



**UNODC**

United Nations Office on Drugs and Crime

Independent Evaluation Section



# FINAL INDEPENDENT PROJECT EVALUATION STRENGTHENING THE PROCESS OF DATA COLLECTION IN ERADICATION ACTIVITIES OF ILLICIT CROPS IN MEXICO

MEXW34  
June 2022



This independent evaluation report was prepared by an evaluation team consisting of Alejandro Tuiran (Evaluation expert, lead evaluator) and Deborah Alimi (Substantive Expert, drug control policies). 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 Center

P.O. Box 500

1400 Vienna, Austria

Telephone: (+43-1) 26060-0

Email: [unodc-ies@un.org](mailto:unodc-ies@un.org)

Website: [www.unodc.org/evaluation](http://www.unodc.org/evaluation)

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# CONTENT

ABBREVIATIONS AND ACRONYMS .....	iv
MANAGEMENT RESPONSE .....	v
EXECUTIVE SUMMARY .....	vii
SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS .....	xi
INTRODUCTION .....	1
Background and context.....	1
Evaluation methodology.....	3
Limitations to the evaluation .....	5
II. EVALUATION FINDINGS.....	7
Relevance .....	7
Efficiency .....	9
Coherence .....	13
Effectiveness.....	17
Impact.....	21
Sustainability .....	24
Human Rights, Gender Equality and Leaving no one behind.....	27
III. CONCLUSIONS.....	31
IV. RECOMMENDATIONS .....	32
LESSONS LEARNED AND BEST PRACTICES.....	35
ANNEX I: TERMS OF REFERENCE.....	37
ANNEX II: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES .....	47
ANNEX III: DESK REVIEW LIST.....	64
ANNEX IV: STAKEHOLDERS CONTACTED DURING THE EVALUATION.....	68
ANNEX V: SURVEY RESULTS .....	69
ANNEX VI: PROJECT OVERVIEW .....	79

# ABBREVIATIONS AND ACRONYMS

Abbreviation or Acronym	Full name	Abbreviation or Acronym	Full name
AD	Alternative Development	INL	Bureau of International Narcotics and Law Enforcement Affairs
CENAPI	National Center for Planning, Analysis, and Information for Combating Crime	LPO	UNODC Liaison and Partnership Office
CLP	Core Learning Partner	MS	Member State
CN	Counter-narcotics	NGO	Non-governmental Organization
CND	Commission on Narcotic Drugs	OECD DAC	The Development Assistance Committee at the OECD
CO	UNODC Country Office	PFM	Federal Ministerial Police
CSO	Civil Society Organization	SEDENA	Secretary of National Defense
DO	UNODC Division of operations	SEMAR	Secretariat of the Navy
FGR	Attorney General's Office	TOC	Theory of Change
GoM	Government of Mexico	ToR	Terms of Reference
HRGV	Human Rights Gender and Vulnerable People	UN	United Nations
HQ	UNODC Headquarter Vienna	UNCT	United Nations Country Team
IES	Independent Evaluation Section, UNODC	UNGASS	United General Assembly Special Session on Drugs 2016
INEGI	National Institute of Statistics, Geography and Informatics	UNODC	United Nations Office on Drugs and Crime
LVNOB	Leaving no one behind dimension		

# MANAGEMENT RESPONSE

Recommendations <sup>1</sup>	Management Response <sup>2</sup>
<p>1. <b>Relevance/Effectiveness:</b> Maintain a dialogue with the high commands of SEDENA and CENAPI to encourage the use of technological devices.</p>	<p><b>Partially accepted</b></p> <p>Although the recommendation is accepted, its implementation will not be the responsibility of UNODC, given the end of the project’s formal period of performance. CENAPI plans to install a Technical Working Group between all government counterparts involved in MEXW34 to encourage use of technical devices, among other things.</p>
<p>2. <b>Follow up/Sustainability:</b> Consider encouraging CENAPI, SEDENA, SEMAR and other relevant partners to institutionalize an open-ended task team or working group structure, hosted within the CENAPI, to ensure project follow-up. Also, consider broadening the partnership basis to include other relevant counterparts such as the UNODC-INEGI Center of Excellence, UNODC team of MEXK54, and civil society research-based organizations to share good practices and optimize data production on drugs and crime in Mexico.</p>	<p><b>Partially accepted</b></p> <p>Although the recommendation is accepted, its implementation will not be the responsibility of UNODC, given the end of the project’s formal period of performance. CENAPI plans to install a Technical Working Group between all government counterparts involved in MEXW34 to guarantee the sustainability of the project.</p>
<p>3. <b>Impact:</b> Maintain dialogue and close follow-up of UNODC mentorship to encourage CENAPI to incorporate a more robust triangulation and cross-referencing process in the use of existing data related to eradication activities reported thanks to the system, with other types of information generated by GoM and/or UNODC on illicit cultivation.</p>	<p><b>Partially accepted</b></p> <p>Although the recommendation is accepted, its implementation will not be the responsibility of UNODC, given the end of the project’s formal period of performance. CENAPI plans to continue working with SEDENA to incorporate the event ID number from MEXW34 into the paper-based system still used by some units in SEDENA to report eradication activities, allowing CENAPI to cross-reference crops that are currently being reported through both systems. Project MEXK54, which will continue at least through May 2023, also has a plan to use eradication data generated by MEXW34 to validate their methodology to estimate area under poppy cultivation.</p>

<sup>1</sup> 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.

<sup>2</sup> 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 <sup>1</sup>	Management Response <sup>2</sup>
<p>4. <b>Relevance/Efficiency:</b> Consider developing jointly a follow-up strategy to implement the fourth phase (2022-2023) of the MEXW34 Project nationwide and its expansion/replication to other trafficking activities and illicit drug trade links (laboratories...) in line with GoM interests, and possibly with regional evidence-building priorities for both UNODC and neighboring countries already informing MEXW34 design.</p>	<p><b>Accepted</b></p>
<p>5. <b>Relevance/Impact/Use:</b> Building on mutual trust and ongoing dialogue between UNODC LPOMEX with GoM, notably CENAPI and to some extent SEDENA, as well as UNODC mentorship, encourage and support the development of a joint outreach strategy to clarify the dissemination channels and limitation of use of the information generated by the monitoring system.</p>	<p><b>Accepted</b></p>
<p>6. <b>Relevance/Impact/Use:</b> Improve coordination between LPOMEX and other related offices in Latin America, to share experiences such as the highly effective and efficient MEXW34 Project.</p>	<p><b>Accepted</b></p>
<p>7. <b>Effectiveness/Sustainability:</b> Data ownership and communication strategy should be clarified and designed early in the project conceptualization and operationalization to ensure clear and most optimized storage, dissemination, and use of generated data, notably towards policy planning and comprehensive research on drug-related issues.</p>	<p><b>Accepted</b></p>
<p>8. <b>Coherence/Human Rights, Gender Equality and Leaving No One Behind:</b> Define for future programming related to evidence-strengthening projects, a clearer and precise set of key relevant international policy instruments, including those related to Human Rights, gender and LNOB dimensions, that will be used to frame the coherence of UNODC programming and project design.</p>	<p><b>Accepted</b></p>

## INTRODUCTION

The project "Strengthening the data collection process of illicit crop eradication activities in Mexico" was implemented by the United Nations Office on Drugs and Crime (UNODC). UNODC is responsible for ensuring that countries implement the conventions on the world drug problem and transnational organized crime. It advises on cooperation with different member countries through the Global Illicit Crop Monitoring Program designed as a follow-up to the United Nations General Assembly Special Session on Drugs (UNGASS) held in New York in June 1998, under the agreement of the member states to play an active role in the collection of data on this issue.

### *Project description and objectives*

UNODC is assigned the responsibility of providing technical assistance to governments to improve monitoring mechanisms, act as a catalyst for the establishment of data collection networks and carry out neutral, independent, and objective assessments, analyses, and feedback to governments to understand and define strategies for the drug problems at the global level. According to the Terms of Reference MEXW34-2021-004, the objective of the MEXW34 project is the following: *"Strengthen the Mexican Government's capacity to monitor and collect information on illicit crop eradication activities with the implementation of an automated system that standardizes and systematizes the information collected."*

### *Purpose, scope, and methodology of evaluation*

This evaluation has been planned as an integral part of the project and followed the evaluation DAC criteria (relevance, coherence, efficiency, effectiveness, impact, and sustainability). Specific attention was made to human rights, gender equality, and leaving no one behind. This evaluation identified lessons learned and best practices and generated recommendations based on findings that will be useful for the management and project staff (UNODC). The evaluation covers the period from 2017 to 2021 and encompasses three phases of the project: the first phase (2017) related to the mapping of counterpart capacities and the processes used for data collection, as well as the development of a digital system specific to the needs of the institutions involved in the project; second stage (2018), the digital system was tested in real eradication activities carried out in the Golden Triangle -border area of the states of Durango, Chihuahua, and Sinaloa-; and third stage (2019 to 2021), the system was fully implemented nationwide.

The evaluation used mixed methods to collect and analyze both quantitative and qualitative data, this led to exploring diverse perspectives and uncovering relationships between intricate layers of multifaceted research questions. The data collection process was conducted with a non-experimental approach; we conducted 13 semi-structured interviews between the different stakeholders; 2 Focus Groups between different operators and members of SEDENA; and 3 different online surveys for the CENAPI and SEDENA operators. We mainly focused on doing both convenience and purposive sampling, focusing on gaining rich information from the interviewees, but also gaining from the convenience of doing focus groups from available headquarters. We also propose doing a random stratified sample for the online surveys to get objective and representative information from the different processes. It is worth noting that the information came primarily from qualitative sources as the online surveys did not receive the number of responses that we expected.

## MAIN FINDINGS

**RELEVANCE:** It is considered that the results of the evaluation through documentary review, online surveys, semi-structured interviews, and focus groups, showed that the MEXW34 Project is highly relevant, for the following reasons: first, it provides accurate and clear information, thus contributing to the control and eradication of illicit crops; second, it contributes to the fulfillment of the national objectives of the fight against drugs, the objectives and principles of the INL and UNODC; third, it provides diagnostic elements for the formulation of public policy on citizen security.

**EFFICIENCY:** The Project used its resources efficiently since it only had an operating expense of 3.4% of the project budget. In addition, each eradication event had an average cost of US\$388.5, which represented a high benefit and low cost, in meeting national objectives and the United Nations Sustainable Development Goals.

**COHERENCE:** The project constitutes a positive and replicable example of the complementarity of UNODC programming at the country level, and knowledge transfer and cooperation across field offices notably between Mexico and Colombia. It also contributed to installing inter-agencies coordination mechanisms that enhanced backing to the project and consolidated mutual trust among key project stakeholders around the collection of reliable and credible data. While MEXW34 is consistent with UNODC's mandate, primarily in facilitating the implementation of three UN drug control conventions and supporting evidence-based drug policymaking, the project however failed to bridge with other national and international actors and policy instruments.

**EFFECTIVENESS:** It is important to note that most planned activities have been carried out and planned outputs and outcomes have been achieved - with some problems concerning connectivity, data transfer, and the periodicity of training. There were some challenges related to the use of the equipment, delays in the operations due to the COVID-19 pandemic, and changes in the middle management of SEDENA.

**IMPACT:** The activities of the MEXW34 Project have had a positive impact on strengthening GoM capacities to produce and collect reliable data obtained rigorously, contributing to generating an environment of confidence in the processes of eradication documentation and rationalization of illegal crops. However, the information generated is not optimally used for diagnoses, design, and implementation of public policies.

**SUSTAINABILITY:** MEXW34 Project contributed to strengthening an enabling environment and confidence within the beneficiary institutions to collect, monitor, and report information related to illicit crop eradication activities through the development of a user-friendly and technologically viable application, useful knowledge transfer tools, and close mentoring, especially within CENAPI. Technology and skills acquired through project implementation have been unevenly appropriated among key institutional counterparts, especially in SEDENA, while political support remained difficult to sustain in times of changes of leadership.

**HUMAN RIGHTS, GENDER EQUALITY AND LEAVING NO ONE BEHIND:** Besides efforts to encourage gender balance within the project activities, gender, human rights issues, and the needs of vulnerable groups are not a central component of this technology-driven project implemented within a rather male-dominated sector and environment. While there is no clear human-right mainstreaming strategy within this project or consultation mechanisms with vulnerable populations indirectly impacted by the project development.

## MAIN CONCLUSIONS

Overall, the project has successfully created the enabling conditions for the beneficiary government to monitor, collect and report information regarding illicit crop eradication activities through the development

of a fully-fledged mobile application. It enhanced demand for, and trust in strong, reliable, and quality evidence-based drug control.

However, despite its technological viability, MEXW34 sustainability is highly dependent on political and management leadership. Its knowledge gains, device quality and data generation progress could fade away if the SEDENA leadership decides it unilaterally, and if CENAPI does not find enough political leverage and resources to push for its continuity and adequate channeling of produced data into policy-making processes, at the GoM level and among its key partners within the government.

## MAIN RECOMMENDATIONS

### RECOMMENDATION 1 – RELEVANCE/ EFFECTIVENESS

To the UNODC representation Representative in Mexico, LPOMEX Management - Head of the Programs Unit (specifically the Head of the Drugs and Organized Crime Programs). *Timeframe: May-December 2022.*

It is recommended for the LPOMEX Management - Head of the Programs Unit (specifically the Head of the Drugs and Organized Crime Programs) to maintain a dialogue with the high commands of SEDENA and CENAPI to encourage the use of technological devices. Incentivize the use of the device in illicit crop eradication operations, to ensure that the technological devices can be managed more effectively in the operations.

### RECOMMENDATION 2 – FOLLOW UP/SUSTAINABILITY

To the LPOMEX Management - Head of the Programs Unit (specifically the Head of the Drugs and Organized Crime Programs). *Timeframe: May-September 2022.*

Building on the project multi-partners dialogue and coordination best practices, as well as on the project effectiveness and gains (mutual trust, demand, and capacity for data collection) notably for the CENAPI, consider encouraging CENAPI, SEDENA, SEMAR and other relevant partners to institutionalize an open-ended task team or working group structure, hosted within the CENAPI, to ensure project follow up.

This would allow the creation of a permanent space specific to the project where established partnership could be pursued and consolidated to ensure the pertinent and necessary steps are taken for the project to continue operating as part of the operations of the Secretariat of National Defense, the Secretariat of the Navy and the National Center for Planning, Analysis, and Information to Combat Crime (CENAPI). It would encourage a national takeover of future training and decisions related to produced data, with the view of enabling a smooth follow-up and transition of project leadership and ownership, mainly towards CENAPI as a key national central agency for data collection and analysis on drugs and crime. In this endeavor, consider also broadening the partnership basis to include other relevant counterparts such as the UNODC-INEGI Center of Excellence, UNODC team of MEXK54, and civil society research-based organizations to share good practices and optimize data production on drugs and crime in Mexico.

### RECOMMENDATION 4 – RELEVANCE/ EFFICIENCY

To the LPOMEX Management - Head of the Programs Unit (specifically the Head of the Drugs and Organized Crime Programs). *Timeframe: September- December 2022.*

Seeing UNODC's presence in the country, the project's gains of technological viability and boosted demand for increased evidence building notably within the CENAPI, consider developing jointly a follow-up strategy to implement the fourth phase (2022-2023) of the MEXW34 Project nationwide and its expansion/replication to other trafficking activities and illicit drug trade links (laboratories...) in line with GoM interests, and possibly with regional evidence-building priorities for both UNODC and neighboring countries already informing

MEXW34 design. This would contribute to supporting SEDENA to transition to fully technologically supported data reporting and collection practices (vs. paper) and other stakeholders to use the technology as appropriate. In this perspective, consider encouraging the opening of the pool of potential donors.

## MAIN LESSONS LEARNED AND BEST PRACTICE

The principal lessons learned focus on strengthening the ties with SEDENA to encourage the use of the device and transit to replace the previous manual method. It is also of high priority to maintain a stock of devices needed to replace in the operations. Finally, for security and sustainability issues, it is important to guarantee the ownership of the recollected data.

### LESSON 1

Maintaining a dialogue with partner and beneficiaries' institutions is important to ensure project continuity and encourage ownership.

### LESSON 2

Determining in advance the condition of access, use and ownership of the information generated with project support to avoid confusion and optimize the use of generated data by all relevant stakeholders interested in it (tactical, policy research-wise).

### LESSON 3

The project impacts have been highly vulnerable to end users' turnover and changes in partners agencies leadership. Coupling end-users training portfolio with intensified training of trainer's programs proved efficient in encouraging positive and sustainable transfer of skills and capacities.

# SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings	Evidence <sup>1</sup>	Recommendations <sup>2</sup>
<p>1. MEWX34 enabled GoM to produce and collect reliable data obtained rigorously. The application, device, dashboard management, technical support and training were found extensively relevant, in line with the partner’s needs and effective in facilitating the constitution and strengthening the evidence bases on eradication activities.</p>	<p>Desk review, Interviews, Focus group, Survey.</p>	<p><b>1. Relevance/Effectiveness:</b> It is recommended for the MEXW34 Project working group and the UNODC representation in Mexico to maintain a dialogue with the high commands of SEDENA and CENAPI to encourage the use of technological devices. Incentivize the use of the device in illicit crop eradication operations, to ensure that the technological devices can be managed more effectively in the operations.</p>
<p>2. MEXW34 constitutes an example of good coordination practice among key stakeholders involved in supply reduction in Mexico, that created strong project backing and most importantly enabled conditions for increased GoM’s confidence, demand and capacities for data collection documentation and informing drug control measures. It was however unevenly implemented among key institutional partners.</p>	<p>Desk review (project reports, meeting minutes), Interviews.</p>	<p><b>2. Follow up/Sustainability:</b> Consider encouraging CENAPI, SEDENA, SEMAR and other relevant partners for evidence-building on drugs (such as the UNODC-INEGI Center of Excellence, and research-based organizations) to institutionalize an open-ended task team or working group structure, hosted within the CENAPI, to ensure project follow up and smooth transition of project leadership and ownership towards CENAPI as the national central agency for data collection and analysis on drugs and crime, while supporting SEDENA engagement to transition to standardized fully technologically supported data reporting and collection practices.</p>
<p>3. MEXW34 has not explored opportunities to link the data generated with other types of existing institutional and/or scientific information and research. It is considered that the information is not being used to its full potential to build a more precise and nuanced understanding of, and national evidence basis on illicit cultivation</p>	<p>Desk review, Interviews, External documentation.</p>	<p><b>3. Impact:</b> Considering the relevance of generated data for drug control efforts and possible strategic adjustments, maintain dialogue and close follow up of UNODC mentorship to encourage CENAPI to incorporate a more robust triangulation and cross-referencing process in the use of existing data related to eradication activities reported thanks to the system, with other types of information generated by GoM and/or UNODC on illicit cultivation (inter alia, socio-economic data, illicit crops monitoring survey, cultivating communities survey, policy impact assessments...).</p>

Findings	Evidence <sup>1</sup>	Recommendations <sup>2</sup>
patterns and related public responses.		
4. Despite technical challenges along the way, MEXW34 provided relevant and user-friendly technology that highly contributed to strengthening data collection on eradication activities in Mexico with credible, real-time, and quality information, in line with Mexican government priorities as well as UNODC and donor's strategic objectives related to enhancing evidence-basis on illicit drug supply. It drew interest from key GoM law enforcement institutions to replicate the experience in other fields of drug-related interventions.	Desk review, Interviews, Focus group, Survey.	<b>4. Relevance/Efficiency:</b> Consider developing jointly a follow-up strategy, possibly using the open-ended working group, to implement the fourth phase (2022-2023) of MEXW34 nationwide and possibly its expansion/replication to illicit drug trade links (laboratories...) in line with GoM interests and UNODC's new strategic frameworks in the region.
5. Despite the high level of relevance of produced information for strengthening the evidence-basis on illicit drug supply in Mexico, there is no clarity on how produced data inform drug policy-making processes.	Desk review, Interviews, External documentation.	<b>5. Relevance/Impact/Use:</b> Building on mutual trust and ongoing dialogue between UNODC LPOMEX with GoM, notably CENAPI and to some extent SEDENA, encourage and support the development of a joint outreach strategy to clarify the dissemination channels and limitation of use of the information generated by the monitoring system. This would increase transparency, and most certainly, trust over generated data related to a highly sensitive policy response (i.e., eradication activities) while opening the availability of produced data for policy analysis, planning and broader academic and scientific research.
6. Despite some administrative challenges, the MEXW34 Project has been efficient in the use of economic and financial resources. Only 3.4% of the executed budget has been allocated to operating expenses from October 2019 to November 2021 while using government-owned satellite services ensured the project is cost-effective while enhancing national	Desk review, Interviews.	<b>6. Relevance/Impact/Use:</b> Consider replicating the project in other countries to positively impact documenting processes on eradication of illicit crops using advanced technological devices. In this endeavor, consider incorporating the following: (a) design and operate a funding strategy to attract longer-term funding that allows project sustainability and needed technological support; (b) improve administrative procedures with donors that allow for a more agile and flexible use of funds, and c) include

Findings	Evidence <sup>1</sup>	Recommendations <sup>2</sup>
ownership of the collection and reporting process.		a more diverse pool of donors and resources to maximize opportunities.
7. MEXW34 helped GoM to standardize data validation processes in line with international scientific standards and national security clearance requirements attached to sensitive information related to drug supply. It however missed discussing, clarifying, and anticipating misunderstandings over data storage and utilization limits between UNODC and its government partners.	Desk review, Interviews.	<b>7. Effectiveness/Sustainability:</b> Considering challenges encountered through MEXW34 implementation related to data storage, and in the perspective of project replication in other countries, data ownership and communication strategy should be clarified and designed early in the project conceptualization and operationalization to ensure clear and most optimized storage, dissemination, and use of generated data, notably towards policy planning and comprehensive research on drug-related issues. The strategy would need to define at a minimum: how data will be stored and shared, by whom, which type, and amount of data would be made accessible, and to whom.
8. While constituting a positive and replicable example of the complementarity of UNODC programming at the country and neighboring countries level, the project was unevenly embedded into broader UNODC organizational structure and roles i) as a supporting agency to assist Member States in implementing, in addition to UN drug conventions, most recent and relevant drug policy engagements towards more integrated, comprehensive and evidence-based drug policies; and ii) as a UN agency contributing through its action to relevant UN agendas and engagements such as the SDGs, and Human Rights, Gender and Leaving no one behind principles.	Desk review, Interviews, External documentation.	<b>8. Coherence/Human Rights, Gender Equality and Leaving No One Behind:</b> It is recommended that UNODC headquarters, together with regional and field office representatives, define for future programming related to evidence-strengthening projects, a clearer and precise set of key relevant international policy instruments, including those related to Human Rights, gender and LVNOB principles, that will be used to frame the coherence of UNODC project design vis-à-vis its partner country needs, key project supporters (donors), its object of study taking into consideration the nuanced and multiple facets of drug-related realities, and its role as a contributor to UN-system and agendas coherence.

## BACKGROUND AND CONTEXT

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The project was implemented in three phases which were as follows:

- First phase (2017). Related to the mapping of the counterpart's capabilities and the processes used for data collection, as well as the development of a digital system specific to the needs of the institutions involved in the project, including a georeferencing component.
- Second stage (2018). The digital system was tested in real eradication activities carried out in the Golden Triangle -border area of the states of Durango, Chihuahua, and Sinaloa-, which allowed identifying system errors not contemplated in the original design.
- Third stage (2019 to 2021). Implementation of the system in its entirety at the national level with the incorporation of personnel from the Secretariat of National Defense (SEDENA), the Federal Ministerial Police (PFM), now the National Guard, and the Secretariat of the Navy (SEMAR) to the project.

## OVERALL CONCEPT AND DESIGN

The project "MEXW34 - Strengthening the data collection process in illicit crop eradication activities" was implemented by UNODC in Mexico from 2017 to 2022. The main objective of the program was to strengthen the Government of Mexico's capacity to monitor and collect information on illicit crop eradication activities with the implementation of an automated system that standardizes and systematizes the information collected and contributes to the development of evidence-based drug control policies and interventions by: i) strengthening national capacities in the data collection and reporting process, and ii) creating the first database with geo-referenced information and photographic evidence of illicit crop eradication activities carried out by Mexican authorities and reported in real-time.

Likewise, the project contributed to supporting the reduction of people's vulnerabilities to illicit crop production and was aligned with SEDENA's objectives and the UN Sustainable Development Goals 2030, particularly Goal 16 (see Finding 3). It is worth noting that several Mexican institutions and organizations participated in the program, which led to a transfer of lessons learned, good practices and knowledge among them. This has helped the Mexican government to create strong coordination and linkages to implement technology-intensive programs like this one (See figure 11. in Annex I, which represents the intervention logic of the project).

It is important to note that the MEXW34 Project includes a device used to capture information on the eradication of illicit crops. The device is called Bittum MxSmart, which is a satellite and terrestrial telephone that incorporates the latest technology and was designed based on the specifications of Mexico's telecommunications infrastructure.

The Bittum MxSmart device includes the development and implementation of a data collection system for eradication activities, in which the catalogs of records required by the institutions according to their standards have been included.

The project was funded by the Bureau of International Narcotics and Law Enforcement Affairs of the United States Department of State, which was used to support and sustain the costs generated by the

implementation of the project (personnel, operation, devices, office, travel, among others) . A project overview is available in annex VI.

## PURPOSE AND SCOPE

This evaluation had been planned as an integral part of the project and focused on the evaluation DAC criteria (relevance, coherence, efficiency, effectiveness, impact, and sustainability). Specific attention had been also brought to human rights, gender equality, and leaving no one behind. This evaluation would identify lessons learned and best practices and generate recommendations based on findings that had been useful for management and project staff (UNODC). As well as informative for potential donors, to guide and replicate in future UNODC projects used technology to assist the monitoring and reporting of activities addressing drugs and crime. Throughout the evaluation, human rights and gender mainstreaming aspects had been assessed. The evaluation results had been shared with SEDENA and CENAPI to strengthen data collection on illicit crop eradication activities and support a general diagnosis that could inform future experiences in this area.

Given the nature of the project, this evaluation would give specific attention to the project's effectiveness (utility /replicability) and impact, so its finding could serve future developments to support:

1. Evidence-based drug-controlled policies and interventions,
2. And strategic decisions to replicate good practices in the future to support UNODC governmental counterparts in strengthening their capacity to monitor and report other illicit activities.

## THE COMPOSITION OF THE EVALUATION TEAM

The evaluation team was composed of two independent evaluators: one male Lead evaluator with experience in evaluation methodology and the country, and one female international substantive expert in drug control policies.

Alejandro Tuiran, the lead evaluator, has been a consultant to the World Bank, UNDP, FAO and the International Labor Organization. He has conducted more than 15 evaluations of programs and projects in different countries such as Mexico, Bolivia, Peru, and the Dominican Republic.

Deborah Alimi, the international substantive expert, has more than 10 years of academic and professional experience in the drug policy field and development cooperation and governance support. Deborah is a French researcher and independent consultant working on international drug policy making. She specialized in the study of illicit crop cultivation, measures in place across the globe to curb illicit drugs, notably alternative development, and policy-making processes bridging illicit drug economies and sustainable development concerns and metrics.

Map 1. Locations where illicit crops were eradicated through MEXW34 Project devices



Source : UNODC, MEXW34 Project Document.

## EVALUATION METHODOLOGY

The evaluation used tools that helped collect information and data from the main processes of the MEXW34 program (Figure 1).

Figure 1. Main process of the MEXW34

Key process	Activities	Outputs
Training	Refers to training on the use of the devices and the use of the application related to the eradication of illicit crops.	Number of operators and analysts trained.
Data collection and capture of information	The information is captured in the devices. In this activity it is necessary to comply with the criteria of evidence, timeliness, and geography, as well as to correctly establish the delimitation of the polygons.	Events or reports issued.
Data transfer	Encrypted data is sent to the satellite.	Files with encrypted data transferred to the satellite

Key process	Activities	Outputs
Data exploitation and analysis (validation)	The information is downloaded from the satellite for data analysis and acknowledgement of receipt is sent to SEDENA and SEMAR operators. The information is validated to ensure that it meets the criteria of evidence, timeliness, and geography.	Information reports and validated reports

Source: Evaluation team.

The approach was non-experimental, and the techniques implemented were the following:

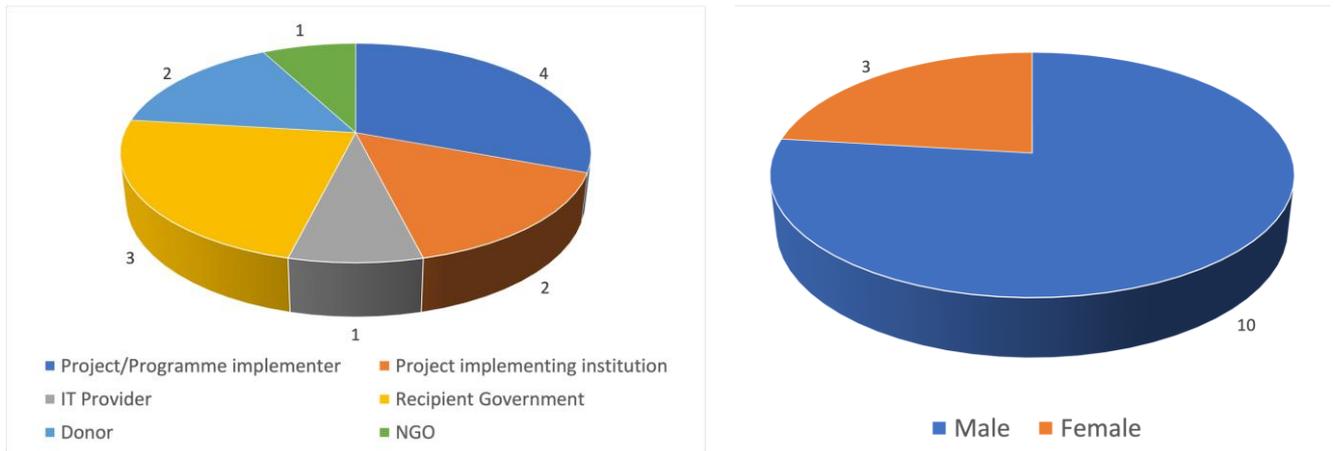
- Three types of polls were carried out depending on the process and the person to be surveyed. The polls were constructed using dichotomous, Likert scale, multiple-choice and open questions, to find the main strengths, problems, obstacles, and challenges of each phase of the project through the opinions of those involved.
  - *Survey of the training process:* Operatives who received training for the use of the application and the device were surveyed. It seeks to assess the quality of the training since it is the most relevant process for obtaining quality data.
  - *Survey of the data collection process:* Operatives who carry out data collection activities were surveyed. It seeks to assess the skills, abilities, and general knowledge of the operatives to produce data that passes the validation criteria.
  - *Survey of the exploitation, analysis, and validation process:* Analysts who manage the control panel was surveyed. It seeks to evaluate the quality of the data obtained and the strength of the validation criteria.

It is worth noting that, in the inception report, a minimum sample of 182 operatives was estimated (90% confidence interval and 5% margin of error) for the two first surveys. However, due to the high turnover of personnel in SEDENA, the evaluation team only received 26 answers for the training survey and 23 for the data collection survey, 14.28% and 12.63% of the minimum sample required, respectively. For the exploitation, analysis, and validation survey only 3 out of 10 analysts answered, this is equivalent to 30% of the total population.

- In-Depth (ID) and Semi-Structured (SS) interviews were applied to 13 different stakeholders (see Annex IV and Figure 5). These types of interviews aimed to understand the different perspectives on the topics of interest expressed in their own words. For this purpose, open thematic scripts were applied (in-depth) or with flexible questionnaires that allow spontaneous questions (semi-structured).

In this study, the principles related to the general standards of the United Nations Evaluations Group, which focus on credibility, independence, ethics, transparency, and evaluation policy, were applied.

Figure 2. Distribution of stakeholders interviewed



Source: Data from the semi-structured interviews.

- The focus group (FG) technique was applied in two sites in Chihuahua and Mexico City. The first, which consisted of 4 participants (3 males and 1 female), focused on data collection activities, was developed online due to COVID-19 restrictions. The second was held at the headquarters of the General Directorate of Transmissions of SEDENA, which is in Mexico City, focusing on issues such as training, data collection, coordination between institutions, repair, and stock of devices.

A document review was also carried out, including internal project documents such as training manuals, internal UNODC MEXW34 project documents, the project review, the project progress report, daily project reports, monthly project validation reports, and documents on international experiences in the eradication of illicit crops. In addition, an exhaustive search was made for external documentation of other good practices in the field of drug policy.

## LIMITATIONS TO THE EVALUATION

Access to and representativity of project stakeholders: Preparatory mapping of project stakeholders was conducted in close cooperation with the project team. It included representatives of institutions directly participating in the project development as well as indirect ones whose inclusion was relevant to the sector of the project's intervention. All communication with national defense authorities was channeled through the UNODC country office to ensure participation. Despite these efforts, the interviewee sample remains quite limited in numbers and terms of partners representativity, mainly due to important turnover within the management of partner institutions, notably at SEDENA. Triangulation of data sources (desk review of project and external documentation, survey and focus group) enabled the cross-checking and complement the information available through the interviews.

Due to time and access constraints, the evaluation did not address questions/inquiries to the indirect beneficiaries – such as policy-maker susceptible to use the evidence generated with the project support - all inquiry was with key stakeholders, including project staff, implementing partners, donors, and direct beneficiaries. Questions related to the use of data collected thanks to the project were introduced into interview and survey questionnaires to collect information on the useability of project gains.

In addition, the evaluation did not have a balance of inputs across genders, with 10 males and 3 females providing inputs. This discrepancy was expected, considering the existing gender disbalance within the

security sector targeted by the project. The evaluation team included specific questions on gender and inclusiveness of the project development in interview questionnaires.

Survey – The evaluation survey was sent to a third of MEXW34 device training participants selected on an annual basis from the 690 people. In the inception phase, it appeared that personnel turnover, reachability, and security-related access restrictions limited the possibilities for a larger sample. As a result of these challenges, only 23 responses were collected for the data collection process questionnaire, 26 for the training process, and 3 (out of 10) for the dashboard survey. Among the 23 participants, 11 were part of the FGR, 9 were part of SEDENA or SEMAR, and 3 of CENAPI. 11 participated in a training session in 2019, 4 in 2018, 1 in 2020, 2 in 2021, 1 in 2022, and 2 people did not specify the year. These conditions created further bias as the survey did not follow any arbitrary nor representative scheme but was mainly conducted upon participant’s availability. No information could be provided on the share of the location of operators. Information collected served as an indicative source and triangulated with information collected throughout the desk review and interviews to compensate for the very low return rate.

In site observation and focus groups - Due to the political sensitivity of the drug control intervention documented by the project under evaluation, access restrictions to military structures, and the security context in which project operations are taking place, access to direct end-beneficiaries i.e., personnel and operational agents (specific units using the device notably) were limited. Yet, one focus group could take place in normal conditions. Another one was carried out online. The information collected was thus considered indicative of the lower levels of utilization of the project device and complementary to the feedback collected through interviews and the survey. In addition, direct observation of utilization of the device by end-users, and the data collection system by CENAPI teams was not possible. Specific arrangements were made by the project team for an online dashboard demonstration and the provision of detailed documentation of its functioning. No direct observation was possible for the international evaluator due to travel restrictions related to the current COVID-19 pandemic. Detailed written reports were made by the national evaluators and where possible, exchanges were recorded and shared with the international expert.

## II. EVALUATION FINDINGS

### RELEVANCE

#### EVALUATION QUESTIONS:

- To what extent were the outputs, outcomes, and objectives of the project relevant to improving the data collection practices, quality, and credibility of the recipient government's data regarding illicit crop destruction?
- To what extent are the objectives of the project aligned with the recipient governments' policy priorities, needs, and efforts towards curbing the illicit drugs market?
- 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?

The MEXW34 Project has a high relevance, due to the following aspects: 1) contribution to the national objectives of the fight against drugs, to the objectives and principles of the INL and UNODC; 2) it provides accurate and reliable information for the eradication of illicit crops, and 3) it contributes to the public policy of public security.

**Finding 1. The project was successfully designed with a general eradication protocol to standardize these activities throughout the country and that follows UNODC principles.**

As stated in the semi-structured interviews and focus groups, as well as documentary evidence, the federal government of Mexico, through the MEXW34 Project "Strengthening the Data Collection Process in Illicit Crop Eradication Activities in Mexico", has generated information, with reliable data, based on scientific research, as a very important pillar for the design and reorientation of plans, programs, and public policies in drug control.

The eradication protocol focused on following, in the first place, the necessary criteria, and instances of the Mexican government, complying with the anti-drug policy of the Mexican government; in addition, international standards were included.

The MEXW34 Project in its key processes, which are: training, data collection and data exploitation, analysis, and validation, has incorporated UNODC principles in the protocol for the eradication of illicit crops and has done so in compliance with principles of accountability, efficiency, effectiveness, and transparency.

UNODC promotes the capacity building of institutions based on UNODC principles, which have been implemented through a particular approach, based on three main pillars of work:

1. Technical assistance projects in the field aimed at improving the capacities of Member States in the fight against drug trafficking and transnational organized crime.
2. Research and analytical work to increase knowledge and understanding of the problems posed by drug trafficking and transnational organized crime and to inform policy and operational decision-making.
3. Policy works to assist member states in the ratification of the implementation of international treaties; the development of national legislation on drugs, crime, and

terrorism; and the provision of substantive and secretariat services to relevant agencies.

**Finding 2. The results obtained from the MEXW34 Project meet the objectives of the Mexican government to strengthen the collection of data on illicit crops and are aligned with the donor and UNODC strategic frameworks.**

Documentary evidence, semi-structured interviews, and focus groups indicate that the objectives of the Mexican government and those of the donor and UNODC are being met to a high degree. Information is available in real-time and allows decisions to reduce and eliminate drug use among the population. In addition, the MEXW34 Project is more in line with the priorities and policies of the Mexican government, as well as the priorities of the United States government since the information serves as a diagnosis and identification of the public problem to generate policies to combat drugs.

Also, the MEXW34 Project is aligned with the different objectives of the INL, UNODC and the Mexican Government. While one of the INL objectives is to reduce the supply of illicit drugs that threaten the health of US citizens, the Mexican Government seeks to guarantee Internal Security to help maintain the constitutional order and the sustainable development of the country through the eradication of illicit crops. Thus, contributing to reducing the supply of drugs for Americans. It is also integrated as contributing to UNODC Strategic Framework 2016-2017 Subprograms 1, on effective support to the fight against drugs trafficking and organized crime, 5 on Justice and 6 on Research, trend analysis and forensics.

Among the main adjustments made to the study because of COVID-19 were the online surveys, which evaluated key processes such as training, data collection and capture, data transfer, and exploitation and analysis of information. An online focus group was also conducted in a SEDENA headquarter, which allowed us to hear the opinions of operational personnel on the use of the devices (hardware and software), as well as the advantages and areas of opportunity in the field.

On the other hand, semi-structured interviews were conducted online, in which there were time limits to apply a questionnaire of pre-established questions. However, not all stakeholders were interviewed as planned in an initial plan, due to COVID-19 restrictions.

Although there were limitations to collecting information due to the COVID-19 pandemic, a lot of valuable information was retrieved that allowed the evaluation and analysis of the most important aspects of the MEXW34 Project.

During the COVID-19 pandemic, the MEXW34 Project implemented actions that focused on the following security measures:

1. Suspension of activities beginning March 2020.
2. Notify when there is a suspected or confirmed case.
3. Monitoring the health of the personnel.

## SUMMARY - RELEVANCE

- According to some semi-structured interviews, the eradication of illicit crops captured by Bittum devices is more reliable and has reduced data discrepancies between the U.S. and Mexican governments, which represents a better alignment between the donor's objectives and the MEXW34 Project.
- The eradication protocol focused on following, in the first place, the necessary criteria, and instances of the Mexican government, complying with the anti-drug policy of the Mexican government; in addition, international standards were included.
- The MEXW34 Project is more in line with the priorities and policies of the Mexican government, as well as the priorities of the U.S. government, since the information serves as a diagnosis and identification of the public problem, to generate public policy to combat drugs.

## EFFICIENCY

### EVALUATION QUESTIONS:

- To what extent were the project's resources and inputs converted to outputs and outcomes in a timely and cost-effective manner.
- To what extent were adjustments made that allowed the project to address challenges and emerging needs associated with the COVID-19 emergency efficiently?

**Finding 3. The MEXW34 Project has been efficient in the management of economic and financial resources.** According to the Indicator Matrix for Results of the MEXW34 Project, it has been efficient as only 3.4% of the executed budget has been allocated to operating expenses over the three years of the project (from October 2019 to November 2021).

In output 1. System Development and Installation of GPS in the facilities, in output 1.1. Identifying the technological and methodological needs for the development of the system there has been an expenditure of 1.3% (\$51,349). In output 1.2, the system has been developed for its operation and installation. For the GPS operation, 18.0% (US\$694,000) were spent. For output 1.3, which refers to selected personnel and training, 12.0% (US\$462,316) was spent.

Regarding output 2. Implementation of the system and deployment in the Golden Triangle. For the correction of possible errors and validation of the data collection process, 1.4% (US\$53,000) has been spent.

Concerning Outcome 3, the system is fully implemented in Mexico. All information collected on eradication activities is processed through the system. Under output 3.1. The system is implemented in all eradication activities, and 8.9% (US\$342,333) was spent. In output 3.2, local and federal counterparts contracted to implement the system 46.9% of the total project budget was spent (US\$1,806,568).

Figure 3. Cost in dollars per key process of the MEXW34 Project

Key processes	In dollars	% Of total	Output
<i>Outcome 1. System development and GPS installation</i>			
Technological and methodological needs for the development of the system	51,349	1.3%	Hardware
System development and installation for GPS operation	694,000	18.0%	Software
Training	462,316	12.0%	Training
<i>System implementation and deployment in the Golden Triangle. Correction of possible errors and validation of the data collection process.</i>			
Validation of the data collection process (implementation of the system in the Golden Triangle).	53,000	1.4%	Data collection process
<i>Result 3. The system is fully implemented in Mexico. All information collected on eradication activities is processed through the system.</i>			
Implementation in all eradication activities	342,333	8.9%	Implementation (data processing)
Implementation of the system (local and federal counterparts contacted)	1,806,568	46.9%	Implementation (data processing)
Cost of Project Support	443,244	11.5%	
Total	3,852,809	100.0	

Source : UNODC. MEXW34 Project Document.

**Finding 4.** The costs of contracting the satellite service were significantly reduced due to the efforts of the MEXW34 project members, which allowed the project duration to be extended for another year and a half.

Semi-structured interviews and focus groups indicated that significant savings were achieved through the government's contracting of the satellite. However, field operators noted that many of the eradication events could not be sent to the satellite because of bandwidth problems due to the limited services contracted.

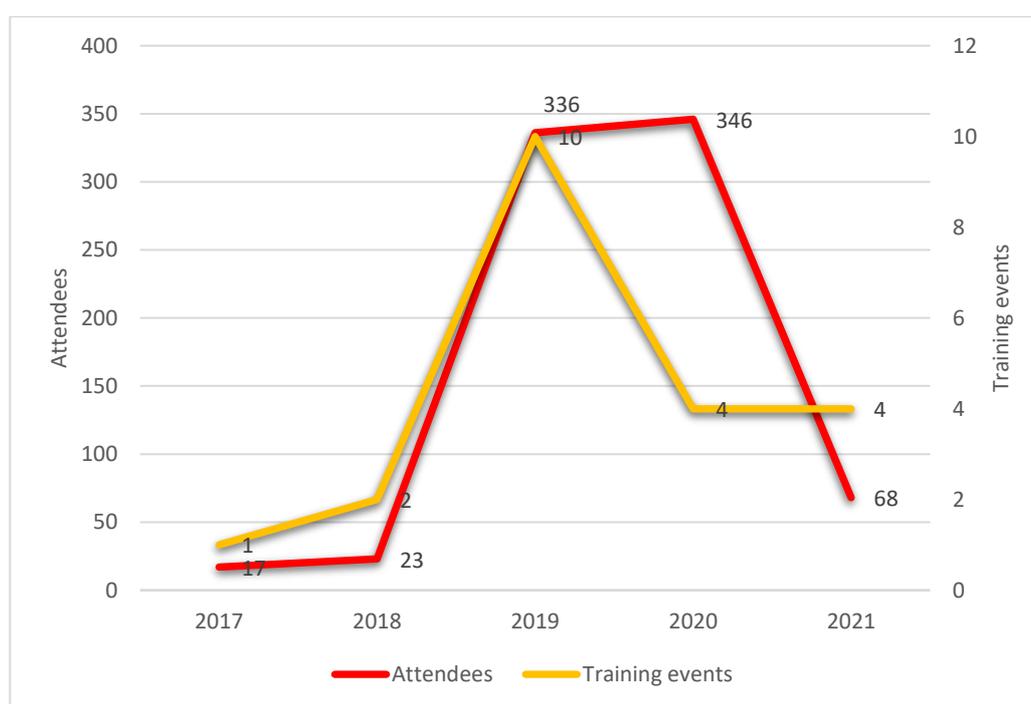
If the fourth phase of the MEXW34 project is completed, it is necessary to review the bandwidth requirements for sending information to the satellite. This will allow for faster analysis of data on illicit crop eradication.

An innovative aspect of the project was the use of the satellite to send data on illicit crop eradication to CENAPI, which was responsible for analyzing this information. The satellite was contracted by CENAPI to TELECOMM, a decentralized public enterprise of the Mexican federal government whose objective is to provide comprehensive telecommunications to the public.

The evaluation team identified problems with the satellite's bandwidth, as it is saturated, which often prevents it from recording the eradication of illicit crops. The assessment team could not identify mitigation measures in this regard, as this type of IT service is not provided by UNODC.

**Finding 5. Middle management personnel in charge of the transmission area were trained to counteract the high personnel turnover rate, to have the knowledge transmitted by permanent personnel in the military zones and minimize waiting times for the use of the device by new elements, thus reducing the cost of subsequent training.**

*Figure 4. Number of training events and attendees*



Source : UNODC. MEXW34 Project Document.

Based on the results obtained in the two focus groups, a course was sought so that the trainers would have personnel trained for the operational tasks of the MEXW34 Project, with the intention that the personnel would be in charge of training in the military zones. The aim of this was that they could share the knowledge with their personnel and not wait for a course or

workshop to be scheduled, but to be given immediately to solve the operational problems of personnel rotation.

It is worth mentioning that a major problem was the frequency of training periods, i.e., every four months, when there is a high turnover of personnel, mainly in military headquarters, which makes it difficult to use the devices for the eradication of illicit crops.

Since 2021, the number of training events and project assistants has been drastically reduced, when a greater frequency of this type, of course, was required to counteract the high turnover of personnel in the operations that are responsible for recording the eradication of illicit crops.

**Finding 6. The application and the device have facilitated the collection tasks, particularly the measurement tool under polygons has saved a lot of work time.**

According to the results of the online surveys and surveys conducted by UNODC, data collection was validated in most cases because of the usefulness of the software training, and the training of operational staff in the use of the device for the eradication of illicit crops.

From the beginning of the program, a general eradication protocol was designed to standardize these activities throughout the country. The institutions involved in this process included this protocol in the application. Therefore, as the operational staff pointed out: "if you follow the application, you follow the protocol". This allowed eradication activities throughout the country to be carried out in the same way, which helped to make the best use of time and resources in each expedition.

Financial and human resources were provided to ensure safety in all activities with acceptable post-pandemic risk.

**Finding 7. From the analysis of the budget information, it can be observed that each illicit crop eradication event carried out with the MEXW34 Project devices had a very economical cost of US\$388.5 on average.** The low cost per event has helped the sustainability of the project, generating benefits for society.

The MEXW34 Project operated at a low cost and with good results for the institutions that were involved in the illicit crop eradication events, this has allowed the continuity of the project during the years it operated. In addition, it is a low cost and a benefit to society.

**SUMMARY – EFFICIENCY**

- Only 3.4% of the executed budget has been allocated to operating expenses in the 3 years of the project (from October 2019 to November 2021).
- On average, each illicit crop eradication event costs US\$388.5, also the Mexican government provided the satellite service. This has helped the sustainability of the project.
- Due to the high rate of personnel turnover, it was decided to provide the training to the middle management permanent personnel with the aim that the knowledge would be transmitted to new operatives. This led to minimizing the waiting times to use the device and reducing costs for further training.

## COHERENCE

### EVALUATION QUESTIONS:

- To what extent did the project establish and maintain appropriate partnerships with relevant government partner’s ministries and authorities, as well as with other relevant international/regional and non-governmental organizations (academia, civil society, etc.) throughout its implementation?
- To what extent are the objectives of the project aligned with UN priorities, objectives, and norms in the area of illicit drugs, esp. with the three UN drug control conventions, most recent political engagements such as the Outcomes of the 2016 UNGASS and the 2019 Ministerial Declaration, and in line with relevant UN principles (including UN Guiding Principles on Alternative Development, and on Human Rights), as well as with the SDGs?
- To what extent did the project contribute to international coordination mechanisms, including but not limited to UN system-wide coherence (One UN, UNDAF, UN Country Team), and with regards to international mechanisms in place to support national efforts in the fight against illicit drugs, especially in illicit crop cultivation areas?

The coherence dimension was assessed at three levels: i) the complementarity of the intervention within the UNODC mandate and strategic framework; ii) the coordination mechanisms established with relevant stakeholders engaged in and/or supporting drug control efforts in Mexico, and iii) the consistency and contribution of the intervention with relevant international drug control norms and instruments, and UN system-wide coherence mechanisms, including the SDGs.

### Horizontal complementarity of the intervention within UNODC

**Finding 8. The project constitutes an example of good practice in terms of in-country programming complementarity, and inter-office cooperation at the field level, notably with the UNODC Colombia Country Office.**

At the country level, MEXW34 works in synergy with UNODC flagship program MEXK54 “Monitoring system of illicit crops in the Mexican territory.” Project documents show how its design benefitted from the experience gained in methods development and research gaps through MEXK54. The data produced by MEXW34, as documented through validation reports and interviews, constitutes a robust and reliable set of evidence on eradication activities nationwide that can be used as a complementary element to strengthen the results of the Mexican poppy survey carried out by UNODC and inform alternative development measures as appropriate.

At the inter-office level, the MEXW34 design was inspired by UNODC Colombia’s SIMCI (Integrated Illicit Crops Monitoring System) experience on illicit coca cultivation and developed in close cooperation with the Country office in Bogota. Project documents, including work plans, detail the formal cooperation agreement developed between the two offices to enrich and adapt the technological system (software mainly) and methods to be used in Mexico in line with the specificities of the Mexican drug-related context and policy framework. Interviews and meeting minutes show that the exchange of materials and the organization of two field visits of both office’s experts and personnel (to Bogota, in October 2018, and to Mexico in December 2018) enabled the project to be developed on solid feedback and generate shared lessons for

existing and future intervention. Interviewed national stakeholders and donor representatives highly welcomed this exchange of experiences and considered it was a positive impulse to strengthen the evidence-based approach to drug control in Mexico. The evaluation team has found little information on how MEXW34 outputs and lessons have been used in return for broader drug control policy development. For example, there was no report of how MEXW34 outputs were used to support and inform complementary programming in Mexico on illicit drug cultivation (including alternative development measures as in Colombia and intended in project documentation) or back in Colombia. In that regard, interviews with national stakeholders and donor representatives highlighted the strong impulse given by the project.

**Finding 9. At the organizational level, MEXW34 works mainly as a stand-alone project, loosely linked to UNODC regional or global programming, and HQ operative support.**

MEXW34 was designed in line with UNODC Strategic Framework 2016-2017 subprograms 1, on effective support to the fight against drugs trafficking and organized crime, 5 on Justice, and 6 on Research, trend analysis, and forensics. The project document also clearly states the participation of MEXW34 in the UNODC mandate to facilitate the implementation of three UN drug control conventions at the normative and operational levels. Its design and achieved outputs directly contribute to UNODC's work of monitoring the cultivation and yield of illicit crops, estimating illicit global drug production to inform and support evidence-based drug control policies, including alternative development strategies. Interviews with HQ staff highlighted the positive LPOMEX leadership on project implementation, justifying only light support from HQ. In this vein, interviews and consultation of external documentation suggest MEXW34 constituted a positive example of multi-country cooperation and South-South exchange within the region taken into consideration in the elaboration of the *UNODC Strategic Vision of Latin America 2021-2025*.

Nevertheless, triangulating information from interviews with HQ and LPO staff and desk review of the project and other UNODC documents, the evaluation team found unexploited room for stronger and more regular exchanges of expertise and intra-agency cooperation between LPOMEX and HQ, notably with RAB, Sustainable Livelihood Unit, or the regional section for Latin America. It also found a low level of integrated UNODC support efforts in Mexico. linkages with other UNODC-supported research-oriented structures on crime, such as the UNODC-INEGI Center of Excellence, remain quite poor, limiting the scope of in-house learning to the technical components.

**Coordination with relevant stakeholders of drug control efforts in Mexico**

**Finding 10. The project established and maintained strong, continuous, and highly valued partnerships with the most relevant defense and judicial authorities engaged in illicit crop eradication efforts in Mexico.** These include the Ministry of Defense (SEDENA) – the leading institution in the eradication of illicit crops in Mexican territory, the Federal Prosecutor's Office (FGR), notably through the National Center for Planning, Analysis, and Information to Combat Crime (CENAPI). Meeting minutes and interviews also show that the project involved the most interested parties in charge of carrying out complimentary drug supply and eradication activities to ensure the technology responds to the most pressing and potential emerging needs nationwide, namely the Federal Ministerial Police (PFM) and Ministry of the Navy (SEMAR). The project worked closely with the Transport and Communication Secretary (SCT) to implement the technology and palliate initial shortfalls with the device and satellite connection. It informally reported to the Ministry of Foreign Affairs, which is a key partner of UNODC in the country.

**Finding 11. At the project level, the combination of strategic coordination meetings with timely technical follow-ups ensured comprehensive and regular feedback.** Such mechanisms enabled the project staff to cope with emerging needs and with the rapid changes and meticulousness of the development of new technology demands (satellite link, transmission types...).

As observable throughout SAPPRs APPRs (2018) and meeting minutes, changes with the FPO structure related to the closure of the AIC, initially a target institution, were seized as an opportunity to draw closer ties with CENAPI. It also supported the development of in-house follow-up skills and capacity, early in the project implementation. The project provided CENAPI, SEDENA, and INL with demos of the device datasheets, the application, the system's development flowcharts, and manuals. Coordination mechanisms also facilitated the transfer of information to and from the technical team of experts on specific issues. It enhanced project implementation' fluidity in return and the search for timely solutions. Most interviewees depicted how instrumental such mechanisms were to navigate through the technical and political challenges that arose along the way, for example around the issue of the data storage responsibilities

**Finding 12. At the stakeholder level, evidence shows regular consultations contributed to building stronger backing and buy-in to the project, from design to implementation.**

Meeting minutes, SAPPRs and APPRs (2018 2019) and interviews document how constant communication boosted the implementation of the project. It enabled the project team to maintain the compromises previously agreed upon, when changes in government or partner institutions' leadership, notably at the SEDENA, made the continuation of the interventions more vulnerable. Interviewees welcome the coordination mechanisms as good practices, and some qualified as "task force alike" and "most effective interagency Mexican program." It contributed to supporting the discussion between the SEDENA and CENAPI to build a National Protocol on eradication activities, and to strengthen existing partnerships between both operational and analytical units of the defense and judicial sectors. Finally, as interviews underlined, the project was instrumental in consolidating existing partnerships and mutual trust among key Mexican institutions and external partners for drug control and fluidifying the dialogue around a politically sensitive issue that are eradication efforts. In that perspective, the neutrality of UNODC as a UN third party, as well as its long-standing experience as a dialogue and intermediation actor were highly valued.

**Finding 13. The project failed to bridge with other actors (national and external) relevant to advancing integrated and comprehensive drug control efforts (here, in the case of supply-side, mainly with regards to alternative development opportunities).**

There is no evidence of cooperation with regional partners and international agencies, non-governmental organizations, academia, and research-based organizations. Limited information was found on how, and if the data and project outputs will be diffused/ shared for scientific and research purposes, once cleared by competent authorities in line with its highly sensitive nature related to national security. Considering it was beyond the initial focus of this strictly technologically driven project, the absence of such partnerships or consultations did not negatively influence the implementation of the project.

## Consistency and contribution to international drug policy and norms, and UN system-wide coherence

**Finding 14. The project objectives are aligned with the UNODC mandate on supply-reduction but poorly linked to most recent international and UN priorities and objectives towards a more comprehensive and integrated approach to drug policy.**

Few linkages are made to most recent political engagements, such as the Outcome Document of the 2016 UNGASS and the 2019 Ministerial Declaration, and to relevant UN principles and instruments applicable to drug control (including, as per UNGASS 2016, MS 2019 and CND resolutions, the CEB UN Common Position, the UN Guiding Principles on Alternative Development, and international instruments on Human Rights). Neither project documents nor interviewees refer to such policy instruments. When asked about how the project contributed to international drug policy coherence, responders pointed out mainly US-Mexican bilateral cooperation instruments, notably the *Merida Initiative* and the newly developed *U.S.-Mexico Bicentennial Framework for Security, Public Health, and Safe Communities*, and referred to the global consensus around the need for evidence-based drug policy.

Regarding UN coherence, project documentation established MEXW34 as conducive to SDG 16 achievement (peace, justice and strong institutions), notably 16.1 (significantly reduce all forms of violence and related death rates globally and related death rates worldwide), 16.4 (by 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime) and 16.6 (develop effective, accountable and transparent institutions at all levels). In that vein, as the project revision (2018) shows, the evaluation welcomes the effort made to justify and maintain the coherence of the project expansion to clandestine laboratories to strengthen its contribution to the SDGs. Yet, there is no clear evidence of how project outputs – mainly the data produced- were used to further the 2030 Agenda or monitor progress towards its achievement. Similarly, considering the possible violence and vulnerability to fragility and clashes illicit drugs production and trade, as well as eradication enforcement may entail, there was no indication of how the project applied any conflict-sensitive approach to implementation. Finally, besides the late mention of the UNDAF Mexico 2020-2025 in the last APPR2020, there is no evidence of project contribution to UN system-wide coherence mechanisms (One UN, UNDAF, UN Country Team). The absence of clear linkages of the project with most recent CND- and UN-led drug policy engagements and its limited embedment within broader UN relevant instruments suggest the project encountered some difficulty to balance internal and external coherence, so the intervention strongly fits and responds to both, partnering Members States' priorities and needs (both donor and beneficiary partners), and UNODC's broader goals as a UN organization.

**Finding 15. The information produced through MEXW34 constitutes an important source of knowledge for drug policymaking and research.** Nevertheless, it was made accessible only to the project's immediate stakeholders, with limited outreach within the broader community of actors contributing to strengthening the evidence basis on illicit drugs and drug control in Mexico - policy experts outside the defense sector, and academic researchers alike -

Interviews and project documentation stress the important contribution the information generated by the project makes to strategic projections, illicit market forecasts and policy guidance. However, there is limited evidence of follow up and monitoring of how far the knowledge produced was used or cross-referenced with other relevant sources of information for drug control (such as INEGI databases, administrative records, existing academic research, etc.). There is also no clear understanding of the extent to which generated information could

be accessed or used by relevant research and policy stakeholders working at improving the evidence basis on drug policy in Mexico.

#### SUMMARY – COHERENCE

- The project constitutes a positive and replicable example of the complementarity of UNODC programming at the country level, and knowledge transfer and cooperation across field offices notably between Mexico and Colombia.
- The constant coordination efforts of LPOMEX across all partners, including donor representatives, constitute a key facilitating and success factor of the project implementation and outcomes, strengthening backing and buy-in to the project. UNODC mentorship within the CENAPI offices represents a best practice in that regard.
- While the project outputs are likely to be used to advance evidence-based drug-supply reduction policymaking, the project however missed bridging with other national and international actors and policy instruments relevant to advance integrated and comprehensive drug control efforts and research, in coherence with the most recent relevant international engagements and UN instruments.

## EFFECTIVENESS

#### EVALUATION QUESTIONS:

To what extent did the project reach the objectives and outcomes stated in project documents? What were the facilitating and hindering factors in achieving results?

To what extent is the project effective in strengthening recipient stakeholders' capacities in data collection, standardization, quality, and securitization processes?

To what extent did the adjustments made in response to COVID-19 (if any) affect the achievement of the project's expected results as stated in project documents?

**Finding 16.** The objective of the MEXW34 Project is: "To strengthen the Mexican government's capacity to monitor and collect information on illicit crop eradication activities with the implementation of an automated system that standardized and systematized the information collected"; it was partially achieved. Among the aspects that are considered to have contributed to the fulfillment of this objective are the protocols that were followed, which allowed the project to efficiently quantify the areas eradicated of illicit crops in Mexico, as opposed to the traditional form of eradication on paper.

It helped formalize eradication figures and reduce the discrepancy of information between the US and Mexican governments. In addition, the project was able to build an eradication protocol that allowed for the standardization of all activities involved in the eradication process. This protocol was successfully implemented in the mobile application.

Importantly, UNODC's intermediation ensured respect for the security of Mexico's national information and built trust between the governments of the two countries. The project succeeded in building a strong and nurtured inter-institutional coordination between the Mexican state agencies and entities involved in the project.

However, there have been some obstacles in the fulfillment of the objective. As observed in the focus groups, there is a constant rotation of military personnel and high-ranking officers (every three to four months). It creates coordination problems and affects the progress of the project, so each change of personnel means that the project has to start from the beginning.

**Finding 17. The project achieved inter-institutional coordination of Mexican state institutions. In addition, among the MEXW34 processes, a protocol was applied to improve the veracity of the information, allowing the standardization of all activities.** In addition, an alternative was designed so that operatives could collect more data on the eradicated areas of illicit crops in conditions that made transmission difficult.

However, the development of the application was done in a face-to-face manner and did not consider the characteristics of the data collection process of the military institutions. The collection method put the security of operational personnel at risk.

On the other hand, it is necessary to improve coordination between all institutions, as there are areas of opportunity, such as the lack of bandwidth with the use of satellites, which prevents the sending of information from some eradicated areas.

Another aspect that has been an obstacle to the fulfillment of objectives is the lack of more regular and constant training, focused on middle management personnel who can pass on knowledge to new members. This would ensure better knowledge transfer and clearer instructions for staff. In addition, each institution could share information at all levels of the organizational structure on the objectives, goals, scope of the project, level of coordination and level of commitment of each of the areas to achieve the objectives.

**Finding 18. The MEXW34 Project improved the capacities of the institutions involved in the project's processes in terms of the collection and timeliness of the information on eradicated areas.**

For the first time, a protocol was established contributing to having more accurate figures, as well as an intelligence system regarding the socio-economic and cultural characteristics of the localities or communities in which illicit crops were eradicated.

**Finding 19. Since the beginning of the COVID-19 pandemic, there has been a notable reduction in the eradication of illicit crops, as can be seen in the project's databases.** Firstly, at the beginning of the COVID-19 pandemic, there were no security protocols in place to help avoid contagion among the operational personnel involved in the eradication of illicit crops, which halted the collection and gathering of information.

Later, protocols were applied in field operations, such as at UNODC headquarters in Mexico City, but the numbers remained low concerning the number of eradications in other periods. It is important to note that there is also limited use of the devices in illicit crop eradication operations, as senior or middle management of operational staff tend to prefer the traditional form of eradication.

**Finding 20. Operational staff did not use the collection devices for fear of damaging the equipment and being charged for it.**

One of the problems encountered was that some members left the equipment in custody because operational staff reported that the devices were lost or broken. Due to the high cost

of the equipment, they feared that they would have to cover the cost of the equipment if it was broken or mishandled.

**Finding 21. There has been a drop in the capture and collection of eradication data since June 2020, due to a decrease in the use of the devices in the collection of information on the eradication of illicit crops, measured by the number of hectares and by events.**

The reduction in the number of events and hectares captured in eradications was before the COVID-19 pandemic, which is related to some operational problems such as the high turnover of personnel in military headquarters; the low stock of devices due to a lack of supplies such as batteries, antennas, and other accessories; problems in the transmission of information; limited software and limited use of the devices. In addition, operational staff did not want to use the devices because they feared that if they broke them, they would be charged for them. As they were expensive in terms of price, they feared they would have to cover the cost of the equipment if it broke.

**Finding 22. The use of the devices is limited in illicit crop eradication operations since the traditional form of eradication is often preferred.** However, the traditional way lacks protocols that allow for reliable information regarding eradication.

In the interviews, the main actors of the project pointed out that there is a disincentive to use the devices in the field for the eradication of illicit crops, due to problems in the collection of information either because of the transmission of information to the satellite in some regions of the country, so they prefer eradication in the traditional way (eradication on paper).

**Finding 23. The project was efficient because resources were allocated to outputs and outcomes in a timely and cost-effective manner.**

According to the semi-structured interviews, online surveys and focus groups, as well as the MEXW34 Project outcome reports, inputs were efficiently used and converted into outputs and outcomes.

The project registered low costs when measured by the number of validated events, the training, data collection and data validation processes, as well as the outputs and outcomes of the MEXW34 project, according to UNODC outcome reports.

The training was provided online, starting with the COVID-19 pandemic, although there was a high turnover of personnel, so it was necessary to reinforce this process periodically (every three months).

According to the semi-structured interviews and focus groups, the process of transmitting information on eradication had some problems, since the bandwidth of the satellite did not allow transmissions to be made on some occasions.

**Finding 24. The MEXW34 Project adjusted key processes because of the COVID-19 pandemic, and training was given online to avoid group meetings, but there were some problems with coordination with other institutions that were part of the project, due to the reduction in the number of events and hectares eradicated, which had an impact on the fulfillment of objectives.**

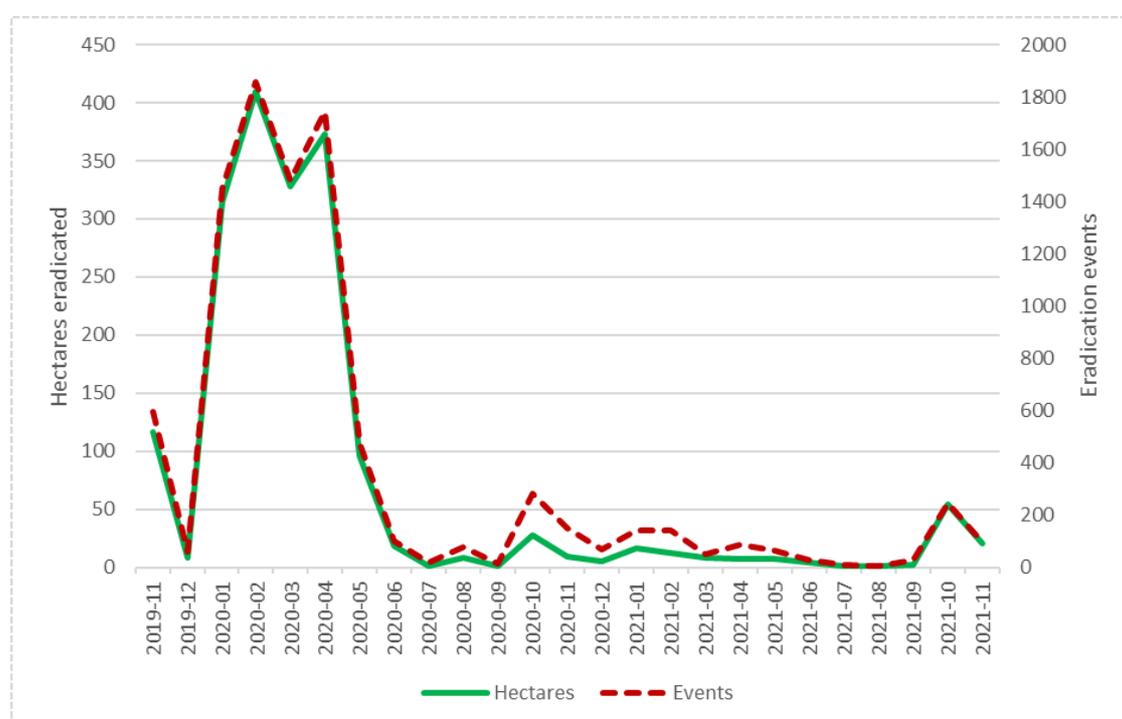
According to the results of the semi-structured interviews and the focus groups, the reductions in eradication events were not only due to the COVID-19 pandemic, but they also occurred before that health crisis, which shows, in a certain sense, the sensitization to carry out the

eradication of illicit crops using devices that complied with protocols and not in a traditional way (on paper).

### SUMMARY – EFFECTIVENESS

- The objective of the MEXW34 Project was partially achieved.
- The project achieved inter-institutional coordination between SEDENA, SEMAR and CENAPI, and in the processes of the MEXW34 Project a protocol was applied that improved the veracity of the information and allowed for the standardization of all activities.
- The project was efficient because resources were allocated on outputs and outcomes in a timely and cost-effective manner.

Figure 5. Number of hectares and illicit crop eradication events, 2019-2021



Source: MEXW34 project database, 2019-2021

**Finding 25. One of the main challenges of the MEXW34 Project was the high turnover of operational personnel.** Additionally, people involved in the eradication, training and repair of the devices were assigned to other activities, which caused problems of delays and coordination that had already been established in other periods of the project.

According to the results of the focus groups and semi-structured interviews, field staff involved in illicit crop eradication activities are constantly changed, every three to four months. This caused problems of delays and destroyed the links and coordination established with the previous staff.

## IMPACT

### EVALUATION QUESTIONS:

To what extent was the project able to enhance the recipient government's capacity to improve data collection mechanisms related to drug supply, and integrate them into policy-making cycles?

To what extent has the project had unattended consequences (positive or negative)? Were they documented?

To what extent has the project contributed or is likely to contribute to the attainment of the Sustainable Development Goals (i.e., SDG targets 16.6 and 16.A)?

**Finding 26. The MEXW34 Project has improved the capacities of the governmental institutions involved in the project and the protocol has provided more reliable information.** Now, the personnel use technological devices to quantify the exact illicit crop eradicated area and estimate trends, which will help the Mexican government to develop drug control policies. Therefore, the program has provided more accurate and standardized real-time information.

The implementation of protocols has helped the Mexican government to have more reliable, evidence-based information on the eradication of illicit crops. In addition, a significant number of operational and middle management personnel have been trained in the use of advanced technologies.

In addition, the Mexican government's capacities have been improved by having information on illicit crops that allows it to generate "patterns on the socio-economic and cultural characteristics of the communities" where eradications are carried out. It allows for more accurate diagnoses that serve as elements of drug control policy.

**Finding 27. There have been some unaddressed consequences that have prevented greater progress in the fulfillment of the objectives of the MEXW34 Project, such as more frequent training to counteract the high turnover of operational personnel; the problems of the lack of involvement of middle management personnel to gradually increase eradications through the devices and the automated digital information collection system; the problems of transmitting information to the satellite in marginalized and remote localities.**

**Finding 28. The project has partially contributed to the achievement of SDG targets 16.4 and 16.6, as it concentrates on data collection.** There is room for the project to further contribute to achieving the SDGs by incorporating activities focused on social and economic policies to benefit the development of communities affected by the destruction of illicit crops

Because of this, it is important to include information on the social and economic characteristics of the affected communities. To design policies that address the causes, it is important to study them in-depth. It is necessary to bring development to these communities to have the possibilities to combat illicit activities that take place in these communities. In addition, it would be indispensable to add more academic and socio-economic studies, also of the territory, to be able to complement all the information collected.

**Finding 29.** The MEXW34 Project has strengthened the capacities of the Mexican government through an automated system that has made it possible to standardize and systematize the information collected, which has had a positive impact on the diagnosis of the Mexican federal government's drug control policy.

The positive impact is reflected in the strengthening of the Mexican government's capacities (personnel trained in the use of information technologies), more reliable information in real-time and greater elements in the diagnosis of drug control policy.

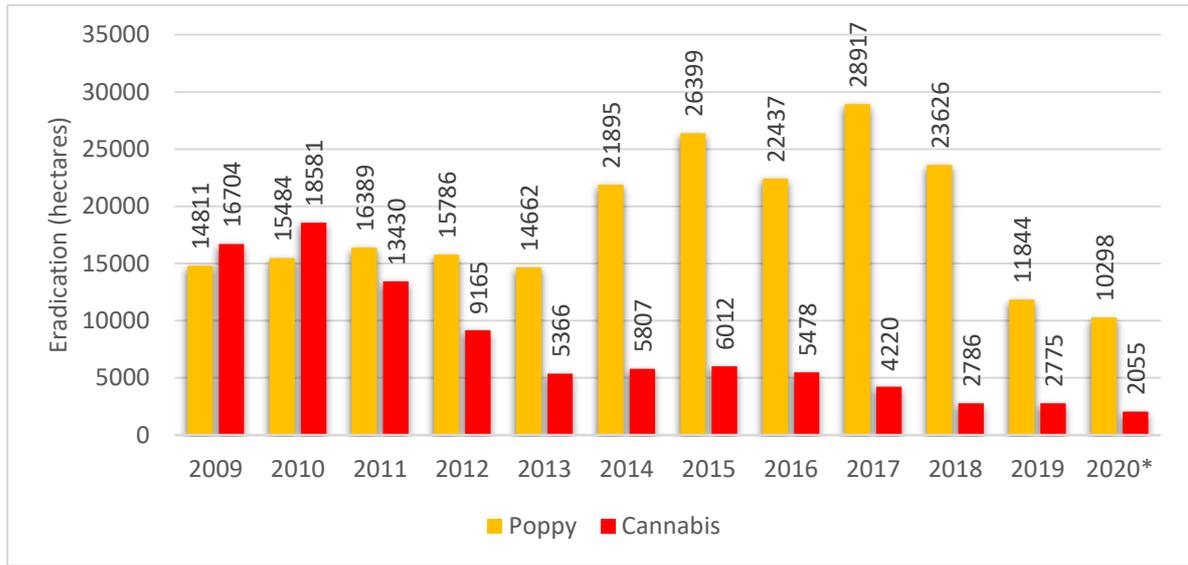
**Finding 30.** Despite the clear alignment of the project towards the achievement of SDG 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels), the contribution of the project to the achievement of SDG 16 is not visible. This is in part due to a lack of data. Data collected in semi-structured interviews, focus groups and online surveys suggest that the contribution of the project towards achieving SDG 16 is limited. No evidence of project contribution to SDG 16 was observed in project documents.

From the review of the MEXW34 Project documents and the results of the online surveys, semi-structured interviews and focus groups, it is noted that the achievement of Sustainable Development Goal 16 was not measured through an indicator that would allow knowing the contribution of the MEXW34 Project to Sustainable Development Goal 16, nor is there any progress on Target 16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime, as well as on Target 16.6 16.6 Develop effective, accountable, and transparent institutions at all levels.

In the review of the Project's Results Indicator Matrix (Logical Framework methodology), there is no end or purpose indicator, which would allow knowing the progress towards the mentioned goals.

**Finding 31.** As part of the integration of the institutions of the MEXW34 Project, the incorporation of the UNODC project team in a space in the CENAPI offices is a good practice between the project and government representatives, which allowed for close collaboration between the institutions regarding the processes of information validation and maintenance of the dashboard. The evaluation team considers that this mentoring, combined with the continuous training, have sufficiently strengthened the capacities of national counterparts, confidence, and trust within CENAPI in the data management and validation processes.

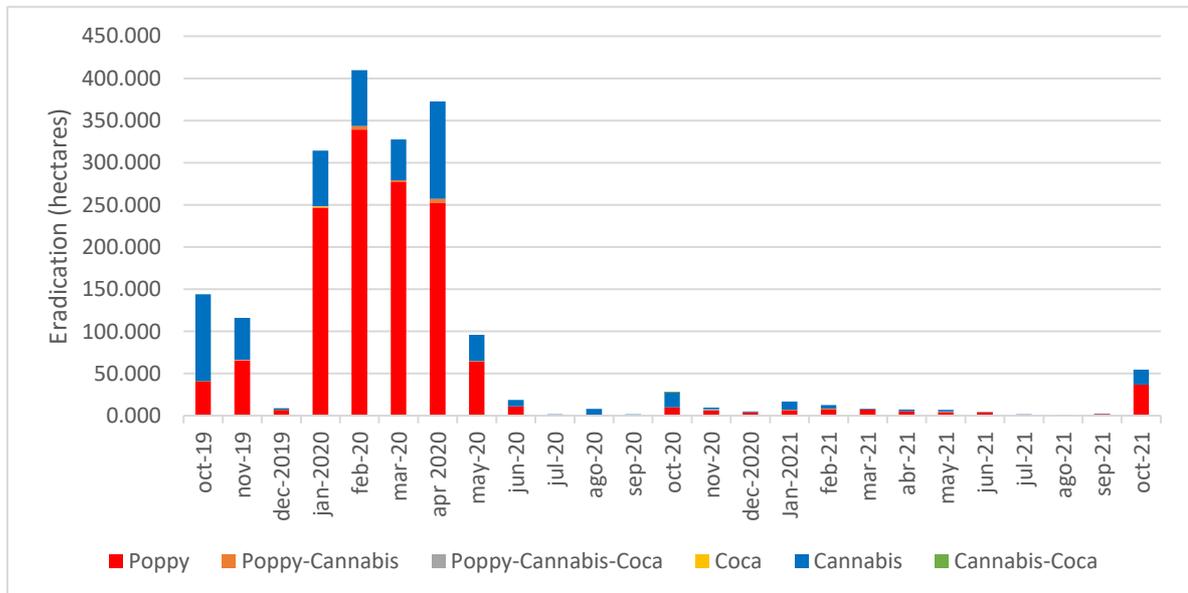
Figure 6. Hectares eradicated and destroyed of Opium Poppy and Cannabis by the Federal Government of Mexico, 2009-2020



Source: \* Data are from January 1 to October 20.

Source: SEDENA database, 2009-2020. Available at: <https://presidente.gob.mx/21-10-20-version-estenografica-de-la-conferencia-de-prensa-matutina-del-presidente-andres-manuel-lopez-obrador/> [Accessed January 15, 2022].

Figure 7. Hectares eradicated Opium Poppy, Cannabis, and Coca in Mexico through the MEXW34 Project, October 2019 to October 2021



Source: MEXW34 project database, 2019-2021

## SUMMARY – IMPACT

- Artificial intelligence can be used to take advantage of the data already collected, this tool can be useful to implement strategies to forecast, find patterns and anticipate the next crop areas.
- A project that includes more academic studies to investigate the socioeconomic and geographic characteristics of the communities near the collection points should be carried out in parallel.
- Since April 2020, eradication of illicit crops through the use of the devices has fallen and there are no instructions from SEDENA to encourage their use.

## SUSTAINABILITY

### EVALUATION QUESTIONS:

To what extent will the interventions based on technological solutions be likely to be sustained after the implementation of MEXW34 has ended?

How and to what extent has the project developed the national capacity to support the sustainability of effort and benefit, and generate national ownership of the technology and skills acquired through the project implementation?

The sustainability dimension has been addressed in terms of contributions made towards capacity-building and institutional strengthening. It covers how the project supported application and derived information served systematically to generate the most adequate, complete and timely data, and to advance evidence-based decision-making on drug control in Mexico.

### Capacity-building and institutional strengthening

**Finding 32. The project successfully enhanced the national conditions to create and sustain demand for and, to some extent use of, systematized and standardized data collection practices on eradication efforts, and more broadly supply-reduction practices.**

Desk review of annual and semi-annual reports over the implementing period, as well as interviews demonstrate the good level of technological viability of the project, and a well-planned strategy to transfer generated knowledge to the relevant Mexican institutions, in this case, the Federal Prosecutor's Office mainly. This includes the source codes for the 11 versions of the mobile application (Bittium and Trimble) for operative personnel of CENAPI to collect and report eradication activities in real-time; all versions being built based on feedback received from both counterparts and operative personnel of CENAPI and SEDENA during training and debriefing sessions. It also includes the management of the Dashboard within the CENAPI offices and training, including editable materials, for the counterpart's technical personnel on how to exploit it, apply the validation instrument and modify it as needed. Finally, the project generated user-friendly and accessible training materials, self-help, and peer support materials into the design of the mobile application (including briefs, videos easily shared via WhatsApp (the main messaging system used by Army personnel), virtual training, guidelines, and manuals) to ensure SEDENA operative end users can operate the system beyond the project period of implementation and in a more practical way than paper-based reporting practices

## Continued use of the supported application and derived information

### **Finding 33. The project generated some level of national ownership of the intervention.**

Whereas it first responded to data security concerns, the choice of a national satellite underscores project partners' willingness and capacity to sustain the data collection mechanisms at the end of the intervention. Meeting minutes (2018-20), APPRs, and interviews document partners' persistence over the use of national technology despite more performant commercial or external communication options, with the view of strengthening national capacities and ownership of produced data. More importantly, the inclusion of a UNODC team within the CENAPI enabled close UNODC mentoring and coordination over data validation and Dashboard maintenance processes. Interviewees highly praised UNODC mentorship as a positive practice. Combined with continuous training, it has strengthened enough national counterparts' capacities, confidence, and assurance within the CENAPI in data management and validation processes, so these practices can be sustained in-house after the project implementation period based on the skills, resources, guidance, and experience acquired through UNODC mentorship over time.

### **Finding 34. Second, the technical viability of the project enhanced trust and appetite for more evidence-based projects and strategic planning related to drug control, beyond eradication efforts.**

It particularly had a demand-boosting effect. Particularly encouraged the CENAPI to center stress and optimize its role as a central agency for data collection and analysis of the Mexican Government. As underlined in most interviews, the project also boosted national demand for increased data generation on drug control. A key illustration is the multiple expressions of interest for its replication to other domains of supply-reduction action, like operations of the destruction of clandestine laboratories and precursor seizures, and of crime management like arms trafficking and its expansion in combination with other technologies (such as drones' surveillance). Interest was also reiterated in interview sessions. Project documentation and interviews suggest MEXW34 demonstrates enough flexibility and readiness to respond timely to these interests, notably in terms of coordination and technological adaptation. However, the extension of the system would demand extended leadership and resource adjustments that do not seem to be yet fully available.

A second illustration can be found in the integration of the project as an instrument supporting the adoption and implementation of the *National Action Protocol for the Destruction of Illicit Plants approved by the National Conference of Justice Procurators* on 18 January 2018.

Third, in October 2020, the Head of CENAPI (FGR) presented the project at a side event of the 10<sup>th</sup> Session of the Conference of Parties to the United Nations Convention against Transnational Organized Crime. This international showcasing is here valued as a demonstration of GoM taking an exemplarity and accountability position among its peers at the global level with regards to data collection and quality of drug control efforts.

## Sustainability of project gains towards evidence-based decision-making on drug control in Mexico.

### **Finding 35. Political ownership of the technology and skills acquired through the project implementation has been unevenly generated among key institutional counterparts.**

The evaluation team identifies three elements leading to that finding, and likely to have an important deterrence effect on the sustainability of project gains: i) the important turnover within SEDENA end-users ii) the vulnerability of the project to political changes within the security institutions, and iii) the poor level of evidence of data utilization into policy- and decision-making processes beyond CENAPI collection and reporting mechanisms. These aspects are more challenging because the project exit strategy remained unclear.

On the one hand, the high level of rotation of operative personnel within SEDENA strongly affected skills transfer, institutional learning, and ownership of project achievements. An important lesson learned relates to the expressed need for continuous training and follow-up to offset the effect of staff turnover.

Despite the high satisfaction of end-users with UNODC training offer as observable through interviews and project satisfaction surveys, several challenges arise to the use of the app and the skills gained beyond the project period: i) the limited geographical scope of the project implementation; ii) some level of resistance to changes due to institutional culture and practices - the application is still used in parallel of paper-based mechanisms which represents the most common practice; iii) end-users high sensitivity to time-consuming constraints and the deterrent effect of any technological challenges – including some not necessarily part of the project sphere of control (insufficient battery, poor Wi-Fi, time of data availability in the app before sending to the server, or lack of maintenance of the mobile devices); and iv) the need for in-house resourcing for the device maintenance. As per available project documentation and KIs, some unclarity remain among project's stakeholders around the issue of the responsibility for the device maintenance. Based on meeting minutes, as well as a focus group and interviewees' analysis of the current state of utilization of the device at the end of the project implementation period, it seems rather unlikely the project gains can be sustained at the end-users and newly arriving personnel level without a shared understanding and a minimum of continuous engagement by both national and partner organizations to work at finding a common agreements and necessary resources to take up those maintenance and training challenges.

**Finding 36. There is limited visibility on project data integration and systematic use for strategic guidance and drug policy planning.**

The evaluation team understands from interviews and desk research that the CENAPI is responsible to share any relevant data to help to diagnose the drug-related situation in the country and inform judicial and policy responses as per the National Plan on drug control and the Sectoral Strategic Plan of the FGR. In practice, the evaluation team could not learn from concrete examples of such practices as relevant and related to the data generated by MEXW34. Furthermore, the evaluation could not observe whether generated data was accessible and communicated to interested third parties engaged in research and/or policy formulation on drugs in Mexico beyond the security and judiciary key partners (ministries of planning, local governments, academia, external partners besides UNODC for example).

**Finding 37. Based on available figures, the documentation of eradication events using the device has fallen since April 2020.**

While eradication campaigns have also slowed down because of the COVID-19 pandemic, there is limited evidence of resumed reporting actions.

## SUMMARY – SUSTAINABILITY

- The project has successfully generated trust and appetite within beneficiary institutions to collect, monitor and report information regarding illicit crop eradication activities through the development of a user-friendly and technologically viable application, useful knowledge transfer tools and close mentorship notably within the CENAPI.
- Uneven ownership of the technology and skills acquired through the project implementation among key institutional counterparts constitutes a critical deterrent to the project sustainability.
- The project's follow-up mechanisms and exit strategy turned out insufficient to tackle high levels of turnover within partner institutions and to ensure minimum use of generated data within existing drug policy-making mechanisms beyond the project's direct partners and objectives.

## HUMAN RIGHTS, GENDER EQUALITY AND LEAVING NO ONE BEHIND

### EVALUATION QUESTIONS:

To what extent have human rights and gender priorities and principles, including the needs of underrepresented and vulnerable groups, guided programmed design (reference framework, planning structure)?

To what extent have specific measures been taken to address the needs and priorities of human rights, gender, and under-represented and vulnerable groups during the implementation of the program?

Human rights and gender priorities and principles, including the needs of under-represented and vulnerable groups are hardly visible in project design and implementation. Certainly enough, these dimensions do not constitute central components of a technologically driven project such as the one under evaluation. **Yet, as a UN agency and** as per key institutional engagements, UNODC is expected to pay critical attention to these priorities and have visible commitments in that regard, whether directly or indirectly. For gender, these commitments include ECOSOC Agreed Conclusions 1997/2<sup>3</sup>, and most contemporary to the project design and implementation period, the 2016 CND resolution 59/5<sup>4</sup>, and UNOV/UNODC Strategy for Gender Equality and the Empowerment of Women (2018-2021)<sup>5</sup>. Regarding human rights, the 2012 UNODC Position Paper on the Promotion and Protection of Human Rights<sup>6</sup>, and the Office's engagement to integrate a human rights-based approach in its work in line with the 2003 UN agencies' common understanding<sup>7</sup> represent key references.

At the earliest stage of the design process, desk review revealed that the drug problem analysis underpinning the project design does not include the specificities of the human rights/ gender

<sup>3</sup> ECOSOC Agreed Conclusions 1997/2, "Mainstreaming the gender perspective into all policies and programmes in the UN system": [ECOSOC AC 1997.2.DOC \(un.org\)](#)

<sup>4</sup> CND Resolution 59/5, "Mainstreaming a gender perspective in drug-related policies and programmes", [Resolution 59 5.pdf \(unodc.org\)](#)

<sup>5</sup> [UNOV-UNODC Strategy for Gender Equality and the Empowerment of Women 2018-2021 FINAL.pdf](#)

<sup>6</sup> [Microsoft Word - ~0995632.docx \(unodc.org\)](#)

<sup>7</sup> United Nations Development Group (UNDG), 2003, [The Human Rights Based Approach to Development Cooperation: Towards a Common Understanding Among UN Agencies - HRBA Portal](#)

context in the country when it comes to illicit drugs (notably cultivation) and/or attached to specific policy choices, such as the ones related to eradication activities the project aims at documenting. The drug problem in Mexico is analyzed in general terms: a disproportionated account of the repercussions of illicit cultivation outside of Mexico is given, compared with its realities within the beneficiary country and including for most vulnerable populations concerned by the illicit drug-related phenomenon.

A link has been, however, made for the project to support the Mexican State's efforts to implement policies “for public security and citizen security, which guarantee the exercise of human rights” and “rule of law” as aligned with the United Nations Development Cooperation Framework for Mexico 2014 – 2019 (area IV, direct effect 7 and 8). Yet, there has been no clear follow-up in that regard, nor integration of human rights and inclusiveness dimensions as part of the project's logical framework or revision processes.

After field inquiry, and as detailed in the next subsections, findings corroborate that despite noted efforts to integrate a gender balance within the project activities mainly deployed within a male-dominated sector of intervention, the extent to which human rights and leaving no one behind dimensions guided project interventions design, implementation and monitoring remain very limited.

## HUMAN RIGHTS

**Finding 38. Collected information suggests that the risks of human rights violations were considered, yet in a limited way.**

Regular observations of eradication events were conducted throughout the project development. No incidents of human rights violations were reported during the project implementation. While it was difficult for the evaluation team to triangulate the data with secondary sources of information on the matter, interviewees stressed the fact that the application was used in eradication operations that could only take place in remote, non-populated areas. It is also understood that the project stakeholders expect the application to constitute a tool for peer and social responsibility: having an externally funded and UN-supported device at hand was anticipated as a deterrent to any misbehaviors regarding risks of human rights violations.

Yet, there is no information or signs of a clear human right-mainstreaming approach to this project. There has been no visible use of MEXW34 to contribute to the UNODC relevant engagements in that regard as above-mentioned. When asked about the project's alignment with relevant norms and policy instruments, including those related to advancing a more human rights-based approach to drug control, most interviewed stakeholders valued UNODC expertise and neutral position to support evidence-based drug control in line with such instruments. Yet, desk review of project reporting and interviews translate minimal considerations and measurements of such alignment, as also raised under the coherence criteria. Some interviewees pointed out the controversial nature of the eradication activities the project relates to, and the potential deterrent effects they may have on the rights of communities involved in illicit cultivation. Project documentation as well as key stakeholders' interviews however underlined that generating data on the potential impact of eradication events on targeted territories and populations indirectly concerned was not constitutive of the project objective or scope. Adding these observations to the findings under the coherence criteria, it appears the project mainly functioned within an internal consistency scheme.

## GENDER EQUALITY

**Finding 39. Despite the general view at the project's inception that its contribution to gender equality/women's empowerment would be limited, given its technologically driven nature, efforts were made to guarantee a gender-sensitive approach to project implementation.**

Project documents, work plans and organigrammes show the project sought gender equity in the project governance structure, work team, and division of labor. Reporting and interviews also attest that implemented training activities facilitated gender parity as far as possible considering the male-dominated audience. Interviews and desk reviews revealed close attention was given to women's training and established recording practices using disaggregated data on project activities and outputs. The leadership and professionalism of female UNODC agents were particularly praised by interviewed stakeholders as key assets to mitigate existing risks of gender discriminatory behaviors related to a rather male-dominated sector of intervention.

## LEAVING NO ONE BEHIND

The inclusiveness and do no harm aspects encompassed in the "leaving no one behind" criteria have been analyzed at two levels: i) towards the final direct beneficiaries of the project namely the final users of the application (SEDENA field agents mainly and trained personals); and ii) towards the populations and communities indirectly affected by the implementation of the project, namely communities cultivating crops used in the production of illicit drugs, who are part of most economically marginalized and vulnerable groups in the country.

### Inclusion of direct final beneficiaries

**Finding 40. Feedback from SEDENA end-users has been integrated into ex-post activities implementation (device and app piloting mainly).**

Due to the highly hierarchical nature of the partner institutions, end users' specific needs when intervening in the context of eradication operations have been channeled through existing communication protocols internal to SEDENA. There is no evidence, from documentation or interviews, of any consultations between the project and end-users, at the design stage, that could have helped tailor further the application to their needs and/or priorities while in operation. However, good practices stand out in the project implementation, notably in the technical support, monitoring, and feedback reporting systems. MEXW34 has developed a strong, constant, real-time, and easy-to-reach assistance to collect, report and solve technical difficulties. Most of the interviewees from SEDENA welcome the project team's availability and professionalism towards making the application fit for purpose, tailored to their practices and as user-friendly as possible, while adjusting to the specific technical challenges attached to the partner institution infrastructures, falling outside the direct sphere of influence of the project. Similarly, project-led survey "capacitaciones" (2017-19) triangulated with the evaluation survey and interviews with project technical advisors and SEDENA agents attest to a rigorous post-test survey protocol that scrupulously monitored and collected feedback from training participants.

### Inclusion of underrepresented and vulnerable groups indirectly affected by the project

**Finding 41. No account of consultation or consideration of these populations could be observed.**

The evaluation team notes international evolutions in the conceptualization of the “world drug problem” through the recent *UNODC World Drug Reports*, which take into greater consideration the impacts of illicit drugs on the people concerned, and in the consensus around more comprehensive, integrated, and balanced approaches to drug policy and evidence generation, that includes “appropriate emphasis placed on individuals, families, communities and society as a whole” (UNGASS 2016). In this perspective, the evaluation team remarks on the absence of civil society organizations and community representations or considerations even in the preliminary stages of project design and within the initial mapping of stakeholders for this evaluation. Interviewees with the project team as well as with donor and partner institutions attributed this lack of consideration to the technologically driven nature of the project and its focus on data generation. Some interviewees pointed out the complementarity of the project with MEXW54 through which socio-economic considerations and inclusion of cultivating communities are granted. There was no information available on how this complementarity was effective.

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

- Besides efforts to encourage gender balance within the project activities, the project contributes to gender equality in a limited way, mainly due to the nature of the project and the male-dominated culture of its main sector of implementation.
- While there is no clear human-right mainstreaming strategy within this project, an UN-supported tool is expected to have a deterrent effect on any risks of human rights violations.
- The project functions on a rather internal consistency scheme, loosely linked to broader drug policy and UNODC organizational instruments encouraging the mainstreaming of human rights, the principles of leaving no one behind, and gender sensitivity through data collection and policy support on drugs

### III. CONCLUSIONS

Overall, the project has successfully created the enabling conditions for the beneficiary government to monitor, collect and report information regarding illicit crop eradication activities through the development of a fully-fledged mobile application. It enhanced demand for, and trust in strong, reliable, and quality evidence basis on drug control, as well as the capacity and political leverage to that end, notably within the CENAPI. However, despite strong recognition of the technology's usefulness among key stakeholders and continuous dialogue, sustained use of project-supported technology remained highly dependent on partner institutions' resources to maintain the device and leadership to encourage continuous utilization at all levels.

MEXW34 has constituted a solid entry point to support changes in long-standing institutional practices and cultures on data reporting. However, despite its technological viability, MEXW34's sustainability remains highly dependent on partners' political and management leadership. Its knowledge gains, device quality and data generation progress could fade away if partnering institutions decide it unilaterally, or if resources turn out insufficient to push for its continuity at the national level and among its key partners within the government. The well-installed UNODC mentorship within GoM institutions can be instrumental in this future endeavor.

While fostering the usability of the project's outputs and prospective capacity, the limited diversification of the project's sources of funding makes the project more vulnerable to changes in MS and its partners' priorities and leadership. It also, somehow, tends to limit UNODC to maximize its role as a knowledge and policy coherence broker on drug control and relevant international engagements and UN instruments. Considering the project's contribution to GoM's capacity to collect, report and generate data on drug control, the evaluation team considers its contribution is likely to go far beyond the direct project stakeholders (CENAPI, SEDENA and INL) in terms of enhancing drug control evidence basis and informing policymaking. Thus, the project, if replicated, can expand, and diversify funding to other national and international public agencies and institutions, and adjust its specific outcomes accordingly.

Based on available information, the useability of the data collected through MEXW34 does not seem optimized to its fullest. Cross-referencing with other types of relevant information on drug cultivation and trade (notably socio-economic data, information collected through MEXW54) and accessibility of data to a broader policy expert and the scientific audience proved to be limited.

## IV. RECOMMENDATIONS

### RECOMMENDATION 1 - RELEVANCE/EFFECTIVENESS

To the UNODC representation Representative in Mexico, LPOMEX Management - Head of the Programs Unit (specifically the Head of the Drugs and Organized Crime Programs).

*Timeframe: May-December 2022.*

It is recommended for the LPOMEX Management - Head of the Programs Unit (specifically the Head of the Drugs and Organized Crime Programs) to maintain a dialogue with the high commands of SEDENA and CENAPI to encourage the use of technological devices. Incentivize the use of the device in illicit crop eradication operations, to ensure that the technological devices can be managed more effectively in the operations.

### RECOMMENDATION 2- FOLLOW UP/ SUSTAINABILITY

To the LPOMEX Management - Head of the Programs Unit (specifically the Head of the Drugs and Organized Crime Programs). *Timeframe: May-September 2022.*

Building on the project multi-partners dialogue and coordination best practices, as well as on the project effectiveness and gains (mutual trust, demand, and capacity for data collection) notably for the CENAPI, consider encouraging CENAPI, SEDENA, SEMAR and other relevant partners to institutionalize an open-ended task team or working group structure, hosted within the CENAPI, to ensure project follow up.

This would allow the creation of a permanent space specific to the project where established partnership could be pursued and consolidated to ensure the pertinent and necessary steps are taken for the project to continue operating as part of the operations of the Secretariat of National Defense, the Secretariat of the Navy and the National Center for Planning, Analysis, and Information to Combat Crime (CENAPI). It would encourage a national takeover of future training and decisions related to produced data, with the view of enabling a smooth follow-up and transition of project leadership and ownership, mainly towards CENAPI as a key national central agency for data collection and analysis on drugs and crime. In this endeavor, consider also broadening the partnership basis to include other relevant counterparts such as the UNODC-INEGI Center of Excellence, UNODC team of MEXK54, and civil society research-based organizations to share good practices and optimize data production on drugs and crime in Mexico.

### RECOMMENDATION 3 - IMPACT

To the UNODC Representative in Mexico, LPOMEX Management - Head of the Programs Unit (specifically the Head of the Drugs and Organized Crime Programs). *Timeframe: May-December 2022.*

Considering the relevance of generated data for drug control efforts and possible strategic adjustments, maintain dialogue and close follow up of UNODC mentorship to encourage CENAPI to incorporate a more robust triangulation and cross-referencing process in the use of existing data related to eradication activities reported thanks to the system, with other types of information generated by GoM and/or UNODC on illicit cultivation (inter alia, socio-economic data, illicit crops monitoring survey, cultivating communities survey, policy impact assessments...).

This process provides greater precision in the generation of information and evidence, as well as a more complete and nuanced understanding of illicit cultivation patterns. It would eventually better inform policy making taking into consideration multiple facets of illicit cultivation and broaden the policy perspectives around more comprehensive, people-oriented and balanced responses to illicit cultivation.

#### **RECOMMENDATION 4 - RELEVANCE/EFFICIENCY**

To the LPOMEX Management - Head of the Programs Unit (specifically the Head of the Drugs and Organized Crime Programs). *Timeframe: September- December 2022.*

Seeing UNODC's presence in the country, the project's gains of technological viability and boosted demand for increased evidence building notably within the CENAPI, consider developing jointly a follow-up strategy to implement the fourth phase (2022-2023) of the MEXW34 Project nationwide and its expansion/replication to other trafficking activities and illicit drug trade links (laboratories...) in line with GoM interests, and possibly with regional evidence-building priorities for both UNODC and neighboring countries already informing MEXW34 design. This would contribute to supporting SEDENA to transition to fully technologically supported data reporting and collection practices (vs. paper) and other stakeholders to use the technology as appropriate. In this perspective, consider encouraging the opening of the pool of potential donors.

#### **RECOMMENDATION 5 - RELEVANCE/IMPACT/USE**

To the UNODC Representative in Mexico, MEXW34 Project Manager. *Timeframe: May - September 2022.*

Building on mutual trust and ongoing dialogue between UNODC LPOMEX with GoM, notably CENAPI and to some extent SEDENA, as well as UNODC mentorship, encourage and support the development of a joint outreach strategy to clarify the dissemination channels and limitation of use of the information generated by the monitoring system. This could take the form of an open web platform for example containing basic information on eradication activities monitoring. The published information will need to be cleared ahead by defense partners to comply with national policies and security requirements. This would increase transparency, and most certainly, general trust over generated data related to a highly sensitive policy response (i.e., eradication activities) while opening the availability of produced data for policy analysis, planning and broader academic and scientific research.

#### **RECOMMENDATION 6 - RELEVANCE/IMPACT/USE**

To the LPOMEX Management - Head of Coordination Unit.

Improve coordination between LPOMEX and other related offices in Latin America, to share experiences such as the highly effective and efficient MEXW34 Project. The project is easily adaptable to other countries due to its low costs and operation, in addition to the fact that it complies with strict protocols that allow for reliable figures on eradications, which will help in the diagnosis and definition of the public problem in public policy to combat drugs.

In this perspective, it is recommended that the project be replicated in other countries, as appropriate, to promote the systematic documentation of eradication activities through advanced technological devices.

## RECOMMENDATION 7 - EFFECTIVENESS/SUSTAINABILITY

To LPOMEX Management - Head of the Operations Unit. *Timeframe: as appropriate in case of project replication as part of the follow-up strategy to MEXW34 September-December 2022.*

Considering challenges encountered through MEXW34 implementation related to data storage, and in the perspective of project replication in other countries, data ownership and communication strategy should be clarified and designed early in the project conceptualization and operationalization to ensure clear and most optimized storage, dissemination, and use of generated data, notably towards policy planning and comprehensive research on drug-related issues. The strategy would need to define at a minimum: how data will be stored and shared, by whom, which type, and amount of data would be made accessible, and to whom.

## RECOMMENDATION 8 - COHERENCE/HUMAN RIGHTS, GENDER EQUALITY AND LEAVING NO ONE BEHIND

To LPOMEX Management - Head of the Programs Unit and Head of the Coordination Unit. *Timeframe: as appropriate to organizational programming in the region (2022-2025) and as relevant in project replication cases.*

It is recommended that UNODC DO, together with regional and field office representatives, define for future programming related to evidence-strengthening projects, a clearer and precise set of key relevant international policy instruments, including related to Human Rights, gender and LNOB dimensions, that will be used to frame the coherence of UNODC programming and project design vis-à-vis its partner country needs, key project supporters (donors), its object of study taking into consideration the nuanced and multiple facets of drug-related realities, and its own role as an organization and contributor to UN-system and agendas coherence.

# LESSONS LEARNED AND BEST PRACTICES

## LESSONS LEARNED

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### **Lesson 1 - Maintaining a dialogue with partner and beneficiaries' institutions is important to ensure project continuity and encourage ownership.**

High management rotation in partner organizations strongly impacted the project implementation. A constant, honest, and open dialogue has proved necessary, as well as intermediation and coordination efforts with partner organizations to encourage the use of the technological devices, advice on proper device maintenance and follow up on the data collection system. Relevant to the project success related to data productions support was the preparation of a well-planned and fully resourced strategy of knowledge, material, and know-how transfer to ensure the recipient Government developed its capabilities to continue operating—as well as updating and giving maintenance to—the system after the end of the project's period of performance.

### **Lesson 2 - Determining in advance the condition of access, use and ownership of the information generated with project support to avoid confusion and optimize the use of generated data by all relevant stakeholders interested in it (tactical, policy and research-wise)**

The project initially lacked a strong agreement of all stakeholders around the ownership and modality of use of the data generated through the project. Highly sensitive, and related to strong security and political stakes, the information generated by the project can also serve broader research and scientific purposes, such as those included in the UNODC mandate. A key lesson here has been to plan for and discuss ahead of the project implementation phase the conditions of storage, use and access to data to avoid any political bottlenecks, risks of involuntary information leaks and unclarity around the scope and modalities of data utilization that may slow down the project progress. Having such a discussion would have also allowed us to share the information generated by the eradication devices with research institutes, government agencies and NGOs, in a transparent manner, in order to make better diagnoses of public policy in the fight against drugs, as well as cross-checks with other socioeconomic, cultural and geographic information.

### **Lesson 3 – Improvements in key processes of the MEXW34 Project**

The project impacts have been highly vulnerable to end users' turnover and changes in partner agencies' leadership. Coupling end-users training portfolios with intensified training of trainer's programs proved efficient in encouraging the positive and sustainable transfer of skills and capacities. For project follow-up and future programming alike, the project would gain in efficiency and sustainability if such efforts were intensified, much more cascaded and directed towards key personnel (in this case SEDENA) using the device and management.

## BEST PRACTICES

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### **Best practice 1: Provision of adapted and tailored technologies to the country's situation and users/ institutions' needs that ensure the fast production of real-time data.**

The MEXW34 Project has operated under strict protocols that have allowed it to generate reliable and transparent figures. This project is easily adaptable, and the use of this tool (devices) can be expanded to the collection of data on other illicit activities (for example, arms trafficking and synthetic drug laboratories), to improve the information collection process and have more accurate diagnoses to generate more effective public policies, through the generation of good practices.

### **Best practice 2 - UNODC mentorship mechanisms and material offer maintain the Office in its highly valued role as a knowledge broker.**

MEXW34 highlights the instrumental role UNODC plays as a key actor in know-how and knowledge transfer. Stakeholders highly valued UNODC's close assistance, technical expertise and material, availability and flexibility in developing and tailoring the methods and data collection tool to the Mexican contexts, government's priorities, and project stakeholders' needs. The well-installed UNODC mentorship within the CENAPI offices constitutes a well-functioning and replicable practice to enhance the intervention ownership and useability beyond the project period. Mentorship may further constitute a useful component of the project exit strategy as it helps transfer skills and capacities to the host/partner institutions with low capacities and transitioning to in-house leadership over future project gains replication and/or use.

### **Best practice 3 – Development of sustained, pluri-partite, and close coordination mechanisms as key means for intervention buy-in and trust-building.**

UNODC LPOMEX intermediation and coordination efforts constitute critical means to strengthen project backing as well as mutual trust among project stakeholders for project implementation and beyond. From the governance arrangements to the extensive monitoring, consultations and follow-up, the coordination efforts are key facilitating and success factors of the project implementation and outcomes. It ensured the intervention was tailored at best to its partners and targeted institutions' needs and priorities while adapting to emerging challenges and changes both at the project and stakeholder levels.

### **Best practice 4 – A project design embedded within UNODC programming best practices and gaps at the country and neighboring country levels.**

MEXW34 sets a positive precedent for the exchange of knowledge and methods across UNODC programming at both the national and neighboring country levels. The design of MEXW34 in the complementarity of MEXK54, as well as the tailoring of methods and lessons learned from the SIMCI program in Colombia, constitute a positive attempt of increased cross-country networks and in-country learning.

## ANNEX I: TERMS OF REFERENCE

Project/Programme number:	MEXW34
Project/Programme title:	Strengthening the process of data collection in eradication activities of illicit crops
Duration (dd/mm/yyyy-dd/mm/yyyy):	10/11/2017 – 31/12/2021
Location:	Mexico
Linkages to Country, Regional and Thematic Programmes:	UNODC Program 13 - “International drug control, crime and terrorism prevention and criminal justice”: Subprogram 5. Justice; Subprogram 6. Research, trend analysis and forensics; Subprogram 8: Technical cooperation and field support.
Linkages to UNDAF’s strategic outcomes to which the project/programme contributes <sup>8</sup>	UNSDCF Mexico 2020–2025 4 <sup>th</sup> Working Area: Peace, Justice and Rule of Law
Linkages to the SDG targets to which the project contributes:	Goal 16: Peace, justice, and strong institutions
Executing Agency (UNODC office/section/unit):	United Nations Office against Drug and Crime (UNODC), Liaison and Partnership Office in Mexico (LPOMEX).
Partner Organizations:	N/A
Total Approved Budget (USD):	\$3,852,809 USD
Total Overall Budget (USD):	\$3,852,809 USD
Total Expenditure by date of initiation of evaluation (USD):	\$3,193,795 USD
Donor(s):	Government of the United States of America through the Bureau of International Narcotics and Law Enforcement Affairs (INL)
Name and title of Project/Programme Manager and UNODC office/section/unit:	Sofía Díaz, Liaison and Partnership Office in Mexico (LPOMEX).
Type and time frame of evaluation: (Independent Project Evaluation/In-depth Evaluation/mid-term/final) ( <i>start and end date of the evaluation process</i> )	Final Independent Project Evaluation 01/07/2021 – 15/12/2021
Time frame of the project covered by the evaluation ( <i>until the end of the evaluation field mission/data collection phase</i> ):	10/11/2017 – 31/08/2021

<sup>8</sup> United Nations Development Assistance Framework

Geographical coverage of the evaluation:	Mexico
Budget for this evaluation in USD <sup>9</sup> :	\$50,000 USD
Number of independent evaluators planned for this evaluation <sup>10</sup> :	Two (2): One (1) Evaluation Expert and one (1) Substantive Expert
Type and year of past evaluations (if any):	N/A

## PROJECT OVERVIEW

The objective of the project on “Strengthening the process of data collection in eradication activities of illicit crops” (MEXW34) is to strengthen the capacity of the Mexican Government to monitor and collect information regarding illicit crop eradication activities with the implementation of an automated system that standardizes and systematizes the information collected. This project was designed and carried out at the request of the Mexican Ministry of Defense (SEDENA), whose personnel used to manually record their activities and report them to their superiors whenever they were able to return to their military base.

To achieve this goal, the project was developed in three phases: the first (2017) included mapping the capacities of the counterpart and processes used to collect data, as well as the development of a digital system specific to the needs of the Mexican Government, including a georeferencing component. During the second stage (2018), the digital system was tested in real eradication activities carried out in the Golden Triangle—an area around the border of the states of Durango, Chihuahua, and Sinaloa—, allowing for the identification of system errors not contemplated in the original design.

In the third and final stage (2019 to 2021), the system was fully implemented on a national level with personnel from SEDENA, the Federal Ministerial Police (PFM) and the Navy (SEMAR) incorporated into the project. Practical training activities for the users of the system took place throughout the three phases.

All information collected by the system is validated by UNODC staff, creating the first database with georeferenced information and photographic evidence of illicit crop eradication activities carried out by Mexican authorities and reported in real-time. The database, endorsed by UNODC, contributes to reducing individuals’ vulnerabilities to illicit crop production; which in turn promotes public health, international peace and security, gender equality and women’s empowerment; three targets contained in the 2030 Agenda for Sustainable Development.

## PURPOSE AND SCOPE OF THE EVALUATION

The purpose of this exercise is to carry out a final Independent Project Evaluation of the project MEXW34 implemented from November 2017 until the end of the evaluation field mission (31/08/2021). This evaluation is particularly important as LPOMEX UNODC contemplates executing similar projects in the future to strengthen the Attorney’s General Office (FGR) capacity to monitor and report activities such as drug and arms seizures. In this sense, the results of this evaluation will be useful for Senior and Project Management (UNODC) and especially informative for potential donors (Bureau of International Narcotics and Law Enforcement Affairs, INL). Additionally, the evaluation results will be shared with the Ministry of Defense (SEDENA) and the National Centre for Planning, Analysis, and Information to Combat Crime (CENAPI).

This evaluation had the following specific purposes:

- To analyze the extent to which the project was effective in implementing its planned objective for a functioning system on a national level;

<sup>9</sup> Including fees for evaluation team, travel, printing, editing, translation, interpretation, etc.

<sup>10</sup> Please note that the minimum for any UNODC evaluation is two independent evaluators, i.e., one Evaluation Expert and one Substantive Expert in the subject area of the project to be evaluated.

- To value the contribution of project MEXW34 in terms of capacity building in its main counterparts and assess the sustainability of such institutional changes;
- To identify lessons and good practices that could be replicated in future UNODC projects using technology to assist the Mexican Government's capacity to monitor and report its activities to address crime, and
- To promote accountability towards the donor and recipient government.

The following DAC criteria had been assessed during the evaluation: relevance, coherence, efficiency, effectiveness, impact, and sustainability. In addition, established partnerships and cooperation, as well as aspects of human rights and gender mainstreaming, had been assessed. The evaluation would specifically assess how gender aspects had been mainstreamed into the project. Furthermore, lessons learned, and best practices had been identified, and recommendations based on the findings had been formulated.

Unit of analysis	Full project
Period of the project/program covered by the evaluation	10/11/2017 – the end of the field mission (31/08/2021)
Geographical coverage of the evaluation	Mexico

## EVALUATION CRITERIA

The evaluation had been conducted based on the following DAC criteria<sup>11</sup>: relevance, coherence, efficiency, effectiveness, impact, and sustainability, as well as human rights, gender equality and leaving no one behind, and lessons learned and best practices. All evaluations must include gender, human rights and no one left behind. Ideally, these were mainstreamed within the evaluation questions. The criteria of relevance, efficiency, effectiveness, impact, and sustainability could be addressed as relevant to the evaluation purpose. Evaluation criteria and questions should be selected to meet the needs of the stakeholders and the evaluation context. The evaluation criteria and questions had been further refined by the evaluation team in the drafting of the inception report

<p>Relevance<sup>12</sup>: Is the intervention doing the right thing?  Relevance is the extent to which the activity is suited to the priorities and policies of the target group, recipient, and donor.</p>
<ol style="list-style-type: none"> <li>1. To what extent were the outputs, outcomes, and objectives of the project relevant to improving the quality and credibility of the recipient government's data regarding illicit crop destruction?</li> <li>2. 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?</li> </ol>
<p>Coherence<sup>13</sup>: How well does the intervention fit?  The compatibility of the intervention with other interventions in the country, sector, or institution</p>

<sup>11</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>12</sup> Includes the previous criterion of design.

<sup>13</sup> Includes the previous criteria of partnerships and cooperation.

<p>3. To what extent did the project establish and maintain appropriate partnerships (with other relevant international/regional and non-governmental organizations, academia, civil society, etc.) throughout its implementation?</p> <p>4. To what extent did the project contribute to the One UN, UNDAF, and other UN system-wide coordination mechanisms (e.g. participation in UN Country Team)?</p>
<p>Efficiency: How well are resources being used? The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.</p>
<p>5. To what extent were the project's resources and inputs converted to outputs and outcomes in a timely and cost-effective manner?</p> <p>6. To what extent were adjustments made that allowed the project to address challenges and emerging needs associated with the COVID-19 emergency efficiently?</p>
<p>Effectiveness: Is the intervention achieving its objectives? 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>7. To what extent did the project reach the objectives and outcomes stated in project documents? What were the facilitating and hindering factors in achieving results?</p> <p>8. To what extent did the adjustments made in response to COVID-19 (if any) affect the achievement of the project's expected results as stated in project documents?</p>
<p>Impact: What difference does the intervention make? 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>9. To what extent was the project able to enhance the recipient government's capacity to reduce drug supply?</p> <p>10. To what extent has the project contributed or is likely to contribute to the attainment of the Sustainable Development Goals (i.e. SDG targets 16.6 and 16.A)?</p>
<p>Sustainability: Will the benefits last? The extent to which the net benefits of the intervention continue or are likely to continue.</p>
<p>11. To what extent will the interventions based on technological solutions be likely to be sustained after the implementation of MEXW34 has ended?</p>
<p>Human rights, gender equality, and leaving no one behind: Has the intervention been inclusive and human rights-based? The extent to which the project/program has mainstreamed human rights, gender equality, and the dignity of individuals, i.e. vulnerable groups, including those with disabilities.</p>
<p>12. How and to what extent were human rights considerations included in the project design and implementation?</p> <p>13. How and to what extent were gender equality considerations included in the project design and implementation?</p> <p>14. How and to what extent were under-represented and vulnerable groups included in the project design and implementation?</p>
<p>Lessons learned and best practices</p>

Lessons learned concern the learning experiences and insights that were gained throughout the project/program.

15. What best practices can be identified and what lessons can be learned from the design and implementation of the project to inform future project design?

## EVALUATION METHODOLOGY

The methods used to collect and analyze data

This evaluation used methodologies and techniques as determined by the specific needed for information, the questions set out in the terms of reference, the availability of stakeholders and restrictions associated with the coronavirus pandemic. In all cases, the evaluation team was expected to analyze all relevant information sources, such as reports, program documents, thematic programs, internal review reports, program files, evaluation reports (if available), financial reports and any other documents that may provide further evidence for triangulation, on which their conclusions had been based. The evaluation team was also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tools to collect relevant data for the evaluation. These methods were applied remotely given travel and meeting restrictions associated with the coronavirus pandemic. While maintaining independence, the evaluation had been carried out based on a participatory approach, which sought the views and assessments of all parties identified as the key stakeholders of the project/program, the core learned partners (CLP).

The present Terms of Reference provide basic information with regards to the methodology, which should not be understood as exhaustive. It is rather meant to guide the evaluation team in elaborating an effective, efficient, and appropriate evaluation methodology that should be proposed, explained and justified in the Inception Report.

In addition, 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 methodology. Special attention shall be paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. Indeed, information stemming from secondary sources will be cross-checked and triangulated through data retrieved from primary research methods. Primary data collection methods need to be gender-sensitive as well as inclusive.

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. Finally, it is in the Inception Report that evaluators must explicitly consider any restrictions associated with the coronavirus pandemic that may affect the methodology or results of the evaluation.

When designing the evaluation data collection tools and instruments, the evaluation team needs to consider the analysis of certain relevant or innovative topics in the form of short case studies, analyses, etc. that would benefit the evaluation results.

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 clearance of 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 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 (which may entail several rounds of comments). A briefing on the draft report with project/program management may also be organized. This will be based on discussion with IES and project/program 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 of the final evaluation findings and recommendations.
- Presentation of the 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>

#### The sources of data

The evaluation used a mixture of primary and secondary sources of data. The primary sources include, among others, interviews with key stakeholders (face-to-face if possible given travel and meeting restrictions associated with the coronavirus pandemic, or by telephone/teleconference), the use of surveys and questionnaires, field missions (if possible given travel and meeting restrictions associated with the coronavirus pandemic) for the case study, focus group interviews, observation, and other participatory techniques. Secondary data sources would include project documents and their revisions, progress and monitoring reports, external reports, and strategies (e. g. UNDAFs; SDGs; country/regional/global strategies; etc.) and all other relevant documents, including visual information (e. g. eLearning, pictures, videos, etc.)

#### Desk Review

The evaluation team performed a desk review of all existing documentation (please see the preliminary list of documents that have been consulted in annex ii of the evaluation terms of reference). This list was not regarded as exhaustive as additional documentation may be requested by the evaluation team. The evaluation team needed to ensure that sufficient external documentation was used for the desk review.

#### Virtual/phone interviews/face-to-face consultations

The evaluation team contacted virtual/phone interviews and/or face-to-face consultations with identified individuals from the following groups of stakeholders, considering travel and meeting restrictions associated with the coronavirus pandemic:

- The recipient government (Government of Mexico through CENAPI and SEDENA)
- The donor (INL)
- Other relevant actors (Ministry of Foreign Affairs, PFM, Mexican Satellite Services, AIC and SEMAR)
- UNODC management and staff at the Liaison and Partnership Office in Mexico, as well as with staff at UNODC Headquarters (Vienna).

#### Questionnaire

A QUESTIONNAIRE (ONLINE) WAS DEVELOPED AND USED TO HELP COLLECT THE VIEWS OF ADDITIONAL STAKEHOLDERS (E. G. TRAINEES, COUNTERPARTS, PARTNERS, ETC.), IF DEEMED APPROPRIATE. GIVEN TRAVEL AND MEETING RESTRICTIONS ASSOCIATED WITH THE CORONAVIRUS PANDEMIC, IT WAS SUGGESTED TO THE EVALUATION TEAM USED MOBILE QUESTIONNAIRES AND ONLINE SURVEYS

## TIMEFRAME AND DELIVERABLES

Evaluation stage	Start date <sup>14</sup> (dd/mm/yy)	End date (dd/mm/yy)	Subsumed tasks, roles	Guidance / Process description
Inception Report (3-5 weeks)	01/07/21	30/07/21	Draft IR; Review by IES, PM; Final IR	Includes 2 weeks for review by IES
Data collection (incl. field missions) (2-6 weeks) <sup>15</sup>	02/08/21	27/08/21	Field missions; observation; interviews; etc.	Coordination of data collection dates and logistics with PM.
Draft report (6-9 weeks)	30/08/21	01/10/21	Drafting of the report; by evaluators	Includes 2 weeks for review by IES, 1 week by PM
	04/10/21	22/10/21	Review by IES; review by PM; revision of the draft	
Draft report for CLP comments (2 weeks)	25/10/21	10/11/21	Compilation of comments by IES	Comments will be shared by IES with evaluators
Final report, Brief and PowerPoint slides (3-4 weeks)	11/11/21	15/12/21	Revision by eval; review/approval by IES; completion of MR and EFP by PM	Evaluation report, Brief and slides are finalized. Includes 1 week for review by IES and 1 week for PM

<sup>14</sup> Required preparations before the start: completed ToR; 2 weeks review of ToR by the Core Learning Partners; finalized ToR based upon comments received; clearance by IES; assessment of qualified evaluation team candidates; clearance by IES; recruitment (Vienna HR for international consultants requiring a minimum of 2 weeks; UNDP for national consultants which may take up to several weeks); desk review materials compiled.

<sup>15</sup> Data collection is currently likely to take longer than usual due to competing priorities of stakeholders and beneficiaries due to COVID-19. Data collection phase may imply on-line interviews, surveys etc instead of travel/face-to-face interviews.

Evaluation stage	Start date <sup>14</sup> (dd/mm/yy)	End date (dd/mm/yy)	Subsumed tasks, roles	Guidance / Process description
Presentation (1 day)	Tentative: 15/12/21	Tentative: 15/12/21	Presentation organized	Date of presentation of 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

The evaluation team consisted of two external evaluators: one lead evaluator and one expert. The evaluation team was expected to be balanced both in gender and origin (one international and one national). The team would report exclusively to the chief or deputy chief of the UNODC Independent Evaluation Section.

Role	Number of consultants <sup>16</sup> (national/international)	Specific expertise required <sup>17</sup>
Evaluation Expert	1 (international/national consultant)	Evaluation methodology
Substantive Expert	1 (international/national consultant)	Expertise in drug supply control policies and/or technological solutions for security and justice institutions

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 is 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 program/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

<sup>16</sup> Please note that an evaluation team needs to consist of at least 2 independent evaluators – at least one Evaluation Expert and one Substantive Expert

<sup>17</sup> Please add the specific technical expertise needed (e.g. expertise in anti-corruption; counter terrorism; etc.) – please note that at least one evaluation team member needs to have expertise in human rights and gender equality.

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 marginalized 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 marginalized groups) for 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 the 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 arrangements 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 marginalized 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<sup>18</sup>. 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 by 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 are paid in advance before traveling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms. Deliverables that do not meet UNODC and UNEG evaluation norms and standards will not be cleared by IES.

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<sup>18</sup> Please find the respective tools on the IES web site <https://www.unodc.org/unodc/en/evaluation/guidelines-and-templates.html>

IES is the sole entity to request payments to be released for evaluation. Project/Programme Management must fulfill 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

In addition to the initial documentation desk review, this evaluation combined different qualitative tools i.e. online survey of training end-users, focus groups with key representatives of SEDENA users of the application, and semi-structured interviews with key project stakeholders.

## ONLINE SURVEY QUESTIONNAIRES

Surveys were meant to be applied to all operators (who can answer the questions in the questionnaire) and analysts (14 people who perform validation tasks). However, this changed due to restrictions imposed by the Ministry of National Defense, the Ministry of the Navy and the Attorney General's Office.

The surveys focused on obtaining information regarding the different processes composing the program. These are training, data collection and capture, data transfer, and analysis. They are considered relevant to the project. The following table shows these key processes:

Key process	Activities	Outputs
Training	Refers to training on the use of the devices and the use of the application related to the eradication of illicit crops.	Number of operators and analysts trained.
Data collection and capture Information	The information is captured in the devices. In this activity, it is necessary to comply with the criteria of evidence, timeliness and geography, as well as to correctly establish the delimitation of the polygons.	Events or reports issued.
Data transfer	Encrypted data is sent to the satellite.	Files with encrypted data are transferred to the satellite
Data exploitation and analysis (validation)	The information is downloaded from the satellite for data analysis and acknowledgement of receipt is sent to SEDENA and SEMAR operators. The information is validated to ensure that it meets the criteria of evidence, timeliness, and geography.	Information reports and validated reports

Three types of polls are carried out depending on the process and the person to be surveyed. The polls are constructed using dichotomous, Likert scale, multiple-choice and open questions, to find the main problems and benefits of each phase of the project through the opinions of those involved. This guide will try to help the reader understand what information is trying to find in each question and what the procedure is like.

The three polls have 53 questions divided by the following:

Survey	Number of questions by type				
	Dichotomic	Likert-Scale	Multiple choice	Open	Total
Training process	8	6	1	0	15
Data collection process	10	8	4	0	22
Exploitation, analysis, and validation process	6	6	2	2	16

The surveys will be applied online using the Google Forms application, which allows them to be answered by any device, however, they can only be accessed with the following links:

1. Survey of the training process:
  1. English version: <https://forms.gle/Z4U5vAayZ6pHjfYx8>
  2. Spanish version: <https://forms.gle/taiSSCDqoj8NL6qv7>
2. Survey of the data collection process:
  1. English version: <https://forms.gle/L173GF6qw9oKeHnJ6>
  2. Spanish version: <https://forms.gle/QUu33q84AGkHNS2y6>
3. Survey of the exploitation, analysis, and validation process:
  1. English version: <https://forms.gle/xFgZrZkM3DDhdccm7>
  2. Spanish version: <https://forms.gle/Yyg3RDG1uNb4Cy6A6>

#### Survey: Training process<sup>19</sup>

This survey is part of the Final Independent Project Evaluation MEXW34 program, the answers provided here are very important to us as they will help us to obtain information about your perception and opinion of the training process. Your responses will be anonymous and confidential.

Confidentiality notice: The confidentiality and effective protection of the information expressed here are essential for us, therefore we will maintain adequate protection, under the principles and obligations provided by the Federal Law on Protection of Personal Data Held by Private Parties (LFPDPPP) and other applicable regulations, to ensure the security, integrity, and privacy of user information compiled on this survey.

From the following questions, select the option that best represents your opinion regarding the training process of the "MEXW34 Eradication" application.

	Very useful	Useful	Indifferent	Not very useful	Not useful
1. What is your opinion regarding the training process in the use of the					

<sup>19</sup> All the tables presented in this section are own elaboration.

"MEXW34 Eradication" application?					
2. How useful was the information provided in the training during the development of your activities?					

	Very clear	Clear	Indifferent	Not very clear	Not clear
3. How clear was the information presented during the training on the use of the "Eradication MEXW34" application?					
4. How clear was the information about the installation of the application?					
5. How clear was the information about the application update?					
6. How clear did you understand the process of capturing photographs before, during and after eradication activities?					

	Yes	No
7. Did you understand how all phases of the project work (collection, transmission, and exploitation)?		
8. During the training, were visual tools (presentation, projector, etc...) used?		
9. Was the synchronization of the device with the computer equipment clearly explained to you?		
10. Was it explained to you how to install the application on the devices?		
11. Were you taught how to install the new version and uninstall the previous version on the device?		

12. Did you understand the process of granting permissions to the "MEXW34 Eradication" file?		
13. Did you understand how the device works?		
14. Did you understand how the application works?		

15. The training was:				
a) Very dynamic	b) Dynamic	c) Indifferent	d) Tedious	e) Very tedious

*Survey: Data collection process<sup>20</sup>*

This survey is part of the Final Independent Project Evaluation MEXW34 program, the answers provided here are very important to us as they will help us to obtain information about your perception and opinion of the data collection process. Your responses will be anonymous and confidential.

Confidentiality notice: The confidentiality and effective protection of the information expressed here are essential for us, therefore we will maintain adequate protection, under the principles and obligations provided by the Federal Law on Protection of Personal Data Held by Private Parties (LFPDPPP) and other applicable regulations, to ensure the security, integrity, and privacy of user information compiled on this survey.

From the following questions, select the option that best represents your opinion regarding the data collection process of the "MEXW34 Eradication" application.

	Yes	No
1. Do you know how to install the antenna of the device?		
2. Do you know how to calibrate the device's compass?		
3. Do you know how to make a new registration within the "MEXW34 Eradication" application?		
4. Do you know how to capture photographs for evidence before, during and after eradication within the "MEXW34 Eradication" application?		
5. Do you know how to capture the coordinate points of the eradicated area within the "Eradication MEXW34" application?		
6. Do you know how to fill in the information on the characteristics of the plantation in the "Eradication MEXW34" application?		
7. Do you understand how to fill in the authority identification information within the "MEXW34 Eradication" application?		

<sup>20</sup> All the tables presented in this section are own elaboration.

8. Do you understand how to correctly submit the eradication event within the "MEXW34 Eradication" application?		
9. Do you know how to visualize the receipt of an eradication event sent?		

	Very high	High	Medium	Low	Very low
10. Your level of proficiency in collecting data on the device is:					
11. What is your level of proficiency in the use of the application?					
12. What is your level of knowledge about the necessary requirements for photographic evidence within the "MEXW34 Eradication" application?					

	Very high	High	Medium	Low	Very low
10. Your level of proficiency in collecting data on the device is:					
11. What is your level of proficiency in the use of the application?					
12. What is your level of knowledge about the necessary requirements for photographic evidence within the "MEXW34 Eradication" application?					

17. How likely are you to be able to solve a technical problem during data collection and submission?				
a) Very likely	b) Likely	c) Not sure	d) Unlikely	e) Could not solve the problem

18. Of all the events submitted by you, how many do you think were processed and validated correctly?				
a) All of them	b) More than a half	c) Half	d) Less than a half	e) None

19. What is your opinion about the data collection process using the "MEXW34 Eradication" application?				
a) Very useful	b) Useful	c) Indifferent	d) Not very useful	e) Not useful at all

20. Was the device assigned to you used to record the eradication of illicit crops?	
a) Yes	b) No

If the answer was "YES", the survey is completed (Pass). If the answer was "NO", answer the following question:

21. What were the reasons for not using the device?				
a) I was afraid of breaking it and being charged for it.	b) I did not see its usefulness for the project	c) Did not know how to use the device due to a lack of training	d) The device is very fragile	e) Don't know

*Survey: Exploitation, analysis, and validation process<sup>21</sup>*

This survey is part of the Final Independent Project Evaluation MEXW34 program, the answers provided here are very important to us as they will help us to obtain information about your perception and opinion of the exploitation, analysis, and validation process. Your responses will be anonymous and confidential.

Confidentiality notice: The confidentiality and effective protection of the information expressed here are essential for us, therefore we will maintain adequate protection, under the principles and obligations provided by the Federal Law on Protection of Personal Data Held by Private Parties (LFPDPPP) and other applicable regulations, to ensure the security, integrity, and privacy of user information compiled on this survey.

From the following questions, select the option that best represents your opinion regarding the exploitation, analysis, and validation process of the "MEXW34 Eradication" application.

	Very useful	Useful	Indifferent	Not very useful	Not useful
1. What is your opinion about the Dashboard?					
2. What is your opinion about the Dashboard graph visualization tool?					
3. What is your opinion about the localization function within the Dashboard?					

<sup>21</sup> All the tables presented in this section are own elaboration.

	Always	Half of the time	Rarely	Never
4. How often do you use the Dashboard graph visualization tool?				
5. How often do you use the Dashboard locator tool?				
6. How often are events sent with errors that prevent their validation?				

7. Are data analysis and validation activities easier to perform using the Dashboard?	
a) Yes	b) No

8. Have you had any problems with the use of information from the Dashboard?	
a) Yes	b) No

9. If "Yes", please describe which ones:

10. The graphs on the Dashboard are clear to understand:	
a) Yes	b) No

11. Do you consider that the inclusion of other types of graphs and indicators would enrich the information presented?	
a) Yes	b) No

12. If "Yes", please describe which others:

13. You consider that the validation function of the Dashboard helps you to perform your activities more efficiently:	
a) Yes	b) No

From the following questions, select the option that best represents your opinion regarding the exploitation, analysis, and validation process of the "MEXW34 Eradication" application.

14. Do you believe that the validation criteria are adequate?	
a) Yes	b) No

15. Which validation criterion is most violated?				
a) Timeliness	b) Geographic	c) Evidence	d) Completeness	e) Sufficiency

16. How likely is it that data has been modified during the transfer process?				
a) Always modified	b) Very likely	c) Half of the time	d) Unlikely	e) Not at all

*Confidentiality notice*

The confidentiality and effective protection of the information expressed here are essential for us, therefore we will maintain adequate protection, under the principles and obligations provided by the Federal Law on Protection of Personal Data Held by Private Parties (LFPDPPP) and other applicable regulations, to ensure the security, integrity, and privacy of user information compiled on this survey.

## FOCUS GROUPS

*Focus Group of the General Direction of Transmissions*

The first of the two focus groups was implemented in this institution. The main goal of this exercise was to obtain information from the perspective of some operators about the data collection process and the training process of the project. It is also worth noting that this institution has a more technical focus as it also works on making repairs of the devices.

The activity had the presence of four members of this institution. The Focus Group treated five topics regarding the two previously mentioned processes: training for the use of the device, application and device, manuals, connectivity, and recollection. We developed the topics using a PowerPoint presentation and took care that everybody was involved in the discussion. We asked about their opinions and their general view of the processes.

The first topic received great discussion. It was pointed out the need of having more operative training, for the technicians, in the field of eradication to apply the knowledge. Periodical training is needed due to the dynamic nature of the institution. They also mentioned the lack of personnel involved in the project due to the high number of activities requested for the personnel. The wear of the devices due to the rough use of the eradication activities was also brought up. They said that they have managed to obtain refractions but have not had an answer yet. About the quality of the training, they described it as excellent.

In the second topic the participants praised the application and the software, they described it as “good, easy to use and didactical”. It greatly improves the previously used method. It brings transparency and validity to the eradication duty. They also eulogized the work of the technical support staff. However, they mentioned their problems with the satellite connection due to the “poor and late” broadband.

About the manuals, in the third topic, the participants were satisfied with them. They were read constantly and helpful in many situations. They solved a lot of doubts and inconveniences. They also were described as “very visual, friendly and interesting”.

Regarding the connectivity, the participants referred to it as a “bottleneck”. They pointed to connectivity as the principal issue for the breach of the opportunity criteria. By using WiFi signal, they have developed a secondary application to solve this problem. Although, this solution lacks the advantage of real-time connectivity.

Finally, the general view of the participants is that the project improved the eradication data, but still lacks more commitment from higher levels of SEDENA. They proposed the creation of a permanent area dedicated to this project, to assure the presence of personnel. They also proposed the creation of an area focused on the training among SEDENA.

### *Focus Group guide*

Focus groups are one of the best qualitative research methods available. The technique is particularly useful for exploring people's knowledge and experiences in an interactive setting, allowing you to examine what people think, how they think, and why they think the way they do.

It is recommended that a focus group should have 6 to 10 people (some experts advise no more than 8). They should sit together to discuss important issues and arrive at appropriate solutions to the problems presented in the project.

This is a technique that encourages people to talk about the subject in a relaxed atmosphere, and whose interest is to capture the way of thinking of the individuals who make up the project's core group. Focus groups are carried out within the framework of research protocols and include a specific topic, research questions, clear objectives, justification, and guidelines.

In the planning, the characteristics of the meeting place must also be considered: easy access, preferably a known space, which could be the military headquarters of the Secretariat of National Defense (SEDENA) and the Secretariat of the Navy (SEMAR) where the operators of the devices for the eradication of illicit crops are located, and where there is a room with a large table and chairs. It is also planned to carry out the same exercise with the analysts of the Attorney General's Office, who are the ones who receive the information from the operators of the devices.

In order to be able to analyze the information obtained, it is necessary to have an audio and/or video recorder to record the communicative exchange of the focus group, trying to minimize noise and distracting elements to favor the concentration of the group.

One of the central figures in a focus group is the moderator, who directs the dialogue based on the previously prepared interview guide, gives the floor to the participants, and stimulates their equal participation.

### *Guide to the topics to be discussed in the focus groups*

- a) Before starting a focus group, the initial explicit and implicit agreements are established, and the purpose of the meeting is clarified. It should be clear who is asking and who is answering. This is agreed upon at the time of the invitation to participate and is reaffirmed at the beginning of the group interview.

Beginning of the focus group
<p>Good morning/afternoon. My name is ..... and we are conducting a study and evaluation of the results of the illicit crop eradication project. The idea is to know different opinions to collaborate with the development and implementation of the project. In this sense, feel free to share your ideas in this space. There are no right or wrong answers here, what matters is your sincere opinion. It is important to clarify that the information is only for our work, your answers will be joined to other opinions in an anonymous way and at no time will be identified what each participant said.</p> <p>To speed up the capture of information, it is very useful to record the conversation. Taking notes by hand takes a long time and important issues may be lost.</p>
<p>Is there any inconvenience in recording the conversation?</p> <p>The use of the recording is for analysis purposes only.</p>
<p>We appreciate your time!</p> <p>Thank you very much for your cooperation!</p>

- b) The next important aspect of the focus groups are the open-ended questions that incorporate a theme to obtain information on the evaluation criteria, such as: relevance, coherence, efficiency, effectiveness, and impact.

Relevance
<p>You have been informed or communicated about the objectives or goals of the "Eradication of Illicit Crops" project before going to the field.</p> <p>There have been limitations in your activities, on the part of your superiors, for you to comply with the goals entrusted to you for the fulfillment of the objectives of the project "Eradication of Illicit Crops".</p> <p>Do you consider that the project has had sufficient support to achieve the objectives?</p>
Consistency
<ul style="list-style-type: none"> <li>- They consider that the eradication of illicit crops allows for meeting the objectives of reducing drug consumption among the country's population.</li> <li>- The project is compatible with other initiatives or public policies to combat drugs.</li> <li>- They consider that the actions carried out with the eradication of illicit crops improve society's credibility in their institution.</li> <li>- There is an alignment of objectives between the illicit crop eradication project and other policy initiatives to respect human rights, combat drug use among the population, etc.).</li> </ul>
Efficiency
<p>There are limitations to carrying out its field activities on the eradication of illicit crops.</p> <p>It is considered that the limited resources of the project may affect the fulfillment of the project objectives.</p>

Effectiveness
- What were the factors that facilitated and hindered the achievement of results?
- Project objectives and goals were achieved.

## SEMI-STRUCTURED INTERVIEWS

One of the techniques used in this evaluation to obtain information was through semi-structured interviews that offer researchers considerable leeway and flexibility to collect information on different criteria assessed and to probe respondents. The interview method was applied to:

- UNODC project staff in LPO in Mexico and at HQ in Vienna
- National counterparts: management and personnel available in SEDENA, CENAPI, SEMAR and Prosecutor’s Office
- Donor representatives – INL
- Other stakeholders that were not part of the initial stakeholder mapping proposed by the project team but who the evaluation team found pertinent to interview – civil society organizations.

Based on the first interviews conducted where the initial interview guide was piloted, some adjustments and enrichments have been made to the guidelines provided in the Inception report of this evaluation. Here is reproduced the standardized guide used as a basis for interviewed stakeholders.

Interviewee: Date:		Applied to the following stakeholders				
Questions/Answers		UNODC Project staff	UNODC HQ	National stakeholders	Donors	CSOs
Role in the project						
Could you please describe your relationship and role in the project Mexw34?		X	X	X	X	x
Any specific activities that were important for you to follow/ to carry out?		X		X	X	
Were you involved in / did you know		X	x	X	X	x

Interviewee: Date:		Applied to the following stakeholders				
Questions/Answers		UNODC Project staff	UNODC HQ	National stakeholders	Donors	CSOs
about past projects related to Mexw34, such as 54 or the one in Colombia?						
Relevance and coherence with strategic a framework						
How is Mexw34 relevant to your institution's priorities/ needs?				X	X	x
To what extent do you see the project aligning with your institution's policy documents/strategic frameworks and standards? Within which timeframe? Towards which specific goals?		X		X	X	
To what extent do you see the project aligning with international drug policy engagements and drug control evidence production standards (such as, as appropriate, UN Conventions on drugs, UNGASS outcome document, 2019 Ministerial Statement, UN Principles on Alternative development...)?		X		X	X	X
Could you please elaborate on the learning practices in place across projects in Mexico and the region on data generation		X	X	X	x	

Interviewee: Date:		Applied to the following stakeholders				
Questions/Answers		UNODC Project staff	UNODC HQ	National stakeholders	Donors	CSOs
and information sharing (ex: Mex54 or South cooperation with Colombia)?						
<i>Effectiveness</i>						
What do you consider to have been the main achievements of the project?		X	x	X	X	X
Was the project relevant and effective in improving the data collection practices, quality and credibility of the recipient government's data regarding illicit crop destruction?		X		X	X	X
Could you identify any factors that facilitated and/or hindered the achievement of such results?		X		X	x	
<i>Partnership efficiency- Collaboration and relationships with partners</i>						
Can you describe and qualify your cooperation with the other project stakeholders (as appropriate: the Mexican government, SEDENA, CENAPI, Donor representative, UNODC)?		X		X	X	
What types of agreements can the organization sign with the Mexican federal government		X	x		x	

Interviewee: Date:		Applied to the following stakeholders				
Questions/Answers		UNODC Project staff	UNODC HQ	National stakeholders	Donors	CSOs
(SRE, SEDENA, SEMAR, Attorney General's Office and UNODC)? Can it continue funding?						
What were the main barriers/opportunities to reaching an agreement?		X	X	X	X	
From your perspective, what has been the main added value of having UNDOC as a partner?				X	X	x
How can current collaboration(s) be strengthened and extended? Are any next steps already taken?		X	X	X	X	
Do you believe all relevant stakeholders have been properly involved? Any missing (regional, CSOs, academia...)?		X	X	X	X	X
What is your perception of the Mex Gvt counterpart's implication in the project and its implementation (rephrased it) (from 1 bad -5 very good)?		X			X	
Technical competencies - Expertise:						
Knowledge generation:						
Innovation:						

Interviewee: Date:		Applied to the following stakeholders				
Questions/Answers		UNODC Project staff	UNODC HQ	National stakeholders	Donors	CSOs
Legitimacy						
Other aspects - specify						
What is your perception of UNODC's work and added value? (from 1 bad -5 very good)				X	X	x
Technical competencies - Expertise:						
Knowledge generation:						
Innovation:						
Legitimacy						
Other aspects - specify						
Impact and sustainability						
To what extent do you consider the project had an impact on your agency/ Mexican government capacity to improve data collection mechanisms?		X		X	X	x
Have you seen any unattended consequences and/or results (positive or negative)?		X		X	X	
<i>How has the project developed the national capacity to support the sustainability of effort and benefit, and generate national ownership of the technology and skills acquired</i>		X		X	X	

Interviewee: Date:		Applied to the following stakeholders				
Questions/Answers		UNODC Project staff	UNODC HQ	National stakeholders	Donors	CSOs
<i>through the project implementation?</i>						
<i>To what extent do you think the data generated through the project implementation were used into decision/policy-making processes and knowledge brokering on drug control in the country?</i>		X	x	X	X	X
<b>Broader agendas and Human rights, gender, leaving no one behind dimensions</b>						
<i>To what extent has the project contributed or is likely to contribute to</i> <ul style="list-style-type: none"> <li>- <i>the attainment of the Sustainable Development Goals (i.e. SDG targets 16.6 and 16.A)?</i></li> <li>- <i>advance gender and human rights dimensions? How were they integrated into this project?</i></li> <li>- <i>do you see this project to be in coherence with</i></li> </ul>		X	X	X	X	X

Interviewee: Date:		Applied to the following stakeholders				
Questions/Answers		UNODC Project staff	UNODC HQ	National stakeholders	Donors	CSOs
<i>such broader agendas? How so?</i>						
<i>Lessons learned and best practices</i>						
Do you have any lessons or best practice you would like to share in the design and implementation of the project to inform future projects of this sort?		X	X	X	X	
Any additional comments?		x	X	X	X	X

# ANNEX III: DESK REVIEW LIST

## UNODC DOCUMENTS

Document – name
Project document (2017)
Full ToR of the project under evaluation
Project revisions (2018a, 2018b, 2019a, 2019b, 2019c, 2020a & 2020b)
INL Quarterly Reports (Q1–Q4 2018, Q1–Q4 2019, Q1–Q4 2020 and Q1-Q3 2021)
UNODC Semi Annual Progress Reports (2018, 2019, 2020 and 2021)
UNODC Annual Progress Reports (2018, 2019 and 2020)
Monthly validation reports (Oct/2019–Jul/2021)
Monthly observation reports (Mar/2020–Jul/2021)
Daily event reports (01/Jan/2020–31/Jul/2021)
Technical support database
Training manuals: <ul style="list-style-type: none"> <li>– User’s Manual – Bittium</li> <li>– Installation Manual – Bittium</li> <li>– Pocket card – Bittium</li> <li>– User’s Manual – Trimble</li> <li>– Installation Manual – Trimble</li> <li>– Pocket card – Trimble</li> <li>– Validation Manual</li> <li>– Dashboard Manual</li> <li>– Technical Support Manual</li> </ul>
Other training materials: <ul style="list-style-type: none"> <li>– Training presentation – Bittium users</li> <li>– Training presentation – Trimble users</li> <li>– Training presentations (2) – Dashboard users</li> <li>– Training presentation – Data validators</li> <li>– Practical exercises</li> <li>– Surveys</li> <li>– Attendance sheets</li> <li>– Photographic evidence</li> </ul>
Application “Erradicación MEXW34” (including source codes)
Dashboard “Erradicación MEXW34” (including source codes)
LPOMEX and project organigram
UNODC mandate

Document – name
Meeting minutes 2017-2019
Project and team member Workplans (2019)

Revised stakeholder map
Master list of training conducted as part of the project
Post- training project surveys 2017-2019 “Encuestas capacitacion W34”
Project surveys 2017-2019 “Encuestas aplicacion mobil W34”

## UNODC EVALUATION DOCUMENTS

Document – name
<a href="#">UNODC Independent Evaluation Section: Meta-Analysis 2011-2014</a>
<a href="#">UNODC Independent Evaluation Section: Meta-Analysis 2015-2016</a>
<a href="#">UNODC Independent Evaluation Section: Meta-Analysis 2017-2018</a>
<a href="#">UNODC Independent Evaluation Section: Evaluation-based analysis of good practices in UNODC's approach to capacity building</a>
<a href="#">UNOV/UNODC's Strategy for Gender Equality and the Empowerment of Women (2018-2021)</a>
<a href="#">Gender-Responsive Evaluations in the Work of UNODC (2018)</a>
<a href="#">UNODC Gender Guidance for Project Managers and Evaluators</a>
<a href="#">UNODC evaluation guidelines, templates, handbook, policy</a>
<a href="#">Evaluation Inception Report Template</a>
<a href="#">Evaluation Report Template IDE, IPE</a>
<a href="#">Evaluation Brief Template IDE, IPE</a>
<a href="#">Evaluation Quality Assessment Template</a>
<a href="#">UNEG: Integrating human rights and gender equality in evaluations</a>
<a href="#">UNEG Norms and Standards for Evaluation (2016)</a>

## EXTERNAL DOCUMENTS CONSULTED BY THE EVALUATION TEAM

Document – name
United Nations Development Assistance Framework (UNDAF) for Mexico 2020–2025
UNODC website: UNODC and the Sustainable Development Goals <sup>22</sup>
UNODC brochure: UNODC and the Sustainable Development Goals <sup>23</sup>
UNODC brochure: Better Data to monitor violence, trafficking, corruption and access to Justice (2017) <sup>24</sup>
ECOSOC Report of the Inter-agency and Expert Group on Sustainable Development Goal Indicators (E/CN.3/2017/2*)
ECOSOC Agreed Conclusions 1997/2, “Mainstreaming the gender perspective into all policies and programmes in the UN system” <sup>25</sup>
CND Resolution 59/5, “Mainstreaming a gender perspective in drug-related policies and programmes” <sup>26</sup>
UNOV-UNODC Strategy for Gender Equality and the Empowerment of Women 2018-2021 <sup>27</sup>
UNODC Position Paper on the Promotion and Protection of Human Rights <sup>28</sup>
United Nations Development Group (UNDG), 2003, The Human Rights Based Approach to Development Cooperation: Towards a Common Understanding Among UN Agencies <sup>29</sup>
Outcome Document of the 2016 United Nations General Assembly Special Session on the World Drug Problem New York, 19-21 April 2016 Our joint commitment to effectively addressing and countering the world drug problem <sup>30</sup>
CND 2019 MINISTERIAL DECLARATION “Strengthening Our Actions at the National, Regional and International Levels to Accelerate the Implementation of Our Joint Commitments to Address and Counter the World Drug Problem” <sup>31</sup>
United Nations Guiding Principles on Alternative Development, 2013 <sup>32</sup>
United Nations system common position supporting the implementation of the international drug control policy through effective inter-agency collaboration, 2018 <sup>33</sup>

<sup>22</sup> <https://www.unodc.org/unodc/en/about-unodc/sustainable-development-goals/sdgs-index.html>

<sup>23</sup> [https://www.unodc.org/documents/SDGs/UNODC-SDG\\_brochure\\_LORES.pdf](https://www.unodc.org/documents/SDGs/UNODC-SDG_brochure_LORES.pdf)

<sup>24</sup> [http://www.unodc.org/documents/data-and-analysis/Crime-statistics/Brochure\\_goal16\\_2017\\_web.pdf](http://www.unodc.org/documents/data-and-analysis/Crime-statistics/Brochure_goal16_2017_web.pdf)

<sup>25</sup> [ECOSOC AC 1997,2.DOC \(un.org\)](https://www.un.org/News/Press/docs/2000/0002/000202.doc)

<sup>26</sup> [Resolution\\_59\\_5.pdf \(unodc.org\)](https://www.unodc.org/documents/cnd/resolutions/59/5/Resolution_59_5.pdf)

<sup>27</sup> [UNOV-UNODC Strategy for Gender Equality and the Empowerment of Women 2018-2021 FINAL.pdf](https://www.unodc.org/documents/UNOV/UNOV-UNODC_Strategy_for_Gender_Equality_and_the_Empowerment_of_Women_2018-2021_FINAL.pdf)

<sup>28</sup> [Microsoft Word - ~0995632.docx \(unodc.org\)](https://www.unodc.org/documents/UNOV/UNOV-UNODC_Strategy_for_Gender_Equality_and_the_Empowerment_of_Women_2018-2021_FINAL.pdf)

<sup>29</sup> United Nations Development Group (UNDG), 2003, [The Human Rights Based Approach to Development Cooperation: Towards a Common Understanding Among UN Agencies - HRBA Portal](https://www.un.org/News/Press/docs/2003/0302/030202.doc)

<sup>30</sup> [Outcome document of the thirtieth special session 19-21 April 2016 \(unodc.org\)](https://www.unodc.org/documents/UNOV/UNOV-UNODC_Strategy_for_Gender_Equality_and_the_Empowerment_of_Women_2018-2021_FINAL.pdf)

<sup>31</sup> [2019 MINISTERIAL DECLARATION \(unodc.org\)](https://www.unodc.org/documents/UNOV/UNOV-UNODC_Strategy_for_Gender_Equality_and_the_Empowerment_of_Women_2018-2021_FINAL.pdf)

<sup>32</sup> [N1345121.pdf \(unodc.org\)](https://www.unodc.org/documents/UNOV/UNOV-UNODC_Strategy_for_Gender_Equality_and_the_Empowerment_of_Women_2018-2021_FINAL.pdf)

<sup>33</sup> [2018 Nov - UN system common position on drug policy.pdf \(unsceb.org\)](https://www.unodc.org/documents/UNOV/UNOV-UNODC_Strategy_for_Gender_Equality_and_the_Empowerment_of_Women_2018-2021_FINAL.pdf)

Document – name
UNODC Strategic Vision for Latin America and the Caribbean for 2022-2025 <sup>34</sup>
Extracto del Protocolo Nacional de Actuación para la Destrucción de Plantíos Ilícitos aprobado por la Conferencia Nacional de Procuración de Justicia el día 18 de enero de 2018 <sup>35</sup>
U.S. State Department, Merida Initiative <sup>36</sup>
Summary of the Action Plan for U.S.-Mexico Bicentennial Framework for Security, Public Health, and Safe Communities, January 2022 <sup>37</sup>

<sup>34</sup> [https://www.unodc.org/res/strategy/STRATEGIC\\_VISION\\_LATIN\\_AMERICA\\_AND\\_THE\\_CARIBBEAN\\_2022\\_2025\\_ENE17\\_EDsigned.pdf](https://www.unodc.org/res/strategy/STRATEGIC_VISION_LATIN_AMERICA_AND_THE_CARIBBEAN_2022_2025_ENE17_EDsigned.pdf)

<sup>35</sup> [DOF - Diario Oficial de la Federación](#)

<sup>36</sup> [The Merida Initiative - U.S. Embassy & Consulates in Mexico \(usembassy.gov\)](#)

<sup>37</sup> [Summary of the Action Plan for U.S.-Mexico Bicentennial Framework for Security, Public Health, and Safe Communities - United States Department of State](#)

## ANNEX IV: STAKEHOLDERS CONTACTED DURING THE EVALUATION

Number of interviewees	Type of stakeholder (see note below)	Sex disaggregated data	Country
6	UNODC	Male: 4 Female:2	Mexico, Austria
1	Service Provider	Male:1 Female:0	United States
2	Donor	Male:2 Female:0	United States
3	Recipient Government/final beneficiary	Male: 3 Female: 0	Mexico
1	NGO	Male:0 Female:1	Mexico
<b>Total:</b>		<b>Male:10 Female:3</b>	

## ANNEX V: SURVEY RESULTS

### *Data collection process*

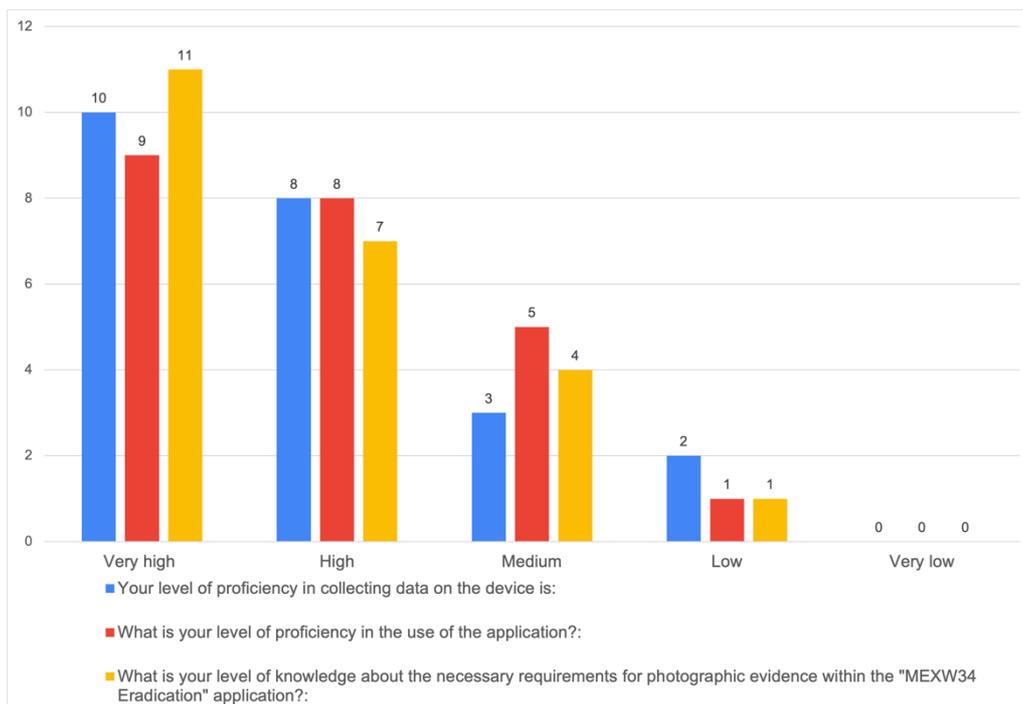
During this process, the operatives of SEDENA and SEMAR use the devices to collect the data of the geographic and physical characteristics of the crops that they eradicated. This survey tries to evaluate the technical knowledge of the operatives during the use of the device and the “Erradicación MEXW34” application, the goal is that the information that is sent is correct and can pass the validation criteria without any problems. In addition, the opinion of the operatives about the data collection process is asked, this is very important information since if they consider the device and “Erradicación MEXW34” application valuable and point out its weaknesses during the use of these tools, then the training programs can be improved by concentrating on those activities that are less proficient, and therefore, the data collection will improve.

A total of 23 operatives who participated in the illicit crop eradication and the data collection process were surveyed. Of the total, 12 belong to the General Prosecution of the Republic (FGR), 7 to the Secretary of National Defense (SEDENA), 2 to the Secretary of the Navy (SEMAR), and 2 to the National Center for Planning, Analysis, and Information to Combat Crime (CENAPI).

First, they were asked to rate their skills and knowledge during the data collection process. The results are shown in Figure 19, we come to the following conclusions:

- 1) Slightly less than half (43%) of the operatives surveyed indicate having “very high” proficiency in the use of the device. In contrast, only 2 operatives consider that their level is “low”.
- 2) About 73% of the operatives indicate having a “very high” or “high” proficiency level in the use of the application.
- 3) The necessary requirements for the photographic evidence are understood in depth by 11 operatives.
- 4) None of the operatives consider that they have a “very low” level of proficiency in the 3 skills asked.

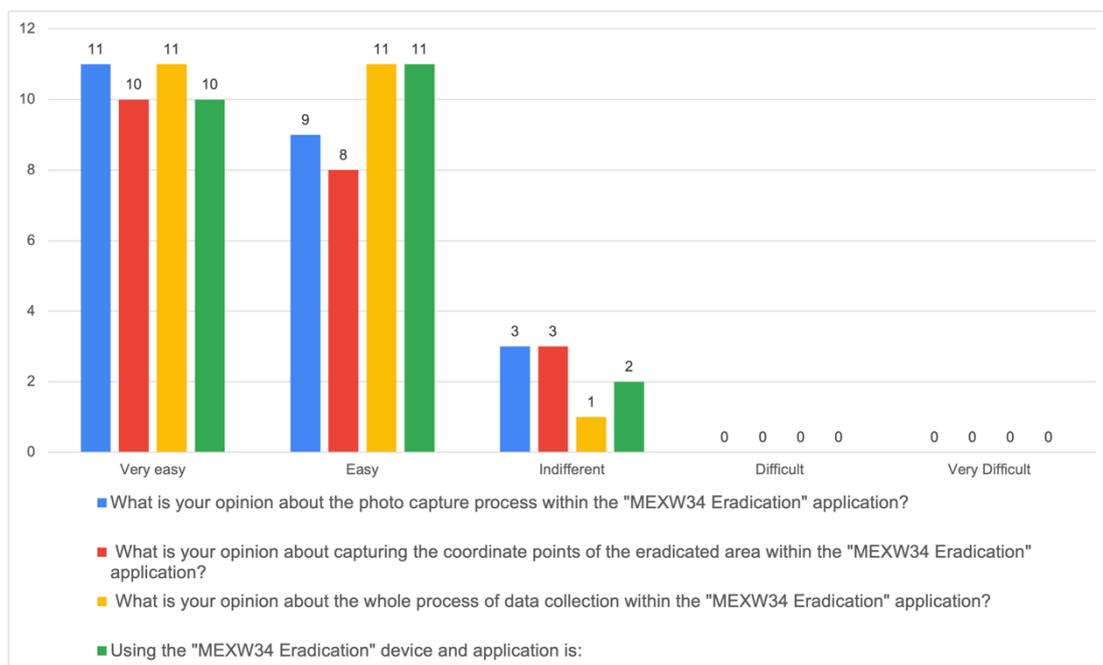
Figure 8. Survey: Data collection process – Results I



Source: Data of the data collection process online survey, made from February 18 to March 7, 2022.

Subsequently, they were asked for their opinion about the ease of doing the necessary activities in the data collection process, like: 1) the photo capture process for the photographic evidence, 2) the coordinate capture for the estimation of the area by polygons, and 3) the general use of the applications and the device (Figure 20).

Figure 9. Survey: Data collection process – Results II

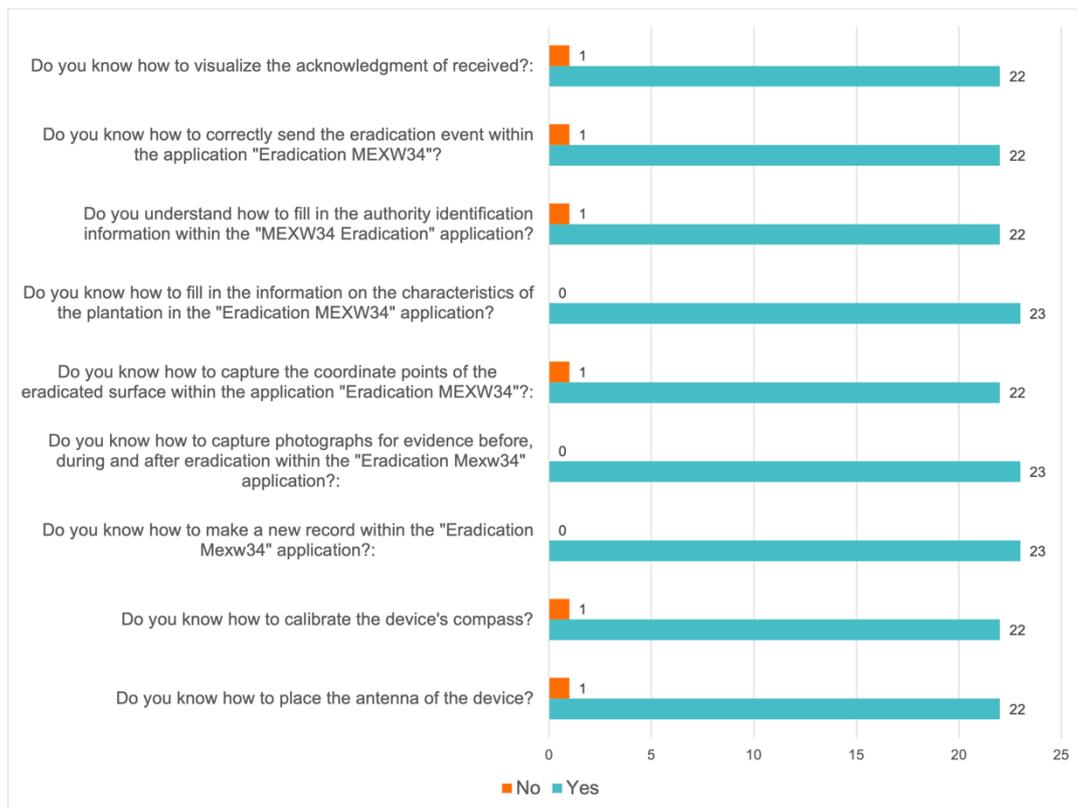


Source: Data of the data collection process online survey, made from February 18 to March 7, 2022.

- 1) None of the operatives think that the 3 activities mentioned above are difficult or very difficult to carry out.
- 2) The photo and coordinate capture process seem to be very easy for the operatives. However, 3 operatives think that both processes are neither very easy nor very difficult.
- 3) More than 90% of the operatives think that the general use of the device and the application is very easy or easy.

Later, they were asked about their knowledge of the following activities shown in figure 21. Almost all the operatives know how to carry out and understand those tasks.

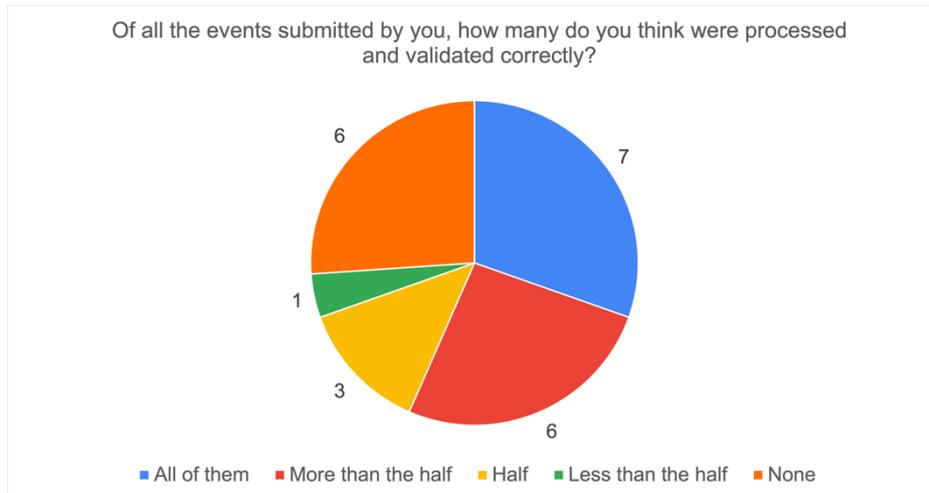
*Figure 10. Survey: Data collection process – Results III*



Source: Data of the data collection process online survey, made from February 18 to March 7, 2022.

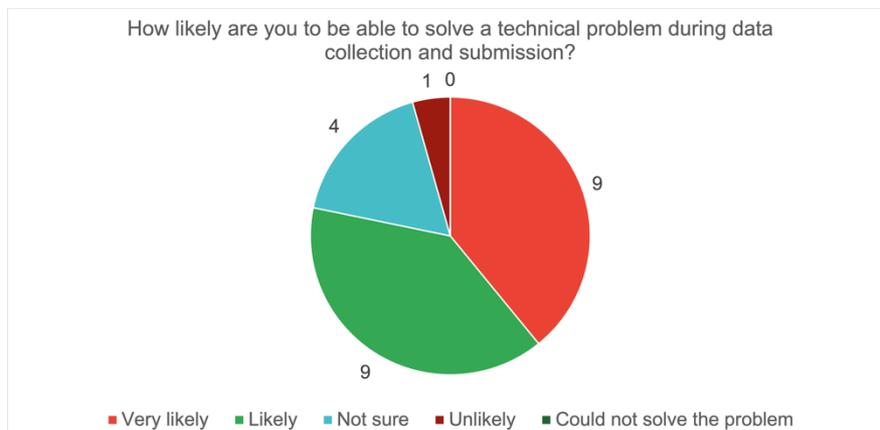
Additionally, they were asked to answer the following two questions:

*Figure 11. Survey: Data collection process – Results IV*



Source: Data of the data collection process online survey, made from February 18 to March 7, 2022.

*Figure 12. Survey: Data collection process – Results V*

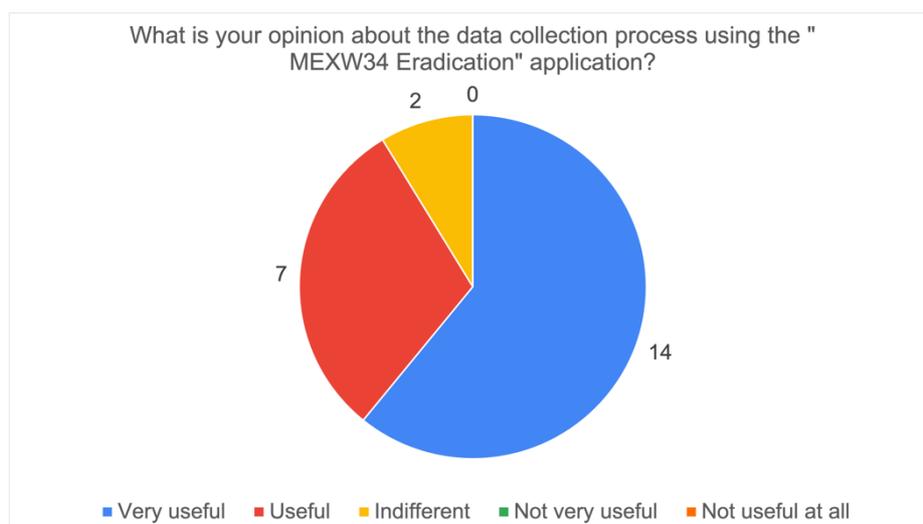


Source: Data of the data collection process online survey, made from February 18 to March 7, 2022.

The results of the survey indicate that there is a great disparity on the self-assessment of performance among the operatives. Of the 23 operatives, 13 think that between all and more than half of the eradication events sent could be successfully validated. However, 7 operatives believe that less than half or none of the events they submitted were validated. Meanwhile, 18 operatives claim to be able to solve a technical problem during the data collection process.

Finally, more than 90% of the surveyed operators think that the application is very useful or useful in the data collection process. However, 6 operators were not assigned a device, and only 1 of these 6 think that the device is not useful for the project.

Figure 13. Survey: Data collection process – Results VI



Source: Data of the data collection process online survey, made from February 18 to March 7, 2022.

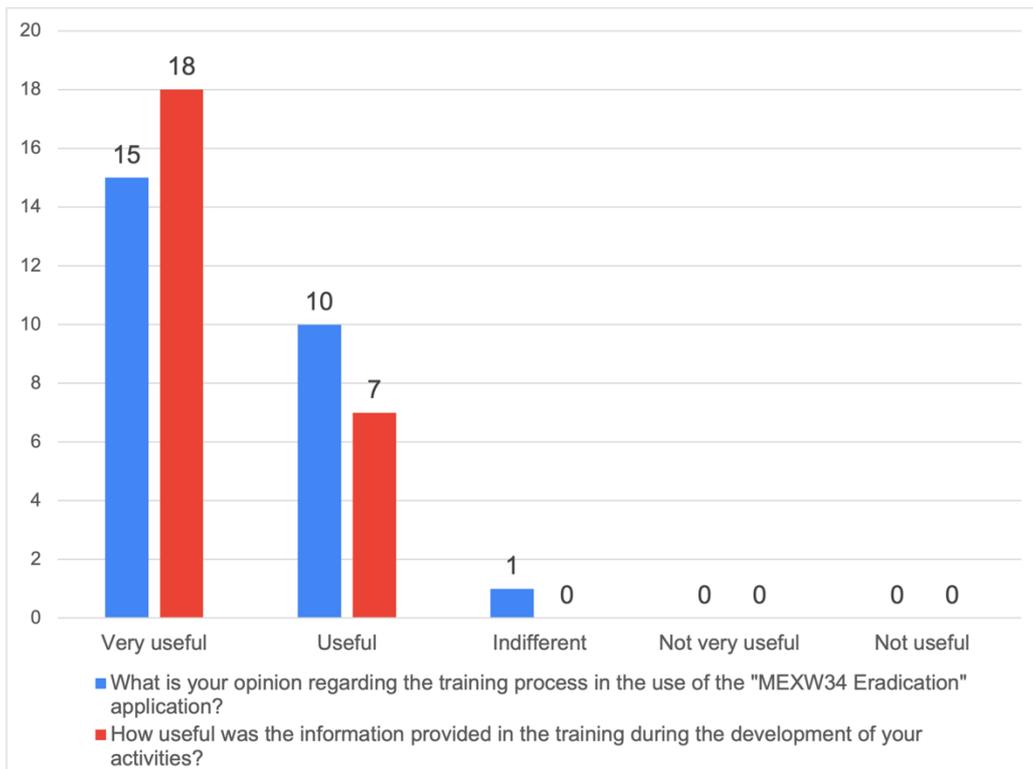
#### Survey: Training process

In this process, SEDENA and SEMAR operatives are taught to use the devices correctly and to collect the data according to the established criteria. Therefore, a clear, dynamic, and constant training process will help operators perform collection tasks more efficiently and send quality information. Inside the survey of the training process, the SEDENA and SEMAR operatives will be asked about their opinion of the training and their perception of the level of proficiency of the use of the device, the application "Eradication MEXW34" and their knowledge about the project process and the validation criteria.

A total of 26 operatives who participated in the illicit crop eradication and the data collection process were surveyed. Of the total; 12 belong to the General Prosecution of the Republic (FGR), 8 to the Secretary of National Defense (SEDENA), 4 to the Secretary of the Navy (SEMAR), and 2 to the National Center for Planning, Analysis and Information to Combat Crime (CENAPI).

First, the operatives were asked about their opinion about the quality of the training and the information presented there. Almost 70% of the surveyed indicated that the training was very useful, and none think that they were not. And, more than half of the operatives surveyed indicated that the information provided during the training was very useful.

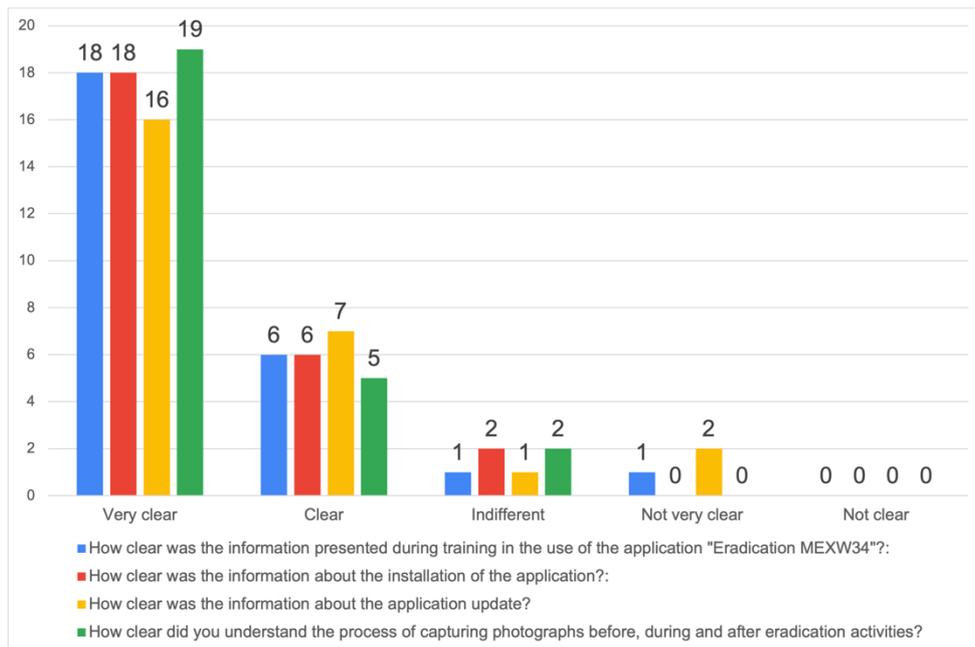
Figure 14. Survey: Training process - Results I



Source: Data of the training process online survey, made from February 18 to March 7, 2022.

Going deeper into the analysis of the information contained in the training, the operatives surveyed think that the information presented about the application, its installation, update and use during the training was very clear. In addition, no operative thinks that the training was not clear. This can be seen in the graph below.

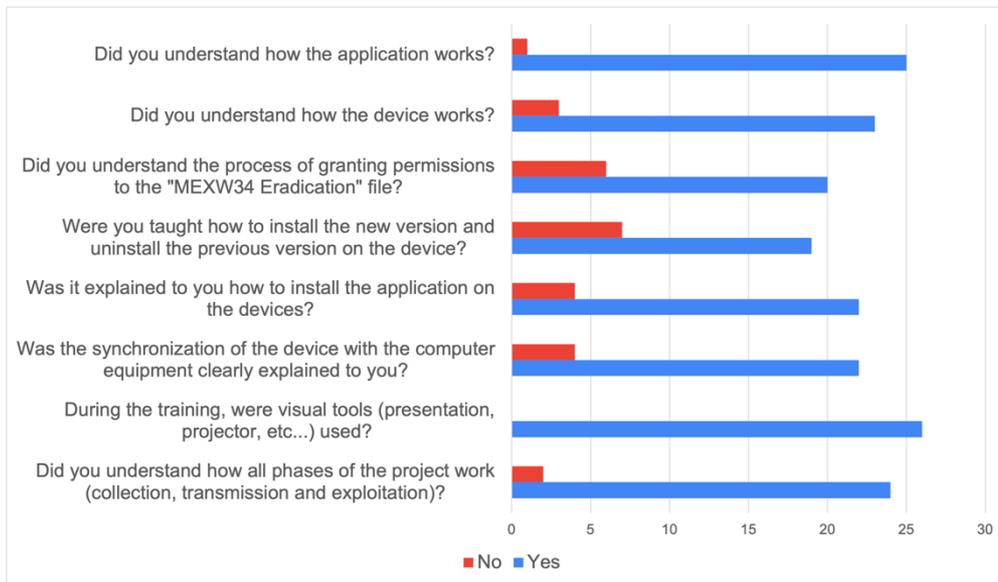
Figure 15. Survey: Training process - Results II



Source: Data of the training process online survey, made from February 18 to March 7, 2022.

To evaluate the quality of the training, the operatives were asked to state in which of the following activities they had knowledge of performing them and whether teaching methods and tools were used during the training to facilitate learning.

Figure 16. Survey: Training process - Results III



Source: Data of the training process online survey, made from February 18 to March 7, 2022.

Finally, more than 90% of the operatives agree that the training was very dynamic or dynamic.

Figure 17. Survey: Training process - Results IV



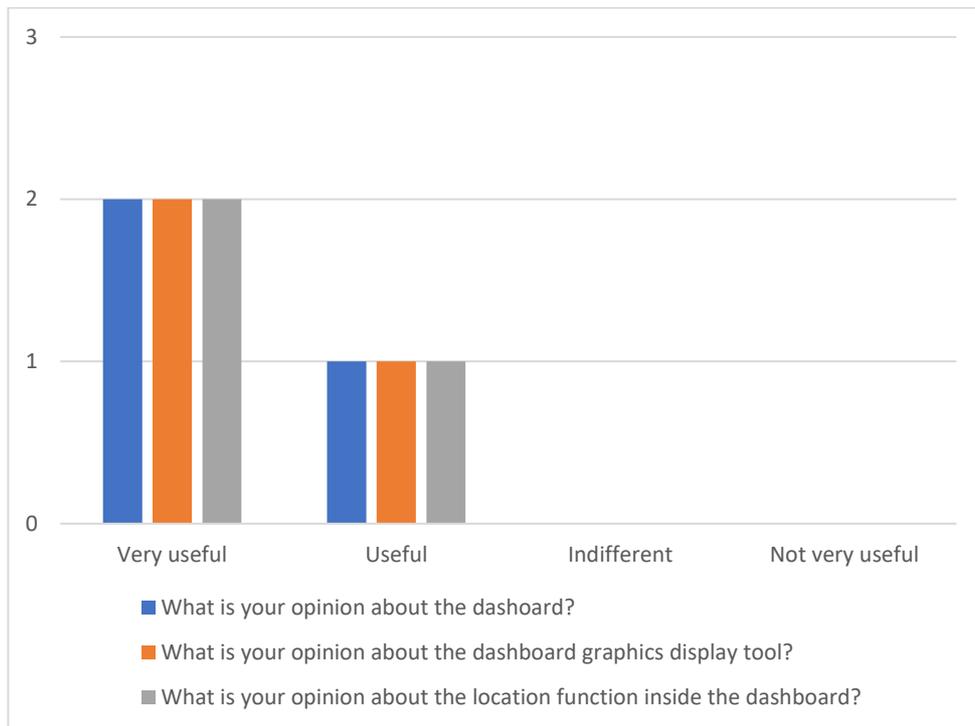
Source: Data of the training process online survey, made from February 18 to March 7, 2022.

*Survey: exploitation, analysis, and validation process*

In this phase of the project, the data sent by the operatives of SEDENA and SEMAR to the system is downloaded by the analysts of CENAPI and UNODC. With the help of the tools in the dashboard, the analysts can visualize the data in several graphs and validate, by some criteria, the events emitted. This process ensures that the data is not modified during the transfer from the servers to the analyst, also it ensures that all the information is correct and ready to be used. In order words, during the exploitation, analysis, and validation process the information is evaluated by different filters and criteria, this makes them usable for inference and ready to build public policies.

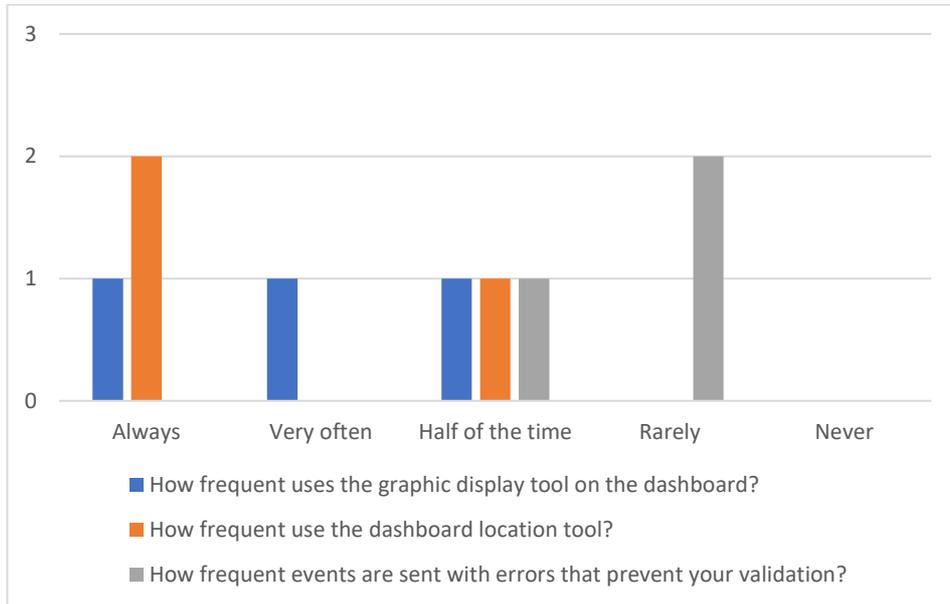
Only 3 analysts answered the survey, therefore we only present the figures of the results.

*Figure 18. Survey: exploitation, analysis, and validation process - Results I*



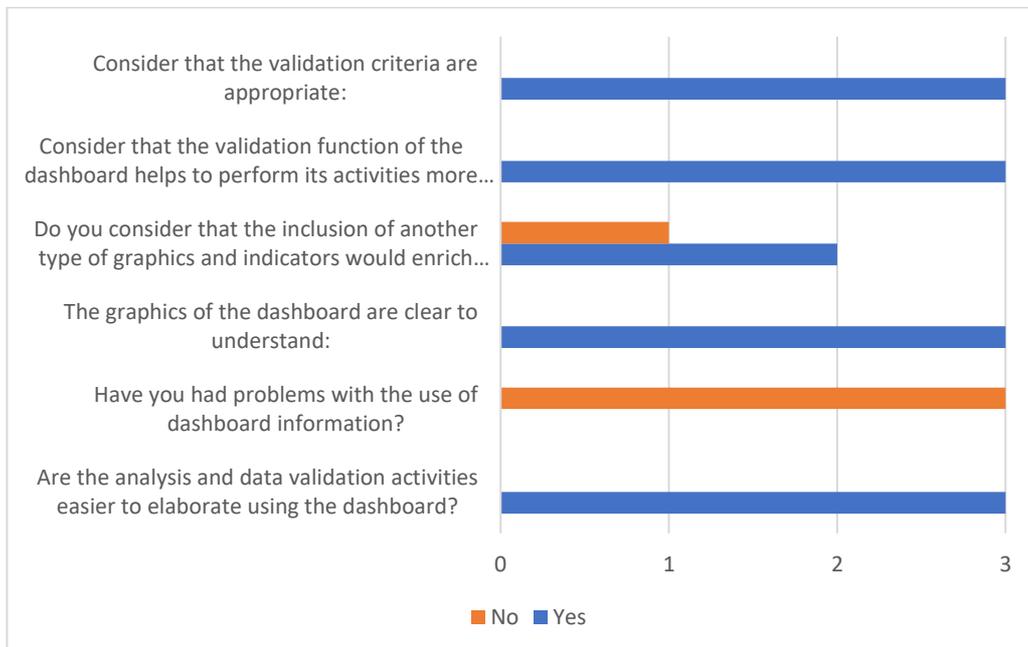
Source: Data of the exploitation, analysis, and validation process online survey, made from February 18 to March 7, 2022.

Figure 19. Survey: exploitation, analysis, and validation process - Results II



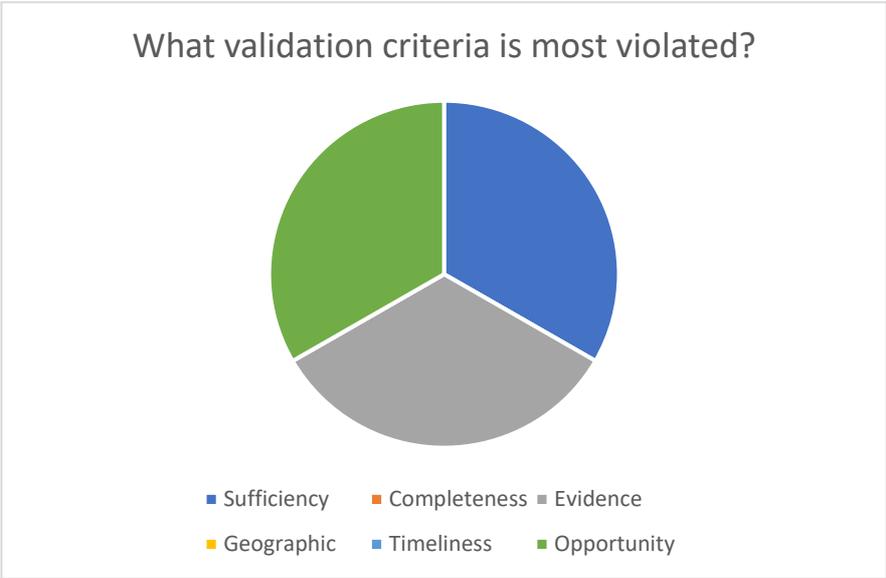
Source: Data of the exploitation, analysis, and validation process online survey, made from February 18 to March 7, 2022.

Figure 20. Survey: exploitation, analysis, and validation process - Results III



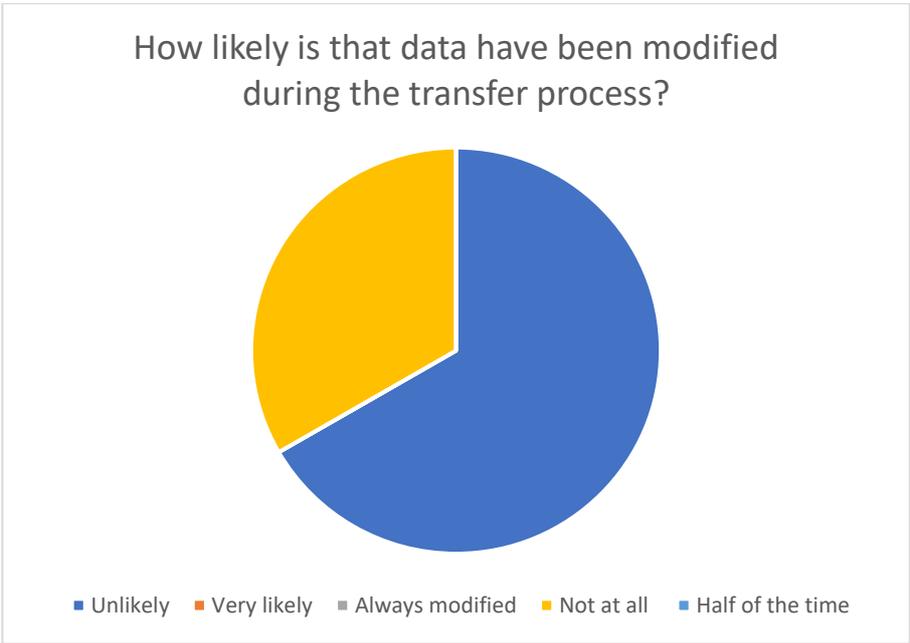
Source: Data of the exploitation, analysis, and validation process online survey, made from February 18 to March 7, 2022.

Figure 21. Survey: exploitation, analysis, and validation process - Results IV



Source: Data of the exploitation, analysis, and validation process online survey, made from February 18 to March 7, 2022.

Figure 22. Survey: exploitation, analysis, and validation process - Results V



Source: Data of the exploitation, analysis, and validation process online survey, made from February 18 to March 7, 2022.

# ANNEX VI: PROJECT OVERVIEW

Prepared by the evaluation team, as per project documentation and revisions.

