

# STRATEGIC META-SYNTHESIS OF THE WORK OF UNODC IN EASTERN AFRICA

Country/region: Eastern Africa

Duration/scope: Evaluations conducted between 2018 and 2023; relevant secondary documents.

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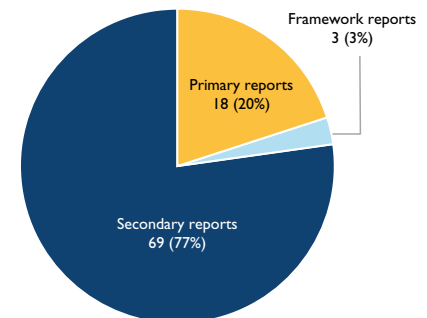
Full report: [www.unodc.org/unodc/en/evaluation/Evaluation-based-knowledge-products.html](http://www.unodc.org/unodc/en/evaluation/Evaluation-based-knowledge-products.html)

## BACKGROUND AND CONTEXT

The UNODC Strategy 2021–2025 is committed to increasing the effectiveness and relevance of future programmes through various streams of evidence, including evaluation and synthesis studies. The Independent Evaluation Section of UNODC commissioned this strategic meta-synthesis on UNODC work in Eastern Africa, which used evaluations, oversight reports and research products, as well as primary data collection, to offer an analysis and aggregate results to the Regional Office for Eastern Africa (ROEA) as input for the next UNODC strategic framework for the region.

## METHODOLOGY

Overall, a total of 99 reports were studied: 18 primary reports, 79 secondary reports, and 2 framework reports (the UNODC Strategy 2021–2025 and the UNODC Vision for Africa 2030). The primary documents encompassed, among other documents, all recent evaluation documents from Eastern Africa, including evaluations of Global Programmes operating in the region. Secondary documents included evaluation documents from other organizations and their work in Eastern Africa. The methodology of the assignment involved identification of themes and trends in primary documents and then confirmation with data from the secondary documents. Data collection included group discussions at ROEA's Strategic Planning Retreat.

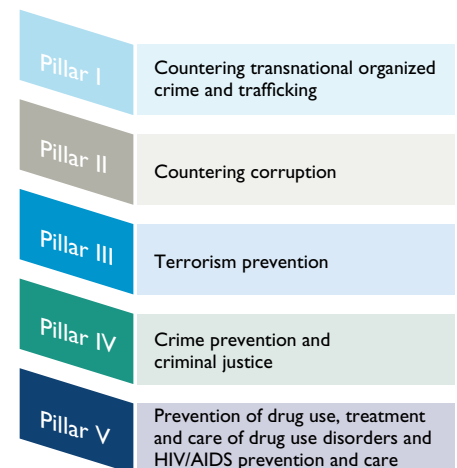


## MAIN FINDINGS AND CONSIDERATIONS

The analysis of the meta-synthesis was primarily structured around the five investment areas defined in the Strategic Vision for Africa, which align with the five pillars defined in the UNODC regional programme, followed by analysis of several structural elements. Key considerations applicable to the next UNODC strategic framework in Eastern Africa, based on aggregate results of the synthesis, are laid out below.

**Investment area 1: Promoting people's health through balanced drug control:** An evidence-based and health-centred approach to drug use should be further advocated and promoted.

**Investment area 2: Securing the safety of people from organized crime, terrorism and violence:** Building on the momentum of ongoing initiatives, capacity-building should continue to focus on skills-based training and technical expertise with law enforcement agencies, prosecutors and the judiciary. Emphasis could be placed on evidence-based decision-making.



**Investment area 3: Protecting Africa’s resources and livelihoods:** Strengthening and upgrading collaboration and partnerships among stakeholders is essential for effective anti-poaching and anti-trafficking. Spreading the uptake of the Analytic Toolkit offers the possibility of longer-term planning and a focus on the institutionalization of results.

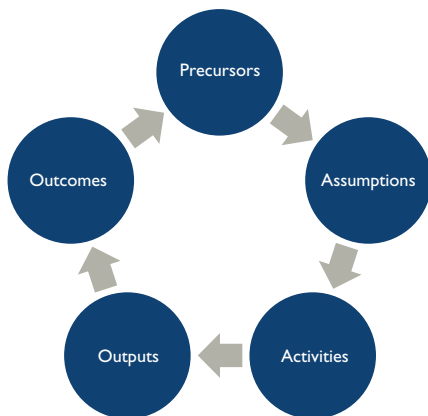


**Investment area 4: Safeguarding people and institutions from corruption and economic crime:** Increasing the focus on collaboration with CSOs and the private sector, and leveraging their expertise, will contribute to the work of ROEA. Consideration should be given to expanding efforts to support Member States in information exchange between law enforcement agencies and Financial Intelligence Units to monitor and detect illicit financial flows related to migrant smuggling and human trafficking.

**Investment area 5: Making criminal justice systems more effective and accountable:** Capitalize on UNODC’s experience globally and in the region by supporting efforts to integrate marginalized and vulnerable groups into work in criminal justice systems, and by improving measurement tools to enhance evidence-based decision-making.



**Strategic frameworks and theories of change:** The new regional strategic framework would benefit from a consultative process that results in an overarching theory of change, clearly defining the impact level goals, intermediate outcomes and immediate outcomes for ROEA. As shown in the figure below, these could be structured around the five investment areas and frame the strategic framework’s approach to addressing Member State priorities and needs and the SDGs.



**Partnerships:** A focus on collaboration and partnerships is a key consideration for strategic frameworks. The new regional framework should consider an overarching partnership strategy, which can then be detailed and implemented by projects/programmes.



**Inclusive programming:** Three actions could be considered to ensure inclusive programming: careful stakeholder mapping processes; engagement with external resources in the preparation of project design documents; and fully incorporating human rights, gender equality and disability into training curricula of UNODC projects/programmes.

**Training programme design and implementation:** Consideration should be given to developing a training strategy across the region, to decrease inefficient approaches to one-off training sessions and support the achievement of long-term results.



**Resource mobilization:** Strategizing on donor engagement requires an additional focus on mapping the donor community. As shown in the figure below, ROEA can consider a mapping exercise to include discussing and understanding donor priorities and canvassing potential cooperation opportunities.

