with their governments’ was to be achieved via increasing CSOs’ knowledge on the UNCAC and the review mechanism through the MSWs. The evaluation found evidence that the specific targets under this outcome were largely achieved.

Internal and external stakeholders recognised that between the knowledge gained and more CSOs contributing to the review process, there are many intervening variables over which neither CSU nor the CSOs had control. These include, for example, the political climate in the country, varying capacities in CSOs and government FPs and hierarchical decision-making in-country negating potentially strong relationships forged at the MSWs between CSOs and FPs. For many beneficiaries who attended the trainings but did not report a subsequently more inclusive review process, the knowledge gained was nonetheless important in its own right, for capacity strengthening of their organisation. The evaluators note however that while a pre-workshop survey was carried out to gauge the CSOs’ levels of knowledge of UNCAC, there was a lack of proper baseline data on the extent and, particularly the *quality* of the inclusiveness of the review process at the start of the project, which makes it challenging to fully assess the contribution of the project to this outcome.

The interviews and survey data reveal several direct and indirect gains for beneficiaries from the MSWs, including transfer of knowledge and skills related to UNCAC and the SDGs, providing networking opportunities, creating space for dialogue and increasing confidence levels among CSOs to advocate related to UNCAC. Interviewees emphasized the technical nature of the UNCAC and the review process and found the MSW useful for demystifying the whole process. They reported positively on the content of the trainings, the ability to hear from peers about their experience of participating in the review cycle, the explanation of entry points in UNCAC for the private sector, the role-play exercise and the CSO-only sessions. They also appreciated the opportunity to meet and network with government FPs, many for the first time.

Figure 9: Chart to show perceived effectiveness of MSW on various aspects among beneficiaries



Source: Final Evaluation Survey – CSO Beneficiaries, 2021. Q. How successful or unsuccessful would you say the Multi-stakeholder Workshops in Ethiopia and/or Senegal were for each of the following areas...? Base: 28 respondents.

On one of the core objectives behind the MSWs, that of ‘enhancing dialogue and trust between civil society and government’, while the majority of survey respondents (78%) did find that the MSW to be ‘very or fairly successful’ in this regard, it is notable that this was considered a less successful aspect in comparison to other elements. Respondents from French-speaking countries were more negative on this than their counterparts from English and Portuguese speaking countries: only 58% of respondents from Francophone countries found the MSWs successful at enhancing dialogue between CSOs and government.

When probed on this during interviews, interviewees suggested that the lack of trust is often deep-seated and difficult to overcome. Several interviewees did report better communications and interactions with governments as a result of attending the MSW, although some did note that they had good relations with their government regardless of attending the workshops. Two external stakeholders with broad knowledge of the CSOs’ subsequent national experiences observed that positive experiences and conversations between CSOs and government FPs at the MSWs were sometimes ‘quashed’ once they returned to the national context where political hierarchies determined that the lines of communication would not remain open, or the dialogue would not be further pursued. This also sometimes occurred because the FPs were simply understaffed and lacking in capacity to engage in meaningful follow-up.

The evaluation found that all but one of the logframe targets at outcome level were met related to non-state actor engagement in the review process: i.e., in the self-assessment element of the 2nd review cycle, inputting into country reports and/or CSO parallel reports and being fully involved throughout the whole review cycle. The project’s monitoring data shows high proportions of CSOs (63%) having engaged with their governments regarding the review process. The evaluators note that the 6-month follow up survey following the MSWs indicated a higher success after the Senegal MSW (78%) than the Ethiopia MSW (46%) in promoting engagement between CSOs and governments. More than one in five (22%) of engaged CSOs have been involved throughout the entire review cycle – beating the arguably low target of 5%. One specific target related to CSO involvement in country visits has not been met: out of 57 trained CSOs, 10 CSOs (representing 18%) are known to have taken part in country visits of the second UNCAC review cycle, which can in part be attributed to substantial delays in the review process itself in the relevant countries as well as the impact of the COVID-19 pandemic.

The evaluation survey and interview data further corroborate these findings on the extent of engagement but also give us a fuller picture of the *quality* of the engagement, which is lacking from the project’s monitoring data as there are no indicators qualitatively assessing the engagement. Of 31 respondents, a clear majority of 17 (55%) described the review process as either ‘very inclusive’ or ‘fairly inclusive’ in their country, while a minority of 8 (25%) described it as ‘not very inclusive’ or ‘not at all inclusive’. However, of the 31 respondents who described the extent and quality of dialogue with government during the second review cycle, only 9 described it as ‘constructive and open’, while 19 (62%) either did not have any dialogue (20%) or described the dialogue as ‘unconstructive and not inclusive’ (42%). This was echoed by several beneficiary interviewees who described the involvement of civil society as ‘pro forma’ or ‘a box-ticking exercise’. When asked about the extent to which their organisation was able to contribute opinions to the second review cycle of the UNCAC, more than half of respondents (51%) felt that were ‘not very much’ or ‘not at all’ able to contribute their opinions. There were several exceptions to this however, which are elaborated upon in the impact section of this report. In addition, while the quality of the dialogue held during the review process often came in for criticism, more than half of CSOs surveyed did report engaging in follow-up activities with their government related to UNCAC, which is a positive sign that connections had been made which in the medium to longer term, potentially may lead to improvements in engagement between CSOs and governments around UNCAC.

A further indicator of the success of the MSWs was the level of replication of trainings by CSOs in-country. According to the project’s monitoring data, more than 8 in 10 CSOs have replicated the trainings in their own countries, surpassing the target of 75%. It was not clear from the monitoring data how substantive these

trainings were. However, a similarly high percentage (68%) of respondents to this evaluation's survey reported having replicated the trainings in country and these were generally reported to be successful at building knowledge and capacities of attendees on the UNCAC. The evaluators noted that several of these trainings were internal trainings to colleagues within the same organisation. Notwithstanding that this internal knowledge sharing is extremely valuable given high staff turnover within CSOs, the intention with the replication target was to reach further organisations, and the findings from the survey as such indicate that the 'replication' figure in the monitoring data is somewhat inflated.

The evaluators note that three output targets under Outcome 1 were not met. The first related to the number of sessions per workshop focused on exploring the linkages between corruption and transnational organized crime (mentioned above). Additionally, the targets related to the number of CSO representatives to be trained from each of the ADA priority countries (Mozambique, Burkina Faso, Uganda and Ethiopia) were surpassed for all countries except Burkina Faso, from which there were no participants (target was 2). The project was initially unsuccessful in engaging with CSOs from Burkina Faso as no CSOs responded to a call for applications to attend a training workshop. However, the project team did subsequently proactively reach out and establish contact with a prominent anti-corruption non-governmental organisation (NGO) in the country, who would have attended a follow-up event in the Ivory Coast, an event which was ultimately cancelled due to the COVID-19 pandemic. Finally, the target number of 22 female MSW attendees was missed, as there were 17 female attendees out of 60 ultimately attending the MSWs, despite several efforts to attract more female attendees. This was attributed by internal stakeholders to underlying gender dynamics in the region and the relatively low level of available female CSO representatives. The evaluators noted that the small grants scheme successfully targeted both women and youth-focused CSOs and made good in-roads into enhancing cooperation with the private sector, thus improving the gender inclusiveness of the project.

Outcome 2:

The second outcome area of this project sought to increase active CSO engagement *"in anti-corruption activities, including activities that focus on human rights, with the private sector in particular SME(s)"*, mainly via the inclusion of private sector organisations at the MSWs, the inclusion of sessions during the workshops on engaging with the private sector and via the distribution of Small Grants Scheme to a selected number of CSOs so that they could undertake joint projects with the private sector.

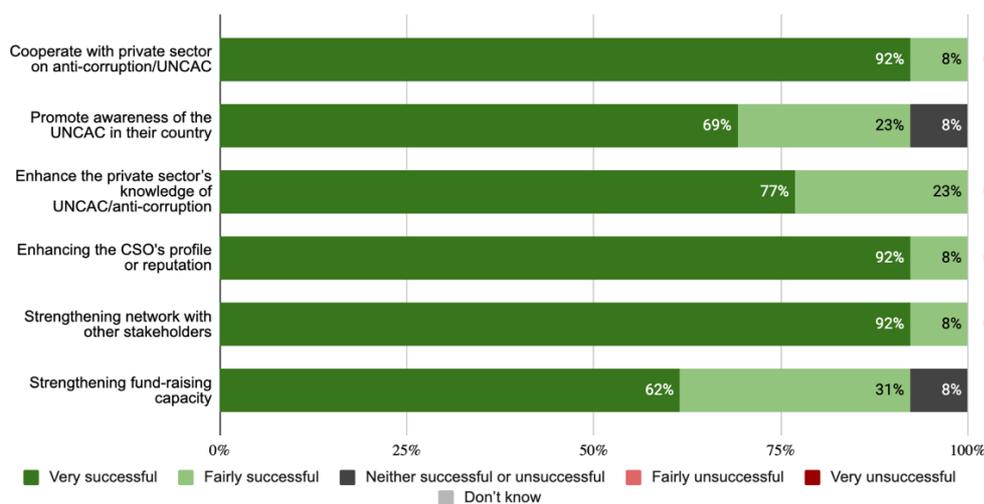
The evaluation found evidence of high effectiveness of the project against planned targets and indicators. Project monitoring data, interviews and the evaluation survey demonstrate that the CSOs gained increased knowledge of the roles for the private sector in the UNCAC review process, and the role of the private sector in corruption prevention more generally, as a result of the various activities of this project. However, the evaluators note that the lack of proper baseline data on levels of knowledge and levels of prior engagement with the private sector at the start of the project makes it challenging to fully assess the contribution of the project to these outcomes.

The evaluators received a number of reports from CSO beneficiaries of positive engagements with the private sector after the MSWs, with some reporting that they only considered the importance of the private sector as a partner in anti-corruption work because of the knowledge they gained via the MSW. This occurred despite limited attendance of private sector representatives at the workshops. No attendees at the Senegal workshop were from the private sector, while the MSW in Ethiopia included the participation of two organisations working on private sector issues – the Construction Sector Transparency Initiative Ethiopia (CoST – Ethiopia), and an Ethiopian Women Entrepreneurs Association. Interviewees also reported that having been part of this project increased their ability to network with the private sector and to engage with them on joint activities, as it allowed them to bring something to the table (knowledge) when reaching out to engage with private sector and connection with the government. Indeed, the project's monitoring survey found more than 8 in 10 beneficiaries from the workshop reportedly undertook activities with the private sector following the workshops. However, it is noted that the wording of the indicator and the related data from the monitoring

survey makes it difficult to assess the contribution of UNODC to this outcome, given that some of the engaged CSOs had worked with the private sector before taking part in this initiative. A detailed baseline assessment at the start of the project, as well as more specific logframe indicator wording, would have allowed for better understanding of the contribution of this project.

The project also met its target for the small grants scheme, under Outcome 2 of the project, by supporting 12 CSO beneficiaries from 11 countries in undertaking anti-corruption projects to raise awareness of the UNCAC and anti-corruption, with the private sector, including beneficiaries from Uganda and Mozambique which are two of the 4 ADA priority countries. The grants were awarded, and projects undertaken in two rounds. The first round saw the awarding of 5 small grants, while the second round saw the awarding of 7 small grants, with 5 of the recipient CSOs having been formerly trained at the MSW. CSU shared the call for proposals widely, engaging with partners such as the UNCAC Coalition to share the call with its members to increase awareness. Recipients were selected using a competitive process and CSU consulted with the UNCAC Coalition and the UNODC External Party Engagement Unit on the selection, considering only clear and robust proposals from legitimate grassroots CSOs, with experience in previous project delivery to their constituents. Furthermore, consideration was given to organisations who were women-led (or supported women with their activities), or were youth-led (or supported youth via their work).

Figure 10. Assessed successfulness of the Small Grants Scheme for planned objectives, by recipient beneficiaries



Source: Final Evaluation Survey – CSO Beneficiaries, 2021. Q. How successful or unsuccessful would you say the Small Grant project was for each of the following? Base: 13 respondents.

The evaluation survey found strong positive experience from the CSO beneficiaries who received the small grants for this initiative, which was also corroborated during the interviews. The survey found 69% saying they were very satisfied with the small grants scheme, and 31% were fairly satisfied. No one answered that they were unsatisfied, and some interviewees noted that the projects would not have occurred without the financial support from the UNODC via this project. According to the monitoring reports, the small grants scheme projects have been found to have supported networking and partnership building between CSOs and private sector in the project countries, including Women Entrepreneur Associations implemented by the Ghana Integrity Initiative and Maison des Organisations de la Société Civile (MOSC) from the Comoros, while the same CSO from the Comoros also signed a Memorandum of Understanding with Industry groups, and Approches Locales pour le Développement Durable (ALDED) from Cameroon secured signatures for a Code of Conduct with 300 foresters. Additionally, whistleblowers were supported by the organisation ABUCO from Burundi, who provided judicial assistance to 111 beneficiaries, of which 96 involved cases on corruption in the private sector. Other projects sought to contribute to community awareness-raising, such as the project from the Comoros and Africa Freedom of Information Centre (AFIC) from Uganda which involved awareness raising

via the radio, or the project in Uganda undertaken by Action for Youth Development (ACOYDE) which helped to create youth and women online ambassadors. The flexibility in the design of the Small Grants aspect of the project, allowed for projects to be designed in a way which responded to the needs of the recipient country and allowed projects to remain responsive to the changing situation in their country, for example to the impact of COVID-19.

The evaluators note that the flexibility in the design of the scheme, whereby the projects were conceptualized and designed by the beneficiaries, has meant however that there was varied quality among the projects and varied level of potential impact and effectiveness on CSOs have enhanced the private sector's knowledge of UNCAC, the review mechanism and anti-corruption measures. Logframe targets should look to track the quality of the engagements rather than purely quantitative measures of numbers of awardees, and while medium- or long-term impact was not a consideration in the awarding of the grants, some projects lack evidence of sustainability which would be beneficial in ensuring better contribution to the overall goal of the project to make anti-corruption efforts more effective and inclusive. It is noted that the project document lacks a clear description of an assessment of the context in the region, namely the levels of SME knowledge and engagement on anti-corruption and UNCAC and the knowledge on corruption risks in the SME sector, which this project would seek to contribute to mitigating. Therefore, it is hard to assess whether the small grant scheme was designed to respond to a specific need. The evaluators also suggest a review of the rationale for focusing the small grants on awareness raising/ improved knowledge with the private sector and look to encourage more meaningful partnerships between CSOs and SMEs which focus on policy and behaviour change as these are higher order changes which better contribute to results at the goal level.

Outcome 3:

The third outcome area of this project sought to build, enhance and strengthen "*networks with governments, the private sector, other CSOs and relevant stakeholders working on anti-corruption*". The main activities organised under this area of work were the creation and launch of the E-Platform as well as supporting CSO participation at international events related to the UNCAC processes. Project monitoring data finds almost all targets under this area of work were either met or surpassed, with the unmet target likely missed due to challenges collecting data. The evaluators note that some monitoring data and target indicators under this outcome area are not clear how to attribute results to the work of CSU.

The E-Platform was soft-launched in February 2017, with a further full launch in November 2017 at the COSP7. The site was developed in partnership with the UNCAC Coalition, and it is hosted on their website. It contains information on CSOs who are working on the UNCAC review in the region, information on countries' statuses for the review, resources and guides for the UNCAC process and hosts CSO parallel reports. The logframe reports (output 3.1) that 7 Small Grants beneficiaries, 16 CSOs which attended the workshop in Senegal MSW and 12 from the Ethiopia MSW had joined the platform (total 35 CSOs). The evaluators note from the description text for this indicator that the reported figure of 48 CSOs included on the platform includes those who are non-beneficiaries, whereas the target indicator wording specifies the target related to those who were trained or were grantees, and therefore the target for this indicator was missed. In terms of the use of the site by beneficiaries, interviewees report that the E-Platform has been less successful as a tool for encouraging networking between CSOs and their government FPs, but it has been used for raising the profile of smaller grassroots CSOs who often do not have their own website. Awareness among the CSO beneficiaries of the site was found to be very high - 71% of the CSOs who took the Evaluation survey reported that they were either 'very or fairly familiar' with the E-Platform. Finding contact details or information on the UNODC or UNCAC Coalition was the most common use, followed by contact details of other CSOs working on UNCAC and information on the review process (both 67%). Information about the UNCAC review process in their country was also reported by 63% as a reason they used the site. This suggests that the site has been a useful tool for CSOs to become more informed about the UNCAC but strategies to encourage networking and knowledge sharing on the site should be readjusted and be informed by user-experiences and needs.

Under Output 3.2, which relates to joint advocacy, the number of organisations which received the UNODC's Anti-Corruption Day advocacy materials was surpassed, although there is a lack of clarity about how this target supports the achievement of Outcome 3 on enhancing CSOs' networks with governments and stakeholders, and to what extent the provision of the materials for Anti-Corruption Day resulted in a more widely shared messaging by the receivers. Other targets under Output 3.2 which relate to CSOs having engaged in advocacy were met, however the indicator does not specify that this advocacy was as a result of their engagement in this project. While the evaluators found evidence from multiple beneficiaries undertaking effective advocacy inspired by their engagement in the workshops, the indicator wording should be amended to reflect this. Indeed, of particular note is the third indicator under this output area - "Number of events organized by targeted CSOs" - which the evaluators do not find specific enough to track project effectiveness.

Beneficiaries and external stakeholders mentioned that CSU is a conduit of information on the events between the UNODC and CSOs, via their partnership with the UNCAC Coalition. Without the sharing of this information on the UNCAC, CSOs would not be aware of when the events are taking place or how they would attend. Under Output 3.3, the target of number of CSO events that take place on the margins of the IRG and at CoSP7 and CoSP8 was surpassed but it is unclear the attribution of the UNODC. A total of 26 events were organized 'by or with' civil society. In addition, project literature identified that it was expected that 10 CSOs would attend each session of the 5 relevant intergovernmental meetings between 2017-2020 (50 CSOs in total) however, this output was not tracked in the logframe and the project document did not provide further details on how the team would support this attendance.

Factors facilitating and hindering effectiveness

Internally, there were several factors which helped ensure effective implementation of the project. These included the strong reputation of UNODC, which was a particular motivating factor for government FPs to engage and attend MSWs. The highly experienced and responsive CSU team, bringing experience of implementing similar projects in other regions, was recognised by both internal and external stakeholders as facilitating smooth communication and contributing to the success of the project. The incorporation of colleagues from across UNODC also ensured the necessary substantive expertise was present in the MSWs and that the information and knowledge was appropriately communicated. The good flow of information from CSU to organisations on the ground, in particular the supplying of training materials and guides on the UNCAC following MSWs, was helpful to ensure that follow-up trainings could be organised in-country. Likewise, the provision of small grant funding, in particular the selection of organisations that had attended MSW and therefore had gained knowledge on UNCAC and the entry points for the private sector, ensured coherence across the objectives and helped contribute to the overall success of the project.

Externally, the partnership with the trusted UNCAC Coalition was appreciated by many beneficiaries. This strong strategic partnership was good for knowledge sharing, as the UNCAC Coalition were willing and able to provide UNCAC-related information to a wide and diverse audience in a timely fashion, which is not always a priority for UNODC and/or within their capacities. The UNCAC Coalition also provided UNODC with important CSO contact details for organisations, particularly for new anti-corruption organisations that may not have been known to UNODC.

Conversely, internal factors hindering effectiveness were the slow internal procurement and approval processes, in particular for the small grants. This was quite a burden for the relatively small team at CSU and was also a known risk, given that the 2016 evaluation of the previous project had identified this problem and recommended a reassessment, together with the procurement unit, to define a functioning and realistic framework. The internal structures at UNODC, in particular CSU's reported positioning as a standalone unit, rather than being integrated into a broader division, was reported by some interviewees as having hampered communication and information-sharing between teams.

There were also several external factors which acted as hindrances to the project's success. The first of these was the significant delay in the UNCAC implementation review process itself. Since February 2020, there were

no in-person country visits, and many were postponed due to the COVID-19 pandemic. Back in 2017, at the start of the project, it was expected that the second review cycle would be close to completion by the end of the project, but at the COSP8, a decision was made to extend the review cycle until June 2024. Given that one of the core objectives of the project was to ensure greater civil society participation in the review process, the delays in the latter made it difficult to monitor the project's impact, as in several countries the review process was simply stalled. Only 29 countries have fully completed the 2nd review cycle to date. The lack of public information about the status of the review process in countries also hampers CSO participation in the reviews, as CSOs instead rely on this information being filtered down to them via various indirect channels.

At the country level, COVID-19 has also made networking between governments and CSOs more difficult: 71% of respondents to the Evaluation Survey reported that the COVID-19 pandemic had made it more difficult to engage with their national government on UNCAC related anti-corruption issues. In addition, a number of the official IRG meetings were moved online or held in hybrid format in 2020 and 2021 which limited opportunities for networking. Given the drawn-out implementation review process, it is also not surprising that there has been significant turnover of staff, both in CSOs and at government level. This means that MSW trainees, and indeed government FP representatives, have sometimes moved on by the time the review process actually got underway, thus diminishing the possible impact of the interventions. Likewise, those involved in small grants have sometimes moved on thus limiting the sustainability of the knowledge gained through those interventions. Another factor beyond the project's control, but ultimately critical to achieving the outcomes, was the level of political will to involve CSOs in the review process at national level. As mentioned previously, in some cases the government attendee at MSW seemed open and willing to CSO involvement in the review process but further up the chain at national level, political decisions were taken to limit CSO involvement or capacity issues in government FP's hindered sustainable engagement with civil society.

Finally, an ongoing challenge for the project was that of engaging the private sector in anti-corruption activities. The project had initially hoped to have higher level of engagement of the private sector in the MSWs to encourage tripartite discussions and conversations around UNCAC. To this end, ahead of the Addis Ababa MSW, the Project Team reached out to the United Nations Industrial Development Organization (UNIDO) Office and the ADA Office in Addis Ababa with information about the MSW calling for their support in reaching out to the private sector to attend the MSW. They did not succeed in overcoming the challenge of a lack of interest and response from the target group. According to some interviewees, private sector stakeholders do not see the benefit of engaging with CSOs and other relevant stakeholders on UNCAC, nor the relevance of a global convention to their day-to-day operations. Several beneficiaries confirmed that this was also their perception of the private sector vis-a-vis UNCAC. The small grants scheme responded to this lack of engagement and interest of the private sector in the MSW by promoting targeted engagement between CSOs and companies, particularly SMEs in interventions that were relevant to them. This appeared to have been a rather successful redirection strategy and way to engage with a previously disinterested target group. Outside of the small grant scheme, a number of CSOs mentioned lack of funding for anti-corruption and UNCAC work as a major hindrance to undertaking more follow-up activities on anti-corruption following the MSWs.

SUMMARY – EFFECTIVENESS

The evaluation found that the project was largely effective and made substantial progress towards the achievement of the planned objectives and outcomes. Among the factors aiding effectiveness were the strong reputation of UNODC, the experienced and responsive project team and the strong and strategic partnership with the UNCAC Coalition. Among the factors hindering effectiveness were the significant delays in the 2nd Review Cycle, the COVID-19 pandemic, internal organisational structure at UNODC, the time required for procurement and internal approval processes and finally, a reluctance in some countries in the region to engage with civil society.

IMPACT

EVALUATION QUESTIONS:

To what extent did the project contribute to the successful implementation of UNCAC and progress on the Sustainable Development Goal 16?

To what extent did the project contribute to strengthening dialogue between civil society and governments on UNCAC?

Were there any other intended or unintended impacts of the project, either positive or negative?

The project has been found to have had impact on the UNCAC implementation, dialogue between government and CSOs, and tangentially on the SDGs by providing support to anti-corruption initiatives. Further impacts were found in strengthening networks between CSOs and the private sector, predominantly via the Small Grants Schemes as well as strengthening CSOs' capacities, both substantively on anti-corruption and UNCAC and in transferable skills such as project management and fundraising.

The project has been shown to have had impact on the implementation of the UNCAC in terms of the involvement of CSOs in the 2nd Review Cycle. This was found despite the delays to the review process meaning only 29 countries globally have completed their 2nd cycle reviews to date. Given that this is the only initiative in the region which is seeking to build the capacity of CSOs on the UNCAC and promote the involvement of CSOs in the review process, interviewees reported during the evaluation that if UNODC had not undertaken this project, the involvement of CSOs in the review process would have been less, given that governments are not required to include them in the review process. The evaluators note however, that some countries which engaged CSOs in the review process would have done so regardless of this project, and also that some of the trained CSOs did not have follow-up communication with their government on the UNCAC. Given the delays to the UNCAC review process, CSU should continue to monitor the involvement of trained CSOs in the ongoing reviews and in the medium to long-term, the extent to which governments make changes to policy and practice as a result of CSO involvement.

Among the many other impacts identified via the interviews and survey data were:

- Enhanced training capacities of CSOs: there were several cases of CSOs replicating the MSW trainings, in one notable case with low-income and illiterate women in rural communities in Ethiopia, in order to transfer knowledge to the grass roots level;
- CSOs engaging the private sector in workshops with government to discuss policy issues in Ethiopia and Mauritius;
- A CSO in Ethiopia who had never worked in-depth on UNCAC or anti-corruption before (but who were included at the MSW for their gender and youth focus) subsequently engaging and deepening their work on the cross-cutting issue of anti-corruption and good governance. The CSO reported that they had an improved reputation with government ministries as a result of being part of this initiative.
- In Uganda, a beneficiary reported that the MSW enhanced their knowledge on UNCAC and particularly on the entry points and relevance for the private sector. This led to the CSO being able to reach out to the private sector and connect on a more eye-to-eye level and resulted in enhanced private sector partnerships as a result.
- In Mozambique, through a small grant project a beneficiary strengthened networks between CSOs, govt and private sector at district level by the creation of a platform for the exchange of ideas and information.
- A CSO reported that they were inspired by the content of the MSW to undertake their own parallel report, the findings have already been discussed with senior politicians and the report will inform the CSO's future advocacy issues.

During the evaluation processes, three examples of impact were selected for greater analysis, having been initially identified using the MSC approach. These cases were selected, using a participatory approach, as they best reflect the range of impacts which the evaluators found during the course of the evaluation, in agreement with the project team and were externally validated. The three stories of impact, from Ghana, Mauritius and South Sudan, are included as an annex to this report (See Annex VII).

SUMMARY – IMPACT

The evaluation found the project was impactful across a range of areas: it found evidence in some countries of stronger UNCAC implementation, improved dialogue between government and CSOs, strengthened networks between CSOs and the private sector (predominantly via the Small Grants Schemes) as well as strengthening CSOs' capacities, both substantively on anti-corruption and UNCAC and in transferable skills such as project management and fundraising. Several stand-out impacts are a testimony to the project's success and show potential for sustainable impacts – these include contributing towards strengthening a CSO's capacity to support whistleblower protection in the private sector in Mauritius; helping to build a constructive and inclusive partnership between government and a civil society organisation in South Sudan and facilitating partnership-building between a CSO and women in enterprise organisation in Ghana.

SUSTAINABILITY

EVALUATION QUESTIONS:

To what extent will the benefits of the intervention continue or are likely to continue?

How can the sustainability of similar projects related to the contributions of CSOs to the review process or to the UNCAC related anti-corruption activities be further improved?

The evaluation found evidence of likely sustainability of many of the activities undertaken for Outcomes 1 and 3 of the project, with these activities planned in a way to encourage continued relevance and impact. While the evaluators found some evidence of sustainability for some small grant projects funded under Outcome 2, the evaluators note that this aspect was not present for all recipient projects. Some internal and external factors hampered the project's medium and long-term sustainability, in addition interviewees and survey respondents requested continued involvement by UNODC in the area of CSO engagement in the UNCAC processes. More broadly, it was recognised during the interviews that the GLOU68 project may not receive continued funding from ADA. Given the desire among beneficiaries for continued support from the UNODC on the UNCAC reviews and given CSU is the only – and best placed – team undertaking this work, it is imperative that new donor support is secured to ensure future sustainability.

Activities undertaken under Outcome 1 of the project, namely the MSWs were informed by previous rounds of the project and were designed in a way to encourage future sustainability with participants encouraged to repeat and share the learnings from the MSWs with colleagues and other grassroots CSOs in their country. The evaluation found evidence, via interviews and the survey, that this had occurred. Examples include the replication of trainings for SMEs at the local level a CSO from Senegal and a CSO from Ethiopia replicated the training with local women in rural communities, although plans for greater roll-out were hampered due to COVID-19 restrictions which prevented in-person meetings with online methods not possible due to lack of internet access in rural communities. The materials, provided by UNODC in multiple language on the UNCAC review process, were used by attendees to share the learnings with a wider audience and in one case, a trained attendee left the CSO before the organisation's engagement with the 2nd Review Cycle began, however, the materials provided by UNODC were used by other colleagues to inform them about the process.

In countries where CSOs have undertaken follow-up engagement with government following participation in the MSW, there is high potential that these effects will endure. For example, following the MSW in Ethiopia, a CSO in Mozambique coordinated with the Central Office for the Fight against Corruption, the Mozambican

Governing Body responsible for corruption, and met in consultation sessions on collaboration strategies. The evaluators also found reports from some participating countries of greater involvement in the UNCAC Review process, due to their improved knowledge and networks gained by having attended the MSW. A CSO in Ghana reported having undertaken their own shadow report, after hearing about these during the MSW. While the report has not yet been finalised, the preliminary findings have already been shared with senior members of government, and the CSO will build their future advocacy work around the outcomes of the shadow report, demonstrating the benefits gained from this project will endure.

The E-Platform which was created under Outcome 3 of the project will also endure, with the UNCAC Coalition hosting and maintaining the website. However, the evaluation found only limited potential effectiveness of this platform for networking and knowledge sharing by CSOs, whereas the main benefits reported are increasing the visibility and reputation of CSOs featured on the site. The UNCAC Coalition has plans to further develop the site to make it more engaging for users. Further monitoring of the platform in the future is needed to validate whether it continues to be used by CSOs as an important resource to aid network building on UNCAC among CSOs.

The small grant projects appear at this stage to have mixed evidence of sustainability, although given many finished in 2020/2021, we would recommend continued assessment by UNODC in how the projects have informed future work of the CSOs. While the evaluation survey found 92% of the small grant respondents saying the project had been very successful at improving their reputation, fewer (62%) felt that the project had been very successful at improving their fundraising ability. Some small grant projects, such as that from Ghana and Mauritius (see 'Impact' section) were found to have good evidence of sustainability. Other small grant projects have resulted in policy dialogue with government and codes of conduct being adopted by small businesses. Sustainability was not evident for all projects based on some interviews with recipients and an assessment of the literature provided. While the small grants projects should have been seen as seed funding, in many cases they resulted in standalone short-term projects which were not continued after the project cycle ended.

It should also be noted that the high staff turnover at CSOs will impact the longevity of the knowledge gained. Engagement of more than one staff member from each CSO would increase the chance that knowledge would not be lost if there is staff turn-over. Beneficiaries would like to see agreement for follow-up activities after the MSW have ended, such as agreeing action points and next steps at the end of the MSW, with an agreed plan on how to move forward with the review process and CSO engagement. This is seen to help ensure momentum is not lost once CSOs and FPs return to their home countries. There is also demand and interest for continued engagement by UNODC with CSOs on the issue of UNCAC and anti-corruption by other departments at the Secretariat, or by UNODC country offices. CSU would be well placed in this regard to facilitate knowledge sharing and networking between UNODC and CSOs.

SUMMARY – SUSTAINABILITY

The project is found to have good potential for sustainability from the MSW for those countries where successful networks and partnerships were built between government and CSOs. The small grants scheme was found to be crucial in facilitating partnerships between SMEs and CSOs, although as sustainability was not a principle in awarding the grants, not all projects were designed in a way to lead to follow up work. Future work can better encourage sustainability by agreeing action plans and next steps for after the MSW have ended and CSU should increase its role as conduit between CSOs and the UNODC at the Secretariat as well as country levels by supporting networking and knowledge sharing – although this requires a new funding source to be secured.

HUMAN RIGHTS, GENDER EQUALITY AND LEAVING NO ONE BEHIND

EVALUATION QUESTIONS:

To what extent were human rights considerations included in the project design and implementation?

To what extent has the project been designed and implemented in a gender-sensitive and inclusive way, leaving no one behind, and has considered the different needs of men and women, boys and girls, as well as under-represented groups?

The evaluation found the project to have had some positive results in terms of ‘human rights, gender equality, and leaving no one behind’ principally via two main streams of work: the MSWs (Outcome 1) and the Small Grants (Outcome 2). Among beneficiaries who responded to the Evaluation Survey, 77% reported that they were either ‘very aware’ or ‘fairly aware’ of the inclusive and human-rights based approach during their involvement in the Project – of the 7 female respondents, 4 reported that they were very aware while 3 reported that they were either ‘not very or not at all aware’. Internal stakeholders interviewed for the evaluation tended to be quite aware of this focus, which indicates that institutionally UNODC has a strong emphasis on human rights and inclusiveness; however interviewed beneficiaries and external stakeholders were less aware, indicating perhaps more effort needs to be directed to openly addressing the issues at workshops and via other parts of the project.

HUMAN RIGHTS

The project team went to significant lengths to ensure inclusiveness and to ensure a human rights focus was included in the project’s design and implementation. The MSWs were attended by CSOs working on issues related to human rights, whistleblowers, disability rights, and inclusive governance, and those working with minorities and vulnerable groups. In some cases, this resulted in CSOs with little or no anti-corruption expertise being invited and attending the MSWs. This did pose a challenge of adding to the variance in the levels of knowledge among participants at the outset of the MSWs. However, a clear benefit was that it brought different perspectives to the table and enriched the conversations, particularly highlighting the inter-connections between human rights issues and anti-corruption.

The evaluators noted that the MSW agendas reflected human rights issues, and several human rights defenders and investigative journalists were included in both MSWs. In attendance at the MSW in Addis Ababa, for example were a Gambian NGO focussed on advocating for human, and in particular, children’s rights and a Ugandan NGO working on access to information, whistleblower protection and investigative journalism to expose corruption and misuse of public funds. Furthermore, one of the speakers at the MSW was a prominent anti-corruption and human rights activist. At the MSW in Saly a collective of associations and groups that constitute a movement defending human rights in Niger, was in attendance and several CSOs with a focus on whistleblower protection were participants.

In addition, in 2018, the project team supported the UNCAC Coalition in organising a special event alongside the UNCAC Working Group on Prevention, entitled “A human rights-based approach to corruption”. The event aimed to advance Vienna discussions on the interplay between corruption and human rights and to discuss the potential for learning and cooperation between UNODC in Vienna and the human rights bodies in Geneva. The event was well-attended and panellists discussed latest developments in linking the two subjects and practical measures to increase synergies between the two constituencies and their work. The evaluation found that this was a welcome start to an important conversation but that no follow-up actions have been planned or carried out since 2018.

Under Outcome 2 of the project, one of the selection criteria for awarding small grants was a focus on human rights. This resulted in two Small Grant projects which supported whistleblower protection, namely in Mauritius and Burundi, and one further grantee in Togo working on human rights issues.

GENDER EQUALITY

The project document included references to how the project would contribute to gender equality and the countries were assessed on gender and socio demographic issues related to experiences of corruption in the national policy assessments. This included a summary of evidence of how women were affected by corruption in each country, although the level of detail given by country was quite varied. Given the diverse range of countries which were intended to be beneficiaries of the project, the project planning would benefit from a more detailed assessment of both the impact of corruption on women, specific areas where women are more at risk of corruption, and barriers which exist in the country for the inclusion of women in social and political life – specifically taking into consideration intersectionality and that women have difference experiences of corruption and political access depending on various socio-economic characteristics.

The project team made efforts to mainstream gender into the project design and ensure women were beneficiaries of the activities principally for Outcomes 1 and 2 of the project. When inviting CSOs to attend the MSWs, the team made requests for female attendees. Despite this there were lower levels of women attending MSW than planned. As noted earlier in this report, the logframe records that of the 58 CSO attendees of the workshops, 17 were female (which is lower than the 22 targeted) and this was attributed to the lower numbers of women in leadership roles in CSOs in Africa. However, the MSW did have very high proportions of female speakers at the events, which is positive to showcase female involvement in the UNCAC review process and there was a concerted effort to include CSOs with a focus on women’s issues (such as those working with illiterate women, low-income women), and it is notable that a ‘Women in Enterprise’ group attended the MSW in Ethiopia. A female interviewee noted how she felt her engagement with the project has bolstered her reputation and status on the issue of corruption both nationally and internationally.

The project also had success on gender mainstreaming via the Small Grants Scheme and the concerted efforts that were made to ensure women led CSOs or those which had a woman focus had ‘priority consideration’. Of the 12 Small Grant recipients, 7 were with CSOs which are either woman-led or women-focused, with a project from Ghana and one from the Coromos engaging a Women in Enterprise organisations. The has the additional benefit of increasing awareness and knowledge among women’s CSOs on anti-corruption and good governance and the intersection of these issues with gender is important to note. The project literature positively reports that almost three quarters of CSOs who responded to the monitoring survey have since involved women in their activities or were women-led, and in fact 58% of the CSO beneficiaries who took part in the evaluation survey work on gender issues. Some attendees at the MSW explained during interviews that they were not aware of the gender-focused aspect of the project, so more explicit reference to this during the workshops and the importance of gender-inclusivity for the review process would aid in bringing this to the attendees’ attention.

Additionally, the project did integrate gender disaggregated reporting in the project logframe which should be seen as a very positive development, ensuring that gender equality continued to be given attention and focus throughout the project implementation. Given that none of the targets were exceeded, although several were met, the targets seem to have been set at a reasonable level given the lower levels of female led CSOs in the region, compared with other regions.

LEAVING NO ONE BEHIND

The project also sought to incorporate ‘leave no one behind’ principles into the project planning, design and implementation. The strong CSO selection process for MSWs allowed a more diverse attendance: as well as the established anti-corruption CSOs, a wide range of other CSOs, including those which did not necessarily have a strong anti-corruption focus, such as those working on youth issues, on disability rights, and those working with disadvantaged, low income and illiterate people were included as attendees of the MSWs. This is evidenced by the profiles of the beneficiaries who responded to the Evaluation Survey: 61% work on youth

issues, 39% work on social inclusion, 11% on health issues such as HIV, 11% on Migration, 11% Minority rights, 11% Disability issues and 11% Migration.

The small grants scheme also sought to be inclusive, with a particular focus on youth-led organisations: ultimately 33% of the grants went to youth-led CSOs, surpassing target of 15%. The inclusion of such targets ensures that 'leave no one behind' aspects were monitored during project implementation. This had a good effect in ensuring disadvantaged groups would benefit from the project, although limited data is available on any direct or knock-on impacts of the project on disadvantaged groups, such as consultation and inclusion of youth led groups in the UNCAC review process. While the evaluation did not find evidence of any specific measures taken to ensure inclusion of those with disabilities in the project, internal stakeholder interviewees displayed an awareness of the need for better accommodations for those with disabilities, for example at MSWs and other such events. Internal stakeholders noted that this is still a work in progress for UNODC and that much more needs to be done to ensure accessibility for all. During the implementation of the MSWs, the team ensured that the workshop materials were accessible in the main languages (English, French and Portuguese). Moreover, the Project Team shipped key UNODC documents and materials to project beneficiaries. The shipment included the UN Convention against Corruption, the guide titled "Civil Society for Development: Opportunities through the United Nations Convention against Corruption" in both English and [French](#),¹⁷ among other useful materials for anti-corruption work. The shipment was sent to 35 NGOs across Africa. These efforts at linguistic inclusion should be continued and, where possible, extended to allow for a larger number of languages as well as sign-language for deaf attendees. Planning for events should take note of challenges which disabled participants may have in attending the conference venues. Extra efforts could be made to ensure that the latest UNODC accessibility principles are adhered to.

SUMMARY – HUMAN RIGHTS, GENDER EQUALITY AND LEAVING NO ONE BEHIND

The project responded to human rights, gender equality and leaving no one behind concerns principally via the inclusion of a wide and diverse range of CSOs at the MSWs and as recipients of the small grants, which ensured inclusive discussions and heightened awareness of the impact of corruption on various groups. A special event on a Human Rights based approach to Corruption, the inclusion of Gender and Leave No One Behind targets, and translations of key documents also contributed to the advancement of these issues by the project. A more detailed assessment at the project planning stage, which includes intersectionality issues, would allow for identification of other excluded groups who could be engaged via the project.

¹⁷ The French translation of the guide was made possible thanks to the support received from ADA: available online @ https://www.unodc.org/documents/NGO/Fast-tracking/18-06316_eBook_for_print.pdf

III. CONCLUSIONS

This chapter summarises the key conclusions drawn from this evaluation with reference to the evaluation criteria agreed in the inception phase. This summary should be read with reference to the more detailed findings presented in the preceding chapter.

Relevance: Stakeholders and beneficiaries alike consider that the project's goals, expected outcomes and activities were and continue to be, relevant and valid, showing particular relevance for the UNCAC, the IRM, and the SDGs, in particular Goal 16. The design and implementation of the project responded well to beneficiaries' needs, thanks in large part to the project team's past experience in undertaking similar work both in the region and internationally. While the project was largely implemented as planned, the team showed flexibility to unexpected changes in circumstances and made appropriate adjustments. The outbreak of the COVID-19 pandemic caused delays in implementation of some activities and led to the cancellation of an in-person follow up event which at the time was not considered to be able to be delivered online. Subsequently CSU has increased its capacities in online conferencing and is in a better position in that regard than at the outset of the pandemic.

Efficiency: Overall, the project exhibited a justifiable use of resources and was implemented efficiently. The two no-cost extensions required were deemed reasonable, particularly given the circumstances surrounding the pandemic, and these allowed the project to be completed within the foreseen budget, despite line-item adjustments and the addition of one year to the timeline. The project management arrangements were simple, and the experience and flexibility of the team contributed to the efficient delivery of the project. The small grants, while a welcome mechanism for delivering resources directly to CSOs, were relatively low in value and could have been increased to provide more direct funding on the ground.

Coherence: The project team thoroughly understood the relevant initiatives and organisations working in the same space and towards similar goals, during the planning phase. The team was more successful in ensuring coherence with other UNODC-driven anti-corruption initiatives and less successful with external initiatives in this regard. While some deficits in internal coherence across the UNODC house were identified, the key external partnership of the project, that with the UNCAC Coalition, was appropriate and well-managed and a good fit.

Effectiveness: The project made substantial progress towards the achievement of the planned objectives and outcomes. Among the factors aiding effectiveness were the strong reputation of UNODC, the experienced and responsive project team, the ability to build on prior experience of similar initiatives in other regions and the strong and strategic partnership with the UNCAC Coalition. Among the factors hindering effectiveness were CSU's positioning in the internal organisational structure at UNODC, the lengthy procurement and internal approval processes, significant delays in the 2nd Review Cycle, the COVID-19 pandemic causing delays and making networking with governments more difficult and finally, a reluctance in some countries in the region to engage with civil society, both from governments and the private sector.

Impact: Across the region, the project contributed in varying degrees to stronger UNCAC implementation, improved dialogue between government and CSOs, strengthened networks between CSOs and the private sector (predominantly via the Small Grants Schemes). It also contributed to strengthening CSOs' capacities, both substantively on anti-corruption and UNCAC and in transferable skills. In several countries there is potential for sustainable impacts – examples include the project's contribution towards strengthening a CSO's capacity to support whistleblower protection in the private sector in Mauritius; helping to build a constructive and inclusive partnership between government and a CSO in South Sudan and facilitating partnership-building between a CSO and women in enterprise organisation in Ghana.

Sustainability: The potential for long lasting results from this project are moderate to high, although the evaluation found that there is considerable uncertainty regarding future funding for this stream of work. The successful networks and partnerships fostered between government and CSOs at the MSWs have potential to endure, although CSU could do more to maintain the momentum after the MSWs in order to motivate the actors to stay in communication and thereby promote a more inclusive review process. As sustainability was not a principle in awarding the small grants, not all projects were designed in a way to lead to follow up work and ensure sustainability. Future work can better encourage sustainability by agreeing action plans and next steps for after the MSW have ended and CSU should increase its role as conduit between CSOs and the UNODC at the Secretariat as well as country levels by supporting networking and knowledge sharing.

Human Rights, Gender Equality and Leaving No-one Behind: The project proactively addressed a range of human rights, gender equality and leaving no one behind concerns, principally via the inclusion of a wide and diverse range of CSOs at the MSWs and as recipients of the small grants, which ensured inclusive discussions and heightened awareness of the impact of corruption on various groups. A special event on a Human Rights based approach to Corruption, the inclusion of Gender and Leave No One Behind targets, and translations of key documents also contributed to the advancement of these issues by the project. A more detailed assessment at the project planning stage, which includes intersectionality issues, would allow for identification of other excluded groups who could be engaged via the project.

IV. RECOMMENDATIONS

RECOMMENDATION 1 – BROADEN THE FUNDING BASE

CSU SHOULD SEEK TO SECURE A BROADER DONOR BASE, TO ENSURE THE SUSTAINABILITY OF THE PROJECT'S RESULTS BEYOND THE PROJECT CYCLE

Given the lack of certainty regarding future donor funding for this stream of work, and in order to continue the work and sustain the impact of this project, it is imperative that new donor support is secured. This is all the more pressing given the ongoing relevance and the desire among beneficiaries for continued support from UNODC on the UNCAC reviews and recognising that CSU is the only – and best placed – team to undertake this work.

RECOMMENDATION 2 – FOLLOW UP

CSU SHOULD BUILD IN FOLLOW-UP ACTION POINTS AND AGENDA ITEMS TO PROJECT DESIGN FOR FUTURE PROGRAMMING

Across all activities, CSU should consider how to build in 'follow-up' action points and 'next steps' agenda items to better encourage further collaborations and build on the momentum generated by CSUs work, such as a joint declaration or commitment between Government FPs and CSOs, or a discussion and agreement on how to take forward the learnings from the workshops.

RECOMMENDATION 3 – SCALE UP

SCALE UP AND REPLICATE CSU'S APPROACH OF MULTI-STAKEHOLDER WORKSHOPS FOR OTHER RELEVANT THEMES

CSU should replicate its approach of engaging a wide range of relevant CSOs, government representatives and the private sector via MSW and attendance at international events for other thematic topics relevant to UNODC not just UNCAC reviews, given the importance of CSO involvement across all areas that UNODC works on.

RECOMMENDATION 4 - NURTURE PARTNERSHIPS

DEEPEN EXISTING PARTNERSHIPS WITH OTHER ORGANISATIONS AND SEEK NEW COLLABORATIONS

CSU should continue the partnership with the UNCAC Coalition, who open the door to a broad network of CSOs engaged in anti-corruption work and advocacy, but allow more time and space for consultation, especially on MSW and other event agendas in order to ensure joint ownership and meaningful partnership in the planning and execution of events. CSU should seek new partnerships with organisations who work in the spheres of gender, human rights, private sector issues, and SDGs.

RECOMMENDATION 5 – ENHANCE CSU PRESENCE ON THE GROUND

IDENTIFY CIVIL SOCIETY FOCAL POINT IN UNODC COUNTRY OFFICES

UNODC country offices often lack a clear focal point for civil society. A physical presence in countries would enhance the responsiveness to grass roots issues, improve the relevance of CSU interventions and help facilitate networking and knowledge sharing between trained grassroots NGOs and UNODC country initiatives to facilitate synergies across various workstreams.

RECOMMENDATION 6 - IMPROVE CSU VISIBILITY WITHIN UNODC

IMPROVE AWARENESS OF CSU AND COMMUNICATION FLOWS AT THE SECRETARIAT LEVEL

CSU's work can lack visibility at the Secretariat, in part due to the team's placement within the structure. In order to prevent CSU being missed from important communications on relevant topics, the senior management level of UNODC should look again at the placement of the team within the UNODC structure to ensure the team is included in relevant communication channels, and model the strategies used by the Gender Unit to ensure that there is sufficient visibility of CSU within the UNODC structure.

RECOMMENDATION 7 – REASSESS SMALL GRANT EFFICIENCY AND SUSTAINABILITY

ASSESS COST BENEFIT FOR SMALL GRANT PROJECTS AND INTRODUCE MORE EMPHASIS ON SUSTAINABILITY OF SUCH INTERVENTIONS

CSU should carry out an assessment of how the small grant projects have informed future work of the CSOs in order to better gauge the cost-benefit and the sustainability potential of this modality. Future project designs should consider optimisations in the proportion of the management costs relative to costs directly related to the outcomes for example by increasing the size of small grants. If the small grants modality is to be used again, recognising its value as an instrument to provide direct funding to CSOs on the ground, it should be considered more as 'seed funding' and grantees should be encouraged to find matching funding from other sources to support sustainability of the interventions.

RECOMMENDATION 8 – INVEST IN ONLINE/ HYBRID CONFERENCES

INVEST IN CAPACITY BUILDING OF THE CSU TEAM IN ONLINE/HYBRID CONFERENCE HOSTING AND ROLL-OUT THE NEW MODEL

CSU and UNODC more generally should invest in training for the team on online conference/workshop hosting to ensure responsiveness to the ongoing pandemic restrictions. The use of online and hybrid formats should be further explored for future conferences and follow up work. Recorded training sessions could also be used to reach a wider audience, and online meetings can be used as a follow-up to MSWs or other meetings when face to face networking is less necessary.

RECOMMENDATION 9 – GENDER, HUMAN RIGHTS AND LEAVE NO-ONE BEHIND

PRE-PROJECT PLANNING SHOULD DEEPEN ITS ASSESSMENT OF LOCAL COUNTRY CONTEXTS INCLUDING INTERSECTIONALITY ISSUES

CSU should build on the national framework assessments undertaken at the start of this project, and incorporate a Political Economy Analysis, intersectionality issues affecting engagement of women, and a baseline assessment of skills and knowledge of attendees and likelihood to be involved in the review process (such as via a KAP survey). This information should feed into a more sophisticated Theory of Change, which captures all logical major pathways for change which the project is attempting to achieve, would provide important contextual information ahead of the MSWs and also would provide useful qualitative baseline data to better measure effectiveness and impact.

RECOMMENDATION 10 - REVIEW LOGFRAME INDICATORS

REVIEW LOGFRAME INDICATORS TO ENSURE THAT THEY ARE MEASURABLE AND CLOSELY REFLECT OUTCOMES WHICH CSU WORK HAS CONTRIBUTED TO

Review indicators to include quality of inputs into the review process, and more closely track actual results attributable to the work of the project team. Indicators should be informed by Results Based Management principles.

V. LESSONS LEARNED AND BEST PRACTICES

LESSONS LEARNED

Several lessons learned and good practices are noted by this evaluation and should inform CSU and UNODC future programming in Africa and other regions.

MSWs still a recipe for success: The MSWs, by now a tried and tested tool to bring together civil society and government in a safe space to foster relationships which it is hoped will ultimately lead to a more inclusive UNCAC review process, still work. The team organised excellent workshops, despite sometimes challenging circumstances, and brought together impressive speakers and relevant CSOs and these workshops continue to be appreciated by beneficiaries, internal and external stakeholders. The participatory MSW style is appreciated as being engaging and thought-provoking and peer learning is valued.

More follow-up is needed to ensure momentum is maintained: While the activities were carried out to a high standard, across the project, there was potential for much more follow-up planning to occur. This thread is seen across all outcomes – after the MSWs there was no commitment to carry out follow-up meetings between FPs and CSOs and no agreed ‘next steps’ for how to take the process forward. Similarly, after workshops on specific topics, such as that on the intersection between anti-corruption and human rights, there were no plans for follow up, which can be seen as a missed opportunity. The small grant projects were also not followed up upon.

Focus on inclusivity can enrich discussions but can also lead to an uneven knowledge playing field: Responding to recommendations from the previous evaluation to put more focus on gender, human rights and leaving no-one behind, CSU stepped up by inviting a wider range of CSOs including those working on youth, gender and HR issues. The selection of grantees for the small grants also reflected this drive for a broader inclusivity. This inclusivity brought more diverse voices to the table and enriched the discussions. It brought with it the challenge that there was even less of a level playing field in terms of knowledge of UNCAC among attendees at the outset of the MSWs.

Small grants can be a successful funding modality allowing direct support to CSOs working on the ground: One of the more challenging logistical aspects of the project was the delivery of small grants to CSOs on the ground, which involved high levels of bureaucratic project management with UNODC. Notwithstanding this, the small grants process was found to be extremely important for generating impact at the grassroots level and providing funds straight to the CSOs working on the ground. A greater focus on sustainability and a packaging of the grants as ‘seed funding’ could be useful to ensure sustainability is built in as a principle from the outset.

Situational analysis and needs assessment enhance relevance of the interventions: The project included a detailed national framework analysis specifying the corruption risks, including experiences of women and disadvantaged groups in the implementation countries. It would have further benefited from a Political Economy Analysis, and assessment of opportunities/barriers to CSO engagement in policy decision making as well as an intersectional assessment to corruption risks experienced by women from various socio-economic groups and political, economic, religious or social barriers to women’s participation in politics.

Greater CSU presence on the ground needed for more sustainable engagement with CSOs: CSU has strong connections to CSOs on the ground and uses field offices to good effect but the absence of Civil Society focal points within field offices sometimes hampers effectiveness, in particular with regards to follow-up communication with CSOs and helping the trained CSOs stay engaged with relevant UNODC activities in country.

CSU visibility could be enhanced via organisational restructuring: The positioning of CSU within the UNODC organigram was described as ‘isolated’ and ‘standalone’, and the team is sometimes missed off important communication and may not be consulted on all relevant matters. This hampers the visibility of the work of

CSU internally at UNODC HQ as many colleagues are not exposed to the work of CSU which limits opportunities for harmonisation and synergies across various workstreams at UNODC.

Theory of Change can be developed further to enhance coherence of actions: The inclusion of a Theory of Change, as recommended in the 2016 Evaluation, was very useful and enhanced the coherence of the interventions, although its sophistication could be improved. The Theory of Change lacked a description in a narrative as well as visual format and did not describe how the project activities also linked to the SDG progress or how the logical model for the engagement of CSOs working on gender, human rights and leave no one behind issues contributes to the overall project goals. The logical framework for engaging the private sector was also largely missing from the Theory of Change diagram.

Logframe indicators could be improved to allow better assessment of CSU contribution: While the Logframe made significant improvements to previous iterations, by including indicators tracking gender inclusivity and leave no one behind aspects, poor indicator wording in some cases prevented the identification of the specific contribution of CSU to the measured change.

Going forward, hybrid formats for conferences provide a good balance of face-to-face and broad participation: The pandemic necessitated a move to online and hybrid meeting options. While many stakeholders felt that fully online meetings were a poor substitute for face-to-face meetings, the hybrid format was appreciated as being more inclusive and environmentally sustainable, while online meetings can be used effectively for follow-up events.

Nurturing of key partnerships provides potential for greater impact: The identification and development of a close partnership with the UNCAC Coalition has brought many benefits due to the complementary aims of the organisations, although the Coalition was not consulted in the project design stage. Partnerships on the SDG agenda were largely lacking during this project and engagement with organisations working with the private sector would have helped complement the expertise of CSU given it is an area of comparatively lower knowledge within the team.

BEST PRACTICES

Several promising practices emerged from the evaluation, which could be emulated in future projects. The implementation of new internal processes and guidance at the UNODC can also help strengthen operational systems for future projects:

- The engagement of a strategic strong external partner with a complementary agenda is a best practice example from this project which could be inspirational for other UNODC units.
- Hybrid (online/in-person) meetings are seen as a best practice by attendees, allowing for face-to-face interactions for those who can attend but providing opportunities for learning from afar for those who cannot travel.
- Following international best practice, the team should incorporate a disability policy into workshop planning and a substantial gender inclusiveness policy – see UNODC Project/Programme Gender Mainstreaming Checklist, UNODC Gender Mainstreaming Guidance Note and Disability inclusion mainstreaming checklist for examples. The UNODC Gender Unit can be consulted for advice on gender inclusivity in programming.
- Future projects should look to develop a more comprehensive Theory of Change, incorporating results-based management (RBM) principles to develop sound logical models (such as that included in the SPIA developed a RBM e-learning tool for staff in Inspira or the RBM Handbook which is available online).
- The UNODC has introduced a new Supply Chain Planning Operational Framework, which also incorporates KPI monitoring. The principles and practices should be incorporated into future projects.

ANNEX I: TERMS OF REFERENCE

TERMS OF REFERENCE

FINAL INDEPENDENT PROJECT EVALUATION OF THE PROJECT “CIVIL SOCIETY IN AFRICA CONTRIBUTES TO UNCAC AND ITS REVIEW MECHANISM TO EFFECTIVELY FIGHT CORRUPTION AND SUPPORT THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)”

GLOU68



UNITED NATIONS

Vienna, 2021

BACKGROUND AND CONTEXT

Project/Programme number:	GLOU68 (SB-004474)
Project/Programme title:	Civil society in Africa contributes to UNCAC and its review mechanism to effectively fight corruption and support the Sustainable Development Goals (SDGs)
Duration (dd/mm/yyyy-dd/mm/yyyy):	1/09/2017-31/08/2021
Location:	Africa
Linkages to Country, Regional and Thematic Programmes:	All regional and country programmes in Africa and the Thematic Programme on Policy Support
Linkages to UNDAF's strategic outcomes to which the project/programme contributes	n/a
Linkages to the SDG targets to which the project contributes:	SDG16
Executing Agency (UNODC office/section/unit):	UNODC DPA/OD/CSU
Partner Organizations:	n/a
Total Approved Budget (USD):	USD 729,047
Total Overall Budget (USD):	USD 729,047

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

Total Expenditure by date of initiation of evaluation (USD):	USD 523,907
Donor(s):	Austrian Development Cooperation represented by the Austrian Development Agency (ADA)
Name and title of Project/Programme Manager and UNODC office/section/unit:	Ms. Mirella Dummar Frahi, Chief, UNODC DPA/OD/CSU Ms. Viktorija Nesterovaite, Associate Programme Officer, UNODC DPA/OD/CSU
Type and time frame of evaluation: (Independent Project Evaluation/In-depth Evaluation/mid-term/final) (start and end date of the evaluation process)	Final Independent Project Evaluation, 26 April 2021-17 September 2021
Time frame of the project covered by the evaluation (until the end of the evaluation field mission/data collection phase):	1 September 2017 – until the end of the evaluation data collection (25 June 2021)
Geographical coverage of the evaluation:	Africa, with focus on Angola, Benin, Burundi, Cameroon, Chad, Comoros, Congo, Côte d'Ivoire, Democratic Republic of the Congo (DRC), Djibouti, Ethiopia, Gabon, Gambia, Ghana, Lesotho, Liberia, Malawi, Mali, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, South Sudan, Togo, Uganda, Zambia, Zimbabwe.
Budget for this evaluation in USD:	30,000
Number of independent evaluators planned for this evaluation:	2
Type and year of past evaluations (if any):	2013- Mid-term Independent Project Evaluation of the “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process” (GLOU68) 2016- Final In-depth Evaluation of the Global Anti-corruption component of the project GLOU 68: “Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention”

PROJECT OVERVIEW

The United Nations Convention against Corruption (UNCAC) is the only legally binding universal anti-corruption instrument. Its far-reaching approach and the mandatory character of many of its provisions make it a unique tool for developing a comprehensive response to the global problem of corruption. The Implementation Review Mechanism of the UNCAC (review mechanism) aims to assist States parties in their implementation of the UNCAC. When civil society organizations (CSOs) are provided with opportunities to be involved in the review process, especially when CSOs who have been trained on the ramifications of the UNCAC are involved during country visits, momentum is created at the international level to bring States parties up to speed in upholding their treaty obligations on the implementation of the UNCAC. The meaningful participation of CSOs in the review process can break barriers, build confidence and promote positive

interaction between CSOs and their governments, all of which leads to international and institutional opportunities to measure progress on the implementation of the UNCAC internationally.

The overall objective of this project, “Civil society in Africa contributes to UNCAC and its review mechanism to effectively fight corruption and support the Sustainable Development Goals (SDGs)” (GLOU68), is to strengthen the ability of African CSOs to fight corruption by improving their understanding of the UNCAC through workshops, facilitating their engagement with their governments and the private sector and to contribute effectively to the current, second UNCAC review cycle (2016-2023), as well as follow up on the recommendations of the first cycle review (2010-2015). The project “Civil society in Africa contributes to UNCAC and its review mechanism to effectively fight corruption and support the Sustainable Development Goals (SDGs)” started on 1 September 2017 and will finish on 31 August 2021, including the one-year no-cost contract extension, implemented by the UNODC Civil Society Unit (CSU) located in the Office of the Director (OD) under the Division for Policy Analysis and Public Affairs (DPA) and funded by the Austrian Development Agency. The project falls under CSU global programme “Partnership and Engagement with Non-Governmental Stakeholders on Anti-Corruption, Drugs, and Crime Prevention” (GLOU68), which started on 2 November 2009 and will run till 31 December 2023. Thus far, GLOU68 has undergone two evaluations, as follows: Mid-term Independent Project Evaluation of the “Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process” (2013) and the Final In-depth Evaluation of the Global Anti-corruption component of the project GLOU 68: “Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention” (2016).

The project “Civil society in Africa contributes to UNCAC and its review mechanism to effectively fight corruption and support the Sustainable Development Goals (SDGs)” has 3 key outcomes:

Outcome 1: By the end of 2020, trained African CSOs and relevant stakeholders have contributed to the 2nd UNCAC review process together with their governments.

Outcome 2: By the end of 2020, CSOs have actively engaged in anti-corruption activities, including activities that focus on human rights, with the private sector, in particular SME(s) through the Small Grants Scheme.

Outcome 3: By the end of 2020, the 72 African CSOs targeted throughout the project activities have built, enhanced and strengthened their networks with governments, the private sector, other CSOs and relevant stakeholders working on anti-corruption.

The direct beneficiaries are 122 African CSOs representatives, namely, 60 CSOs representatives and relevant stakeholders active in good governance and anti-corruption trained during two workshops on UNCAC and its review mechanism, 12 African CSOs selected to receive a grant of 5,000 USD to engage with the private sector, in particular SMEs, on anti-corruption, including UNCAC implementation. In addition to this 10 CSOs (and 50 CSOs in total) attending each session of the 5 relevant intergovernmental meetings between 2017-2020, namely, the NGO Briefing sessions on the margins of the IRG in 2018, 2019 and 2020, as well as CoSP in 2017 and in 2019. The project has also co-financed joint activities with the partner CSO umbrella body - the UNCAC Coalition.

The intervention design and implementation strategy of this project has integrated a careful selection of agents of change within the CSOs looking at their interest, experience, capacity and potentiality to reach out to marginalized, disadvantaged and vulnerable groups, but also at the impact in terms of promotion of women’ leadership in the fight against corruption. Furthermore, throughout the workshops UNODC trainers have addressed the interlinkages between corruption, human rights, gender inequality, as well as transnational organized crime such as smuggling of migrants and environmental crimes.

PURPOSE AND SCOPE OF THE EVALUATION

The purpose of this assignment is to conduct a Final Independent Project Evaluation of UNODC’s project “Civil society in Africa contributes to UNCAC and its review mechanism to effectively fight corruption and support the Sustainable Development Goals (SDGs)” (GLOU68).

The evaluation will cover the entire implementation period of the project, from 1 September 2017 until the end of the data collection phase of the evaluation (21 May 2021). The geographical scope will be Africa, with a focus on Angola, Benin, Burundi, Cameroon, Chad, Comoros, Congo, Côte d'Ivoire, Democratic Republic of the Congo (DRC), Djibouti, Ethiopia, Gabon, Gambia, Ghana, Lesotho, Liberia, Malawi, Mali, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, South Sudan, Togo, Uganda, Zambia, and Zimbabwe.

The evaluation will be conducted in line with UNODC and UNEG evaluation norms and standards and be based on the following OECD/DAC criteria: relevance, coherence, efficiency, effectiveness, impact, sustainability, as well as human rights, gender equality and leaving no one behind.

The general purpose of the evaluation is to evaluate the extent to which the project achieved its overall objective and results as well as provide quality feedback about where and how the Project Team, UNODC, more broadly and the donor can improve their processes and methods of implementation, sustainability of achieved results, as well as overall coordination and gender mainstreaming. It is intended to bring a fresh perspective and objectivity to the project implementation, derive lessons learned, best practices and recommendations to inform future programming and policy making.

The results of the evaluation will be used to inform future CSU programming in Africa, by examining the outcomes and outputs achieved, and by improving managers’ understanding of challenges and constraints that might hamper programme implementation. The evaluation will also support the effective implementation of UNCAC as concerning civil society engagement.

The main evaluation users include CSU and UNODC as a whole, in particular senior management, the UNCAC Coalition, the Austrian Development Agency (ADA), Member States and beneficiaries.

EVALUATION CRITERIA

The evaluation will be conducted based on the following DAC criteria: relevance, coherence, efficiency, effectiveness, impact and sustainability, as well as human rights, gender equality and leaving no one behind, lesson learned and best practices, as well as adaptability to the COVID-19 pandemic. All evaluations must include gender, human rights and no one left behind. Ideally these are mainstreamed within the evaluation questions. Evaluation criteria and questions should be selected to meet the needs of the stakeholders and evaluation context. The evaluation criteria and questions will be further refined by the Evaluation Team in the drafting of the Inception Report.

<p>Relevance: Is the intervention doing the right thing?</p> <p>Relevance is the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor.</p>
<p>To what extent are the outcomes, outputs, indicators and activities as well as the objective of the project relevant to the effective implementation of the UN Convention against Corruption and SDG 16?</p>
<p>Coherence: How well does the intervention fit?</p> <p>The compatibility of the intervention with other interventions in the country, sector or institution</p>

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

<p>To what extent has the project supported the creation of appropriate synergies with existing initiatives including UN initiatives and initiatives of national and regional entities?</p> <p>Were appropriate partnerships sought, taken up and maintained, including with UN agencies, CSOs, academia, etc., also in the context of the SDGs?</p>
<p>Efficiency: How well are resources being used?</p> <p>The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.</p>
<p>What were the hindering and facilitating factors for efficiency in the conversion of the financial and human resources (inputs) to outputs?</p>
<p>Effectiveness: Is the intervention achieving its objectives?</p> <p>The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.</p>
<p>To what extent were the objectives and outcomes achieved?</p> <p>What were the internal and external challenges and constraints that hampered effective project delivery in support of achieving its outputs, outcomes and overall objectives?</p>
<p>Impact: What difference does the intervention make?</p> <p>The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.</p>
<p>To what extent did the project contribute to the implementation of UNCAC and the Sustainable Development Goal 16?</p> <p>To what extent did the project contribute to strengthening dialogue between civil society and governments on UNCAC?</p>
<p>Sustainability: Will the benefits last?</p> <p>The extent to which the net benefits of the intervention continue or are likely to continue.</p>
<p>To what extent will the benefits of the intervention continue or are likely to continue?</p> <p>How can the sustainability of similar projects related to the contributions of CSOs to the review process or to the anti-corruption activities of CSOs be further improved?</p>
<p>Human rights, gender equality, and leaving no one behind: Has the intervention been inclusive and human rights based?</p> <p>The extent to which the project/programme has mainstreamed human rights, gender equality, and the dignity of individuals, i.e., vulnerable groups, including those with disabilities.</p>
<p>To what extent were human rights considerations included in the project design and implementation?</p> <p>To what extent have actions been undertaken in order to ensure a fair percentage of women as direct beneficiaries of the project??</p> <p>To what extent has the project been designed and implemented in a gender-sensitive and inclusive way, leaving no one behind, and has considered the different needs of men and women, boys and girls, as well as under-represented groups?</p>
<p>Lessons learned and best practices</p> <p>Lessons learned concern the learning experiences and insights that were gained throughout the project/programme.</p>

<p>What lessons can be drawn from this project implementation to inform future programming?</p> <p>Which good practices could be identified for replication, up-scaling, intensification or prioritization to improve the achievement of outcomes and objectives in the most effective way in future programming?</p> <p>What specific lessons learned can be identified regarding the inclusion of the private sector?</p>
<p>Adaptability to the Covid-19 pandemic</p>
<p>What adjustments, if any, were made to the project activities and modality, as a direct consequence of the COVID-19 situation or in response to the new priorities of Member States?</p> <p>To what extent did the adjustments allow the project to effectively respond to the new priorities of Member States that emerged as a result of COVID-19?</p> <p>How did the adjustments affect the achievement of the project expected results as stated in its original results framework?</p>

EVALUATION METHODOLOGY

This evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR and further refined in the Inception Report, as well as the availability of stakeholders. In all cases, the evaluation team is expected to analyse all relevant information sources, such as reports, programme documents, thematic programmes, internal review reports, programme files, evaluation reports (if available), financial reports and any other additional documents that may provide further evidence for triangulation, on which their conclusions will be based. The evaluation team is also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as the stakeholders of the project/ programme, including the CLPs.

The evaluation team will be asked to present a summarized methodology (including an evaluation matrix) in the Inception Report outlining the evaluation criteria, indicators, sources of information and methods of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards as well as the UNODC Evaluation Policy, Norms and Standards.

While the evaluation team shall fine-tune the methodology for the evaluation in an Inception Report, a mixed-methods approach of qualitative and quantitative methods is mandatory due to its appropriateness to ensure a gender-sensitive, inclusive, respectful and participatory approach and methodology to capture disability and gender equality issues, as well as voices and opinions of both men, women and other marginalised groups, ensuring gender related and disaggregated data (e.g. age, sex, countries etc.). Special attention shall be paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. The limitations to the evaluation need to be identified and discussed by the evaluation team in the Inception Report, e.g., data constraints (such as missing baseline and monitoring data). Potential limitations as well as the chosen mitigating measures should be discussed.

The main elements of the evaluation process are the following:

- Preparation and submission of an Inception Report (containing a desk review summary, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, and timetable) to IES through Unite Evaluations (<https://evaluations.unodc.org>) for review and

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

clearance at least one week before any field mission/data collection phase may take place (may entail several rounds of comments);

- Initial meetings and interviews with the Project Manager and other UNODC staff as well as stakeholders during the field mission/data collection phase;
- Interviews (face-to-face or by telephone/skype/Teams etc.), with key project stakeholders and beneficiaries, both individually and (as appropriate) in small groups/focus groups, as well as using surveys/questionnaires or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation (respecting potential COVID-related restrictions on travel and in-person meetings);
- Analysis of all available information;
- Preparation of the draft evaluation report (based on the Template Report). The Evaluation Expert submits the draft report to IES only through Unite Evaluations for review and clearance (may entail several rounds of comments). A briefing on the draft report with project/programme management may also be organized. This will be based on discussion with IES and project/programme management.
- Preparation of the final evaluation report and an Evaluation Brief (2-pager) (based on the Template Brief) including full proofreading and editing, submission to IES through Unite Evaluations for review and clearance (may entail several rounds of comments). It further includes a PowerPoint presentation on final evaluation findings and recommendations;
- Presentation of final evaluation report with its findings and recommendations to the target audience, stakeholders etc. (in person or if necessary, through Skype/Teams etc.).

In conducting the evaluation, the UNODC and the UNEG Evaluation Norms and Standards are to be taken into account.

All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IES website: <https://www.unodc.org/unodc/en/evaluation/guidelines-and-templates.html>

TIMEFRAME AND DELIVERABLES

Evaluation stage	Start date (dd/mm/yy)	End date (dd/mm/yy)	Subsumed tasks, roles	Guidance / Process description
Inception Report (3-5 weeks)	26/04/2021	28/05/2021 / 25/06/2021	Draft IR; Review by IES, PM; Final IR	Includes 2 weeks for review by IES
Data collection (incl. field missions) (2-6 weeks)	07/06/2021	25/06/2021 / 31/07/2021	Field missions; observation; interviews; etc.	Coordination of data collection dates and logistics with PM.
Draft report (6-9 weeks)	28/06/2021	16/07/2021 / 31/08/2021	Drafting of report; by evaluators	Includes 2 weeks for review by IES, 1 week by PM
	19/07/2021	06/08/2021	Review by IES; review by PM; revision of draft	
Draft report for CLP comments (2 weeks)	09/08/2021	20/08/2021	Compilation of comments by IES	Comments will be shared by IES with evaluators
Final report, Brief and PowerPoint slides	23/08/2021	17/09/2021 / 30/09/2021	Revision by eval; review/approval by IES; completion of MR and EFP by PM	Evaluation report, Brief and slides are finalised. Includes 1 week for review

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

(3-4 weeks)				by IES and 1 week for PM
Presentation (1 day)	Day TBD by mid-September	Day TBD by mid-September	Presentation organised	Date of presentation of final results to be agreed with PM.

The UNODC Independent Evaluation Section may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation process.

EVALUATION TEAM COMPOSITION

Role	Number of consultants (national/international)	Specific expertise required
Evaluation Expert	1 (international/national consultant)	Evaluation methodology
Substantive Expert	1 (international/national consultant)	Expertise in anti-corruption

The evaluation team will not act as representatives of any party and must remain independent and impartial. The qualifications and responsibilities for each evaluation team member are specified in the respective job descriptions attached to these Terms of Reference (Annex 1). The evaluation team will report exclusively to the Chief or Deputy Chief of the UNODC Independent Evaluation Section, who are the exclusive clearing entity for all evaluation deliverables and products.

ABSENCE OF CONFLICT OF INTEREST

According to UNODC rules, the evaluation team must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation.

Furthermore, the evaluation team shall respect and follow the UNEG Ethical Guidelines for conducting evaluations in a sensitive and ethical manner.

MANAGEMENT OF THE EVALUATION PROCESS

Roles and responsibilities of the Project/Programme Manager

The Project/Programme Manager is responsible for:

- managing the evaluation process;
- drafting and finalizing the ToR;
- identifying stakeholders and selecting Core Learning Partners (representing a balance of men, women and other marginalised groups) and informing them of their role;
- recruiting the evaluation team following clearance by IES, ensuring issued contracts ahead of the start of the evaluation process in line with the cleared ToR. In case of any delay, IES and the evaluation team are to be immediately notified;

- compiling and providing desk review materials (including data and information on men, women and other marginalised groups) to the evaluation;
- reviewing the draft report and draft Evaluation Brief for factual errors;
- completing the Management Response (MR) and the Evaluation Follow-up Plan (EFP) for usage of the evaluation results;
- facilitating the presentation of final evaluation results;
- disseminating the final evaluation report and Evaluation Brief and communicating evaluation results to relevant stakeholders;
- recording of the status of the implementation of the evaluation recommendations in Unite Evaluations (to be updated once per year).

The Project/Programme Manager will be in charge of providing logistical support to the evaluation team including arranging the field missions of the evaluation team, including but not limited to:

- All logistical arrangements for the travel/data collection phase including travel details; DSA-payments; transportation; etc.);
- All logistical arrangement for the meetings/interviews/focus groups/etc., (respecting potential COVID-related restrictions on travel and in-person meetings), ensuring interview partners adequately represent men, women and other marginalised groups and arrangements for the presentation of the evaluation results;
- Ensure timely payment of all fees/DSA/etc. (payments for the evaluation team must be released within 5 working days after the respective deliverable is cleared by IES).

Roles and responsibilities of the Independent Evaluation Section

The Independent Evaluation Section (IES) provides mandatory normative tools, guidelines and templates to be used in the evaluation process. Furthermore, IES provides guidance, quality assurance and evaluation expertise, as well as interacts with the project manager and the evaluation team throughout the evaluation process. IES may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation process.

IES reviews, comments on and clears all steps and deliverables during the evaluation process: Terms of Reference; Selection of the evaluation team, Inception Report; Draft Evaluation Report; Final Evaluation Report, Evaluation Brief and PowerPoint slides on the final evaluation results; Evaluation Follow-up Plan. IES further publishes the final evaluation report and the Evaluation Brief on the UNODC website, as well as sends the final evaluation report to an external evaluation quality assurance provider.

PAYMENT

MODALITIES

The evaluation team will be issued consultancy contracts and paid in accordance with UNODC rules and regulations. The payment will be made by deliverable and only once cleared by IES. Moreover, 75 percent of the daily subsistence allowance and terminals is paid in advance before travelling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms. Deliverables which do not meet UNODC and UNEG evaluation norms and standards will not be cleared by IES.

IES is the sole entity to request payments to be released in relation to evaluation. Project/Programme Management must fulfil any such request within 5 working days to ensure the independence of this evaluation process. Non-compliance by Project/Programme Management may result in the decision to discontinue the evaluation by IES.

ANNEX II: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

A. SEMI-STRUCTURED INTERVIEW GUIDE (INTERNAL STAKEHOLDERS - CLPS AND UNODC STAFF)

Introduction

The Independent Evaluation Section of United Nations Office on Drugs and Crime (UNODC) is in the process of undertaking a Final Independent Project Evaluation of UNODC project on “Civil society in Africa contributes to UNCAC and its review mechanism to effectively fight corruption and support the Sustainable Development Goals (SDGs)” (GLOU68). The evaluation is undertaken in line with UNODC and UNEG norms and standards for evaluation.

The purpose of the evaluation is to assess how the project was implemented in various project countries across Africa and how relevant, effective, efficient, sustainable, impactful, and what lessons can be learnt from the project which can help improve future activities in the region.

The evaluation is carried out by a team of external independent evaluators, consisting of an Evaluation Expert (Ms. Coralie Pring) and a Substantive Expert *(Ms. Suzanne Mulcahy)

Your views will be very important in this process.

Confidentiality: The interview is entirely confidential with all information received being aggregated and anonymised. No individual will be quoted nor will the organization they represent be identified.

Finally, if you agree, we would also like to record the interview, to ease the note-taking burden. Would you agree to that? Only the consultants will have access to the recording.

- Agrees for the interview to be recorded
- Declines for the interview to be recorded

Demographics [To be asked if not already ascertained prior to the interview]

1. Which of the following age groups best applies to you?
 - 18 - 34
 - 35 - 55
 - 55+
 - Prefer not to say

2. Which of the following best applies to you?
 - Male
 - Female
 - Non-binary / Other
 - Prefer not to say

3. And in which country are you based?

Context

As a reminder, the UNODC project had 3 strands of work and aims:

- to train African **CSOs** and relevant stakeholders to help them **contribute to the 2nd UNCAC review process together with their governments;**
 - **to support CSOs to work on anti-corruption projects** with the private sector, in particular SME(s) through a Small Grants Scheme,
 - to enable CSOs to **build, enhance and strengthen their networks with governments, the private sector, other CSOs** and relevant stakeholders working on anti-corruption.
-
4. We want to begin by asking about your involvement with this UNODC project. Could you briefly describe for how long and in what capacity have you been involved with the civil society and anti-corruption work of UNODC related to UNCAC in Africa?
 5. Which specific activities are you aware of/were you involved in?

Relevance and Coherence:

We would now like to ask about the project's relevance - here we are focused on answering the question of **whether the right things were done** and how well aligned it was to the effective implementation of the UNCAC and SDG 16.

6. In your view, how well does the project align with the implementation strategy of the UNCAC?
7. And how well does the project align with SDG 16?

8. Do you think the project was addressing particular needs of the beneficiaries and if so, which needs in particular?
9. To what extent was the project originally designed to respond to the conditions in which beneficiaries were operating?

Partnerships:

10. Thinking about **similar initiatives** working in the same space and towards similar or related goals - for example other UN initiatives and initiatives of national and regional entities - were there any **synergies** identified and built upon through the project, thinking in particular about any other UNCAC-related interventions that you are aware of?
11. And thinking about **partnerships** with other organisations working towards similar goals, were there any partnerships established through the project?
12. How appropriate do you think these partnerships were for the project's ambitions and what benefits did they bring?

Many things can change in the environment and context of a project during its lifetime. We'd like to understand **how flexible the project was** to changing circumstances, for example, to the COVID-19 situation or in response to the new priorities of Member States:

13. Were there any major changes which impacted on the work? How did this impact the work of the project?
14. What adjustments were made and for what reasons?
15. From your perspective, how effective were the adjustments at responding to the changing situation over the course of the project?

Efficiency

Now, moving on, we would like to ask about how well run the project was. We are here really asking about **whether things were done in a timely fashion and demonstrated a good use of resources...**

16. Would you say there were sufficient *resources* and *time* available for the planned activities?
17. What could have been done better in this regard?
18. How efficient were processes related to the interventions? For example, the logistics, procurement etc...
19. What internal and external factors facilitated or hindered project delivery?

Effectiveness

Now we would like to ask about whether you think the **project has achieved its goals**. Just as a reminder, the project had three expected outcomes. These were:

Outcome 1: By the end of 2020, trained African **CSOs** and relevant stakeholders have **contributed to the 2nd UNCAC review process** together with their governments.

Outcome 2: By the end of 2020, **CSOs** have actively engaged in anti-corruption activities, including activities that focus on human rights, with the private sector, in particular SME(s) through the **Small Grants Scheme**.

Outcome 3: By the end of 2020, the 72 African **CSOs** targeted throughout the project activities have **built, enhanced and strengthened their networks with governments, the private sector, other CSOs and relevant stakeholders** working on anti-corruption.

20. Thinking about these objectives, to what extent do you think each of the 3 **has been achieved**?

	Fully achieved	Partially achieved	Not achieved
African CSOs contribute more to the 2nd UNCAC review process together with their governments (through multistakeholder trainings)			
African CSOs actively engage in anti-corruption activities , including activities that focus on human rights, with the private sector, in particular SME(s) through the Small Grants Scheme.			

<p>African CSOs build, enhance and strengthen their networks with governments, the private sector, other CSOs and relevant stakeholders working on anti-corruption (through supporting attendance at international UNCAC-related events).</p>			
--	--	--	--

21. Thinking further about these 3 objectives and areas of work (the Multistakeholder Trainings, the Small Grants scheme and the Network facilitation through international UNCAC-related events) could you rank the three areas of work according to how effective they have been? So which of the 3 would rank highest, i.e. as having been most successful in meeting its objectives etc.
22. What factors helped to achieve the objectives?
23. What were the challenges to achieving the objectives of the project and the expected accomplishments?
24. To what extent did partnerships/cooperations with other organisations help or hinder effective operations?
25. To what extent did the project benefit from the fact that the interventions were specifically implemented by the UNODC and funded by the Austrian Development Agency?
26. And do you think they would have happened anyway, through another organization for example, if the UNODC would not have undertaken them?

Impact

Now thinking about the **results and impact of the project:**

27. Thinking in particular about UNCAC implementation and the SDGs, did the project contribute to any positive impacts in these areas in your view?
28. Do you think the project contributed to strengthening dialogue between civil society and governments? In what ways?
29. Did the project have any other notable impacts on law, policy, practice or discourse that you are aware of?
30. In your view, were there any specific positive or negative impacts of the project on women in particular?
31. Were there any negative impacts of the project? Probe for details.
32. What lessons can be learned from these impacts, especially when thinking about future programming?

Sustainability

Now thinking beyond the project, we'd like to understand ***how likely these results are to last*** into the future:

33. What benefits are likely to continue over the medium and long-term?
34. What benefits are not likely to continue?
35. What aspects of the context/ systems support sustainability?
36. Do you see any ways for UNODC to increase the likelihood of sustainability of its interventions, in particular related to the contributions of CSOs to the review process or to the UNCAC related anti-corruption activities of CSOs?
37. Would you say any changes brought about by the project are more or less likely to endure into the future for women and other disadvantaged groups?

Gender and Inclusion

Continuing on this topic of gender, the project ***committed to ensuring women and disadvantaged groups were included*** and benefitted from the interventions in line with the UN commitment to 'leave no one behind':

38. To what extent was the project designed in a gender-sensitive and inclusive way, leaving no one behind, and has considered the different needs of men and women, boys and girls, as well as under-represented groups?
39. When it came to implementation, are you aware of any ways in which the project succeeded or failed to include women and disadvantaged groups?
40. How was this inclusive approach evident to you during your involvement in the project?

The project also ***committed to incorporate human rights considerations*** into the project design and implementation:

41. How did the project incorporate human rights considerations and best practice into the original design? How sufficient was this?
42. When it came to implementation, are you aware of any ways in which the project succeeded or failed to follow through on this commitment to incorporate human rights considerations?
43. Was this rights-based approach evident to you during your involvement in the project?

Closing Questions and Final Remarks

44. Overall are there any other lessons learned you would like to emphasise with regard to the work of the UNODC over the past couple of years?
45. What do you think should be the next steps for the UNODC to sustain or further develop its impact and the value it can provide through its work in Africa?
46. And finally, any other comments or anything which we didn't ask but should have?

B. SEMI-STRUCTURED INTERVIEW GUIDE (BENEFICIARIES)

Introductory text as above

Demographics [To be asked if not already ascertained prior to the interview]

1. Which of the following age groups best applies to you?

- 18 - 34
- 35 - 55
- 55+
- Prefer not to say

2. Which of the following best applies to you?

- Male
- Female
- Non-binary / Other
- Prefer not to say

3. And in which country are you based?

Context

4. Could you tell us which topics or themes does your organisation work on? Who are your main constituents? PROBE FOR HUMAN RIGHTS, INCLUSIVITY ISSUES, WHISTLEBLOWING AND GENDER, IF NOT MENTIONED.
5. What is your specific role in the organisation?

As a reminder, the UNODC project had 3 strands of work and aims:

- to train African CSOs and relevant stakeholders to help them contribute to the 2nd UNCAC review process together with their governments;
- to support CSOs to work on anti-corruption projects with the private sector, in particular SME(s) through a Small Grants Scheme,
- to enable CSOs to build, enhance and strengthen their networks with governments, the private sector, other CSOs and relevant stakeholders working on anti-corruption.

6. Can you tell us about your organisation's involvement with this UNODC project? How long and in what capacity have you been involved with the civil society and anti-corruption work of UNODC related to UNCAC in Africa?
7. Which specific activities are you aware of and which ones were you involved in?

Relevance and Coherence:

We would now like to ask about the UNODC project's relevance - here we are focused on answering the question of whether *the right things were done* and we are also interested in how well aligned the it was to the effective implementation of the UNCAC and SDG 16.

8. Did the project address specific needs that your organisation had? Which needs in particular?
9. And thinking particularly about your country and its involvement in UNCAC, how relevant were the interventions in that regard?
10. The project also is supposed to support the implementation of the Sustainable Development Goals (SDGs), especially SDG 16 on reducing corruption. To your mind, how does the project align with SDG 16?

Partnerships:

11. Thinking about similar initiatives working in the same space and towards similar or related goals - for example other UN or UNCAC initiatives and initiatives of national and regional entities - do you know of any synergies identified and built upon through the project?
12. And thinking about partnerships with other organisations working towards similar goals, were there any partnerships established through the project in your country or on a regional level, perhaps?
13. How appropriate do you think these partnerships were for the project's ambitions and what benefits did they bring?

Many things can change in the environment and context of a project during its lifetime. We'd like to understand **how flexible the project was** to changing circumstances, for example, to the COVID-19 situation or in response to the new priorities of countries:

14. Were there any major changes which impacted on the work? How did this impact the work of the project?
15. What adjustments were made and for what reasons?
16. From your perspective, how effective were the adjustments at responding to the changing situation over the course of the project?

Efficiency

Now, moving on, we would like to ask about **how well run the project was**. We are here really asking about whether things were done in a timely fashion and demonstrated a good use of resources...

17. For the activities that you were involved in, would you say there were sufficient resources and time available for those activities?
18. What could have been done better in this regard?
19. How efficient were processes related to the interventions? For example, the logistics, procurement etc...?
20. What internal and external factors facilitated or hindered project delivery?

Effectiveness

Now we would like to ask about whether you think the project has achieved its goals. Just as a reminder, the project had three expected outcomes. These were:

Outcome 1: By the end of 2020, trained African **CSOs** and relevant stakeholders have **contributed to the 2nd UNCAC review process** together with their governments.

Outcome 2: By the end of 2020, **CSOs have actively engaged in anti-corruption activities**, including activities that focus on human rights, with the private sector, in particular SME(s) through the Small Grants Scheme.

Outcome 3: By the end of 2020, the 72 African CSOs targeted throughout the project activities have **built, enhanced and strengthened their networks with governments, the private sector, other CSOs** and relevant stakeholders working on anti-corruption.

21. Thinking about these objectives, to what extent do you think each of the 3 has been achieved?

	Fully achieved	Partially achieved	Not achieved
African CSOs contribute more to the 2nd UNCAC review process together with their governments (through multistakeholder trainings)			

<p>African CSOs actively engage in anti-corruption activities, including activities that focus on human rights, with the private sector, in particular SME(s) through the Small Grants Scheme.</p>			
<p>African CSOs build, enhance and strengthen their networks with governments, the private sector, other CSOs and relevant stakeholders working on anti-corruption (through supporting attendance at intl UNCAC-related events).</p>			

22. Thinking further about the effectiveness of the 3 main areas of work (the Multistakeholder Trainings, the Small Grants scheme and the Network facilitation through international UNCAC-related events) could you rank the three areas of work according to how effective they have been in your country? **So which of the 3 would rank highest, ie. as having been most successful in meeting its objectives etc.**
23. What factors helped to achieve the objectives?
24. What were the challenges to achieving the objectives of the project and the expected accomplishments?
25. To what extent did partnerships/cooperations with other organisations help or hinder effective operations?
26. To what extent did the project benefit from the fact that the interventions were specifically implemented by the UNODC and funded by the Austrian Development Agency?
27. And do you think they would have happened anyway, through another organization for example, if the UNODC would not have undertaken them?

Impact

Now thinking about the **results and impact** of the project:

28. If you had to highlight **one most significant change** that the project contributed to, what would it be, from your perspective as a beneficiary?
29. If your country has undergone the 2nd review process during the project's lifetime, did you or anyone in your organisation have any dialogue with your national government related to the UNCAC review process? If so, how would you best describe the dialogue [Probe for **quality of the dialogue - did they feel heard** etc.]
30. Do you think the project contributed to strengthening dialogue between civil society and government? In what ways?
31. Did the project have any other notable impacts on law, policy, practice or discourse that you are aware of?
32. In your view, were there any specific positive or negative impacts of the project on women in particular?
33. Were there any negative impacts of the project? Probe for details.
34. What lessons can be learned from these impacts, especially when thinking about future programming?

Sustainability

Now thinking beyond the project, we'd like to understand how likely these results are to last into the future:

35. Thinking about any changes brought about as a result of the project, particularly in your country, what benefits are likely to continue over the medium and long-term?
36. What benefits are not likely to continue?
37. What factors in your country and beyond are likely to support or hamper sustainability?
38. Do you see any ways for UNODC to increase the likelihood of sustainability of its interventions, in particular related to the contributions of CSOs to the review process or to the UNCAC related anti-corruption activities of CSOs?
39. Would you say any changes brought about by the project are more or less likely to endure into the future for women and other disadvantaged groups?

Gender and Inclusion

Continuing on this topic of gender, the project committed to ensuring women and disadvantaged groups were included and benefitted from the interventions in line with the UN commitment to 'leave no one behind':

40. When it comes to implementation of the project in your country, are you aware of any ways in which the project succeeded to include women and disadvantaged groups?
41. And were there any ways the project failed to include women and disadvantaged groups?
42. How was this inclusive approach evident to you during your involvement in the project?

The project also committed to incorporate **human rights considerations** into the project design and implementation:

43. When it comes to implementation of the project in your country, are you aware of any ways in which the project succeeded or failed to follow through on this commitment to incorporate human rights considerations?
44. Was this rights-based approach evident to you during your involvement in the project?

Closing Questions and Final Remarks

45. Overall are there any other lessons learned you would like to emphasise with regard to the work of the UNODC in your country over the past couple of years?
46. What do you think should be the next steps for the UNODC to sustain or further develop its impact and the value it can provide through its work in your country in particular and in Africa in general?
47. And finally, any other comments or anything which we didn't ask but should have?

C. SEMI-STRUCTURED INTERVIEW GUIDE (EXTERNAL STAKEHOLDERS - GOVT AND PRIVATE SECTOR)

Introductory text as above

Demographics [To be asked if not already ascertained prior to the interview]

1. Which of the following age groups best applies to you?
 - 18 - 34
 - 35 - 55
 - 55+
 - Prefer not to say

2. Which of the following best applies to you?
 - Male
 - Female
 - Non-binary / Other
 - Prefer not to say

3. And in which country are you based?

Context

4. What is your specific role in the organisation/government institution?

As a reminder, the UNODC project had 3 strands of work and aims:

- to train African **CSOs** and relevant stakeholders to help them **contribute to the 2nd UNCAC review process together with their governments;**
- **to support CSOs to work on anti-corruption projects** with the private sector, in particular SME(s) through a Small Grants Scheme,
- to enable CSOs to **build, enhance and strengthen their networks with governments, the private sector, other CSOs** and relevant stakeholders working on anti-corruption.

5. Can you tell us about your involvement with this UNODC project? How long and in what capacity have you been involved with the civil society and anti-corruption work of UNODC related to UNCAC in Africa?
6. Which specific activities are you aware of and which ones were you involved in?

Relevance and Coherence:

We would now like to ask about the project's relevance - here we are focussed on answering the question of whether ***the right things were done*** and we are also interested in how well aligned it was to the effective implementation of the UNCAC and SDG 16.

With these objectives in mind:

7. Do you think the activities undertaken by UNODC were the right ones? Why?
8. And thinking particularly about your country and its involvement in UNCAC, how relevant were the interventions in that regard?
9. The project also is supposed to support the implementation of the Sustainable Development Goals (SDGs), especially SDG 16 on reducing corruption. To your mind, how does the project align with SDG 16?

Partnerships:

10. Thinking about similar initiatives working in the same space and towards similar or related goals - for example other UN or UNCAC initiatives and initiatives of national and regional entities - at national or regional level. Were there any synergies identified and built upon through the project?
11. And thinking about partnerships with other organisations working towards similar goals, do you know of any partnerships established through the project in your country?
12. What benefits did these partnerships bring?

Flexibility

Many things can change in the environment and context of a project during its lifetime. We'd like to understand **how flexible the project was** to changing circumstances, for example, to the COVID-19 situation or in response to the new priorities of countries:

13. Were there any major changes which impacted on the activities? How did this impact the activities that you were involved in?
14. What adjustments were made and for what reasons?
15. From your perspective, how effective were the adjustments at responding to the changing situation over the course of the project?

Efficiency

Now, moving on, we would like to ask about **how well run the project was**. We are here really asking about whether things were done in a timely fashion and demonstrated a good use of resources...

16. For the activities that you were involved in, would you say there were sufficient resources and time available for those activities?
17. What could have been done better in this regard?
18. What factors facilitated or hindered the efficiency of the project?

Effectiveness

Now we would like to ask about whether you think the project has achieved its goals. Thinking about the following 3 areas of work and objectives, can you tell us whether you think the objectives were met...?

19. To the extent of your knowledge, to what extent were the **objectives achieved**?

	Fully achieved	Partially achieved	Not achieved
African CSOs contribute more to the 2nd UNCAC review process together with their governments.			

<p>African CSOs actively engage in anti-corruption activities, including activities that focus on human rights, with the private sector, in particular SME(s) through the Small Grants Scheme.</p>			
<p>African CSOs build, enhance and strengthen their networks with governments, the private sector, other CSOs and relevant stakeholders working on anti-corruption.</p>			

20. Thinking further about the effectiveness of the 3 main areas of work (the Multistakeholder Trainings, the Small Grants scheme and the Network facilitation through international UNCAC-related events) could you rank the three areas of work according to how effective they have been in your country? **So which of the 3 would rank highest, ie. as having been most successful in meeting its objectives etc.**
21. What factors helped to achieve the objectives?
22. What were the challenges to achieving the objectives of the project and the expected accomplishments?
23. And do you think they would have happened anyway, through another organization for example, if the UNODC would not have undertaken them?

Impact

Now thinking about the **results and impact** of the project:

24. If you had to highlight **one most significant change** that the project contributed to, what would it be, from your perspective as a beneficiary?
25. Do you think the project contributed to strengthening dialogue between civil society and government? In what ways?

- a. If your country has undergone the 2nd review process during the project's lifetime, did it involve dialogue between government, civil society and/or private sector? **Probe for quality of dialogue...**
26. Did the project have any other notable impacts on law, policy, practice or discourse that you are aware of?
27. In your view, were there any specific positive or negative impacts of the project on women in particular?
28. Were there any negative impacts of the project? Probe for details.
29. What lessons can be learned from these impacts, especially when thinking about future programming?

Sustainability

Now thinking beyond the project, we'd like to understand how likely these results are to last into the future:

30. Thinking about any changes brought about as a result of the project, particularly in your country, what benefits are likely to continue over the medium and long-term?
31. What benefits are not likely to continue?
32. What factors in your country and beyond are likely to support or hamper sustainability?
33. Do you see any ways for UNODC to increase the likelihood of sustainability of its interventions, in particular related to the contributions of CSOs to the review process or to the UNCAC related anti-corruption activities of CSOs?
34. Would you say any changes brought about by the project are more or less likely to endure into the future for women and other disadvantaged groups?

Gender and Inclusion

Continuing on this topic of gender, the project committed to ensuring women and disadvantaged groups were included and benefitted from the interventions in line with the UN commitment to 'leave no one behind':

35. When it comes to implementation of the project in your country, are you aware of any ways in which the project succeeded to include women and disadvantaged groups?
36. And were there any ways the project failed to include women and disadvantaged groups?
37. How was this inclusive approach evident to you during your involvement in the project?

The project also committed to incorporate **human rights considerations** into the project design and implementation:

38. When it comes to implementation of the project in your country, are you aware of any ways in which the project succeeded or failed to follow through on this commitment to incorporate human rights considerations?
39. Was this rights-based approach evident to you during your involvement in the project?

Closing Questions and Final Remarks

40. Overall are there any other lessons learned you would like to emphasise with regard to the work of the UNODC in your country over the past couple of years?
41. What do you think should be the next steps for the UNODC to sustain or further develop its impact and the value it can provide through its work in your country in particular and in Africa in general?
42. And finally, any other comments or anything which we didn't ask but should have?

D. ONLINE SURVEY/QUESTIONNAIRE FOR CSO BENEFICIARIES

Introduction

The Independent Evaluation Section of United Nations Office on Drugs and Crime (UNODC) is in the process of undertaking a Final Independent Project Evaluation of UNODC project on "Civil society in Africa contributes to UNCAC and its review mechanism to effectively fight corruption and support the Sustainable Development Goals (SDGs)" (GLOU68). The evaluation is undertaken in line with UNODC and UNEG norms and standards for evaluation.

The purpose of the evaluation is to assess how the project was implemented in various project countries across Africa and how relevant, effective, efficient, sustainable, impactful, and what lessons can be learnt from the project which can help improve future activities in the region.

The evaluation is carried out by a team of external independent evaluators, consisting of an Evaluation Expert (Ms. Coralie Pring) and a Substantive Expert *(Ms. Suzanne Mulcahy)

Your views will be very important in this process.

Confidentiality: The interview is entirely confidential with all information received being aggregated and anonymised. No individual will be quoted nor will the organization they represent be identified.

The survey should take around 30-35 minutes to complete. The survey will close on **XX [TO BE UPDATED TO REFLECT 3-4 WEEKS AFTER THE START DATE]**

We very much appreciate you taking the time to answer our questions. If you have any questions about the survey, please contact the Evaluation Expert, Ms. Coralie Pring (email coralie.pring@gmail.com)

Demographic/ Background Questions

[Q1a] [SINGLE] Are you...?

- Male
- Female
- Non-binary/ Other
- Prefer not to say

[Q1b] [SINGLE] And which of the following age groups best applies to you?

- 18 - 34
- 35 - 55
- 55+
- Prefer not to say

[Q2] [OPEN] What is the name of the organisation which you work for?

[Q3] [SINGLE] In which of the following countries is your organisation/institution based?

- Angola
- Benin
- Burkina Faso
- Burundi
- Cameroon
- Chad
- Comoros
- Congo
- Côte d'Ivoire
- Democratic Republic of the Congo (DRC)
- Djibouti
- Ethiopia
- Gabon
- Gambia
- Ghana
- Lesotho
- Liberia
- Malawi
- Mali
- Mauritius
- Mozambique
- Namibia
- Niger
- Nigeria
- Rwanda
- Senegal
- Seychelles
- South Sudan
- Togo
- Uganda
- Zambia
- Zimbabwe
- Other - Please specify [OPEN]

[Q4] [SINGLE] Which, if any, of the following best applies to the type of organisation you currently work for?

- An international or multinational civil society organisation
- A national civil society organisation

- A local/grassroots civil society organisation
- Another type of organisation – please specify [OPEN]

[Q5] [SINGLE] Approximately, how many full-time employees does your organisation have?

- Up to 3 full-time employees
- From 3 up to 5 full-time employees
- From 5 to 10 full-time employees
- From 10 up to 20 full-time employees
- From 20 up to 50 full-time employees
- More than 50 full-time employees
- Don't know

[Q6] [MULTIPLE] And what are the main policy areas which your organisation is working on? Please select all that apply.

- Anti-corruption
- Whistleblowing
- Illicit financial flows
- Transparency and accountability
- Justice, law and order
- Local government
- Education
- Health care
- Health related issues such as HIV/AIDs
- Social inclusion
- Minority rights
- Gender/ Women's issues
- Youth Issues
- Migration
- Disability issues
- Human rights
- Other - Please specify [OPEN]
- Don't know

[Q7][MULTIPLE] Do either of the following apply to your organisation?

- It is led by a woman
- It is led by a young person/youth led
- No - neither of these apply

[Q8] [SINGLE] And for approximately how long have you/has your organisation been involved in activities organised by the UNODC in Africa on the UNCAC?

- Less than 1 year
- From 1 up to 2 years
- From 2 up to 4 years
- From 4 up to 6 years
- More than 6 years
- Don't know

We would now like to ask you some questions about your experiences with the UNODC's project in Africa which sought to help civil society in Africa contribute to UNCAC and its review mechanism and support the Sustainable Development Goals (SDGs). The project was implemented from 2017 until 2021.

Relevance

[Q9][GRID] How relevant, if at all, are the following for your work:

	Very relevant	Fairly relevant	Not very relevant	Not at all relevant	Don't know
A. The United Nations Convention against Corruption (UNCAC)	1	2	3	4	5
B. The Sustainable Development Goals	1	2	3	4	5

[Q10a][GRID] Thinking back to 2017, when the project started, to the best of your knowledge how relevant, if at all, would you say that the following UNODC activities were for your organisation?

		Very relevant	Fairly relevant	Not very relevant	Not at all relevant	Don't know
A	Building the capacity of civil society organisations to participate in national UNCAC reviews	1	2	3	4	5
B	Building the capacity of civil society organisations to work with their respective governments on anti-	1	2	3	4	5

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

	corruption initiatives					
C	Building the capacity of civil society organisations to work in partnership with the private sector on anti-corruption or human rights activities	1	2	3	4	5
D	Engaging civil society to support UNODC campaigns and advocacy on the UNCAC review process	1	2	3	4	5
E	Developing a regional E-Platform for civil society organisations to share information and learnings around UNCAC reviews and profiles of national NGOs working on the UNCAC review mechanism	1	2	3	4	5
F	Increasing the participation of civil society in UNCAC related inter-governmental meetings	1	2	3	4	5

[Q10b][GRID] Thinking about the situation now, how relevant, if at all, would you say each of the following UNODC activities are for your organisation?

		Very relevant	Fairly relevant	Not very relevant	Not at all relevant	Don't know
A	Building the capacity of civil society organisations to participate in national UNCAC reviews	1	2	3	4	5
B	Building the capacity of civil society organisations to work with their respective governments on anti-corruption initiatives	1	2	3	4	5
C	Building the capacity of civil society organisations to work in partnership with the private sector on anti-corruption or human rights activities	1	2	3	4	5
D	Engaging civil society to support UNODC campaigns and advocacy on the UNCAC review process	1	2	3	4	5
E	Developing a regional E-	1	2	3	4	5

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

	Platform for civil society organisations to share information and learnings around UNCAC reviews and profiles of national NGOs working on the UNCAC review mechanism					
F	Increasing the participation of civil society in UNCAC related inter-governmental meetings	1	2	3	4	5

[Q10rank][GRID] The project had three intended outcomes. For each of the following three outcomes, please say how effective, if at all, you think the project was at achieving them?

	Very effective	Fairly effective	Not very effective	Not at all effective	Don't know
Outcome 1: By the end of 2020, trained African CSOs and relevant stakeholders have contributed to the 2nd UNCAC review process together with their governments	1	2	3	4	5
Outcome 2: By the end of 2020, CSOs have actively engaged in anti-corruption activities, including	1	2	3	4	5

activities that focus on human rights, with the private sector, in particular SME(s) through the Small Grants Scheme.					
Outcome 3: By the end of 2020, African CSOs targeted throughout the project activities have built, enhanced and strengthened their networks with governments, the private sector, other CSOs and relevant stakeholders working on anti-corruption.	1	2	3	4	5

[Q11] [SINGLE] The Programme committed to an inclusive and human rights based approach, ensuring women and disadvantaged groups were included and benefitted from the interventions in line with the UN commitment to ‘leave no one behind’. To what extent was this inclusive approach evident to you during your involvement in the Programme?

- Very aware
- Fairly aware
- Not very aware
- Not at all aware
- Don't know

MULTI-STAKEHOLDER WORKSHOPS

We would now like to ask you about your experiences at the Multi-Stakeholder Workshops which the UNODC organised - one of which was held in Ethiopia, and the other in Senegal.

[Q12][SINGLE] Which of the Multi-Stakeholder Workshops did you or a member of your organisation attend?

- Saly, Senegal - in 2018
- Addis Ababa, Ethiopia - in 2019

- Both
- Neither
- Not sure

[Q13][GRID] How successful or unsuccessful would you say the Multi-stakeholder Workshops in Ethiopia and/or Senegal were for each of the following areas:

		Very successful	Fairly successful	Neither successful or unsuccessful	Fairly unsuccessful	Very unsuccessful	Don't know
A	Building your knowledge on UNCAC and the review process	1	2	3	4	5	6
B	Providing you with the skills to contribute effectively to the ongoing UNCAC review in your country	1	2	3	4	5	6
C	Providing you with the skills to contribute effectively to Sustainable Development Goal 16 processes	1	2	3	4	5	6
D	Providing you with the skills to conduct your own in-country	1	2	3	4	5	6

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

	trainings on UNCAC						
E	Providing your CSO with an opportunity to network with officials from your Government	1	2	3	4	5	6
F	Providing your CSO with an opportunity to learn from other country/CSO experiences about how to participate in the UNCAC review process	1	2	3	4	5	6
G	Creating a space for constructive dialogue between stakeholders	1	2	3	4	5	6
H	Enhance dialogue and trust between civil society and government	1	2	3	4	5	6
I	Building your knowledge on gender mainstreaming and the promotion of	1	2	3	4	5	6

	women's rights.						
J	Providing you with the skills and knowledge to engage with the private sector	1	2	3	4	5	6

[Q14][SINGLE] Generally speaking, did you think the overall length of the workshop was...

- Too long
- Too short
- About right
- Don't know

[Q15][SINGLE] And overall, did you think that the workshop was....

- Very well organised
- Fairly well organised
- Fairly badly organised
- Very badly organised
- Don't know

[Q16][SINGLE] And overall, how likely would you be to recommend attending such a Multi-stakeholder Workshop organised by UNODC to a colleague who has yet to participate in one?

- Very Likely
- Likely
- Unlikely
- Very Unlikely
- Don't know

REPLICATE TRAININGS

[Q17][SINGLE] Did you or someone in your organisation replicate your own in-country training or workshop on the UNCAC?

- Yes - please provide as much detail [OPEN]
- No
- Don't know

[THE FOLLOWING QUESTIONS WILL BE FILTERED IF THE PREVIOUS ANSWER WAS 'YES']

[Q18][SINGLE] Approximately how many people attended the in-country training/workshop which you or your organisation organised on the UNCAC? [Enter number]-----

[Q19][SINGLE] And overall, how successful would you say that these in-country trainings/workshops were at building knowledge and capacities of attendees on the UNCAC?

- Very successful

- Fairly successful
- Not very successful
- Not at all successful
- Don't know

SMALL GRANT

[Q20][SINGLE] Did your organisation receive small grant funding from the UNODC for undertaking a project in partnership with the private sector?

- Yes - was involved
- No - I was not involved in this
- Don't know

[THE FOLLOWING QUESTIONS WILL BE FILTERED IF THE PREVIOUS ANSWER WAS 'YES']

[Q21][SINGLE] Thinking back to before your organisation received the Small Grant funding from the UNODC, how often, if at all would you say that your organisation used to work with the private sector?

- Never
- Occasionally
- Sometimes
- Often
- Don't know

[Q22][GRID] How successful or unsuccessful would you say the Small Grant project was for each of the following?

		Very successful	Fairly successful	Neither successful or unsuccessful	Fairly unsuccessful	Very unsuccessful	Don't know
A	Helping your organisation cooperate with the private sector on the prevention and fight against corruption or UNCAC implementation	1	2	3	4	5	6
B	Helping your organisation promote awareness of the	1	2	3	4	5	6

	UNCAC and its review process in your country						
C	Helping your organisation enhance the private sector's knowledge of UNCAC, the review mechanism and anti-corruption measures	1	2	3	4	5	6
D	Enhancing the profile or reputation of your organisation	1	2	3	4	5	6
E	Strengthening your organisation's network with other stakeholders	1	2	3	4	5	6
F	Strengthening fundraising capacity	1	2	3	4	5	6

[Q23][SINGLE] Overall how satisfied were you with the delivery and outcome of the small grant project in your country? Were you...

- Very satisfied
- Fairly satisfied
- Neither
- Fairly dissatisfied
- Very dissatisfied
- Don't know

WEBSITE

As part of this programme, an Africa Regional E-Platform was created which was hosted on the UNCAC Coalition website. The E-Platform was created to host information on the profiles of various civil society organisations in Africa who are doing UNCAC related work, to allow civil society to learn from one another and to get updates on the status of UNCAC reviews for different countries.

[Q24][SINGLE] How familiar are you, if at all, with this Africa Regional E-Platform?

- Very familiar
- Fairly familiar
- Not very familiar
- Not at all familiar
- Don't know

[Q25][SINGLE] And how frequently, if at all, have you used the E-Platform?

- Never
- Once or twice
- A few times
- Often
- Don't know

[THE FOLLOWING QUESTIONS WILL BE FILTERED IF THE PREVIOUS ANSWER WAS AT LEAST ONCE]

[Q26][MULTIPLE] And for what purposes have you used the E-Platform? Please select all that apply.

- Information about the UNCAC review process generally
- Information about the UNCAC review process in my country
- For contact details of other NGOs/ civil society organisations working on UNCAC
- For contact details or information on the UNCAC Coalition or UNODC
- Something else [Please specify]
- Don't know

[ASK ALL]

[Q27][SINGLE] How likely or unlikely are you to use the E-Platform in the next 3 years?

- Very likely
- Fairly likely
- Fairly unlikely
- Very unlikely
- Don't know

INTERNATIONAL CONFERENCES

[Q28] [OPEN] Since 2017, have you or someone from your organisation attended any of the following regional or global intergovernmental meetings as a CSO representative related to the UNCAC implementation review process (either in person or online)? Please select all that apply

- 7th Session of the Conference of the States Parties to the United Nations Convention against Corruption (COSP7)
- 8th Session of the Conference of the States Parties to the United Nations Convention against Corruption (COSP8)
- NGO Briefings on the margins of the IRG meeting 2018
- NGO Briefings on the margins of the IRG meeting 2019
- NGO Briefings on the margins of the IRG meeting 2020
- UNGASS Civil Society Side Event 2021
- Other Meeting/ Event (Please Specify)_____
- Don't know

[Q29][SINGLE] How useful, if at all, would you say that your attendance of these meetings was for each of the following:

		Very useful	Fairly useful	Not very useful	Not at all useful	Don't know
A	Networking and communicating with your national government on UNCAC	1	2	3	4	5
B	Increasing your knowledge on UNCAC	1	2	3	4	5

C	Raising your organisation's profile	1	2	3	4	5
D	Networking with other civil society organisations who are working on the UNCAC	1	2	3	4	5

IRM

Thinking now specifically about the second review cycle of the UNCAC in your country....

[Q30][SINGLE] Overall how inclusive, if at all, would you say that the second review cycle of the UNCAC has been so far in your country with respect to civil society dialogue and contribution?

- Very inclusive
- Fairly inclusive
- Not very inclusive
- Not at all inclusive
- Not applicable - it has not started at all in my country
- Don't know

[Q31][SINGLE] Did you or anyone in your organisation have any dialogue with your national government related to the UNCAC review process, and if so, how would you best describe the dialogue?

- Yes - My organisation has had dialogue with our national government about the UNCAC review process, and the dialogue was constructive and open
- Yes - My organisation has had dialogue with our national government about the UNCAC review process, but the dialogue was unconstructive and not inclusive
- No - No one in my organisation has had any dialogue with my national government about the UNCAC review process
- Don't know/Can't remember

[Q32][GRID] Which, if any, of the following have you or your organisation been involved in for the second review cycle of the UNCAC in your country?

		Yes - we have been involved in this	No - we have not been involved in this	Not applicable - this has not happened in my country yet	Don't know
A	Country assessment (self-assessment checklist)	1	2	3	4
B	Country visit	1	2	3	4
C	Input to the country review report	1	2	3	4
D	Input into a CSO parallel report	1	2	3	4

[Q33][SINGLE] To what extent, if at all, was your organisation able to contribute its opinions to the second review cycle of the UNCAC in your country?

- A great deal
- A fair amount
- Not very much
- Not at all
- Don't know

[Q34][GRID] Since 2017, have you undertaken any other follow-up activities, advocacy events....

	Yes	No	Don't know
with the government on the implementation of the UNCAC?	1	2	3
with the private sector on the implementation of the UNCAC?	1	2	3

[Q34B][IF YES] Please give as much detail as possible _____

[Q35][SINGLE] And do you think that these follow up activities were...

- Completely a result of your involvement in the UNODC project in Africa
- Partially a result of your involvement in the UNODC project in Africa
- Not a result of your involvement in the UNODC project in Africa - they would have happened anyway
- Don't know

[Q36][SINGLE] Has the COVID-19 pandemic made it easier or more difficult to engage with your national government on UNCAC related anti-corruption issues?

- Much easier
- A bit easier
- Neither
- A bit more difficult
- Much more difficult
- Don't know

Impact

[Q37][GRID] To what extent has the UNODC's project in Africa had a positive or negative impact on each of the following in your country:

		A very positive impact	A fairly positive impact	No impact	A fairly negative impact	A very negative impact	Don't know
A	Strengthening dialogue between civil society and governments on UNCAC	1	2	3	4	5	6
B	Contribute to the successful implementation of UNCAC and progress on the Sustainable Development Goal 16	1	2	3	4	5	6
C	Your organisation's involvement in the second review cycle of the UNCAC in	1	2	3	4	5	6

	your country						
--	--------------	--	--	--	--	--	--

[Q38] [OPEN] In your opinion, what would be the most significant example of impact of the UNODC’s project on the UNCAC review process in Africa? Please provide as much detail as possible

Sustainability

[Q39][SINGLE] How likely or unlikely are you to use the knowledge on the UNCAC or relationships made via this project again in the next 12 months?

- Very likely
- Fairly likely
- Fairly unlikely
- Very unlikely
- Don’t know

Lessons Learnt

[Q40][SINGLE] Thinking towards the future, would you be in favour or against the UNODC supporting the delivery of each of the following activities again in the future?

		Strongly in favour	A fair amount in favour	Neither in favour of nor against	A fair amount against	Strongly against	Don’t know
A	An in-person UNODC training on UNCAC and the review process	1	2	3	4	5	6
B	An online only UNODC training on UNCAC and the review process	1	2	3	4	5	6
C	Regional in-person workshops which bring together multiple stakeholders including	1	2	3	4	5	6

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

	governme nt private sector and civil society						
D	Small project funding for private sector work	1	2	3	4	5	6
E	Supportin g CSOs participati on in internatio nal events/ intergover nmental meetings	1	2	3	4	5	6
F	In-country follow up trainings run by you	1	2	3	4	5	6

[Q41][OPEN] What do you think the UNODC could improve upon for future work in Africa to support the involvement of civil society organisations in the UNCAC implementation or the Sustainable Development Goals? Is there anything new or different the UNODC could do in future?

[Q42][OPEN] Do you have any other comments or feedback which you would wish to share?

Thank you!

ANNEX III: DESK REVIEW LIST

UNODC DOCUMENTS

Number	Title
1	UNODC Evaluation Policy
2	UNODC Evaluation Handbook
3	UNODC Independent Project Evaluation Flowchart
4	UNODC IES website
5	UNODC Independent Evaluation Section: Meta-Analysis 2011-2014
6	UNODC Independent Evaluation Section: Meta-Analysis 2015-2016
7	UNODC Independent Evaluation Section: Meta-Analysis 2017-2018
8	UNODC Independent Evaluation Section: Evaluation-based analysis of good practices in UNODC's approach to capacity building
9	UNOV/UNODC's Strategy for Gender Equality and the Empowerment of Women (2018-2021)
10	Gender-Responsive Evaluations in the Work of UNODC (2018)
11	UNODC Gender Guidance for Project Managers and Evaluators
12	UNODC Evaluation guidelines & templates
13	Evaluation Inception Report Template
14	Evaluation Report Template IDE, IPE
15	Evaluation Brief Template IDE, IPE
16	Evaluation Quality Assessment Template

Number	Title
17	Project Document, and Annexes (2017)
18	Extension Request Letter March (2020)
19	Extension Request Letter November (2020)
20	First Progress Report, and Annexes (July 2018)
21	Second Progress Report, and Annexes (June 2019)
22	Final Narrative Report (March 2021)
23	Final Logframe Matrix (2021)
24	Ethiopia Multistakeholder Workshop Final List of Participants (2019)
25	Ethiopia Multistakeholder Workshop Follow up Survey (2019)
26	Ethiopia Multistakeholder Workshop Agenda (2019)
27	Report on the Evaluation of the Ethiopia Multi-Stakeholder Workshop (2019)
28	Webstory on Ethiopia Multistakeholder Workshop (2019)
29	Senegal Multistakeholder Workshop Final List of Participants (2018)
30	Senegal Multistakeholder Workshop Follow up Survey (2018)
31	Senegal Multistakeholder Workshop Agenda (2018)
32	Report on the Evaluation of the Senegal Multi-Stakeholder Workshop (2018)
33	Webstory on Senegal Multi-Stakeholder Workshop (2018)
34	UNODC Small Grants Final List of Results and Challenges
35	UNODC Small Grants Progress PPT (2020)

Number	Title
36	UNODC Summary of Progress
37	UNODC Internal Document: CSOs Involved in CVs Africa (2018-2019)
38	UNCAC IRM Status (May 2021)
39	Final TOR Evaluation GLOU68, and Annexes
40	COSP 7 Webstory 'Opportunity to showcase government-civil society cooperation in the UNCAC review' (2017)
41	UNODC Mechanism for the Review of Implementation of the United Nations Convention against Corruption—Basic Documents (2011)
42	UNODC The Role of Corruption in the Smuggling of Migrants Issue Paper (2013)
43	Mid-term Evaluation of the CEB's GLOZ99: Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16
44	Budget reallocation files
45	Agenda: Special Event alongside the UNCAC Working Group on Prevention: A human rights-based approach to corruption (2018)
46	Project Document Strengthening the Capacity of Civil Society Organizations in Africa to Combat Corruption and Contribute to the UNCAC Review Process – Phase 2 2014-2016 (GLOU68)*
47	Logframe Phase 2 2014-2016 (GLOU68)
48	UNODC Gender Mainstreaming Guidance Note
49	UNODC SPIA Results Based Management E-Learning Tool brochure
50	UNODC Checklists on gender, disability and human rights

Number	Title
51	UNODC UNCAC Implementation Review Mechanism Terms of Reference
52	UNODC Strategy 2021-2025
53	UNODC Strategic Vision for Africa 2030

Total number of UNODC documents reviewed: 53

EXTERNAL DOCUMENTS

Number	Title
1	UNDG: United Nations Development Assistance Framework (UNDAF) (2017)
2	UNEG: Integrating human rights and gender equality in evaluations
3	UNEG Norms and Standards for Evaluation (2016)
4	UNEG Ethical Guidelines for Evaluation (2020)
5	OECD DAC Criteria
6	United Nations. Goals 16-Peace, Justice and Strong Institutions: Facts & Figures [online]
7	Outcome Statement by nine Civil Society Organizations (CSOs) and six Private Sector (PS) entities from Southeast Europe, at a meeting convened by UNODC on 1 February 2019 in Belgrade, Serbia, accessible online @ https://www.unodc.org/documents/NGO/Belgrade/Outcome_Statement.pdf
8	Midline Evaluation GLOU68 Phase 2 Report (2013)
9	Final Independent Evaluation GLOU68 Phase 2 (2016)
10	Small Grants First Round Final Report, ACT-SA (2019)

Number	Title
11	Small Grants First Round Financial Statement ONUDC-CERAP (2019)
12	Small Grants First Round Project Report, Africa Freedom of Information Centre (2019)
13	Small Grants First Round Final Report, TI Mauritius (2019)
14	Small Grants First Round Final Report, UONGTO (2019)
15	Small Grants Second Round Final Report, TI Burundi (2020)
16	Small Grants Second Round Final Report, ACIG Final Report (2020)
17	Small Grants Second Round Narrative Report, ACOYDE (2020)
18	Small Grants Second Round Technical Report, ALDED (2020)
19	Small Grants Second Round Final Report, GII (2020)
20	Small Grants Second Round Final Report, IDC Mozambique (2020)
21	Small Grants Second Round Final Report, MOSC (2021)
22	Davies, R. (2005) The 'Most Significant Change' (MSC) Technique: A Guide to Its Use"

Total number of external documents reviewed:22

ANNEX IV: STAKEHOLDERS CONTACTED DURING THE EVALUATION

Number of interviewees	Type of stakeholder
9	UNODC HQ staff
1	Donor
1	Implementing Partner
10	CSO Beneficiary Organisations
3	Government Representatives
4	Private Sector Representatives*
1	International Expert
Total:	Total: 29 Male: 12 Female: 17 Non-binary/Other: 0

*In addition, a private sector representative provided short written inputs but was unavailable to be interviewed.

ANNEX V: LOGFRAME MATRIX

Intervention Logic	Indicator	Baseline*	Target**	Sources of Verification	Risks, assumptions and Mitigation measures
<p>Impact</p> <ul style="list-style-type: none"> • Anti-corruption efforts and the second UNCAC review cycle are more inclusive and effective; • More agents of change appear within the private sector and CSOs to counter corruption in compliance with the UNCAC; 	<p>Percentage of African governments that include <i>non-state stakeholders</i>¹⁸ in the country visits during the second UNCAC review cycle (2016-2020)</p>	95% first cycle (2010-2015)	80% second cycle ¹⁹ (2016-2020)	<p>Data source:</p> <ul style="list-style-type: none"> - Data captured by UNODC experts; - Information published on UNODC, the UNCAC Coalition and governmental webpages. <p>Collection method:</p> <ul style="list-style-type: none"> - Gathering of data during the review process; - Project staff follow national and regional developments; - UNODC Staff working in Regional Offices, especially the two regional anti-corruption advisors supporting the roll out of the project, keep the HQ Team updated. - The UNCAC Coalition liaises with its vast network of CSOs. 	<p>Risks & Assumptions:</p> <ul style="list-style-type: none"> - Conducive political environment to take up/ intensify on UNCAC. - Lack of legitimate CSOs in the countries of operations. - State parties do not engage with CSOs during the review cycle. - Lack of willingness of Member States to include CSO in the country visits. - CSOs have sufficient funding to undertake follow-up activities. - Availability/willingness of female civil

¹⁸ This includes the private sector, academia and civil society.

¹⁹ It is less likely that non-state stakeholders would be more involved during the second review cycle than the first because the chapters under review during the second cycle are on preventive measures (Chapter II) and asset recovery (Chapter V).

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

<ul style="list-style-type: none"> • New policies better reflect the realities on the ground; 				<p>Frequency:</p> <ul style="list-style-type: none"> - During country visits, during and after project implementation²⁰. <p>Responsibility:</p> <p>UNODC/ the UNCAC Coalition</p>	<p>servants/ gender focal points to participate in the proposed activities.</p> <ul style="list-style-type: none"> - Governments agree to involve CSOs in the UNCAC review process. - CSO willingness to integrate follow-up activities in their programme. - Willingness of the UNCAC Coalition to sign the MoU. <p>Mitigation measures:</p> <p>Throughout the project life cycle, UNODC and UNCAC Coalition will conduct regular analysis of the environment of the project implementation, identify internal and external risk factors, and</p>
---	--	--	--	---	--

²⁰ Delays in the second review cycle are foreseen hence affecting the collection of data.

* In 2013, following the recommendations of the independent mid-term evaluation, a multi-stakeholder approach where CSOs are trained alongside with governments, private sector and academia was adopted. Since then, four multi-stakeholder workshops have been organized, more precisely: in Kuala Lumpur, Malaysia (February 2014); in IACA, Austria (June 2014) in Addis Ababa, Ethiopia (February 2015) and in VIC, Austria (September 2016). In additions to this, 2 rounds of the Small Grants Scheme were conducted resulting in 16 CSOs receiving grants to implement projects with the private sector. The baseline for this project is predominantly set based on the feedback results collected following the first three multi-stakeholder workshops during which 84 CSOs were trained and taking into consideration some relevant information from the fourth workshop. This is because certain follow-up data from the workshop that took place in September 2016 in Vienna, Austria has not yet been collected.

** Target value is not a cumulative figure. It represents results achieved during this project duration, unless stated otherwise.

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

					devise appropriate mitigation measures.
<p>Outcome 1</p> <p>By the end of 2020, trained African CSOs and relevant stakeholders have contributed to the 2nd UNCAC review process together with their governments.</p>	<p>Percentage of newly trained CSOs that report having contributed to the following stages of the second cycle UNCAC review mechanism:</p>			<p>Data source:</p> <ul style="list-style-type: none"> - Information published on UNODC website; - Six-month follow-up reports; - Information retrieved from the regional anti-corruption platform. <p>Collection method:</p> <ul style="list-style-type: none"> - Consultation with CEB; - Gathering of data; - Direct consultation with trained CSOs. 	<p>Risks & Assumptions:</p> <ul style="list-style-type: none"> - Logistical issues in relation to CSO participation in workshops avoided. - CSOs are invited by their respective government to participate in the country review. - The second review cycle is taking place. - Satisfactory political situation and stability in Africa.
	<p>a) country assessment (self-assessment checklist)</p>	42%	50%		

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

	b) country visit	28.2%	40%	<p>Frequency:</p> <ul style="list-style-type: none"> - Following the workshops sessions (regular reminders until all information is collected). <p>Responsibility:</p> <p>UNODC / the UNCAC Coalition.</p>	<p>Mitigation measures:</p> <p>Throughout the project life cycle, UNODC and UNCAC Coalition will conduct regular analysis of the environment of the project implementation, identify internal and external risk factors, and devise appropriate mitigation measures.</p>
	c) input to the country review report and/or a CSO parallel report	N/A (not measured previously)	30%		
	d) fully involved throughout the review process, namely a), b), and c)	N/A (not measured previously)	5%		
	Percentage of newly trained CSOs that report having replicated the workshop in their country/region.	71%	75%		
	Percentage of reporting CSOs that are women-led or have a focus on women.	N/A (not measured previously)	15%		

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

<p><u>Output 1.1.:</u></p> <p><i>African CSOs and other relevant stakeholders based in countries, which are drawn to be reviewed have increased knowledge on the UNCAC and the review mechanism, their capacity to engage more effectively in the second review cycle, and knowledge about gender mainstreaming to promote women's rights.</i></p>	<p>Percentage of trained CSOs that report that the workshops allowed to a large extent, enhance dialogue and trust building between civil society and government.</p>	N/A (not measured previously)	50%	<p>Data source:</p> <ul style="list-style-type: none"> - Information published on UNODC website; - Six-month follow-up reports; - Information retrieved from the regional anti-corruption platform. <p>Collection method:</p> <ul style="list-style-type: none"> - Consultation with CEB; - Gathering of data; - Direct consultation with trained CSOs. <p>Frequency:</p> <ul style="list-style-type: none"> - Periodically <p>Responsibility:</p> <p>UNODC</p>	<p>Risks & Assumptions:</p> <ul style="list-style-type: none"> - Positive response and attendance from CSOs. - Effective cooperation among stakeholders, including governmental and non-governmental organizations. - Smooth procurement. - Logistical issues in relation to CSO participation in workshops avoided. - Governments are willing to be trained with CSOs. <p>Mitigation measures:</p> <p>Throughout the project life cycle, UNODC and UNCAC Coalition will conduct regular analysis of the environment of the project implementation, identify internal and external risk factors, and devise appropriate mitigation measures.</p>
	<p>Percentage of trained CSOs report that the workshops have been to a large extent, relevant and the right tool to impact anti-corruption efforts in the local context.</p>	N/A (not measured previously)	60%		

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

	<p>Percentage of newly trained CSOs report that they have increased knowledge on prevention and the fight against corruption, in particular, the UNCAC and the second review cycle.</p>	<p>N/A (not measured previously)</p>	<p>90%</p>		
	<p>Number of participants that are women.</p>	<p>42 female participants out of 122 total</p>	<p>22 female participants out of 60 total</p>		
	<p>Number of sessions per workshop are focused on exploring the linkages between corruption and transnational organized crime.</p>	<p>2 sessions</p>	<p>2 sessions</p>		
	<p>Number of civil society representatives that are trained from each of the ADA priority countries: Mozambique, Burkina Faso, Uganda and Ethiopia.</p>	<p>6 from Mozambique 7 from Burkina Faso 2 from Uganda 3 from Ethiopia</p>	<p>2 from Mozambique 2 from Burkina Faso 2 from Uganda 2 from Ethiopia</p>	<p>Data source:</p> <ul style="list-style-type: none"> - List of participants; - Agenda of the workshop; - Workshop material; - Six-month follow-up reports. <p>Collection method:</p> <ul style="list-style-type: none"> - Gathering of data; - Verbal cross checks. <p>Frequency:</p> <ul style="list-style-type: none"> - Periodically prior, during and after the workshops. 	

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

				<p>Responsibility: UNODC.</p>	
<p><u>Output 1.2.:</u></p> <p>CSOs and relevant stakeholders are better able to replicate the training in their country or region in liaison with the UNODC Field Offices and advisors, as well as other relevant UN organizations and local/regional actors.</p>	<p>Percentage of trained CSOs that are provided with relevant material to facilitate the replication of the workshop.</p>	90%	100%	<p>Data source:</p> <ul style="list-style-type: none"> - Workshop report; <p>Collection method:</p> <ul style="list-style-type: none"> - Direct consultation with trained CSOs; <p>Frequency:</p> <ul style="list-style-type: none"> - During and following the workshop sessions. <p>Responsibility: UNODC.</p>	<p>Risks & Assumptions:</p> <ul style="list-style-type: none"> - CSOs replicate the workshop. - Satisfactory political situation and stability in Africa. <p>Mitigation measures:</p> <p>Throughout the project life cycle, UNODC and UNCAC Coalition will conduct regular analysis of the environment of the project implementation, identify internal and external risk factors, and devise appropriate mitigation measures.</p>
<p>Outcome 2</p> <p>By the end of 2020, CSOs have actively engaged in anti-corruption activities, including activities that focus on human rights, with the private sector,</p>	<p>Percentage of newly trained CSOs that report having initiated activities with the private sector.</p>	61%	65%	<p>Data source:</p> <ul style="list-style-type: none"> - Six-month follow-up reports; - Exchange of communication (e-mails); - Information retrieved from the regional anti-corruption platform <p>Collection method:</p>	<p>Risks & Assumptions:</p> <ul style="list-style-type: none"> - Willingness of CSOs and private sector to work together. - CSOs fulfil their obligations related to the small grants provisions.

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

<p>in particular SME(s) through the Small Grants Scheme.</p>				<ul style="list-style-type: none"> - Gathering of data; - Direct consultation with trained NGOs. <p>Frequency:</p> <ul style="list-style-type: none"> - Once, after CSOs have implemented projects (regular reminders until all information is collected). <p>Responsibility:</p> <p>UNODC / the UNCAC Coalition.</p>	<ul style="list-style-type: none"> - Women leadership present within CSOs. - Level of corruption within the private sector does not hinder the implementation of CSO projects. - Enough resources to sustain the projects. - Satisfactory political situation and stability in Africa. <p>Mitigation measures:</p> <p>Throughout the project life cycle, UNODC and UNCAC Coalition will conduct regular analysis of the environment of the project implementation, identify internal and external risk factors, and devise appropriate mitigation measures.</p>
<p><u>Output 2.1.:</u></p> <p>CSOs have increased capacities and skills to work collaboratively with the private sector in tackling corruption, especially through UNCAC implementation.</p>	<p>Number of session during the workshop that are focused on how to work collaboratively with the private sector.</p>	<p>3 sessions</p>	<p>2 sessions</p>	<p>Data source:</p> <ul style="list-style-type: none"> - The agenda of the workshop; - List of participants; - Report of the workshop. - six-month follow-up reports. <p>Collection method:</p> <ul style="list-style-type: none"> - Gathering of data; 	

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

				<p>Frequency:</p> <ul style="list-style-type: none"> - During and after the workshops. <p>Responsibility:</p> <p>UNODC / the UNCAC Coalition.</p>	
	<p>Percentage of grantees that report having cooperated with the private sector on the prevention and fight against corruption, including through UNCAC implementation.</p>	N/A (not measured previously)	85%		
<p><u>Output 2.2.:</u></p> <p><i>CSOs have enhanced the private sector's knowledge of UNCAC, the review mechanism and anti-corruption measures.</i></p>	<p>Number of CSOs that are awarded grants</p>	16 CSOs	12 CSOs	<p>Data source:</p> <ul style="list-style-type: none"> - Small Grant scheme's recipient list; - Grantees' reports. <p>Collection method:</p> <ul style="list-style-type: none"> - Gathering of data <p>Frequency:</p>	

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

	<p>Number of countries that are covered by the Small Grants Scheme.</p>	13 countries	10 countries	<p>- During the small grants scheme cycle.</p> <p>Responsibility: UNODC / the UNCAC Coalition.</p>	
	<p>Percentage of CSO projects that are managed by women or target women.</p>	12.5% (2 out of 16 projects)	30% (4 out of 12 projects)		
	<p>Percentage of CSO projects that are managed by a youth-led organization or target youth.</p>	N/A (not measured previously)	15% (2 out of 12 projects)		
<p>Outcome 3:</p> <p>By the end of 2020, the 72 African CSOs targeted throughout the project activities have built, enhanced and strengthened their networks with governments, the private sector, other CSOs and relevant stakeholders working on anti-corruption.</p>	<p>Percentage of newly trained CSOs that report having put in place follow-up activities with their governments to ensure implementation of the UNCAC.</p>	N/A (not measured previously)	50%	<p>Data source:</p> <ul style="list-style-type: none"> - Six-month follow-up reports; - Exchange of communication (e-mails); - Information retrieved from the regional anti-corruption platform. <p>Collection method:</p> <ul style="list-style-type: none"> - Gathering of data; - Direct consultation with targeted CSOs <p>Frequency:</p> <ul style="list-style-type: none"> - Periodically. 	<p>Risks & Assumptions:</p> <ul style="list-style-type: none"> - Funds available for the participation of trained CSOs; - Logistical issues in relation to CSO participation in intergovernmental meetings avoided; - Willingness of government to cooperate; - Member State continue supporting CSO events during intergovernmental meetings.

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

				<p>Responsibility: UNODC / the UNCAC Coalition.</p>	<p>Mitigation measures: Throughout the project life cycle, UNODC and UNCAC Coalition will conduct regular analysis of the environment of the project implementation, identify internal and external risk factors, and devise appropriate mitigation measures.</p>
<p><u>Output 3.1.:</u> CSOs join the Africa Region Anti-Corruption Platform.</p>	<p>Number of trained CSOs and grantees that are linked to the Africa Anti-Corruption Platform.²¹</p>	<p>4 previously trained CSOs are currently on the platform²²</p>	<p>42 CSOs will be added to the platform (36 CSOs following two workshops and 8 CSOs following two rounds of the grants scheme)</p>	<p>Data source: - Information retrieved from the regional anti-corruption platform.</p> <p>Collection method: - Communication with CSOs</p> <p>Frequency: - Periodically.</p> <p>Responsibility: UNODC / the UNCAC Coalition.</p>	

²¹ The African Anti-Corruption Platform was launched in April 2017. It is hosted on the UNCAC Coalition’s website and is available through this link: http://uncaccoalition.org/en_US/get-involved/africa-region-anti-corruption-platform/

²² Total number of CSOs on the platform as of July 2017: 25.

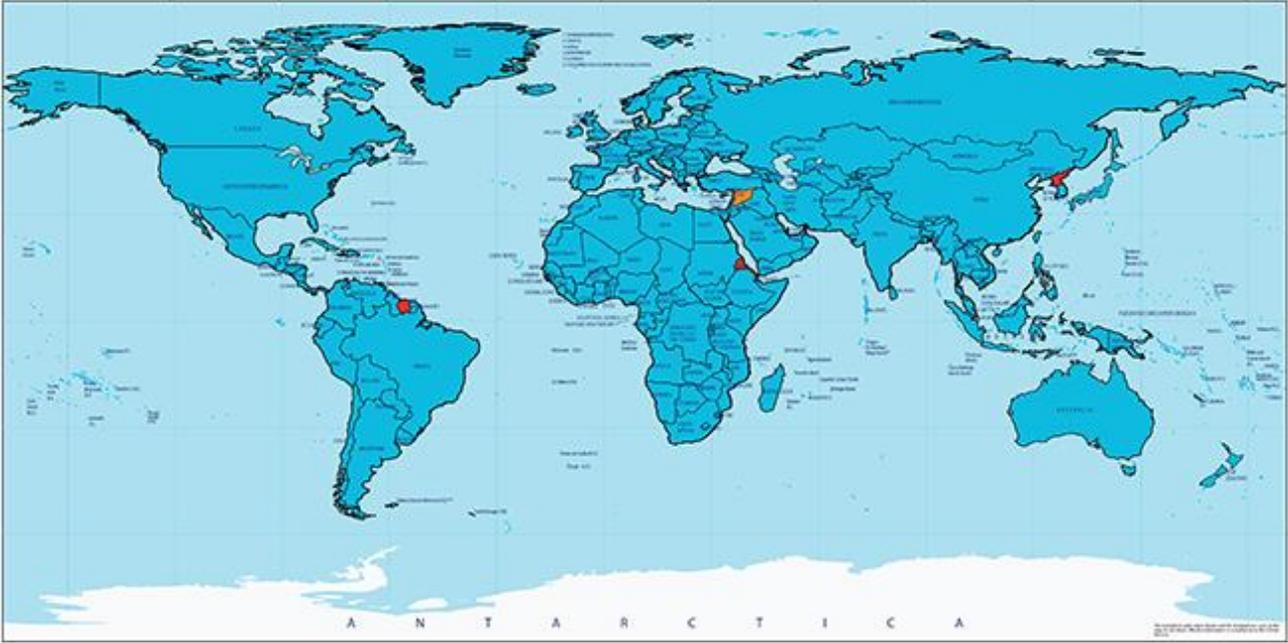
INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

<p><u>Output 3.2.:</u> CSOs engage in advocacy activities, especially in the UNODC's campaign for the International Anti-Corruption Day (9 December) by organizing events and spreading the message in their local communities.</p>	<p>Number of CSO that receive campaign material on the occasion of the International Anti-Corruption Day</p>	2900 recipients/year	3000 recipients/year including all trained CSOs and grantees	<p>Data source:</p> <ul style="list-style-type: none"> - Emails with campaign material sent; - Six-month follow-up reports. <p>Collection method:</p> <ul style="list-style-type: none"> - Communication with CSOs; - Articles in media; - Gathering of data <p>Frequency:</p> <ul style="list-style-type: none"> - Periodically <p>Responsibility:</p> <p>UNODC/ the UNCAC Coalition.</p>	<p>Risks & Assumptions:</p> <ul style="list-style-type: none"> - Enough exposure to media; - No server issue; - Staff turnover within CSOs does not impede advocacy efforts; - Relevant and up-to-date mailing list. <p>Mitigation measures:</p> <p>Throughout the project life cycle, UNODC and UNCAC Coalition will conduct regular analysis of the environment of the project implementation, identify internal and external risk factors, and devise appropriate mitigation measures.</p>
	<p>Percentage of newly trained CSOs and grantees that report having engaged in advocacy events and activities.</p>	60% of trained CSOs (not previously measured for grantees)	70 % of trained CSOs and grantees		
	<p>Number of events organized by targeted CSOs</p>	N/A (not measured previously)	30		
<p><u>Output 3.3.:</u> Dialogue between CSOs, UNODC and governments on UNCAC and its review process is facilitated through networking and intergovernmental meetings.</p>	<p>Number of CSO events that take place on the margins of the IRG and at COSP7 and COSP8.</p>	4 CSO events	5 CSO events	<p>Data source:</p> <ul style="list-style-type: none"> - IRG NGO Briefing agenda, list of participants and report; - COSP/UNCAC NGO side events agenda, list of participants and report. <p>Collection method:</p> <ul style="list-style-type: none"> - Gathering of data. <p>Frequency:</p>	<p>Risks & Assumptions:</p> <ul style="list-style-type: none"> - Funds available for the participation of CSOs; - Logistical issues in relation to CSO participation in inter-governmental meetings avoided; - CSOs have ECOSOC status or are on the list of relevant participants.

INDEPENDENT PROJECT EVALUATION OF THE GLOU68 PROJECT

				<ul style="list-style-type: none"> - During and following intergovernmental meetings. <p>Responsibility: UNODC.</p>	<ul style="list-style-type: none"> - Member States attend NGO Briefings/side events. <p>Mitigation measures: Throughout the project life cycle, UNODC and the UNCAC Coalition will conduct regular analysis of the environment of the project implementation, identify internal and external risk factors, and devise appropriate mitigation measures.</p>
--	--	--	--	---	--

ANNEX VI: MAP TO SHOW UNCAC SIGNATURE AND RATIFICATION STATUS



- States Parties
- Signatories
- Countries that have not signed or ratified the UNCAC

Source: UNODC <https://www.unodc.org/unodc/en/corruption/ratification-status.html>

ANNEX VII: IMPACT STORIES ARISING FROM MOST SIGNIFICANT CHANGE ANALYSIS

South Sudan: Increasing Inclusive Engagement in Anti-corruption and the UNCAC Review Processes

Despite official monitoring of the 1st UNCAC review process finding high numbers of governments in Africa reporting that they consulted with non-state actors during their review, there are continuing calls for inclusive engagement with CSOs in the review process. The official monitoring data does not show whether a broad range of CSOs were engaged and whether their views were actually taken into account in the official reports. Governments can be hesitant to consult with critical CSOs and may also not have the time or resources to engage in in-depth consultations.

In South Sudan, this evaluation found a positive example of how the GLOU68 project has encouraged a successful collaboration and partnership between government and civil society for the review process. The project invited a CSO to attend the first MSW in Senegal because they were active in good governance issues but had not previously worked on anti-corruption. The CSO reported that the MSW provided excellent engaging and informative content, had engaging presenters and used participatory approaches to share knowledge on the review process such as the role-playing exercise and they found it engaging and motivational to hear from peers who had already undertaken the review process. The MSW also provided an opportunity for them to meet with the government representative, who they had not engaged with previously. Via their introduction to one another during the MSW they were invited to contribute their opinions to the UNCAC 2nd Cycle review process, and the CSO activist confirmed that they felt that their recommendations and comments were taken into consideration during the review. The evaluation findings suggest that without the CSO having been engaged as part of this project, they would have been highly unlikely to have been consulted as part of the review process.

The CSO was also asked to travel with the government to Vienna as a joint delegation for South Sudan's review meeting, demonstrating a constructive and inclusive partnership between government and civil society. The CSO activist also attended the second MSW in Ethiopia. Both the CSO and the government reportedly showed considerable will to work together on anti-corruption, and the CSO activist highlighted that they feel a strong and ongoing relationship has been created with the anti-corruption agency, who now reportedly perceives an added benefit of engaging with civil society.

By attending the workshop, the civil society activist was inspired by the content to become more engaged in anti-corruption and the UNCAC seeing the relevance for their broader work with youth, for democracy and good governance, and they were inspired to start a new radio show to engage local communities in discussions on integrity and anti-corruption. The experience of being part of the project and increasing capacities on anti-corruption has therefore supported ongoing anti-corruption efforts in the country.

Mauritius: Strengthening CSO capacity to promote whistleblowing in the private sector

Reaching and engaging the private sector on the topic of anti-corruption in general, and UNCAC in particular, has been a challenge for UNODC's work in Africa. Often private sector actors either do not see the relevance of international conventions to their work, lack knowledge of the entry points for the private sector and/or lack the capacity to engage substantively, the latter being especially the case for SMEs where human resources are usually already stretched to or beyond capacity. Thus, the small grants scheme had the intended impact of enhancing collective action between civil society and the private sector on anti-corruption, specifically by supporting African CSOs to actively engage in anti-corruption projects with the private sector, in particular

with SMEs. The activities should have been of high relevance both to the CSOs and to the private sector, and some with a human rights focus.

One such project in Mauritius, supported via the small grants scheme, had the objective of encouraging the private sector to adopt a culture of transparency, good governance and ethics by increasing private sector actor's knowledge and engagement of whistleblower protection. The focus was on the promotion of more robust whistleblower policies and mechanisms in the private sector, which are lacking in Mauritius, where the legal framework does not adequately protect whistleblowers. The theme of whistleblower protection dovetails with human rights issues as whistleblowers can often be subjected to human rights abuses.

To this end the CSO organised a MSW on whistleblowing policies in 2019. Among the 90 attendees were Board Directors, Chairpersons, CEOs, Compliance Officers, Ethics Officers, HR Managers and Legal Advisers of private companies as well as public sector representatives. During and following the workshop, many companies showed an interest in the project and sought advice from the CSO regarding the implementation of a whistleblowing policy and looked for guidance on the way forward. The CSO used the momentum gained at the workshop and was both responsive and also proactive in following up after the workshop and scheduled meetings with the Board as well Senior Management of several companies to assist them to implement whistleblowing policies in their organisations.

The evaluation found, through in-depth interviews with the CSO beneficiary and 3 external private sector stakeholders that the workshop enhanced the CSO beneficiary's capacity and strengthened its networks with the private sector. This in turn bolstered the CSO's programming in the area of whistleblowing. With increased knowledge, confidence and reputation, the CSO was able to nurture strong relationships with several private sector stakeholders and develop a role as an independent whistleblowing channel for companies. External stakeholders who had engaged with the CSO since the workshop shared testimony that the relationship with the CSO had helped them to develop and implement a strong whistleblowing policy, which had not been previously in place in their organisation. These small steps were seen as contributing to a gradual shift towards better protection of whistleblowers in a country where suspicion of whistleblowers is still strong and where the legal framework does not provide sufficient protection, thus making engagement with the private sector on the issue all the more important.

Ghana: Strengthening partnerships between a CSOs and a Women in Enterprise Association

The project sought to build the capacity of CSOs to work with the private sector and to bolster their abilities to network with business on anti-corruption. As private sector organisations are also at risk of experiencing corruption, they were seen as an important ally in this field of work and SMEs were seen as particularly relevant, given their lack of access to the resources, staff and absence of internal policies on anti-corruption, to which large firms and multinational may have access.

The CSO had participated in the MSW and finds the UNCAC a highly relevant tool for their advocacy with government and had engaged with their government for the UNCAC 2nd Review Cycle. They applied for the small grant scheme, seeing it as a useful opportunity to raise awareness with the private sector on anti-corruption in general and UNCAC more specifically, and sought ways to explain the relevance of the convention for business in easy-to-understand terms. The also wanted to promote awareness of their Advocacy and Legal Advice Center to SMEs, to help encourage more reporting of corruption incidences.

The CSO consulted with the Private Enterprises Federation (PEF), National Board for Small Scale Industries (NBSSI) and Ghana Association of Women Entrepreneurs (GAWE) to get their buy-in for the project and secured the attendance of SMEs and GAWE at a capacity building workshop, which had 54 attendees, of which 51 were women. The Small Grant project facilitated a strong relationship being developed between GAWE and the CSO which helped contribute to the project's impact on women. The small grants scheme was considered fundamental to this CSO undertaking this work, and specifically for raising awareness of UNCAC to SMEs which previously the organisation had not considered doing. Despite finding the small amount of

funding limiting, they reported that they were able to utilise other resources in order to replicate the workshop with additional SMEs.

The evaluation finds this project in Ghana to represent a strong example of the awareness-raising on the UNCAC with a group of stakeholders who otherwise would have had limited awareness of the convention, and an example of network-building by a CSO with SMEs and organisations working with women entrepreneurs. The CSO reports that they have incorporated aspects of UNCAC into their broader advocacy work with the private sector, suggesting indications of future sustainability from this initiative and GAWE confirmed that they are continuing to promote anti-corruption in their work now.