Strategic Meta-Synthesis related to the work of UNODC in Eastern Africa
FINAL REPORT

STRATEGIC META-SYNTHESIS RELATED TO THE WORK OF UNODC IN EASTERN AFRICA
Acknowledgements

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Disclaimer

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<tr>
<td>AML/CFT</td>
<td>Anti-money-laundering/Combating the financing of terrorism</td>
</tr>
<tr>
<td>CITES</td>
<td>Convention on International Trade in Endangered Species of Wild Fauna and Flora</td>
</tr>
<tr>
<td>CPPNM</td>
<td>Convention of the Physical Protection of Nuclear Material</td>
</tr>
<tr>
<td>COMESA</td>
<td>Common Market for Eastern and Southern Africa</td>
</tr>
<tr>
<td>CPI</td>
<td>Corruption Perception Index</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil society organization</td>
</tr>
<tr>
<td>CTED</td>
<td>Security Council Counter-terrorism Committee Executive Directorate</td>
</tr>
<tr>
<td>DRC</td>
<td>Democratic Republic of Congo</td>
</tr>
<tr>
<td>EAC</td>
<td>East African Community</td>
</tr>
<tr>
<td>EAPCCO</td>
<td>Eastern Africa Police Chiefs Cooperation Organisation</td>
</tr>
<tr>
<td>FATF</td>
<td>Financial Action Task Force</td>
</tr>
<tr>
<td>FIU</td>
<td>Financial Intelligence Unit</td>
</tr>
<tr>
<td>FSI</td>
<td>Financial Secrecy Index</td>
</tr>
<tr>
<td>GBV</td>
<td>Gender-based violence</td>
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<tr>
<td>GEF</td>
<td>Global Environment Facility</td>
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<tr>
<td>GMCP</td>
<td>Global Maritime Container Programme</td>
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<tr>
<td>GWP</td>
<td>Global Wildlife Programme</td>
</tr>
<tr>
<td>GPCAED</td>
<td>Global Programme on Crimes that Affect the Environment</td>
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<tr>
<td>ICPE</td>
<td>Independent Country Programme Evaluation</td>
</tr>
<tr>
<td>IES</td>
<td>Independent Evaluation Section</td>
</tr>
<tr>
<td>IFF</td>
<td>Illicit financial flows</td>
</tr>
<tr>
<td>IGAD</td>
<td>Intergovernmental Authority on Development</td>
</tr>
<tr>
<td>ICSANT</td>
<td>International Convention for the Suppression of Acts of Nuclear terrorism</td>
</tr>
<tr>
<td>IOM</td>
<td>United Nations International Organization for Migration</td>
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<tr>
<td>LEA</td>
<td>Law enforcement agency</td>
</tr>
<tr>
<td>LGBTQI</td>
<td>Lesbian, gay, bisexual, transgender, queer and intersex</td>
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<tr>
<td>MIS</td>
<td>Management information system</td>
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<tr>
<td>MTE</td>
<td>Midterm evaluation</td>
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<tr>
<td>NGO</td>
<td>Non-governmental organization</td>
</tr>
<tr>
<td>OHCHR</td>
<td>Office of the High Commissioner for Human Rights (United Nations Human Rights Office)</td>
</tr>
<tr>
<td>P/CVE</td>
<td>Preventing and countering violent extremism</td>
</tr>
<tr>
<td>PLEAD</td>
<td>Programme for Legal Empowerment and Aid Delivery in Kenya</td>
</tr>
<tr>
<td>RBM</td>
<td>Results-based management</td>
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<tr>
<td>RSAME</td>
<td>Regional Section for Africa and the Middle East</td>
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<td>ROEA</td>
<td>UNODC Regional Office for Eastern Africa</td>
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<tr>
<td>TPB</td>
<td>Terrorism Prevention Branch</td>
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<tr>
<td>TiP/SoM</td>
<td>Trafficking in persons and smuggling of migrants</td>
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<tr>
<td>ToC</td>
<td>Theory of change</td>
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<tr>
<td>UNAIDS</td>
<td>The Joint United Nations Programme on HIV/AIDS</td>
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<tr>
<td>UNCAC</td>
<td>United Nations Convention Against Corruption</td>
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<tr>
<td>UNCT</td>
<td>United Nations Country Team</td>
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<td>UNCTAD</td>
<td>United Nations Conference on Trade and Development</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>CTTP</td>
<td>United Nations Countering Terrorist Travel Programme</td>
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<td>UNDAF</td>
<td>United Nations Development Assistance Framework</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<tr>
<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
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<tr>
<td>UNODC</td>
<td>United Nations Office on Drugs and Crime</td>
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<tr>
<td>UNSDCF</td>
<td>United Nations Sustainable Development Cooperation Framework</td>
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<tr>
<td>UNTOC</td>
<td>United Nations Convention against Transnational Organized Crime</td>
</tr>
<tr>
<td>VAWC</td>
<td>violence against women and children</td>
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<tr>
<td>VNR</td>
<td>Voluntary National Reviews</td>
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<tr>
<td>WHO</td>
<td>World Health Organization</td>
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<tr>
<td>WLFC</td>
<td>wildlife and forest crime</td>
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EXECUTIVE SUMMARY

PURPOSE AND METHODOLOGY OF THE ASSIGNMENT

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. It is recognized that the new UNODC strategic framework being developed for Eastern Africa requires input from the current work and would benefit from evaluative evidence. In this context, the UNODC Independent Evaluation Section (IES) commissioned this meta-synthesis related to UNODC work in Eastern Africa.

This strategic meta-synthesis used evaluations, oversight reports and research products, as well as primary data collection, to conduct a rigorous analysis and offer aggregate results to the Regional Office for Eastern Africa (ROEA). While the meta-synthesis is not an evaluation of the work undertaken by UNODC in the region, it provides aggregate results of evaluation and oversight reports relevant to this work.

The overall purpose of the assignment was to provide synthesized information for the development of the new strategic framework in Eastern Africa. The Strategic Vision for Africa and the Regional Programme for Eastern Africa 2016–2021, extended to 2023 (the Regional Programme), framed the exercise.

The methodology of the assignment involved a preliminary review of key documents to identify the main themes to be considered in the analysis and the coding process to be applied. For the analysis, themes and trends were identified in the primary documents and then confirmed with data from the secondary documents. Overall, a total of 99 reports were coded – 18 primary reports, 79 secondary reports, and 2 framework reports. The primary documents encompassed, among other documents, all recent evaluation documents from Eastern Africa, including evaluations of global programmes operating in the region, which dated from 2020 to 2023. Secondary documents, inter alia, included evaluation documents from other organizations and their work in Eastern Africa, including UNDP (the United Nations Development Programme), UNAIDS (the Joint United Nations Programme on HIV/AIDS), IOM (the United Nations International Organization for Migration), UN-Women, the Peacebuilding Fund, OHCHR (The United Nations Human Rights Office), and UNDAF (United Nations Development Assistance Framework) evaluations, as well as a number of voluntary national reviews (VNR), UNDAFs and UNSDCFs (Sustainable Development Cooperation Frameworks) from the region. The framework reports were the UNODC Strategy 2021–2025 and the UNODC Vision for Africa 2030. Data collection also involved in-person interviews and group discussions at the ROEA Strategic Planning Retreat in Mombasa in July 2023.

The team of experts undertaking this assignment was comprised of three men and three women, one from the region and most with previous experience in undertaking synthesis studies. The assignment was conducted in close collaboration with IES.
The focus of the meta-synthesis was on addressing the needs of ROEA. This was structured into a single question that has two components:

- What are the key findings (including good practices), recommendations and learnings related to UNODC work in Eastern Africa that are relevant for and should guide ROEA programming over the coming five years? (Focus on primary documentation.)

- What are the key findings (including good practice), recommendations and learnings from other international organizations that implement work relevant to UNODC programming that can inform and help guide the work of ROEA over the coming five years? (Focus on secondary documentation.)

**SUMMARY OF FINDINGS AND CONCLUSIONS**

The analysis of the meta-synthesis was primarily structured around the five defined investment areas of the Strategic Vision for Africa, which align with the five pillars defined in the UNODC Regional Programme.

The report’s findings and conclusions are discussed in line with the five investment areas and in eight other categories. The other eight categories derived from the evidence in the studied reports. A cross-cutting need for all investment areas is a focus on collaboration and partnership. Data across the documents studied consistently showed the importance of collaboration, synergies and coordination in each investment area.

- **Investment area 1:** Promoting people’s health through balanced drug control – current and future programming require a focus on advocating and promoting an evidence-based and health-centred approach to drug use and focus on criminal justice.

- **Investment area 2:** Securing the safety of people from organized crime, terrorism and violence – UNODC is well-positioned to provide leadership given its mandate and its relationship of trust with Member States, other international organizations and the developing relationships with civil society organizations. The focus in the future should be on capacity-building and the use of data for evidence-based decision-making, monitoring and reporting.

- **Investment area 3:** Protecting Africa’s resources and livelihoods – collaboration with global programmes such as the Global Programme for Combating Wildlife and Forest Crime offers openings for a more strategic focus on wildlife, fishery and forestry crime.

- **Investment area 4:** Safeguarding people and institutions from corruption and economic crime – An increased focus on, and collaboration with, civil society and the private sector, as well as with Member States/institutions and other international agencies, will increase leverage in addressing the anti-corruption agenda.

- **Investment area 5:** Making criminal justice systems more effective and accountable – UNODC has created a useful niche in this area, one that would benefit from a more specific focus, including on collaboration with national and CSO stakeholders.

- **Strategic frameworks:** Strategic frameworks are clear, and they frame programming, but Member State priorities and strategies require a more concerted effort to access and
analyse, demanding greater Member State engagement in programme framing from an early stage.

- **Theories of change and results-based management:** While there has been improvement in the development and use of theories of change and result logic in programming, it is not yet at the required level: a focus is needed on reporting effectively on the successes in UNODC work.

- **Partnerships:** Key partnerships that are analysed include Member States and their agencies, civil society organizations and other United Nations agencies. Challenges and opportunities for each of these are discussed, as is a necessary focus on strategic planning for partnership development.

- **Inclusive programming:** While improvement in inclusive programming is visible, a systematic application of inclusive programming principles is missing. The report recommends giving priority in these areas at the very beginning of strategic design.

- **Training programme design and implementation:** The report focuses on shifting from a training event focus to a programme concept, with each training event designed to contribute to higher level goals, as well as focusing on what has been achieved from training programmes (new knowledge, skills and practice) as opposed to focusing on training inputs.

- **Innovative practices:** A focus on improving and expanding the use of electronic tools and aids is needed to ensure systems and interventions are (a) up-to-date and (b) in line with expectations from donors and participants.

- **Programme visibility:** Moving forward, it is critical to maximize the visibility of UNODC work both internally and among organizations conducting similar or complementary work as well as with the donor community and offer recommendations for improvement.

- **Resource mobilization:** The key to donor relationships is trust. Greater focus on the donor community is needed – including well-defined and well-implemented donor communication strategies.

### CONSIDERATIONS FOR THE FUTURE REGIONAL FRAMEWORK

Based on the conclusions, which were developed from the synthesized and triangulated data of the studied documents related to UNODC work in Eastern Africa, the synthesis team developed the following considerations to inform the development of the organization’s next strategic framework in Eastern Africa. These considerations do not represent recommendations to be implemented but rather are a summary of relevant findings which can provide useful information for the future work of ROEA.

#### Investment areas

The focus on collaboration and partnerships discussed above is a key consideration for strategic frameworks across the investment areas. Partnership strategies with a variety of partners, including United Nations entities, Member States, civil society organizations (CSOs), private sector, etc. would be of value to ROEA, which is discussed in detail in the section below on Partnerships. Investing more in advocacy-type
work and communications activities, so that key messaging and programming results are clearly understood and the work of UNODC is better recognized, will contribute to outcomes across investment areas.

**Investment area 1:**
*Promoting people’s health through balanced drug control*

Further advocating and promoting an evidence-based and health-centred approach to drug use should be considered, while continuing to move away from a criminal justice approach and supporting the enactment of legislation in line with international standards.

Further focusing on a continuum of treatment and care with community-based low threshold services may be a strategic opportunity for ROEA, while supporting Governments in adapting international standards to existing health and political structures, norms and values to reduce resistance to change.

**Investment area 2:**
*Securing the safety of people from organized crime, terrorism and violence*

Strengthening the alignment of programmatic work with country’s needs as well as with international and national priorities and strategies in the region would support the engagement of government and local stakeholders and increase buy-in from stakeholders at all levels.

Building on the momentum of ongoing and successful initiatives, capacity-building should be continued, and the focus increased on skills-based training and technical expertise to law enforcement agencies, prosecutors, judiciary and relevant stakeholders. More emphasis should be placed on data management – reaching from data collection and analysis to monitoring – to support evidence-based decision-making.

The flexible and efficient response of UNODC to threats posed by terrorism and violent extremisms should be further expanded, capitalizing on the Office’s strong legal expertise, impartiality and convening power. Having a stronger focus on youth as an integral part of work, in particular in the context of preventing and countering violent extremism, may be an opportunity for the new Regional Strategic Framework.

Developing a clearly defined and implemented partnership approach or strategy is key to tackling issues such as anti-money-laundering (AML) / combating the financing of terrorism (CFT), combating and preventing violent extremism (C/PVE), and illicit flows. Further details on differentiated partnership strategies can be found below in the related section on Partnerships.

Further developing and strengthening the implementation and expansion of UNODC support to Governments in countering drug trafficking should be considered and further efforts should be directed towards increasing support in the fight against human trafficking and migrant smuggling.

**Investment area 3:**
*Protecting Africa’s resources and livelihoods*

Strengthening and upgrading collaboration and partnerships among various stakeholders are essential elements in effective anti-poaching and anti-trafficking measures. Consideration should be given to supporting intelligence sharing to better understand to what extent the different types of crime are interconnected.
Another specific initiative could be the provision of assistance in spreading the uptake of use of the Analytic Toolkit, which can add to already good partnerships that exist with Member States. Collaboration with the Global Maritime Container Programme (GMCP) and the Global Programme on Crimes that Affect the Environment (GPCAE), including in relation to illegal, unreported and unregulated (IUU) fishing, offers possibilities for 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 as well as collaboration with CSOs and the private sector and leveraging their expertise will contribute to the work of ROEA, given the key role these groups have in advancing anti-corruption efforts. Further enhancing and deepening collaboration with other UNODC projects and programmes within and beyond the region can further strengthen relations with Member States and CSOs.

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**

Further strengthening existing UNODC partnerships and collaboration with CSOs would be beneficial for the coming years, as it contributes to improved collaboration, improved training results and knowledge management as well as sharing of good practices and lessons.

ROEA should consider capitalizing on UNODC experience globally and in the region by linking these efforts to integrating marginalized and vulnerable groups into work pertaining to criminal justice systems.

Improving measurement tools in support of enhanced evidence-based decision-making in this area is key. Systematic gathering of evidence will improve the work by supporting the selection of programming approaches, demonstrating effectiveness of activities and offering a significant amount of information that can be utilized for communication purposes (telling a success story).

**Organizational aspects**

The analysed documents offer insights into key structural elements of a new regional framework for ROEA. As these considerations are cross-cutting, they may also reinforce already-noted considerations in the investment areas above.

**Strategic frameworks**

The reviewed documents collectively emphasized the importance of ensuring that strategic programming is designed to actively contribute to achieving results outlined in strategic frameworks. Therefore, it is not only about aligning with Member State priorities and needs, but also about ensuring clear contributions to these priorities as well as achieving the SDGs in the context of the UNODC Strategy 2021–2025 and the UNODC Strategic Vision for Africa.
**Theory 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. 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. Funded initiatives would be required in their designs to align with the immediate outcomes, intermediate outcomes and impact level goals as defined in the ROEA overarching theory of change. This would ensure that the specific work being done by UNODC has a clear logic in contributing to the overall regional framework.

**Partnerships**

The new regional framework should entail a framework for partnership strategies, which can then be detailed and implemented by projects/programmes. This should not be overly complicated but should demonstrate that the project/programme has considered its partnerships and how it will develop and implement a partnership strategy that contributes to high-quality results for UNODC programming. The framework could be built for each type of partner (United Nations entities, CSOs, Member States) around a relationship objective, specific areas of interactions, benefit to the partners of this collaboration, and practical components.

**Inclusive programming**

Project teams should take responsibility to fully consider these priority areas in their design and implementation work. Three courses of action could be considered to increase focus in this area: careful stakeholder mapping processes; engagement with external resources in the preparation of project design documents as a way of ensuring sufficient, and appropriate, emphasis on all aspects of inclusive programming; and fully incorporating human rights, gender equality, disability and human rights into the 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. Building on existing good practices in the region and beyond may be an efficient method to develop this strategy. Showing the results – what difference has occurred in how people work? – will facilitate reporting, communication and advocacy for UNODC efforts in the region. Utilizing the Office’s position as a convening power to implement training for strengthening cross-border cooperation, based on actual examples within the countries or the region, may support these efforts.
Innovative practices

Further improving and expanding the use of electronic tools and aids, including conducting online training where appropriate and utilizing management information systems for enhanced monitoring and reporting, should be considered. In this respect, it is important to ensure that IT-based solutions are inclusive and accessible to hard-to-reach populations, taking into account any potential technological limitations, such as connectivity issues, in a given country.

Programme visibility

Positioning the work of UNODC as “One UNODC” in the region is essential for increasing visibility, both internally and externally, as well as in the context of current and potential donors.

Resource mobilization

Strategizing on donor engagement requires an additional focus on mapping the donor community in each country. The mapping exercise should go beyond listing active donors – it includes regular visits (e.g., six-monthly) to discuss and understand donor priorities and to canvas potential cooperation opportunities, and should include the whole of the donor community, not just those providing funding for ROEA programmes.
INTRODUCTION

EVALUATIVE EVIDENCE

The importance of evaluation to inform programming and decision-making has increased over recent years, including through the ongoing United Nations reforms. In line with this development, the demand for aggregating the results of individual, independent evaluations has grown and is requiring new approaches to synthesizing evaluation results for strategic analysis and programming. In addition, 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 current work of UNODC in Eastern Africa is undertaken through a variety of mechanisms including the Regional Programme for Eastern Africa 2016–2021, extended to 2023, various global programmes as well as individual projects and programmes. More recently this work has been guided by the UNODC Strategy 2021–2025 as well as the UNODC Strategic Vision for Africa 2030, launched in 2021. This work covers 13 countries in the region. It is managed by the Regional Office in Eastern Africa (ROEA) based in Nairobi, with support from the Division for Operations in Vienna, as well as the Regional Section for Africa and the Middle East (RSAME).

As the Regional Programme for Eastern Africa comes to an end, ROEA will develop a new framework to guide UNODC engagement in the region, beginning in 2024. It is recognized that this new UNODC framework requires input from its current work as well as an understanding of current regional trends and priorities and would, therefore, benefit from contextualized and relevant evaluative evidence at the aggregate level. In this context, the UNODC Independent Evaluation Section (IES) commissioned this evaluation synthesis of UNODC work in Eastern Africa.

The ultimate objective of this undertaking is to prepare a methodologically sound meta-synthesis relevant to UNODC work in Eastern Africa that provides aggregate information on results stemming from evaluation and oversight reports and research products. The results of the meta-synthesis will be utilized, where operationally and politically appropriate, in the development of the next phase of UNODC work in Eastern Africa, and it has included considerations based on the aggregate findings for this purpose. This work builds on the expertise IES has in the development of methods, norms, standards and tools for evaluation and meta-syntheses in UNODC mandated areas of work. This strategic meta-synthesis used evaluations, oversight reports and research products, as well as primary data collection, to conduct a rigorous analysis and offer aggregate results to ROEA.

It is important to note that this meta-synthesis is not an evaluation of the work of ROEA under the Regional Programme, nor does it assess the results of the Regional Programme. Rather the meta-synthesis has identified and reviewed evaluation and oversight reports that have relevance to the work of ROEA, based on the region, thematic area or administrative processes. The analysis of these reports, described in more detail below, provides decision makers with credible aggregate evaluative evidence, going
beyond the sum of individual evaluations, to identify and quantify common themes and systemic issues, analyse factors that have supported or constrained results in other similar initiatives, and ultimately help inform the next strategic framework for the work of UNODC in Eastern Africa.

APPROACH AND METHODOLOGY

The approach to the assignment was informed by the UNODC Guidance on Conducting Evaluation Synthesis. This report also drew on the Approach Paper for the UNODC Meta-synthesis 2019–2021 and the inception report for the ongoing synthesis review of UNODC work in Mexico.

The methodology developed and used in this meta-synthesis identified relevant and high-quality evaluative inputs, including past evaluations, oversight reports and research products as well as a rigorous analysis to determine useful evidence applicable to the work of ROEA, including from the UNODC Strategy 2021–2025 as well as the UNODC Strategic Vision for Africa. Specifically, the methodology included a preliminary review of key documents to identify the main themes to be considered in the analysis and the coding process to be applied. A codebook book was subsequently developed and tested, using Dedoose,¹ for use in the coding of all primary and secondary documents.

Data collection also involved primary data collection, including in-person interviews and group discussions at the ROEA Strategic Planning Retreat in Mombasa in July 2023.

As part of the analysis, themes and trends were identified in the primary documents and then confirmed with data from the secondary documents. The inclusion of documents, in particular as primary documents, required that international quality standards for evaluations and oversight results were met.

The team of experts (independent consultants) which undertook this assignment was comprised of three men and three women, one from the region. Most of the experts had experience in undertaking synthesis studies as well as other types of independent evaluations. It was carried out by IES in close cooperation and collaboration with the team of experts.

A more detailed discussion of the approach and methodology of the meta-synthesis can be found in annex I. Approach and methodology.

OVERVIEW OF DOCUMENTS REVIEWED

See annex II. Reference documents for a detailed listing of all studied documents.

The full portfolio of documents analysed during the meta-synthesis offered insights into how UNODC programming can be extended and improved. A total of 99 reports were coded – 18 primary reports, 79 secondary reports and two framework documents. The primary documents encompassed evaluations of regional programmes in Central Asia and South-East Asia, and all recent evaluation documents from Eastern Africa, including evaluations of global programmes operating in the region, which dated from 2020 to 2023. Secondary documents included evaluation documents from other organizations and their work in Eastern Africa, including UNDP, UNAIDS, IOM, UN-Women, the Peacebuilding Fund, OHCHR, and United...
Nations Development Assistance Framework (UNDAF) evaluations, as well as several voluntary national reviews, UNDAFs and United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) from the region. The framework reports were the UNODC Strategy 2021–2025 and the UNODC Vision for Africa 2030.

**Figure 1. Total reports by type**

- Primary reports: 18 (20%)
- Framework reports: 3 (3%)
- Secondary reports: 69 (77%)

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**ADDITIONAL DETAILS ON THE 13 INDEPENDENT EVALUATION REPORTS THAT WERE PART OF THE PRIMARY DOCUMENTS**

**Quality standards**

The 13 studied independent evaluations met established quality standards, with 83 per cent of the reports being rated as “good” and 17 per cent as “very good”, through the UNODC independent evaluation quality assessment process. Collectively, the evaluations covered projects with an approximate total budget of USD 800 million.

*Composition of evaluation teams*

Forty-seven evaluators were involved in conducting the 13 independent evaluations, of whom 57 per cent were male and 43 per cent were female.

*Figure 2. Gender of evaluators and data sources of primary evaluations*

- Male: 27
- Female: 20

*Types of data sources from the evaluation reports*

The sources of data for the regional evaluation reports are as follows:

- 90 documents reviewed
- 1,463 interview and focus group discussion respondents
- 1,222 survey respondents

*Figure 3. Data sources for regional evaluations*
Gender equality and empowerment of women scoring of the evaluation reports

Average GEEW score of the independent evaluations

8

Annually, UNODC measures the integration of gender equality and the empowerment of women (GEEW) in their independent evaluation reports. These assessments are scored according to three main areas (design, methods, analysis), on a four-point scale (0-no integration, 1-partial integration, 2-satisfactory integration, 3-full integration) to gauge the level of GEEW integration. A maximum score of 9 is possible. The average GEEW score for the 13 independent evaluations was 8.

Alignment of interventions with the Sustainable Development Goals

UNODC evaluations are expected to discuss the alignment of the intervention under review with the Sustainable Development Goals (SDGs). The most frequently mentioned SDG in the 13 independent evaluations was SDG 16 (in nine reports), followed by SDG 5 (in five reports).

Figure 4. SDG frequency in primary evaluations
REGIONAL CONTEXT

The UNODC Regional Programme for Eastern Africa 2016–2021 sought to enhance the rule of law and human security in 13 Member States, namely, Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, Uganda and the United Republic of Tanzania.\(^2\)

This section provides an overview of the political and socioeconomic context in the Eastern Africa region and describes the main interventions undertaken during the lifetime of the Regional Programme, highlighting the complementary work of other United Nations agencies and international development partners in the region.

POLITICAL AND SOCIOECONOMIC CONTEXT

The 13 UNODC regional programmes cover a combined population of 380.4 million,\(^3\) making up approximately 33 per cent of the population of sub-Saharan Africa.\(^4\) Per 2022 World Bank data, seven regional programme countries, namely Burundi, Eritrea, Ethiopia, Madagascar, Rwanda, Somalia and Uganda, were classified as “low-income” countries.\(^5\) Comoros, Djibouti, Kenya and the United Republic of Tanzania were classified as “low-middle-income” countries, while Mauritius was classified as an “upper-middle-income” country and Seychelles fell in the “high-income” category. All of the regional programme countries, except the United Republic of Tanzania, are members of the Common Market for Eastern and Southern Africa (COMESA) – Africa’s largest trading bloc. Likewise, Burundi, Kenya, Rwanda, Uganda and the United Republic of Tanzania are members of the East African Community (EAC), while Djibouti, Eritrea, Ethiopia, Kenya, Somalia and Uganda are members of the Intergovernmental Authority on Development (IGAD).

The 2022 Mo Ibrahim Governance Index ranked two regional programme countries, Seychelles (1) and Mauritius (2), as the two most secure, rule of law-based countries on the continent of 54 countries. Eritrea (52) and Somalia (53) ranked among the least secure, rule of law-challenged countries. Rwanda was ranked ninth, followed by Kenya (18), United Republic of Tanzania (21), Madagascar (28), Uganda (31), Ethiopia (34), Comoros (38), Djibouti (39) and Burundi (46).\(^6\)

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\(^2\) Besides the 13 regional programme countries, the United Nations Department of Economic and Social Affairs (DESA) defines “Eastern Africa” as covering the Democratic Republic of Congo, Malawi, Mozambique, Réunion, South Sudan, Zambia, Zimbabwe, and the French Département of Mayotte. These countries and Mayotte are not factored into this section.

\(^3\) Aggregated from 2023 World Population Dashboard of the United Nations Population Fund (UNPF): Burundi (13.2 mill), Comoros (0.9 mill), Djibouti (1.1 mill), Eritrea (3.7 mill), Ethiopia (126.5 mill), Kenya (55.1 mill), Madagascar (30.3 mill), Mauritius (1.3 mill), Rwanda (14.1 mill), Seychelles (0.1 mill), Somalia (18.1 mill), Uganda (48.6 mill), and United Republic of Tanzania (67.4 mill).

\(^4\) United Nations Department of Economic and Social Affairs estimated sub-Saharan Africa’s population to be 1.152 billion in 2022. (Source: World Population Prospects 2022: Summary of Results, p. 5)

\(^5\) World Bank Database 2022. World Development Indicators: “Income”

THE UNODC PROGRAMMATIC PORTFOLIO IN THE REGION

Countering transnational organized crime and trafficking: The Regional Programme’s Transnational Organized Crime and Illicit Trafficking Programme implemented interventions in several countries in the region, including Kenya, Ethiopia, Somalia, Uganda and the United Republic of Tanzania.

- **Trafficking in Persons (TiP)/Smuggling of Migrants (SoM):** The Regional Programme received funding from the United States Government to implement the **Enhancing Effective and Victim-Centred Criminal Justice Responses to Trafficking in Persons in Eastern Africa Project.** This project helped strengthen anti-TiP legislation and witness protection mechanisms, helped set up a regional plan for addressing TiP, and contributed to building criminal justice institutions’ capacities to detect, investigate and prevent TiP in countries such as Djibouti and Ethiopia.7

- **Wildlife and environmental crimes:** The Regional Programme provided technical assistance to criminal justice institutions and wildlife authorities, to build their capacities to prevent, investigate and prosecute wildlife and forest-related crimes, as well as to address corruption within wildlife authorities. Interventions were undertaken through the **Preventing Corruption within Wildlife Authorities Project, the Scene of Crime-to-Court Project, the Cross-Regional Wildlife Conservation in Eastern and Southern Africa and The Indian Ocean Project.**

- The Regional Programme was also supported by various UNODC global programmes, including **AIRCOP;** the **Global Programme on Cybercrime;** the **Global Firearms Programme;** and the **Global Programme to Prevent and Combat Organized Crime (GPTOC).**

**Terrorism prevention:** The Regional Programme provided technical assistance in the thematic areas of counter-terrorism, preventing and combating violent extremism and cybercrime investigations, as well as dynamic security and prison intelligence for law enforcement agencies in Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Seychelles, Somalia, Sudan, Uganda and the United Republic of Tanzania. The Regional Programme’s Transnational Organized Crime and Illicit Trafficking (TOC) Programme, as well as its Terrorism Prevention Programme, provided technical assistance in capacity-building to the Eastern Africa Police Chiefs Cooperation Organization (EAPCCO) Regional Counter-Terrorism Centre of Excellence.

**Crime prevention, criminal justice and countering corruption and economic crimes:** The Regional Programme’s Crime Prevention and Criminal Justice Programme is currently planning the roll-out of phase II of the Programme for Legal Empowerment and Aid Delivery in Kenya (PLEAD) 2023–2027 (value – EUR 34 million). PLEAD II is a technical assistance facility that seeks to improve the delivery of justice by reducing prisoner population, promoting alternatives to imprisonment, and expanding the use of technology, that is, e-justice. The programme builds on the lessons and achievements of the previous cycle (value – EUR 18 million) and stands out as the largest European Union-funded justice sector support programme in

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7ROEA also implements funding from the European Union and GIZ as part of the Better Migration Management Programme.
sub-Saharan Africa. It is notable that anti-corruption will be a key thematic area of focus, meant to cut across all areas of programming. Furthermore, the Regional Programme also received funding from the United States Government to implement the Criminal Investigations Programme for Somalia, which sought to strengthen the criminal investigation capacity of the Somalia Police Force. In Ethiopia, the National Integrated Programme for Ethiopia Sub-Programme II: Criminal Justice and Integrity (2013–2019) focuses on the improvement of the criminal justice system in line with the rule of law and the advancement of human rights, particularly for vulnerable groups. In Uganda, the Preventing Violent Extremism in Prisons programme supports the management of violent extremist prisoners and the prevention of radicalization to violence in prisons. Additionally, a new access to justice programme for Uganda has been initiated to enable equitable access to justice and to strengthen responses to counter organized crime in the country.

The Regional Programme supported States to fast-track implementation of the United Nations Convention against Corruption (UNCAC), and provided technical assistance in a variety of areas, including legislative and policy development around public procurement, whistle-blower protection, financial investigations and international cooperation (against corruption).

Prevention of drug use, treatment and care of drug use disorders and HIV and AIDS prevention and care: The nexus between injecting drug use and blood-borne viral diseases such as HIV and AIDS, viral hepatitis and other sexually transmitted infections is well documented. The Regional Programme helped build the capacity of Member States in combating the HIV epidemic among people who use and inject drugs and promoted health-based approaches to combat drug and substance use, through a comprehensive package of HIV services for people who use and inject drugs such as HIV testing services, antiretroviral treatment, needle and syringe exchange programmes and opioid substitution therapy (OST), as well as prioritizing and promoting harm-reduction interventions. In Kenya, for example, the programme has built national capacities enabling the country to extend technical expertise in OST to other African countries. It also helped promote treatment as a preferred alternative to conviction or imprisonment for people with substance use disorders. In line with international best practices and guidelines, the Regional Programme also advocated for provision of quality HIV services for people in prisons and other closed settings, ensuring the continuum of care when people transit between their communities and closed settings. Through the Regional Programme, a number of Member States in the region initiated or scaled up their OST programmes, including in prisons, while others have expressed interest in initiating these services. Drug use prevention through evidence-based programmes that target youth were promoted especially through school programmes where pupils have been exposed to various life skills programmes that build their protective factors against drugs while reinforcing healthier choices.

PLEAD II national partners include Directorate of Children’s Services (DCS), Ethics and Anti-Corruption Commission (EACC), the Judiciary Kenya Prisons Service (KPS), National Council on the Administration of Justice (NCAJ), National Police Service (NPS), Office of the Director of Public Prosecutions (ODPP), Probation and Aftercare Service (PACS) and Witness Protection Agency (WPA). The programme will also engage CSOs and the National Legal Aid Service (NLAS). A description of the project can be found at www.eeas.europa.eu/node/41108_en
The regional work of the UN-Women East and Southern Africa Regional Office, IOM and the United Nations High Commissioner for Refugees (UNHCR) complemented broader UNODC regional efforts to promote the safety and security of vulnerable groups, especially women and girls.

UN-Women undertook interventions aimed at ending violence against women and girls and enhancing the role of women in promoting peace and security in Burundi, Ethiopia, Kenya, Rwanda, Somalia, Uganda and the United Republic of Tanzania. UN-Women’s work in the region has had a significant focus on promoting evidence-based programming to prevent and address gender-based violence (GBV) through providing technical assistance in data generation, management and utilization for decision-making. Since 2019, the agency has supported Kenya, Uganda and the United Republic of Tanzania in conducting national surveys on GBV, and has supported the efforts of Ethiopia to develop a National Strategy on Ending Violence against Women and Children, as well as the Tanzanian Judiciary’s efforts to develop practice guidelines for processing GBV cases.

The work of IOM and UNHCR also complemented UNODC regional programming: IOM provided protection support and relief to trafficked persons and smuggled migrants who were at risk of being subjected to violence, abuse and exploitation in Ethiopia, Kenya and Somalia.

UNDP is a key partner in the World Bank-led Global Environment Facility (GEF), which provides grants for wildlife protection and conservation in 19 African and Asian countries under the Global Wildlife Programme (GWP). GWP collaborates with the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) secretariat, among other bodies, to coordinate action, knowledge-sharing and capacity-building for States and non-state actors on wildlife protection and conservation. From 2018 onwards, UNDP launched anti-wildlife trafficking projects targeting Ethiopia, Kenya and the United Republic of Tanzania, which were deemed exit points used by organized crime groups to smuggle illicit wildlife products, such as ivory, pangolin scales and rhino horns, to Asian markets. UNDP previously partnered with both Kenya and the United Republic of Tanzania to implement GWP projects aimed at combating poaching and illegal wildlife trade in 2015, when wildlife crime had surged in the two countries. Project interventions addressed gaps in wildlife trafficking legislation and policy, strengthening of partnerships and coordination between wildlife authorities, law enforcement and local communities, enhancing management of protected areas.

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9 UN-Women has a presence in South Sudan, Sudan, Mozambique, Malawi, South Africa and Zimbabwe.


11 Ibid.

and wildlife products and live animals which had been seized.13

Under the leadership of UNAIDS and the World Health Organization (WHO), the Joint United Nations Programme on HIV/AIDS plays a critical role in supporting Member States to address the challenge of drug use (concerning people who inject drugs) and HIV prevention and management.14 The Programme has over the years supported Member States to develop and implement national HIV/AIDS strategies, some of which address the concern of harm reduction and its relationship to HIV. Kenya, Mauritius, Uganda and the United Republic of Tanzania are among the Member States that have bought into the harm reduction approach, and with advisory support from the Joint Programme, are implementing needle/syringe programmes, opioid substitution therapy (implemented by ROEA) and expanding access to testing and treatment services for HIV.

See annex III for an overview of relevant programmes and projects related to UNODC mandated areas in the Eastern Africa region that are not implemented by United Nations entities.


14 The Joint United Nations Programme on HIV/AIDS also includes the following United Nations entities: UNHCR (United Nations High Commissioner for Refugees); UNICEF (United Nations Children’s Fund; UNESCO (United Nations Educational, Scientific and Cultural Organization); UN-Women (United Nations Entity for Gender Equality and the Empowerment of Women); UNDP, WHO, UNDOC; and International Labour Organization.
The focus of the meta-synthesis was on addressing the needs of ROEA for developing the next regional framework. This was structured into a single question that has two components:

- What are the key findings, including good practices, recommendations and learning from UNODC work in Eastern Africa that are relevant for and should guide ROEA programming over the coming five years? (Focus on primary documentation.)

- What are the key findings, including good practice, recommendations and learning from other international organizations that implement work relevant to UNODC programming that can inform and help guide ROEA work over the next five years? (Focus on secondary documentation.)

Also providing framing for the meta-synthesis were specific priorities expressed by ROEA, including the alignment of priorities between donor and Member State priorities, holistic programming, synergies of ongoing and future oversight and evaluation processes, as well as collaboration with other United Nations entities. The synthesis has addressed these areas throughout the report to offer findings, conclusions and considerations for the next strategic framework for ROEA.

The analysis of the meta-synthesis was primarily structured around the five defined investment areas of the Strategic Vision for Africa 2030 (figure 6), which align with the five pillars defined in the Regional Programme (figure 5). In the presentation below, the five investment areas are discussed first, synthesizing material from the documents mentioned above. Each investment area begins with a short section on context to frame the relevance of the subsequent key findings related to the work of UNODC in Eastern Africa. This is followed by a discussion of key findings on several wider strategic and structural themes. Unlike the five investment areas, these later themes were not predefined but rather informed by the data emerging during the analysis.

Figure 5. Regional Programme for Eastern Africa
Figure 6. Strategic Vision for Africa 2030

INVESTMENT AREAS

- Safeguarding people and institutions from corruption and economic crime
- Protecting Africa’s resources and livelihoods
- Securing the safety of people from organized crime, terrorism and violence
- Promoting people’s health through balanced drug control
- Making criminal justice systems more effective and accountable
- Prioritizing prevention
- Innovating and leading impact
- Eliminating discrimination and stigma
- Reinforcing the role of women
- Empowering children and youth

STRONG PARTNERSHIPS

INVESTMENT AREAS
KEY FINDINGS

INVESTMENT AREA 1: PROMOTING PEOPLE’S HEALTH THROUGH BALANCED DRUG CONTROL

“In support of Member State efforts to achieve Sustainable Development Goals 3, 5 and 16, the African Union’s Aspirations 1 and 6 and the objectives of the African Union Plan of Action on Drug Control and Crime Prevention (2019–2023), we will work together to provide effective and balanced drug control solutions to protect health and livelihoods.”

The goal of investment area 1 is to provide effective and holistic drug control solutions that protect both health and livelihoods. This involves addressing drug-related challenges through a comprehensive approach that considers the complex interplay between health, legal frameworks and socioeconomic factors. The objective is to ensure that drug control policies are evidence-based, balanced, and consider the well-being of individuals and communities.

Context

Based on reported seizures, the Eastern Africa countries of Ethiopia, Kenya, Madagascar, Uganda and the United Republic of Tanzania stood out as globally significant transhipment destinations of South-West Asian heroin trafficked through some of the region’s inadequately policed airports and Indian Ocean routes.\(^{15, 16, 17}\) In line with this, the regional market for illicit drugs has grown steadily, with a large majority of drug users being men under the age of 35.\(^{18}\)

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Footnotes:

16 www.unodc.org/res/WDR-2023/annex/7.2.2_Main_countries_identified_as_source_and_transit_of_heroin_shipments_as_described_by_reported_seizures_2018-2021.pdf
18 https://dataunodc.un.org/dp-drug-use-characteristics-regional
Key findings

Evaluations consistently highlight the importance of advocating and promoting an evidence-based and health-centred approach to drugs and moving away from a criminal justice approach. The Working towards evidence-based drug dependence treatment and care evaluation noted that “[t]riangulated data reveals that the programmes were designed cognisant that a punitive approach to drugs such as criminalization, coercive treatment by the courts, aggressive policing and imprisonment can discourage people who use drugs from seeking health care and can reinforce marginalization and stigmatization. In many countries, the illicit use of psychoactive drugs is still treated as criminal behaviour leading to financial sanctions and possible imprisonment, with its attendant social and economic costs to the individual, the family and the community.”

Treating drug dependence and its health consequences, the OFID-UNODC Joint Programme to prevent HIV/AIDS through Treatnet Phase II (GLOJ71) identified that advocacy efforts have prompted numerous Member States to adopt or adapt national policies in accordance with the scientific evidence-based approach of the International Standards for the Treatment of Drug Use Disorders. Against this background, the evaluation highlighted the importance of regional programmes, which “were observed to be very important in providing a platform, maintaining profile and visibility of programmes, as well as showcasing standards and programmes to regional and continental organizations and governments”. The evaluation noted that “active relationship building at the regional levels is less advanced” in the programmes under evaluation.

However, some reports noted that progress towards achieving this is hampered by resistance by national Governments in shifting to the health-based approach, as well as a lack of resources (Working towards evidence-based drug dependence treatment and care, UNAIDS Joint Programme Evaluation). This aspect is also relevant for some countries in Eastern Africa – for instance, the UNAIDS Joint Programme Evaluation underlined the importance for international organizations/United Nations entities to assist Governments in the region in revising their national counter-narcotics legislation to align with internationally recognized harm reduction methods. The Changing Tides report recommends that “technical assistance programmes aimed at facilitating the enactment of such legislation should be prioritized by international organizations, including the UNODC. All States should ensure that their legislation appropriately distinguishes between drug use, possession for personal use, and possession with intent to distribute, in a manner that avoids penalizing and imprisoning individuals possessing small quantities of narcotics.”

To overcome these challenges, the Working towards evidence-based drug dependence treatment and care report noted the importance, in particular for...
low- and middle-income countries, of providing a “continuum of treatment and care for people with drug use disorders based on a biopsychosocial health approach”, incorporating community-based, low-threshold services (e.g. screening, basic health, medical, social services) and adapting the International Standards to existing health and political structures as well as cultural norms and values to avoid resistance to change. This report further stressed the importance of prioritizing technical assistance programmes that facilitate the enactment of such legislation, with international organizations, including UNODC, taking the lead. These findings imply the necessity for continued advocacy efforts and targeted capacity-building initiatives in this domain. A proposed “Mentoring and Champions programme” is suggested as a valuable mechanism to enhance training, knowledge-sharing, and professional ownership of standards, contributing to long-term effectiveness and sustainability. Collaboration with organizations such as the International Society of Substance Use Professionals (ISSUP), and their regional chapters, could bolster training sustainability. Regional programmes are noted as crucial for visibility, profile maintenance, and showcasing initiatives to regional and continental entities. Establishing a regional Drug Treatment Adviser within UNODC could support programme expansion and the creation of regional training hubs. Additionally, expanding staff presence at the field level is deemed necessary for effective programme implementation, integrating greater utilization of technological solutions, including the expanded adoption of remote work and technology-assisted training methods.

Another finding relevant to investment area 1 is UNODC engagement in training on national-level quality assurance (QA) and the Working towards evidence-based drug dependence treatment and care evaluation noted that particular emphasis should be put on developing “clinical audit mechanisms to ensure quality and professional learning” as part of these QA processes. This has garnered strong government support due to its provision of readily accessible treatment data (Working towards evidence-based drug dependence treatment and care). The impact of these initiatives is expected to materialize over time as Governments, programmes and facilities fully integrate the standards into their strategies, policies, practices and training protocols. The newly introduced quality standards at national levels are anticipated to facilitate positive changes and ensure the maintenance of clinical and professional standards. In summary, to effectively monitor progress, it is essential to track patient outcomes, service numbers, quality and range of services, and care continuity.

Two primary reports emphasized the importance of integrating human rights, gender equality, and leaving no one behind principles in related work, highlighting the challenges faced by vulnerable groups affected by drug use, including isolation, stigma and comorbidity conditions. (Working towards evidence-based drug dependence treatment and care and the Regional Programme evaluation in West and Central Asia). This was echoed in evidence from secondary documents which mentioned promoting advocacy, policy change, and the provision of capacity-building in key population programming, specifically targeting people who inject drugs, sex workers, the lesbian, gay, bisexual, transgender, queer and intersex (LGBTQI) community, and prisoners. The UNAIDS Joint Programme Evaluation found that, for example in Kenya, “engaging with key population groups and wider partners in annual planning processes may help identify and strengthen the position, prioritization and relevance of the Joint Programme.”

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INVESTMENT AREA 2: SECURING THE SAFETY OF PEOPLE FROM ORGANIZED CRIME, TERRORISM AND VIOLENCE

“In support of Member States’ efforts to achieve Sustainable Development Goals 5, 8 and 16 and the African Union’s Aspirations 3, 4 and 6, we will work collaboratively with stakeholders to protect people from terrorism, violence and physical exploitation, promote the rule of law, support victims and protect human rights.”

The goal of investment area 2 is to strengthen legal frameworks against transnational organized crime, training law enforcement and justice officials for better investigation and prosecution of such crimes, and enhancing cross-border cooperation for recovering illicit proceeds. The role of UNODC extends to supporting international efforts in countering cybercrime and facilitating cooperation among nations, including in addressing emerging crime types such as online exploitation. The investment area also addresses various issues related to organized crime, such as drug trafficking, migrant smuggling, firearms trade, money-laundering, terrorism and violent extremism, while focusing on victim protection, witness assistance programmes, and collaboration with civil society organizations and the private sector.

Overarching findings

The evaluations of GLOR35 (Final Independent In-depth Evaluation of Strengthening the Legal Regime Against Terrorism, 2021) and GLOX34 (Mid-term Independent Evaluation of Global Firearms Programme, 2021) underscore the importance of data collection, analysis and monitoring for securing public safety, especially in addressing organized crime, terrorism and violence. Reports emphasize the need for effective data management to support evidence-based decisions, track outcomes, identify trends and measure progress. This finding was also triangulated using evidence from secondary reports. For example, the European Union’s

Per the OIOS evaluation of UNODC 2021 (OIOS Evaluation), UNODC conducted research and trend analysis on drugs and crime at the global level to inform international policy-making in addressing global problems, in particular those of a transnational nature and produced a wide range of reports. Stakeholders appreciated the relevance and quality of UNODC data as a basis for developing policy, in particular statistics on drugs and crime. It was also noted, however, that interventions on drug trafficking have not been implemented, even though they are part of the regional programme design. In terms of trafficking in persons, the final evaluation of the UNODC Integrated Programme for Ethiopia: Criminal Justice and Integrity project (ETHX97) noted that the new related promulgated laws, developed with the support of UNODC, in Ethiopia is “better both in terms of quality (…) and enhanced implementation, although the absence of a national policy and specialized agency/institution on migration and human trafficking have hindered effective execution of the legislation.”

All Africans, and in particular vulnerable people, are better protected from terrorism and violent extremism

Key findings

The work of UNODC on preventing and countering terrorism and violent extremism has been found to be “highly relevant to (…) stakeholders’ needs” in the final in-depth evaluation of the UNODC global programme on Strengthening the Legal Regime against Terrorism (GLOR35), noting that the objectives of the programme have confirmed the “alignment with regional instruments, such as the African Union Agenda 2063 (especially aspiration 3, 4 and 6)”. This is also confirmed by 34 Member States having ratified the Convention of the Physical Protection of Nuclear Material (CPPNM/A) since the programme’s engagement in 2016 – including Comoros, Eritrea and Madagascar having ratified both CPPNM/A and the International Convention for the Suppression of Acts of Nuclear Terrorism. The evaluation highlighted the flexible and efficient response to these threats, the strong legal expertise, impartiality and convening power as key conclusions from triangulated evidence. However, “assessing needs and prioritization of countries with highest impact of terrorism and most at risk of violent extremisms is desired to enhance the overall relevance” of the work of UNODC. This final evaluation identified the main areas of attention for the coming years, which are all relevant to the East Eastern Africa region: national legislation, capacity-building, preventing and countering violent extremism (P/CVE), countering the financing of terrorism, children and terrorism, P/CVE in prisons, emerging terrorism-related threats, and further strengthening of delivery in the field. Recommendations noted to strengthen donor relations through various means, including by starting “strategic dialogues and liaising” more closely with capitals, in close cooperation with field offices, to allow for an early
inclusion in donor programming.” Further strengthening collaboration on planning, reporting and communication, promoting the added value of the work of UNODC to donors, and getting early buy-in of donors including by involvement on project/programme design and advocating for non-earmarked funds, and in deepening the relationship with partners, have been identified as key recommendations.

The joint UNOCT/UNODC evaluation of the United Nations Countering Terrorist Travel Programme (CTTP) stands as a successful endeavour, aiding Member States in fulfilling their responsibilities according to Security Council resolutions concerning the acquisition of Advanced Passenger Information/Passenger Name Record data for counter-terrorism efforts. The participation of an expanding number of Member States reflects an increasing awareness and acknowledgement of the persistent global threat posed by foreign terrorist fighters and serious crime entities. It also underscores the crucial role that traveller data processing units can play in combating terrorism and combating serious criminal travel. This evaluation highlighted a good practice, noting that the “alignment of the programme interventions with the country’s needs makes it easier to engage government and local stakeholders” and that the clear linkage with international as well as national priorities and strategies has increased buy-in from stakeholders at different levels – “linking such strategic programmes with different stakeholders’ own priorities helps to ensure a higher degree of relevance.” Particularly relevant for the work of ROEA is the finding that the CTTP has proactively engaged with countries in Eastern Africa, including Kenya, by providing introductory briefings on the programme activities and work and has conducted preliminary legal analyses of national legal and regulatory frameworks of, for example, Djibouti and Kenya. In addition, it has produced road maps on the use of travel information to detect, track and counter terrorists and their travel in Djibouti and Maldives in 2022. In this context, a secondary document – the Evaluation of UNDP Evaluation of Support to Conflict Affected Countries (UNDP Conflict Affected Countries) – recommended that preventing violent extremism (PVE) should be built into conflict prevention and should prioritize, in a sustained manner, youth development as an integral part of PVE. Collaborating and investing in “integrated, multisectoral approaches to youth empowerment” have been recommended to advance this topic. Finally, the evaluation noted that there is scope for investing in “youth as agents of peace, and youth-led solutions to the prevention of conflict and violence, including violent extremism.”

“Strengthen the identification of assistance needs by (a) developing and implementing a communication strategy for [Member States] in support of a more pro-active approach to soliciting assistance requests; (b) prioritizing countries with a high impact of terrorism/high risks of violent extremism; (c) ensuring that needs are determined on the basis of solid evidence and in relation to emerging trends.”

Recommendation – Independent In-Depth Evaluation: Strengthening the Legal Regime Against Terrorism (GLOR35)

\[22\] The programme is implemented by UNOCT, UNODC, CTED, OICT, ICAO and INTERPOL.
Organized crime and trafficking

People are safer from the harms of firearms

Context

The issue of firearms violence encompasses the widespread proliferation of small arms and light weapons, which are acquired through legal imports, trafficking or local manufacturing by government enterprises and artisans. There is a well-established connection between the availability and misuse of small arms and GBV. Moreover, significant correlation is emerging between drug trafficking and firearms trafficking across the continent.

Key findings

GLOX34 underscores the vital importance of fostering cooperation relationships within UNODC and with CSOs to enhance the holistic approach to controlling firearms trafficking and associated criminal activities. This recommendation emphasizes the importance of partnerships between HQ-based programmes and field offices to strengthen collaborations with international and local CSOs that deal with armed violence, GBV, and the protection of human rights and vulnerable populations. In this context, the evaluation also underscores the added value of encouraging national authorities to enhance their comprehension of armed violence by collecting and analysing gender-disaggregated data.

Children are better protected from violence; women and youth are safer from gender-based violence, sexual violence and exploitation; and people are safer from human traffickers and migrant smugglers

Context

Other than Somalia, Uganda, which has acceded to the Convention against Transnational Organized Crime (UNTOC) but not the supplementary protocols, and Eritrea, which has only ratified the Trafficking in Persons protocol, the rest of the 13 regional programme countries have ratified the Convention and its Trafficking in Persons and Smuggling of Migrants Protocols. Despite this, vulnerable people – particularly women and girls – continued to be abducted or trafficked within the region for sexual exploitation, forced marriage and forced labour.

Key findings

One of the recommendations from the UNDAF Uganda midterm evaluation (MTE) emphasizes the need for the Government and CSOs to expand their efforts through cultural and religious leaders to tackle the underlying causes of GBV and enhance male engagement. The final evaluation of ETHX97 underscores the significance of capacity-building training that ensures the inclusion of women and covers essential areas such as violence against women and children and the protection of children in conflict with the law. This report also highlights the potential for strengthening partnerships with key institutions such as the Ministry of Women and Social Affairs and civil society, while emphasizing the importance of establishing child

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and women protection units within police stations, specialized investigation and prosecution teams, and creating child-friendly and victim-friendly spaces within both federal and regional courts. The evaluation also recommended identification of “partnership opportunities with other United Nations agencies, local authorities and specialized CSOs for developing pilot programmes in the regions, (…), to strengthen the capacities at the national levels – prosecution, judiciary and the police – and to address relevant issues on criminal justice for women and children.” The OIOS Evaluation noted that UNODC addresses “human rights on the basis of donor interest and host country support”, engaging with Member States by incorporating the rights of the victims and suspects into its training activities. The report notes evidence of this in UNODC victim-centred programming.

People in Africa are better protected from cybercrime and online exploitation

Context

In the past decade, the regional programme countries made important strides in terms of accelerating Internet penetration, the use of smartphones, and widespread adoption of digital services. Nonetheless, inadequate legal frameworks and enforcement measures exposed the expanding cyberspace to significant levels of cybercrime. Common forms of cybercrime affecting Member States include online scams and extortion activities, business email compromise, and use of ransomware and botnets, originating from the continent and also globally, to infiltrate the systems of banks and financial institutions.26

Key findings

Several reports, including on the Container Control Programme (GLOG80,) the 2023 Final Independent Evaluation of the PLEAD Programme (KENW58) and GLOX34 emphasize the significance of capacity-building and training programmes in securing safety from security threats. The reports highlight the importance of providing skills-based training and technical expertise to law enforcement agencies and relevant stakeholders to effectively address and respond to organized crime. This would include enhancing technical skills related to how criminals use IT to support their activities.

“People in Africa are better protected from cybercrime and online exploitation”

INVESTMENT AREA 3: PROTECTING AFRICA’S RESOURCES AND LIVELIHOODS

“In support of Member States’ efforts to achieve Sustainable Development Goals 5, 8, 13, 14, 15 and 16 and the African Union’s Aspirations 1 and 3, we will work together to protect Africa’s resources from criminal exploitation.”

The goal of investment area 3 is to enhance capabilities to prevent, detect, disrupt, investigate, prosecute and adjudicate instances of forest, fisheries and wildlife crime. Additionally, the focus lies on fostering inter-agency cooperation and networking through both existing and new mechanisms related to forest and wildlife crime prevention. These initiatives are carried out in partnership with regional organizations, civil society and public-private collaborations.

Figure 9. Count of findings, conclusions, recommendations, lessons and good practices:
19 Reports (2P, 14S, 3F)

Context

UNODC and its partners have several initiatives in the region that aim to prevent and address wildlife and environmental crimes. However, corruption networks continued to facilitate these crimes by shielding transnational organized crime groups from the law in exchange for illicit payments.²⁷ Sophisticated poaching methods, unaddressed gaps in cross-border security, and growing demand for illicit wildlife products continued to pose a major threat to the region’s biodiversity, local economies and security.

Key findings

Reports on this topic emphasized that collaboration and partnerships among various stakeholders involved in combating wildlife, forest

and fisheries crime are crucial for effective anti-poaching and anti-trafficking efforts. The reports highlight the launch of toolkits or initiatives that bring together government agencies, donor organizations, non-governmental conservation organizations, and other relevant actors to facilitate communication, coordination and cooperation. Reports include the Mid-term Independent Evaluation of the Fisheries Crime Initiative (FishNet), the Mid-term Independent Evaluation of the Wildlife Crime Analytical Toolkit 2020 (GLOZ31), the Seychelles VNR and the UNDP Mid-Term Review of Combating Poaching and Illegal Wildlife Trafficking in Kenya (UNDP IWT). The evaluation of a segment of the UNODC project GLOZ31 found that implementing within a country the Wildlife and Forest Crime analytical toolkit, which was developed jointly with members of the International Consortium on Combating Wildlife Crime, promptly facilitates the convergence of officials from diverse departments, ministries, or agencies engaged in regulating or addressing wildlife and forest crime. Occasionally, donor agencies and non-governmental conservation organizations are also engaged in these interactions. The evaluation found that these gatherings are highly valued, and, in certain instances, serve as the initial point of contact between various agencies. This proves beneficial in situations where officials would otherwise lack communication channels or possess limited awareness regarding the roles of their counterparts in interconnected spheres related to wildlife and forest crime. The evaluation noted that the toolkit process was under way or in the preparatory phases in 12 countries, including Djibouti and Kenya. This is also aligned with the finding of the UNODC project GLOZ31 found that “[p]oaching and the illegal trade of wildlife are acknowledged by Kenyan institutions as among the most critical threats to the country’s rich biodiversity, which provides national and global ecosystem services and sustains Kenya’s tourism sector.”

“Financial investigation often allows for assets linked to criminal activity to be identified and specific financial tools and techniques can then be applied to freeze, seize or recover the proceeds (and instrumentalities) of the crime (depending on the national legislation). On paper, these tools exist across many East African countries, yet their application is lacking.”

In the same vein, the UNDP Mid-Term Review of Combating Poaching and Illegal Wildlife Trafficking in Kenya through an Integrated Approach Project (UNDP IWT) identified a strategy for monitoring/combating poaching and illegal wildlife trafficking. The provision of four anti-poaching vehicles and 20 motorbikes to two conservation areas in Kenya (Tsavo and Mara ecosystems) increased the capacity to conduct surveillance. These resources have played a crucial role in strengthening deterrence efforts by augmenting surveillance. This effort is further supported by improved investigation techniques, intelligence gathering, quicker response times, and enhanced evidence collection at crime scenes. As a result, both poaching incidents and the illegal harvesting of bush meat from these ecosystems have experienced substantial reductions. The report also noted that “[c]ollaboration at the Kenya-Tanzania border has made it difficult for poachers and wildlife traffickers to operate and reduced illegal wildlife trafficking.”

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28 This toolkit is intended to “provide a framework to enable and support countries to undertake national analysis to better understand the current situation and main challenges in relation to wildlife and forest crime” (Wildlife and Forest Crime Analytic Toolkit).
Reports also identified the importance of awareness-raising and building capacities to effectively address and prosecute wildlife, forest and fisheries crime (FishNet, ICCWC, and the UNDP IWT). The reports highlight the success of the initiatives undertaken by donor agencies and non-governmental organizations in implementing recommendations, providing training and producing manuals on wildlife crime law. The goal of these efforts has been to enhance the knowledge and skills of relevant stakeholders, including prosecutors, law enforcement professionals and government officials, to improve their understanding of and response to these crimes. The need for continuing and building on this work is stressed.

“The Multi-agency cooperation, joint investigations and task forces should be utilized where appropriate to bring the necessary law enforcement expertise to target convergence and explore all angles of the criminal scenario.”

Convergence of wildlife crime with other forms of organized crime

The UNODC Mid-Term Independent Project Evaluation of the Fisheries Crime Initiative (FishNet) recommended that the consolidation of gains and greater coordination and synergies could be achieved by developing “regional champions”, selecting at least three countries in which to target the activities of both the wildlife/forest crimes and container control programmes. This evaluation also suggested that the sustainability of interventions could be furthered by institutionalizing training activities both through training-of-trainers and integrating training curricula in relevant training institutes. It also mentioned that it would be helpful to work more closely with GMCP to build on their networks and consider joint activities and technical assessments, including at the regional level. The evaluation noted the need for more regional input into programme design and planning processes which provides a good opening for regional offices to shape the work and for Eastern Africa to host a regional champion initiative; potential benefits include increased visibility and partnership opportunities for ROEA.

Reports underscore the need to strengthen the legal and policy frameworks related to wildlife, forest and fisheries crime, including in Eastern Africa (FishNet, UNDP IWT, ICCWC, Seychelles VNR, WJC Wildlife Crime). For instance, the report WJC Wildlife Crime highlights that intelligence analysis, combined with a range of analytical techniques such as organized crime group mapping, crime pattern analysis and commodity flow tracking, can provide valuable insights into the intersection of wildlife crime with other criminal activities. These methods offer the potential to uncover where and how wildlife crime converges with other types of crime. However, effective intelligence sharing is crucial for maximizing the value of these insights in law enforcement efforts. Currently, there is insufficient sharing of intelligence, hindering the understanding of the extent to which different types of crime are interconnected and limiting the ability to establish meaningful connections.

“The ‘Rotten Fish’ guide, developed through a comprehensive, participatory methodology involving diverse regional and technical experts, stands as a landmark in identifying risks, needs, and solutions to corruption in the fisheries sector. Translated into multiple languages and tailored to a wide audience, its innovative approach is considered highly valuable, replicable, and the first of its kind.”

Midterm independent project evaluation of the Fisheries Crime Initiative (FishNET)
The ICCWC report underscores this point, emphasizing that wildlife and forest crime are interconnected with various other serious criminal activities such as violence, money-laundering, tax fraud, and corruption. Consequently, it necessitates equal attention as any other transnational organized crime. The report further recognized that an ICCWC workshop held in Eastern Africa offered a platform for prosecutors, investigators, and CSOs from countries, including Burundi, Ethiopia, Kenya, Rwanda, South Sudan, Uganda and the United Republic of Tanzania, to enhance cross-border cooperation and exchange information. Moreover, the support provided to prosecutors may serve to mitigate the risk of evidence tampering. This facility will play a pivotal role in maintaining the integrity of the chain of custody and enhancing the reliability of exhibits presented in court, ultimately bolstering the effectiveness of case prosecution.

INVESTMENT AREA 4: SAFEGUARDING PEOPLE AND INSTITUTIONS FROM CORRUPTION AND ECONOMIC CRIME

“In support of Member States’ efforts to achieve Sustainable Development Goals 5, 11, 16 and 17 and the African Union’s Aspirations 1 and 7, we will work together to protect people and economies from corruption and economic crime in line with the principles and ideas set forth in the United Nations Common Position to Address Global Corruption: Towards UNGASS 2021 and guided by the Declaration adopted by UNGASS 2021.”

The goal of investment area 4 is strengthening legal and institutional accountability frameworks in collaboration with Member States, with a particular emphasis on utilizing innovation and empowering women and youth. Furthermore, efforts will be made to expand the evidence base related to corruption across the continent. The strategy involves fostering cooperation among diverse societal segments and leveraging partnerships to encourage citizen involvement in the prevention and countering of corruption, involving civil society, the private sector, financial institutions, academia and the media.

Figure 10. Count of findings, conclusions, recommendations, lessons and good practices: 33 Reports (8P, 22S, 3F)
Context

Corruption weakens institutions, erodes trust and threatens the economy, while undermining fair competition. It disproportionately affects disadvantaged groups, specifically the poor, by preventing social inclusion, promoting inequality and inhibiting prosperity. Corruption in the region is driven by fragile legal frameworks as well as limited technical knowledge among law enforcement, affecting Eastern Africa’s most important institutions and spreading across multiple agencies and ministries. According to INTERPOL, corruption is a likely facilitator of transnational organized crime in the region, including human trafficking and migrant smuggling, drug and firearms trafficking, and crimes against the environment.

Key findings

Anti-corruption

ROEA seeks to address corruption concerns across thematic pillars, supporting anti-corruption initiatives within judicial, police, prison and natural resource reform programmes. For example, in the UNODC Final Independent Project Evaluation of Civil Society in Africa Contributes to UNCAC and its review mechanism to effectively fight corruption and support the SDGs (GLOU68), the focus is on highlighting CSO contributions to anti-corruption efforts and UNCAC. A notable case within the region is Mauritius, where efforts have been directed towards enhancing CSO capability to uphold whistle-blower protection in the private sector. In its case study on impact stories from the most significant change analysis, the evaluation found that the support provided to a CSO in Mauritius through a small grants scheme has led to a multi-stakeholder workshop with over 90 attendees, resulting in enhanced CSO capacities and strengthened networks with the private sector, thereby supporting the CSO’s work in the area of whistle-blowing and in turn strengthening whistle-blowing policies in the private sector. The evaluation also noted that a multi-stakeholder workshop in Uganda has enhanced recipients “knowledge on UNCAC and particularly on the entry points and relevance for the private sector”, resulting in enhanced private sector partnerships. The evaluation found that engaging the private sector on the topic of anti-corruption has been challenging as private sector actors often “do not see the relevance of international conventions to their work, lack knowledge of the entry points for the private sector and/or lack the capacity to engage substantively.” Therefore, the evaluation recommended scaling up and replicating the approach of multi-stakeholder workshops with CSOs, government representatives and private sector actors across relevant topics. In addition, identifying civil society focal points in UNODC country offices was recommended to increase the “responsiveness to grass root issues, improve the relevance of (…) interventions and help facilitate networking and knowledge sharing between trained grass-roots NGOs and UNODC country initiatives to facilitate synergies across various work streams.”

This concept of multi-stakeholder workshops and engagement in preventing and countering corruption is also visible in the GLOZ99 report, which emphasizes that training should extend not only to public officials but also to other stakeholders beyond the public sector who play crucial roles in corruption prevention. The evaluation underscores the ability of UNODC to effectively translate technical assistance needs, identified through the review mechanism, into actionable initiatives. This effectiveness is attributed to the

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robust relationships UNODC has with diverse stakeholders, its comprehensive technical expertise in anti-corruption measures, influential convening power with State parties, familiarity with processes and lessons from other regions and countries, and facilitation of State party access to impartial, varied and esteemed expertise.

As emphasized in the Strategic Vision for Africa, the absence of comprehensive data on illicit financial flows (IFFs) remains a significant obstacle to Africa’s progress towards achieving the 2030 Agenda. In this context, the *Global Initiative against Transnational Organized Crime-GITOC (2022), Illicit Economies and Armed Conflict: Ten Dynamics that Drive Instability* report (GITOC Illicit Economies) identifies the necessity of collecting evidence from diverse sources, encompassing data on mobile money transactions, payments conducted via money transfer services and forex bureaux, financial records of suspected entities, and records of barter trade related to illicit goods. This sentiment is echoed by other reports that underscore the imperative for improved data regarding gender within financial services, trade, employment and taxation. Such data are essential for generating fresh insights to inform policy interventions across the economic, social and environmental dimensions of sustainable development (*Tackling Illicit Financial Flows for Sustainable Development in Africa, 2002 (UNCTAD FINFLOWS))* and the RUSI Occasional Paper *Illegal Wildlife Trade in Uganda Tracking Progress on ’Following the Money’* (IWT Uganda).

Further, GLOZ99 highlights the significance of supporting evidence-based research that explores the relationship between gender and corruption, addressing aspects such as the susceptibility of women to corruption and the potential impact of increased female participation in public administration on reducing corruption. To promote the integration of gender considerations into the programme’s substantive work, it is essential to continuously address the uneven and distinct effects of corruption on women and girls.

The ICCWC report similarly highlights that strengthening the capabilities of law enforcement personnel to identify and prosecute money-laundering associated with wildlife crime has aided prosecutors in Kenya to discern intricate criminal patterns and suspicious financial transactions linked to wildlife crime.

The significance of regional partnerships in advancing the anti-corruption agenda is underscored in multiple reports, such as GLOZ99 and the GITOC Illicit Economies report. To address corruption more effectively, the importance of collective endeavours and cross-sectoral collaboration is emphasized. Moreover, GLOZ99 identifies as a lesson learned that regional approaches to preventing and combating corruption hold significance because they bring together important stakeholders from countries within the same region. These regional platforms have demonstrated concrete results and facilitated active involvement from both national and international stakeholders, thereby ensuring that the imperative of addressing corruption remains firmly established as a top priority on the political agenda. The evaluation noted that these efforts included a range of interventions, with many of them being implemented in Africa, to support the development of policy and legal frameworks as well as providing whistle-blower protection. In this context, UNODC has established four regional platforms, including one in East Africa, to fast-track the implementation of UNCAC. This initiative provides advice including on whistle-blower protection, thereby increasing the number of countries “developing guidance material/standards for recipients of whistle-blower reports and/or whistle-blowers and facilitates access to knowledge material on whistle-blower protection in the region” – this includes multiple capacity-building efforts through training and workshops, for
example in Ethiopia and the United Republic of Tanzania. These efforts have led to commitments to ensure that the draft Whistle-Blower Bill in Kenya—which was drafted with UNODC support—be tabled before parliament and for subsequent follow-up to ensure that it is passed into a law.31

“Regional approaches to preventing and combating corruption are significant as convening key stakeholders from countries in the same region—whilst being potentially carbon and cost-effective—also offers a platform to meet, cooperate and share information. The unique convening power of the UNODC provides countries with a chance to identify what may be similar needs, gaps and requirements for interventions. The regional platforms have delivered tangible results and facilitated engagement with diverse national and international stakeholders, ensuring that addressing corruption is a priority on the political agenda.”

GLOZ99, Lesson Learned

Key findings

Money-laundering in Eastern Africa comprised activities such as evading taxes, misreporting of transactions, trade mis-invoicing, and hiding financial proceeds of crime. According to the United Nations Conference on Trade and Development (UNCTAD), illicit financial flow costs African countries USD 88.6 billion annually.32 Several factors accounted for the persistence of money-laundering and financial crimes in the region, including weak anti-money-laundering policy and regulatory frameworks as well as inadequate transparency in financial processes. Some of the consequences of these financial crimes included significant tax losses to Member States, reduced interest by foreign private investors in the region and weakening of institutions of governance.33

Anti-money-laundering

Context

Money-laundering in Eastern Africa comprised activities such as evading taxes, misreporting of transactions, trade mis-invoicing, and hiding financial proceeds of crime. According to the United Nations Conference on Trade and Development (UNCTAD), illicit financial flow costs African countries USD 88.6 billion annually.32 Several factors accounted for the persistence of money-laundering and financial crimes in the region, including weak anti-money-laundering policy and regulatory frameworks as well as inadequate transparency in financial processes. Some of the consequences of these financial crimes included significant tax losses to Member States, reduced interest by foreign private investors in the region and weakening of institutions of governance.33

Key findings

Multiple evaluation reports (FishNet, GLOR35, GLOX34) underscore the vital role of collaboration and partnership in combating organized crime. These partnerships encompass key stakeholders such as law enforcement agencies, United Nations entities, and international/regional organizations. The Financial Action Task Force’s (FATF) report on Money Laundering and Terrorist Financing Risks from Migrant Smuggling highlights the significant value of enhancing inter-agency coordination in curbing migrant smuggling and related offences. Inter-agency coordination between government ministries can be realized through diverse methods including seminars, training sessions for authorities and the private sector, and informative workshops for civil society. Strengthening collaboration with organizations such as INTERPOL is paramount. The same reports stress the importance of information exchange between law enforcement agencies (LEAs) and Financial Intelligence Units (FIUs) regarding the monitoring and detection of IFFs linked to migrant smuggling. Notably, financial institutions play a key role in identifying suspicious financial transactions.

This was backed up by evidence from secondary reports, such as the FATF Mozambique which highlights the need for improved national and international coordination and cooperation among agencies for provision of mutual legal

31 GLOZ99.
assistance and extradition in the efforts of Mozambique in the field of anti-money-laundering/combating the financing of terrorism. Secondary reports such as *UNDP ICPE (Independent Country Programme Evaluation)* Kenya, UNDAF Uganda MTE, and the UNODC CTT, also emphasize the importance of regional cooperation and partnerships in addressing common security challenges, including cross-border conflicts and illicit flows. Similarly, a secondary report from INTERPOL in 2020, *Mobile Money and Organized Crime in Africa (Mobile Money)*, discusses the general lack of capacity, both human and financial, in law enforcement and regulatory agencies across the continent. Insufficient resources and technical capabilities hinder the ability of these agencies to effectively identify, investigate and prosecute money-laundering and other financial crimes. The report emphasizes the need for increased resources and capacities to strengthen the enforcement and prevention of financial crimes.

**INVESTMENT AREA 5: MAKING CRIMINAL JUSTICE SYSTEMS MORE EFFECTIVE AND ACCOUNTABLE**

“In support of Member States’ efforts to achieve Sustainable Development Goals 5 and 16 and the African Union’s Aspiration, we will work together to prevent crime, strengthen border management and criminal justice responses through human rights- and evidence-based policies and programmes. We will support Member States to ensure their criminal justice systems are fair, effective and accountable in order to best serve all people coming into contact with the system, including the most vulnerable.”

The goal of investment area 5 is to cultivate fair, effective and accountable criminal justice systems in Member States, prioritizing the well-being of all individuals interacting with the system, especially the most vulnerable. The objectives include advancing law enforcement institutions through integrity-driven and effective approaches, promoting proactive community-oriented policing for enhanced safety, and bolstering Member States’ capacities against crime and corruption by integrating technology-driven solutions to foster resilient local governance structures.

Figure 11. Count of findings, conclusions, recommendations, lessons and good practices: 43 Reports (8P, 32S, 3F)
Context

As outlined in the UNODC Strategic Vision for Africa 2030, a pressing and persistent concern within the justice sector is the escalating prison population and the subsequent financial and societal burdens it places on the continent. Numerous prisons across Africa are confronted with a high vulnerability among inmates, particularly youth, who are at risk of transitioning into more severe criminal activities, including violent extremism. In Kenya, for instance, correctional facilities tend to be overcrowded, under-resourced, and ill-equipped to support rehabilitation, whereby it is estimated that half of the prisoners are held in pretrial detention, often incarcerated without having been sentenced because they cannot afford fees for legal counsel or bail and bond.34

Key findings

In this context, ETHX97, the Final Independent Evaluation of Implementation of the Doha Declaration: towards the promotion of a culture of lawfulness, 2020 (GLOZ82) and GLOR35 have identified a range of effective measures to ensure the integration of marginalized and vulnerable groups into work pertaining to criminal justice systems. Regarding the safeguarding of children’s rights, ETHX97 underscores UNODC support for the Child Justice Project Office. This initiative involves establishing “child-friendly benches” in courtrooms, equipped with video and audio technology that shields children and women victims from direct contact with alleged perpetrators during legal proceedings. This technology not only significantly enhances the well-being of victims but also preserves the integrity of criminal cases, “reducing the potential for evidence to be influenced by intimidation and fear.” In terms of prison management and rehabilitation approaches, GLOZ82 highlights the continued appreciation of stakeholders for UNODC support in a domain that often remains outside the public discourse and is challenging to prioritize. Collaborating with the United Nations is viewed as a valuable complement to local efforts. The report also emphasizes the significance of sports as a crucial entry point for interventions aimed at youth and prisoner rehabilitation. Stakeholders acknowledge the importance of imparting life skills as part of interventions in these areas, recognizing that this approach not only serves as a popular method in crime prevention and prisoner rehabilitation but also gradually transforms individual responses in sensitive situations that could expose them to criminal activities or recidivism. In this context, the evaluation of ETHX97 also noted that electronic information management systems were crucial for “defending the rights of vulnerable, including prisoners.” Therefore, the evaluation recommended seeking partnerships within the region – with other United Nations entities, local authorities and CSOs – for developing pilot criminal justice programmes in the region to address topics relating to criminal justice for women and children and improving human rights-based approaches in prison management. The evaluation also identified as a good practice that the training on international standards such as the Nelson Mandela Rules have been “far more effective if combined with real lessons learned from similar contexts in the region or other countries with similar levels of development.”

Another theme that emerges from the analysed documents is the exploration of alternatives to imprisonment. The Evaluation Report on UNODC Programming in West and Central Asia underscores the efficacy of collaborative efforts with judicial
strategic meta-synthesis related to the work of UNODC in Eastern Africa

and prosecutorial authorities to implement non-custodial penalties as viable substitutes for imprisonment. Similarly, KENWS8 highlights that while alternatives to incarceration are available, the primary challenge within the Kenyan justice system lies in the prevailing norms and behaviours of judicial officers who often lean towards or accept recommendations (such as those from police or prosecutors) to imprison offenders, despite evidence indicating the potential for alternative solutions. The findings suggest a need for a shift in judicial culture to better align with evidence-based alternatives to incarceration.

The significance of addressing gender disparities within the criminal justice system, augmenting women’s presence in decision-making procedures, and advancing the comprehension of constitutional rights among justice practitioners is a consistent theme highlighted throughout the analysed reports. Ten supplementary reports emphasize the contribution of women to justice frameworks. These contributions range from their engagement in identifying local resolutions to collective security, justice, and land matters (UNDAF Somalia) to their dynamic involvement in security and peacebuilding endeavours on both regional and global scales (Rwanda VNR).

KENWS8, for instance, identifies activities around articulating a comprehensive, progressive, victim-centred methodology for the efficient prosecution of GBV cases. One finding in the report identified that despite the formulation of the Office of the Director of Public Prosecution’s GBV Rapid Response Guidelines, there remains a need for heightened gender awareness, including GBV training programmes tailored for professionals within the criminal justice field. The evaluation highlights the importance of adopting joint training programmes. These joint training endeavours are lauded as effective mechanisms that foster improved coordination among all stakeholders within the justice sector. By enhancing collaboration among criminal justice actors, joint training initiatives contribute significantly to the development of customized solutions tailored to address the unique challenges associated with GBV cases. Similarly, secondary reports identified the importance of supporting gender sensitivity training, as well as the special needs of victims of GBV in court hearings and prosecutorial investigations (the Evaluation of UNDP Strategy and Global and Regional Programmes (UNDP Strategy Evaluation), UN-Women Country Evaluation Uganda (UN-Women Uganda)).

Multiple secondary reports highlight the importance of collaboration and partnerships in advancing access to justice and human rights. The UNDAF Somalia report mentions United Nations support for access to justice through collaboration and community-level initiatives and underscores the significance of engaging with various stakeholders in fostering partnerships to address justice-related challenges effectively. Similarly, the UNDAF Eritrea report highlights United Nations support for strengthening the Ministry of Justice’s human and institutional capacities through training and professional development. UNODC has a niche in this area – provision of technical support in terms of training and knowledge management, including training and mentoring prison staff, enhancing prisoner record management systems, sharing best practices and facilitating effective networking/collaboration between CSOs and other stakeholders at the national and regional levels. KENWS8 also recommended that all justice actors – for example, Directorates for Children’s services – are integrated into programme implementation to “ensure appropriate national strategies are in place, including a National Strategy and Action Plan on Reduction of Prison Overcrowding, and ensure evidence-based programming is prioritized.”
STRATEGIC FRAMEWORKS

The reviewed documents are consistent in reporting the alignment of UNODC programming with SDGs, Member State priorities and the Office’s own strategic frameworks. KENWS8, GLOR35, GLOX34, GLOZ31 place specific emphasis on national and international strategies and frameworks, including mandates and the needs of stakeholders, as outlined in Security Council and General Assembly resolutions, the SDGs, regional strategies and UNODC strategic and project documents, as well as national strategies and priorities. GFP also includes legal, regulatory, law enforcement and criminal justice responses, advocacy and research components. PLEAD points to national strategies, together with a close focus on improving coordination and cooperation among justice sector agencies through initiatives on institutional strategic plans, national policies and coordination mechanisms. In this context, one primary document highlights the importance of the alignment of programming with priorities in the region and generating greater ownership of the programme’s objectives (South-East Asia).

Figure 12. Documents relevant to strategic frameworks

Strategic frameworks offer opportunities for collaboration within mandated activities. FishNet emphasizes the global approach to fisheries crime within the UNODC mandate, linking to the Global Programme for Combating Wildlife and Forestry Crime (GPCWFC) and the Container Control Programme (CCP), while GLOZ31 brings national entities together in a collaborative, multi-agency approach. GLOR35 addresses the widening of mandates to include P/CVE and creating opportunities for strategic collaboration with new partners.
THEORIES OF CHANGE AND RESULTS-BASED MANAGEMENT

The reports reviewed regularly discuss the application of a theory of change (ToC) to improve project and programme outcomes. These discussions can be broken down as follows: a majority of reports highlighted the value of ToCs and their contribution to enhancing project/programme design and planning, while several reports note the need for improving existing ToCs and various evaluations also emphasized the need for adding a ToC and results framework to the planning processes.

For example, KENW58 recommends providing appropriate and sufficient resources to support articulation of an evidence-based ToC and the strengthening of results-based management (RBM) and internal monitoring and evaluation systems. This would benefit “evidence-based decision-making within the programme, results-based communications and would also benefit creative thinking (…). It would also help frame the programme properly on the SDGs (…)”

Figure 13. Documents commenting on RBM

"Theories of change are useful as communication tools by providing visual representations of how programmes will achieve ‘change’, thus helping many stakeholders, in particular non-specialists or new partners, to quickly understand an initiative and the thinking that underpins the programme’s objectives. In a similar vein, a ToC increases a programme’s marketability and attractiveness to funders.”

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Table 1: Results-Based Management

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<thead>
<tr>
<th>Type of Document</th>
<th>Count</th>
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<tbody>
<tr>
<td>Conclusions</td>
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<tr>
<td>Good practice</td>
<td>7</td>
</tr>
<tr>
<td>Lessons learned</td>
<td>7</td>
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<tr>
<td>Findings</td>
<td>62</td>
</tr>
<tr>
<td>Recommendations</td>
<td>165</td>
</tr>
</tbody>
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Figure 13. Types of Document

- Primary: 18 (37%)
- Secondary: 29 (59%)
- Framework: 7 (4%)

Evaluations note weaknesses in programming design and RBM processes. Improvement in, and the need for more work and consistency in, the development and use of theories of change/results logic is consistent throughout the studied documentation.

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35 Final Independent Evaluation of the UNODC Regional Programme in South-East Asia 2020 (SE Asia), GLOU68, GLOZ82, West and Central Asia, GLOZ99, OHOS Recurring Recommendations, GEEW Evaluation, GLOX34.

36 GLOU68, GLOZ82, GLOZ99, GLOR35.

37 SE Asia, KENW58, West and Central Asia, GLOR35, GLOZ99.
There is a need to more clearly articulate theories of change that clarify “pathways and establish clearer connections between output, preliminary outcomes and longer-term outcomes as well as identify keys for success at different levels versus those achieved results.” (KENW58, GLOR35, OIOS Recurring Recommendations, GLOX34, FishNet, CCP, GLOZ31, Working towards evidence-based drug dependence treatment and care.)

In addition, there is a need for improvement in the development and use of result indicators and in the implementation of monitoring systems for implementation management and reporting (GLOZ99, GLOR35, CCP, KENW58, ETHX97, FishNet, GLOX34). There are reported examples of good practice in the use of evidence, including in programme design and the standardized methodology used by the Global Firearms Programme.

- The need to make use of monitoring data, specifically the evidence of results from programme initiatives, to “capture the success stories” of the work of UNODC and learn from the evidence of implementation (KENW58, OIOS Recurring Recommendations, GLOK32/GLOK42/GLOJ71). For example, the Strategic Evaluation on Gender Equality stated that “[w]hile these are good indications that the programmes are effective, much more could be learned if UNOV/UNODC had a systematic way of capturing the success stories that presumably lie behind these promising numbers.”

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May 2020. Final Independent In-Depth Evaluation of the UNODC Regional Programme in South-East Asia.
Similarly, multiple evaluations (CCP, GLOR35, GLOX34) highlight the need for evaluations to measure the effectiveness and contribution to the impact of programmes in securing the safety of people from organized crime, terrorism and violence. This is particularly important to derive valuable insights about programme outcomes and identify areas for improvement in addressing these challenges.

PARTNERSHIPS

As can be seen in figure 16, partnerships among United Nations entities and with CSOs were the most frequently coded categories, and will be addressed in greater detail below, in addition to the relationships developed with Member States. Recommendations in the reports emphasize the need to expand partnerships with other United Nations entities, development banks and various stakeholders to scale up impact and enhance effectiveness (Strategic Vision for Africa, ETHX97, GLOX34).

Many evaluations discuss partnerships, and the need for a greater emphasis on synergies, internal to UNODC and with external partners.

Internally, a focus on synergies across UNODC initiatives is pointed to as a good practice in programming, with UNODC able to strengthen its existing advantages through the application of a UNODC-wide approach (GLOR35, GLOZ82, SE Asia, GPWLFC, CCP, FishNet). Externally, partnerships can help scale up the size and scope of impact on the ground, particularly where these include donors, government agencies and officials at both national and subnational levels, regional bodies, international organizations and United Nations agencies such as the Security Council Counter-terrorism Committee Executive Directorate (CTED) and technical service providers such as training institutes (KENWS8,
GLOZ82, GLOR35, SE Asia). In concrete terms, the evaluation of GLOR35, for example, has highlighted long-term partnerships as good practice, underpinned by long-term funding and engagement for robust interventions. In Nigeria, for instance, this allowed for “sustained important partnerships with government agencies and officials, regional bodies, international organizations (…) and technical assistance providers”.

Overall, evaluations consistently emphasize the value and importance of collaboration and coordination within the United Nations system and with diverse external stakeholders. Studied reports provide specific recommendations for improving partnerships, and for closer collaboration between United Nations entities and other regional and international organizations (KENW58, ETHX97, Working towards evidence-based drug dependence treatment and care, CCCP, GLOU68). For example, GLOU68 suggests it would be useful to install a civil society focal point in country offices to coordinate and facilitate networking and knowledge-sharing among workstreams, as noted above. Similarly, ETHX97 recommends taking advantage of partnerships with regional organizations to deploy expert technical assistance.

Government agencies
(Member States)

Relationships with Member States are referenced in numerous documents, focusing on implementation of mandates and international obligations. These include collaborations with ministries, focused on policy, legislation and strategies, with reports noting the relationship of trust (regularity of interaction, transparency in interaction) UNODC has with national counterparts (ETHX97, OIOS Evaluation, SE Asia, West and Central Asia, GLOX34).

Secondary documents also emphasized the importance of government partnerships for successful project implementation (United States Agency for International development (USAID) East Africa, USAID Mozambique, UNDP ICPE Uganda). Given the work of UNODC in its investment areas requires coordination across government structures at both national and regional levels, these government partnerships include inter-ministry and inter-agency collaboration, and promote national ownership and capacity-building (UNDAF Mid-term Review Ethiopia, UNDP ICPE Somalia).

United Nations entities

Figure 17. Documents related to partnerships with United Nations entities
The type of partnerships most referenced in the reviewed evaluations were partnerships among United Nations entities. These collaborations were identified as important as they can enhance the effectiveness of programme implementation, optimize the use of resources and enhance resource mobilization (GLOZ82, GLOZ99, KENWS8, GLOR35, West and Central Asia, GLOU68, UNDAF Kenya). For example, GLOZ82 notes the success of the programme in building partnerships but emphasizes the untapped opportunities for greater synergies within the United Nations system. In a similar vein, GLOZ99 underlines the potential of better addressing corruption by enhancing cooperation between UNODC and other United Nations entities. Several reports also indicated the need for establishing a clear road map for collaboration with other United Nations entities (SE Asia, OIOS Evaluation, UNDAF Uganda). With United Nations reforms placing a greater emphasis on country-level results and joint programming with other United Nations entities, the United Nations Sustainable Development Cooperation Framework (UNSDCF) processes will require a greater UNODC involvement with United Nations Country Teams (UNCT) and UNSDCF meetings, providing an opportunity for UNODC to be more engaged and to drive joint programming priorities (SE Asia, OIOS Evaluation, West and Central Asia).

In concrete terms, the evaluation of GLOU68 found that the project successfully implemented its intention to “use partnerships and cooperation with other organizations to ensure coherence and avoid unnecessary overlap with other similar initiatives.” In ETHX97, the evaluation noted that UNODC has strengthened partnership with other entities as a convener – joint activities with UN-Women, OHCHR, UNHCR, UNDP and UNICEF “are now improving in terms of coordination, as UNODC is pushing to work and co-chairing the Joint Justice Assessment” as “UNODC facilitates the conversation between the United Nations and the government and technically contributes” to various activities, such as reviewing terms of reference. Using the opportunity of developing a pilot criminal justice programme in the region with other United Nations entities, local authorities and CSOs was recommended by the evaluation.

The OIOS Evaluation identified “asynchronous planning and funding cycles and [partly] limited visibility and presence on the ground” as hindering factors for systematic collaboration with other United Nations entities. However, it identified opportunities for UNODC to strengthen partnerships by being “more adept at attracting funds for joint programming with other organizations, both geographically and by intervention, with an effective communication and advocacy strategy at headquarters and in the field.”

Strong partnerships of UNODC with other United Nations entities were, for example, identified in the Working towards evidence-based drug dependence treatment and care report, which found the UNODC and WHO partnership to be “ground-breaking and important, with the complementary mandate of UNODC and WHO offering a pathway towards joint strength and funding.” Another good practice in this regard was identified in the evaluation of GLOZ82, which noted that partnerships with other entities – in this case UNESCO – have proven “to be complementary and mutually valuable. This model should be imitated by other programmes.” The benefits of joint programming were also visible in secondary documents. For example, the final evaluation of UNDAF Kenya identified joint programming as “an opportunity for integration and delivery, which improved UNDAF performance.” This was also echoed in the UNCT Annual Results Report 2021 in Rwanda, which
noted that United Nations joint programmes have brought together United Nations agencies with local implementing partners, which has increased intra- and intersectoral coordination, had a positive effect on value for money, and improved inter-agency coordination.

In terms of recommendations, the evaluation of the UNODC Regional Programme in South-East Asia and Pacific recommended to “develop a strategy to enhance UNODC visibility to and engagement with United Nations Country Teams and in-country United Nations entities. This strategy should outline options to strengthen effective partnerships, for joint financing, and for programming partnerships with other United Nations agencies, in addition to analysing cross-thematic programming across each subprogramme and outcomes within the (subprogrammes).” This recommendation is also echoed in the OIOS Evaluation of UNODC, which focuses on establishing a road map of collaboration with other United Nations entities and international organizations, building on respective strengths and comparative advantages to “jointly contribute to the implementation of the Sustainable Development Goals at the country level in line with national development plans” or UNSDCFs, where applicable. Recommendations in the reports emphasize the need to expand partnerships with other United Nations entities, development banks, and various stakeholders to scale up impact and enhance effectiveness (Strategic Vision for Africa 2030, ETHX97, GLOX34).

Civil society organizations

Figure 18. Documents commenting on CSO partnerships

Twenty-two of the coded documents highlighted the significant role and importance of partnerships with CSOs in achieving development goals and outcomes and consistently emphasized the importance of partnerships with CSOs both at the local and regional levels for the successful implementation of UNODC programmes. Collaborating with CSOs is seen as crucial in addressing relevant issues, strengthening capacities, leveraging resources and expertise, promoting inclusive approaches and creating sustainable impacts in the context of the evaluated programmes. These partnerships contribute to policy development, capacity-building and
awareness-raising, enhancing the overall impact of the programmes across the sphere of influence of UNODC (ETHX97, GLOZ82, GLOU68, SE Asia, KENW58). Some examples have been highlighted in the Findings sections on investment areas above (e.g. investment areas 2 and 5).

CSOs were also recognized as playing an important role in promoting inclusivity, accountability and citizen participation. They act as watchdogs representing diverse citizen interests, and facilitate communication between the grass-roots level and national/international levels. CSOs contribute to anti-corruption efforts, peacebuilding, gender equality, human rights promotion and countering terrorism (GLOU68, Working towards evidence-based drug dependence treatment and care, the Regional Programme for East Africa 2016–2021).

Collaborative efforts have led to strengthened policy development, capacity-building and the integration of human rights into legislation, as experts drawn from civil society and academia are seen to have made a significant contribution to developing government policy and legislation. Furthermore, partnerships with CSOs, the private sector and academia have been recognized as valuable in addressing cross-border issues, enhancing accountability and promoting inclusive dialogue in governance-related matters.

Additionally, capacity-building, institutional support and funding are highlighted as crucial elements for strengthening CSOs and maximizing their contributions. The reports emphasize the importance of providing support, training and knowledge-sharing to enhance the capacity of CSOs to contribute effectively to shared objectives. In this respect, GLOU68 noted that CSOs in Eastern Africa used the small grants they received to help create youth and women online ambassadors in Uganda and to provide legal support to whistle-blowers who called out corruption in the private sector in Burundi.

### Inclusive Programming

How UNODC programming includes gender equality, disability, human rights and leaving no one behind, referred to herein as inclusive programming, is addressed in nearly all the documents reviewed. Several evaluations noted improvements in gender mainstreaming and inclusivity efforts (OIOS, ETHX97, GLOU68, Strategic Gender Equality). The evaluations often note that programming has moved beyond counting the number of female and male participants in training sessions to integrating gender perspectives and inclusivity principles into existing practices and arrangements, capacity-building and organizational learning (OIOS Evaluation, ETHX97, GLOZ82, the Independent Strategic Evaluation of UNODC work to Promote Gender Equality 2022 (GEEW evaluation), GLOU68, FishNet, Working towards evidence-based drug dependence treatment and care), while others point out that there is need for further action to be taken beyond just mentioning inclusivity in programme planning documents to a more methodological application in interventions and activities (GLOZ82, GLOR35, KENW58, SE Asia, GLOX34, OIOS Evaluation, GLOR35, GLOZ99).
There are two sides to the analysis of UNODC inclusive programming. On the one hand, inclusive programming is visible as an underpinning to programming and strategy, including in how UNODC personnel accept the importance of inclusive programming. It is also clear that a more concerted focus has, more recently, been placed on inclusive programming, including from those in positions of authority from whom it is recognized in studied documentation that impetus for change is being driven. It is important to note the good practice of collaboration with gender equality-focused organizations, such as UN-Women, as it is through this collaboration that UNODC offices can access outside expertise that can provide direct programming assistance or training that will improve how programme and project designs reflect a gender equality focus.

On the other hand, however, inclusivity has not been methodically applied to conceptualize interventions and develop the programme results framework and monitoring processes. These findings resonate throughout the studied documents, such as the GLOZ99 which noted that the
programme “incorporated gender and human rights considerations into its work over time but still falls short of UNODC requirements as set in the Gender Mainstreaming Checklist.”

Recommendations and lessons from the evaluations for deepening the impact of inclusivity efforts include:

- Conducting human rights and gender analysis and integrating results of these into strategic planning
- Improving monitoring systems and disaggregated data collection (OIOS Evaluation, GLOR35, SE Asia, Working towards evidence-based drug dependence treatment and care, KENW58)
- Including standard modules on gender issues in training curricula taught by male and female trainers (with the male trainer offering a non-stereotypical model) (GLOZ31, GLOG81)
- Establishing a full-time post addressing gender and leaving no one behind issues (GLOZ31, West and Central Asia)
- Providing more specific training on how to protect the rights of women and other vulnerable groups (ETHX97)
- Committing more resources (human and financial) to implementing inclusivity at a practical level, beyond the policy level (GEEW Evaluation)

These recommendations are echoed in the secondary documents which advocate for going beyond inclusion in activities and reporting disaggregated data, to designing strategic programming that is tailored to include gender-sensitive, rights-based, and leaving no one behind approaches (UN-Women Ethiopia CPE, UNDP ICPE Mauritius, UNDP ICPE Kenya).

The importance of inclusion and participation is highlighted in different reports (CCCP, KENW58, GLOX34) within the context of securing the safety of people. These reports stress the involvement of diverse stakeholders in programme design and decision-making processes, including NGOs and individuals with relevant lived experiences. Inclusion and participation ensure that programmes are culturally adapted, inclusive and responsive to the needs of different groups affected by organized crime, terrorism and violence.

TRAINING PROGRAMME DESIGN AND IMPLEMENTATION

The studied documentation provides analysis of UNODC training programme design and implementation. A consistent weakness in programming noted is the emphasis on one-off training workshops and seminars, with numerous evaluations pointing out how these are ineffective in inducing behavioural change (GLOZ82, KENW58, ETHX97, GLOR35). The evaluations emphasize the need for holistic training strategies, including institutionalization of training initiatives where possible, (GLOZ82, GLOX34), although the reports point to good practice in this

\[36\] June 2021, Independent In-Depth Evaluation of the Global Programme to prevent and combat corruption through effective implementation of the UNCAC in support of SDG 16 – GLOZ99.
area with the CCP. The evaluation of FishNet noted this good practice of a comprehensive capacity-building approach, showing “long-term involvement with beneficiaries. It started off with a technical assessment, then a classroom training followed by mentoring.” In addition, it complemented national capacity-building with regional training for supporting cross-border cooperation. The training activities have also introduced standard training modules on gender issues in the specialized training as well as supported female networks.

Measuring the outcomes of training programmes is overall an area of weakness although some initiatives (FishNET) do monitor through standardized evaluation assessments. Another weakness found is the minimal engagement of local (national/regional) expertise in delivering training programmes (GLOZ99, GLOR35) although the GLOR35 evaluation also notes the good practice of creating a cohort/pool of trainers at country level and supporting institutional capacity-building of training bodies.

The evaluation of ETHX97 highlighted that training on international standards and best practices is “far more effective if combined with real lessons learned from similar contexts in the region or other countries.” The evaluation of GLOZ82 noted the benefits of translating training materials not only into the United Nations official languages, but also in the local languages to increase the utility of training. Giving increased attention to institutionalizing capacity-building efforts and training programmes in countries, including by expanding training-of-trainers modalities to strengthen institutional memory, was also recommended by the GLOX34 evaluation.

“Drawing in more local knowledge will add a practical edge, while continuing with the high levels of knowledge and skills of internationals, including their experience in other locations, would give a balance of both, and will demonstrate the principle of nothing about us without us.”

-GLOZ99

BEST PRACTICE

The Rwandan Electronic Case Management system records all judicial case information leading to the efficient sharing of that information among all relevant sector institutions. The electronic system also increases the effectiveness of the entire justice system and reduces corruption risks, as litigants do not meet judges or any judicial staff in person when filing a case.

-Rwanda VNR

In Uganda, digital platforms, including social media and call helplines, provided an excellent opportunity for continued engagement and remote delivery of protection and GBV services to benefit vulnerable communities such as women, youth and other concerned populations.

-UNDAF Uganda
Innovative practices

A total of 17 (11 primary, 4 secondary, and 2 framework) reports were coded for innovation. Coded reports highlighted various types of innovations. One category of innovation emphasized was the implementation of electronic information management systems (ETHX97, KENW58, Rwanda VNR, United Nations Uganda). Documents indicated that such systems play a crucial role in safeguarding the rights of vulnerable individuals and improving the efficiency and accuracy of records within justice systems. There are several best practice examples from countries in the Eastern Africa region that could guide future ROEA projects (see box on the previous page).

Online training and remote work modalities are another category of innovative practices, providing a cost-effective approach that can respond to a larger group of stakeholders. According to five reports (KENWS8, ETHX97, Strategic Vision for Africa, West and Central Asia, UNDAF Kenya), there is a consistent emphasis on adaptability in response to the COVID-19 pandemic. These reports highlighted the need for implementation of online tools and platforms to ensure programme continuity and effectiveness during challenging circumstances.

Finally, the reports highlighted the use of technology to enhance programme delivery and provide support and improve experiences for vulnerable people affected by UNODC programming. Examples include creating WhatsApp groups to support people (tele-counselling) and setting up “child-friendly benches” in courts, including video and sound equipment that can protect children and women victims from direct contact with alleged perpetrators during court proceedings (ETHX97). Reports (ETHX97, KENWS8, GLOK42) also highlight the significance of promoting wider usage and accessibility of technology-based tools and materials. The ETHX97 evaluation suggests strategies such as mobile-first approaches, content creation in additional languages, and community-driven approaches to address different demographics and disparities in access. One innovative practice, suitable for replication, was noted in GLOR35, where the development and use of manuals and online platforms for learning, such as the Counter-terrorism Learning Platform (CTLP), was noted as a good practice.
Similarly, three reports (KENW58, ETHX97, GLOU68) stress the importance of capacity-building and ongoing technical support. These documents recommend engaging ICT specialists, providing training programmes, and establishing resource centres to strengthen technological infrastructure and enhance skills for successful implementation and maintenance of technology-driven initiatives. Moreover, the reports (KENW58, Strategic Vision for Africa) emphasize the need for a digital transformation, including greater use of online tools, and innovative approaches to enhance programme implementation and address emerging challenges. The reports did emphasize, however, that it is important to be mindful of the drawbacks of technology. The GLOR35 evaluation was one report that highlighted the disadvantages of such approaches; in addition to connectivity and technical capability issues, it noted that online communication limited the opportunities for informal communication and meetings, and subsequent networking opportunities for participants. The UNODC WC Asia evaluation also noted that while virtual technologies offer valuable opportunities for knowledge exchange and programme continuity, they can only complement traditional training and collective activity formats that allow interaction and simulations.

**PROGRAMME VISIBILITY**

A total of 10 reports provided valuable insights into the visibility of UNODC. These stress the importance of maximizing the visibility of the work of UNODC both internally and among organizations conducting similar or complementary work as well as with the donor community, and offer recommendations for improvement. GLOZ82 and GLOU68 both highlight deficits in internal coherence within UNODC, particularly in terms of visibility and communication flows. The reports underscore the importance of improving reporting lines/structures and enhancing integration with UNODC country offices. The evaluation of GLOZ82 recommended the use of a “mobile first” strategy for web pages and tools to better “reach low income and vulnerable populations.”

Similarly, GLOZ99 and the OIOS Evaluation emphasize the need for effective communication and advocacy strategies to enhance the visibility of UNODC and attract funds for joint programming with other organizations, while KENW58 recommends the development of a joint communication and visibility strategy with UNDP. Additionally, the GEEW evaluation highlights the need to maintain visibility and collaboration with other relevant United Nations entities in promoting gender equality.
The impact of donor relationships comes out in the studied documents including the difficulty in balancing UNODC and Member State priorities with donor interests, notwithstanding the strong relationship UNODC has with its main donors. The studied documents note the need for greater proactivity in donor mapping and fundraising strategies, and in donor coordination and communication (OIOS UNODC Evaluation 2021, KENW58, GLOR35, SE Asia, GLOZ99). They emphasize the importance of harmonization, collaboration, and a cohesive approach to funding to maximize the effectiveness and efficiency of UNODC initiatives (OIOS Evaluation, GLOX34, WC Asia). Analysed reports also underline the challenges posed by heavy reliance on a limited number of donors and the impact of funding constraints on programme effectiveness and independence. Long-term planning, coordination and effective resource mobilization are emphasized as essential for achieving sustainable outcomes and maximizing the impact of UNODC programmes (CCP, ETHX97, GLOZ82, GLOU68, SE Asia, OIOS Evaluation, GLOZ99, FishNet, GEEW Evaluation, GLOR35, KENW58, Working towards evidence-based drug dependence treatment and care, West and Central Asia). Multiple reports (ETHX97, OIOS Evaluation, GLOU68) highlighted challenges related to planning and funding cycles, limited coordination within UNODC and across the United Nations system, and limited presence on the ground. These challenges can hinder effective collaboration.

A good practice was identified in the South-East Asia evaluation, with the “development of a donor mapping and accompanying fundraising strategy”, which should be “regularly reviewed and updated throughout the lifecycle of the RP”. Similarly, the evaluation of UNODC work in West and Central Asia identified the good practice of relationship building with partners and donors. “All donors commented on the trust they have with the programmes, as well as the value of having a known partner and the contribution to their own processes of engaging with a United Nations agency.”
CONCLUSIONS

The conclusions discussed below have been drawn from an aggregated analysis of the reviewed reports.

A focus on collaboration and partnership is a need cross cutting all of the investment areas. Data are consistent across the studied documents on the importance of collaboration, synergies and coordination in each investment area. In this context, partnership strategies would be of value to project/programme staff.

Improvements to measurement tools, in support of a stronger evidence base is a priority across investment areas. Systematic gathering of evidence will improve programming in three ways: it will support the selection of programming approaches; it will demonstrate levels of effectiveness, initially at immediate levels but with time at intermediate outcome levels as well; it will provide significant amounts of information, quantitative and qualitative, that ROEA can use in telling its story of success.

INVESTMENT AREA 1: PROMOTING PEOPLE’S HEALTH THROUGH BALANCED DRUG CONTROL

The reviewed documents lead to the conclusion that the current and future directions in UNODC programming require an ongoing focus on advocating and promoting an evidence-based and health-centred approach to drug use, while continuing to move away from a criminal justice approach. Considering that UNODC must work to bring positive change while recognizing the political realities of each country and potentially strong resistance to the decriminalization of drug use (for personal use), it is important to provide, in particular in low- and middle-income countries, a continuum of treatment and care with community-based low-threshold services, while helping Member States adapt international standards such as WHO/UNODC International Standards for the Treatment of Drug Use Disorders within existing health and political structures, norms and values to reduce resistance to change. The relationship of trust that exists with Member States can be leveraged in the coming period if sufficient time and energy are placed here. Both advocacy and capacity-building are required, as each contribute to changes in practice and policy.

This investment area offers UNODC a place to focus on ensuring that the integration of human rights, gender equality, and leaving no one behind principles in programming is strong and clear, given the importance of work with people who inject drugs, sex workers, the LGBTQI community and prisoners. Concentrating here can be the basis for a greater emphasis in these and other areas going forward.

As with each investment area, collaboration and partnership were found to be essential to successful implementation as the issues being addressed here are cross-cutting and require multisectoral cooperation.
INVESTMENT AREA 2: SECURING THE SAFETY OF PEOPLE FROM ORGANIZED CRIME, TERRORISM AND VIOLENCE

Leadership is required across the different types and locations of organizations – UNODC is well-positioned to provide this leadership given its mandate and its relationship of trust with Member States, other international organizations and its developing relationships with civil society organizations. Its flexible and efficient response to threats has been noted in various evaluations.

There are two areas of focus that require ongoing and growing emphasis in this context:

- **Capacity-building**: the continued and increased focus on provision of skills-based training and technical expertise to LEAs, prosecution, judiciary and other relevant stakeholders to effectively address and respond to organized crime, terrorism and violence, and ensure the inclusion of women to cover essential topics like violence against women and children.

- **Data management**: data collection, analysis and monitoring that supports evidence-based decision-making (particularly but not limited to Member States), tracks programme outcomes, identifies trends and measures progress in addressing organized crime, terrorism, and violence.

Building on the momentum of already ongoing UNODC efforts over the past years – for example, the (initiation of) ratification of conventions relating to countering and preventing terrorism, including traveller data processing units – could support the next phase of programming in the region. This is also the case for further advancing the work with youth, which could be part of integrated and multisectoral approaches towards preventing conflict and violence.

The “Enhancing Effective and Victim-Centred Criminal Justice Responses to Trafficking in Persons in Eastern Africa” project has laid a foundation for addressing TiP/SoM through initiatives on legislation, regional cooperation and capacity-building, all with a victim-centred approach. However, achieving meaningful impact will necessitate multifaceted and coordinated interventions across Eastern Africa, including partnerships with civil society organizations engaged in similar work on the ground.

Collaboration and partnerships are core components of success in this investment area. Given the breadth of participation (numerous international agencies, a variety of national agencies, regional organizations and civil society organizations at the national and international levels), collaborative efforts will contribute to impact in thematic areas such as AML/CFT, P/CVE, and illicit flows. A more clearly defined and implemented partnership approach/strategy is indicated and it is likely ROEA will need to drive this, insisting on and facilitating the planning and implementation of joint actions with Member States, international organizations and global programmes in their work in the geography of the region.

INVESTMENT AREA 3: PROTECTING AFRICA’S RESOURCES AND LIVELIHOODS

Synthesized findings highlight the importance of collaboration and partnerships among various stakeholders as crucial elements of effective anti-poaching and anti-trafficking efforts as well
CONCLUSIONS

as the provision of appropriate technologies and tools to support surveillance and training to improve investigation techniques, intelligence gathering and quicker response times at crime scenes. Raising awareness of such crimes and building related capacities, ideally by institutionalizing training activities, are key in supporting Governments in the region to tackle these crimes. In addition, efforts to further strengthen legal and policy frameworks are needed.

Strengthening the collaboration with the Global Programme for Combating Wildlife and Forest Crime would offer benefits to each of ROEA, the global programme overall and each of its projects such as FishNET. Such closer collaboration would offer an opening to a more strategic focus on wildlife, fishery and forestry crime. As seen in the Findings section, this could include the development of “regional champions” to help consolidate and extend programming related to wildlife and fisheries crime. Another specific initiative could be the provision of assistance in spreading the uptake and use of the Analytic Toolkit, which can add to already good partnerships that exist with Member States. This is also true of collaboration with FishNET, specifically in developing more conceptual clarity on fisheries crime, including on its relation to IUU fishing and longer-term planning for all outcomes and a focus on the institutionalization of results.

INVESTMENT AREA 4: SAFEGUARDING PEOPLE AND INSTITUTIONS FROM CORRUPTION AND ECONOMIC CRIME

The consistent themes of collaboration and partnership are important components for successful programming in this area, particularly as the issues being addressed are cross-cutting and require multisectoral and international cooperation. An increased focus on, and collaboration with, civil society and the private sector will contribute to outcomes, given the value of these types of groups in advancing the anti-corruption agenda and leveraging diverse expertise and resources. Partnership in this area should continue to focus on Member States/ institutions and other international agencies as well as CSOs and the private sector. Further, multi-stakeholder engagements with these different types of stakeholders and UNODC as a neutral convener have proven to strengthen related efforts to counter corruption and economic crime. Regional partnerships, including in Eastern Africa, have advanced the anti-corruption agenda and the implementation of UNCAC in some countries. Strengthening these partnerships also supports information exchange between LEAs and FIUs to detect IFFs. In addition, evidence-based research that provides a better understanding of the relationship between gender and corruption has proven to be useful to address the diverse effects of corruption on women and girls.

INVESTMENT AREA 5: MAKING CRIMINAL JUSTICE SYSTEMS MORE EFFECTIVE AND ACCOUNTABLE

The collaboration and partnership work being done with civil society in the area of criminal justice has created a niche for UNODC – this area could be expanded with a specific focus in determining priorities (geographic and content), in planning, in budgeting and in allocation of time. All work done which improves or strengthens collaboration with CSOs and other
stakeholders at national, regional and local levels will contribute to improved training outcomes, knowledge management and better sharing of good practice between stakeholders. Building on the added value of the United Nations as a neutral broker to complement local efforts has been identified as a success factor and using concrete examples and lessons from within the region or similar contexts has proven to be a useful tool to strengthen training on international standards (e.g. the Nelson Mandela Rules).

Further, the analysed reports have shown that greater efforts are needed in addressing gender disparities as well as human rights within criminal justice systems, including through training and strengthening collaboration and cooperation between criminal justice actors, including CSOs, at national but also regional level.

**STRATEGIC FRAMEWORKS**

There are four key strategic frameworks within which regional programming needs to be articulated:

- The UNODC Vision for Africa 2030
- Member State priorities and strategies
- The Sustainable Development Goals (SDGs)
- The UNODC Strategy

Each of these is important, and it is equally important that strategic documents align, to the extent possible, with the strategies and stated priorities of these frameworks. As well, programming documents such as project design documents should also refer to and explicitly address the strategies and stated priorities of these frameworks. There are two main points about this alignment:

- While the SDGs, the UNODC Strategy 2021–2025 and the UNODC Vision for Africa are all readily accessible in document form, Member State priorities and strategies will require a more concerted effort to access and analyse, not least as the regional programme operates across numerous countries. For this reason, and to ensure an effective contribution of Member States to strategic planning, involvement of relevant national and regional stakeholders in early work on strategy development, as well as later validation processes, will contribute to alignment with these frameworks.

- There is a need to ensure that programme and project designs do more than pledge support to specific SDGs and include clear components on how initiatives are designed to support the achievement of specific goals. In other words, both strategies and project/programme designs need to include how UNODC programming contributes to implementation of the SDGs, not just how programmes are aligned with SDGs.

**THEORIES OF CHANGE AND RESULTS-BASED MANAGEMENT**

As is visible in the studied documents, there has been improvement in the development and use of theories of change and result logic in programming. It is not yet, however, at the level required to assist in fundraising efforts with donors, in programme and project monitoring, and in reporting.

What is specifically missing is the use of these approaches to report effectively on the successes in the work of UNODC. It is critical that
UNODC offices link the work they do with the results they achieve, that is, their successes, particularly over time. Within the United Nations system, with Member States and with donors, effectively sharing the story of the successes of UNODC will contribute to strengthening the role played by ROEA.

PARTNERSHIPS

Government agencies (Member States)

The studied reports provide clear evidence that interactions/partnerships with Member States are a strong point in the work of UNODC. The Office should ensure it is leveraging the strength of these relationships to the extent possible. The area where this leveraging would be most effective is in assisting Member States to further develop other partnerships, such as with civil society. With CSOs, UNODC can use its relationship with Member States in encouraging and assisting them to further develop the role of civil society. Improving collaborative processes between government agencies and civil society can improve results while further enhancing the reputation of UNODC with both government and civil society. Additionally, the relationship can be leveraged with other United Nations agencies. Assistance from Member States in promoting the role of UNODC with the UNCT and specific agencies such as UNDP can enhance both the role and reputation of UNODC, possibly creating the necessary environment for proper joint programming with other United Nations entities.

United Nations agencies

While the reviewed documents make it clear that UNODC has become more visible and active with UNCTs, further emphasis is required in this area. The opportunity for a more visible role is apparent with UNSDCF processes – it is appropriate for UNODC to be proactive in claiming a greater involvement, particularly in the thematic areas discussed above, namely, the core areas of UNODC work. Growth in profile will give some impetus to closer partnership arrangements with United Nations agencies. To the extent that there are other United Nations agencies in Eastern Africa with complementing mandates – development of strategic frameworks with these agencies, including funding strategies, would benefit both UNODC, UNCTs and regional programming. These collaborations can maximize the use of resources and also contribute to enhanced resource mobilization. In some countries in the region there is the opportunity for UNODC to act as a convener of advancing joint work with other United Nations entities and investing into opportunities for implementing pilot programmes for strengthening joint work. Utilizing these efforts to attract funding for joint initiatives through an effective communication and advocacy strategy seems to be an opportunity for UNODC.

Civil society organizations

The documents indicate that partnerships with CSOs is a growth area for UNODC. Engagement with CSOs has been mostly visible in Thematic Areas 1 – Promoting people’s health through balanced drug control, and 5 – Making criminal justice systems more effective and accountable; however, it is also true that CSOs are involved in all mandated areas of the work of UNODC. As well as being equipped with local knowledge and
a focus on relevant local needs and priorities, CSOs often have developed networks and direct engagement with government agencies. In this context, it makes strategic sense to fully embrace and focus on the further development of and relationships with CSOs operating in the UNODC space. Collaborating with CSOs offers the opportunity to leverage resources and expertise as well as promote inclusive and sustainable approaches for achieving results and strengthening human rights.

INCLUSIVE PROGRAMMING

While the document analysis shows that there are visible improvements in the UNODC approach to inclusive programming, it is still not applied across the whole portfolio to the necessary extent. Needing to give priority is understood, but systematic application is still missing. Strategically integrating gender equality, disability, human rights and leaving no one behind in programme/project design, practices, capacity development and organizational learning is an opportunity at the beginning of a new strategic framework. The evaluation synthesis clearly identified a range of measures to support these efforts and that have proven effective in the evaluated initiatives. A number of resources exist, including UNODC guidance documents, organizations and individuals (discussed in Considerations below), that can assist with this.

TRAINING PROGRAMME DESIGN AND IMPLEMENTATION

In designing UNODC projects and programmes, two aspects of training programme design and delivery are important to keep in mind:

- Training programmes/strategies as opposed to training events – Single training events and one-off workshops are not effective strategies for achievement of goals and contribution to change. All training needs to be done within the context of a longer-term capacity-building strategy, with each event contributing to anticipated outcomes in a way that is clearly defined in programme/project documentation.

- Outputs and outcomes as opposed to inputs – Of particular importance in training programme design, implementation and reporting is to place less emphasis on the numbers of participants and content of training and turn reporting focus to the results of training: what new knowledge and new skills have been gained? What difference is there in how people work (change in practice)? While it remains important to quantify participation and curriculum in activity reporting, proper analysis of the value of UNODC work is not possible in the absence of an analysis of what has changed in knowledge, skills and practice.

Further, utilizing training for supporting cross-border cooperation, basing the content on real examples and lessons from the country and/or region, translating materials into local languages and integrating standard modules on human rights and gender equality have proven useful to achieving the intended results with these efforts.
**CONCLUSIONS**

**INNOVATIVE PRACTICES**

A focus on improving and expanding the use of electronic tools is needed to ensure systems and interventions are (a) up-to-date and (b) in line with expectations of donors and participants. While online training is an obvious example here, of greater importance is grasping the potential in monitoring management information systems for data structuring and evidence-based monitoring and reporting.

**PROGRAMME VISIBILITY**

Integrating a strong focus on increasing the visibility of the work of UNODC in the region and representing these as One UNODC, both internally as well as externally, has been found to be key in raising awareness across key stakeholders, including donors. These should be based on effective communication and advocacy strategies for visibility purposes as well as attracting donor funding, including through joint fundraising with other United Nations entities.

**RESOURCE MOBILIZATION**

The key to donor relationships is trust. The reviewed documents make it clear that donors recognize the technical quality of UNODC staff, which is a positive perspective that should be remembered in strategizing donor approaches and in interactions with donors. Greater focus on the donor community is needed — including well-defined and well-implemented donor mappings, fundraising and communication strategies. It is important that these do not only include existing donors, but all potential sources of funding. Good practices of other regions should be utilized to support the implementation of a donor mapping and related fundraising strategy for diversified funding sources for increased sustainability.
CONSIDERATIONS FOR THE FUTURE REGIONAL FRAMEWORK

Based on the above conclusions, which were developed from the synthesized and triangulated data of the studied documents related to the work of UNODC in Eastern Africa, the synthesis team identified the following considerations to inform the development of the next UNODC strategic framework for Eastern Africa. These considerations do not represent recommendations to be implemented but are rather a summary of the above findings, which can provide useful information for the future work of ROEA.

INVESTMENT AREAS

Collaboration and partnerships are key considerations across the investment areas. Partnership strategies with a variety of partners, including Member States, other United Nations entities, CSOs and the private sector, would be of value to ROEA, as discussed in detail in the section below on Partnerships. Likewise, investing more in advocacy and communications activities, so that key messaging and programming results are clearly understood and the work of UNODC is better recognized, will contribute to outcomes across the investment areas. Further enhancing and deepening collaboration with other UNODC projects and programmes within and beyond the region can further strengthen relations with Member States and CSOs and improve national, regional and international coordination and cooperation among agencies for mutual legal assistance.

Investment area 1: Promoting people’s health through balanced drug control

Further advocating and promoting an evidence-based and health-centred approach to drug use should be considered, while continuing to move away from a criminal justice approach and supporting the enactment of legislation in line with international standards. Potential linkages to work related to criminal justice systems may be explored for identifying synergies and opportunities for joint fundraising.

Further focusing on a continuum of treatment and care with community-based low threshold services may be an opportunity for the next strategic framework for the region. At the same time, it is important to support Governments in adapting international standards to existing health and political structures, norms and values to reduce resistance to change.

One consideration is establishing a regional Drug Treatment Adviser within ROEA, as recommended in the Working towards evidence-based drug dependence treatment and care evaluation. This position would concentrate on health-based programming and leverage both Member State interactions and successes in regional training initiatives. Continuing to focus on institutionalization of training programmes, including mentoring, and further investment in the use of online tools and technological capabilities will contribute to more sustainable programming across all investment areas.
Investment area 2: Securing the safety of people from organized crime, terrorism and violence

Strengthening the alignment of programmatic work with the needs of Member States as well as with international and national priorities and strategies in the region would support the engagement of government and local stakeholders and increase buy-in from stakeholders at all levels.

Building on the momentum of ongoing and successful initiatives, capacity-building should be continued, and the focus increased on skills-based training and technical expertise for LEAs, prosecution services, the judiciary and other relevant stakeholders. More emphasis should be placed on data management – reaching from data collection and analysis to monitoring – to support evidence-based decision-making.

The flexible and efficient response of UNODC to threats posed by terrorism and violent extremisms should be further expanded, capitalizing on the Office’s strong legal expertise, impartiality and convening power. Having a stronger focus on youth as an integral part of work, particularly in the context of P/CVE, may be an opportunity for the new strategic framework.

Developing a clearly defined and implementable partnership approach or strategy is key to contributing to tackling issues like AML/CFT, C/PVE and illicit flows. Further details on differentiated partnership strategies can be found below in the section on Partnerships.

Further developing and strengthening the implementation and expansion of UNODC support to Governments in countering drug trafficking should be considered.

Investment area 3: Protecting Africa’s resources and livelihoods

Strengthening and upgrading collaboration and partnerships among various stakeholders are essential elements of effective anti-poaching and anti-trafficking strategies. Consideration should be given to supporting intelligence sharing to better understand to what extent different types of crime are interconnected. Engaging at a regional level, for example through platforms for prosecutors, investigators and CSOs, may support these efforts. A collaboration with GPCAE would offer benefits to ROEA, the global programme overall and each of its projects, such as FishNET.

As seen in the Findings section, this could include the development of “regional champions” to help consolidate and extend programming related to wildlife/fisheries crime.

Another specific initiative could be the provision of assistance in spreading the uptake of the use of the Analytic Toolkit, which can add to already good partnerships that exist with Member States. Collaboration with GMCP and GPCAE, including in relation to IUU fishing, offers possibilities for 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, given the key role these groups have in advancing anti-corruption efforts. Utilizing the convening power of UNODC by integrating
multi-stakeholder engagements with these and other key stakeholders can strengthen efforts to prevent and counter corruption and economic crime.

Capitalizing on UNODC experience in strengthening collaboration and partnerships, consideration should be given to expanding efforts to support Member States in information exchange between LEAs and FIUs to monitor and detect IFFs.

Offering support to Governments in expanding their focus beyond conventional methods can help LEAs to identify and prosecute money-laundering associated with wildlife crime.

Another opportunity for UNODC seems to be exploring options to support evidence-based research on the interconnection of gender and corruption.

**Investment area 5: Making criminal justice systems more effective and accountable**

Further strengthening the existing partnerships and collaboration that UNODC has with CSOs would be beneficial for the coming years, as it contributes to improved collaboration, improved training results and knowledge management as well as sharing of good practices and lessons.

ROEA should consider capitalizing on the experience of UNODC globally and in the region by linking efforts that integrate marginalized and vulnerable groups into work pertaining to criminal justice systems. Addressing gender disparities within the criminal justice system as well as strengthening collaboration and partnerships in advancing access to justice and human rights, building also on the work done by UNODC in Kenya, seem to be an opportunity for the next strategic framework for UNODC. Further expanding the use of electronic information management systems, as was done by UNODC in Ethiopia, has proven to be crucial for defending the rights of vulnerable groups.

Improving measurement tools in support of enhanced evidence-based decision-making in this area is key. Systematic gathering of evidence will improve the work of ROEA by supporting the selection of programming approaches, demonstrating the effectiveness of activities and offering a significant amount of information that can be utilized for communication purposes (telling a success story).

Exploring options for further strengthening UNODC support for alternatives to imprisonment seems to be an opportunity, building on the work already done by UNODC in the region, for example in Kenya.

**ORGANIZATIONAL ASPECTS**

The analysed documents offer insights into potential key structural elements of the strategic framework of ROEA. As these considerations are cross-cutting, they may also reinforce considerations already noted in the section above on the investment areas.

**Strategic frameworks**

The reviewed documents collectively emphasized the importance of ensuring that strategic programming is designed to actively contribute to achieving results outlined in strategic frameworks. Therefore, it is not only about aligning with
Member State priorities and needs, but also about ensuring clear contributions to these priorities as well as achieving the SDGs in the context of the UNODC Strategy 2021–2025 and the UNODC Strategic Vision for Africa.

**Theory of change**

The strategic framework of ROEA 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 of the ROEA framework. These could be structured around the five investment areas and frame the regional framework’s approach to addressing Member State priorities and needs and the SDGs. The design of funded initiatives would require an alignment with the immediate outcomes, intermediate outcomes and impact level goals stipulated in the theory of change. This would ensure that all work carried out by ROEA has a clear logic in terms of contributing to the overall strategic framework.

**Partnerships**

The ROEA strategic framework should entail a framework for partnership strategies, which can then be detailed and implemented by projects/programmes. This should not be overly complicated but should demonstrate that the project/programme has considered its partnerships and how it will develop and implement a partnership strategy that contributes to high-quality results for UNODC programming. The framework could be built for each type of partner around a relationship objective, specific areas of interactions, the benefits of the partners to this collaboration, and practical components.

**Partnerships with United Nations entities:**

Consideration of how joint programming can properly function is required. ROEA should consider taking a proactive approach in ensuring clear coordination and communication, with a clear commitment to break down any silo-type programme delivery. Based on current joint programming, this would include closer work with UNDP to strengthen joint project management arrangements and implementation mechanisms. UNODC’s existing partnership relationships can be leveraged with other United Nations entities such as UNEP, IOM, WHO, OHCHR and UN-Women. Assistance from Member States in promoting the role of UNODC with UNCT and specific agencies can enhance both the role and reputation of UNODC, possibly creating the necessary environment for proper joint programming.

Consideration should be given to the opportunity of a more visible role of UNODC in UNSDCF processes by proactively claiming greater involvement. These partnerships can maximize the use of resources and contribute to enhanced resource mobilization in the region.

**Partnerships with CSOs:**

As seen in the considerations on the investment areas, this is a growth area for UNODC. Consideration should be given to further expanding and intensifying partnerships with CSOs, supplementing the work of UNODC with local knowledge and utilizing the networks that CSOs have established with a diverse set of stakeholders to leverage resources, strengthen results and enhance human rights integration. Efforts should be built on already existing good practices in the region, whereby installing a CSO focal point in country offices may facilitate these efforts.
Partnerships with Member States: UNODC can use its relationships with Member States to encourage and assist them to further develop the role of civil society. Improving collaborative processes between government agencies and civil society can improve results while further enhancing the reputation of UNODC with both government and civil society.

Inclusive programming

Project teams should take responsibility to fully consider inclusive programming in their design and implementation work. Three courses of action could be considered to increase focus in this area: (a) careful stakeholder mapping processes; (b) engagement with external resources in the preparation of project design documents as a way of ensuring sufficient and appropriate emphasis on all aspects of inclusive programming; and (c) fully incorporating human rights, gender equality, disability and human rights 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. Building on already existing good practices in the region and beyond may be an efficient method to develop this strategy. Showing the results – what difference has occurred in how people work? – will facilitate reporting, communication and advocacy for UNODC efforts in the region.

Utilizing its position as a convening power to implement training for strengthening cross-border cooperation, based on actual examples within the countries or the region, may support these efforts.

Innovative practices

Further improving and expanding the use of electronic tools and aids, including conducting online training where appropriate and utilizing management information systems for enhanced monitoring and reporting, should be considered. In this respect, it is important to ensure that IT-based solutions are inclusive and accessible to hard-to-reach populations, taking into account any potential technological limitations, such as connectivity issues.

Programme visibility

Positioning the work of UNODC as “One UNODC” in the region is essential for increasing visibility both internally and externally, as well as in the context of current and potential donors.

Resource mobilization

Strategizing on donor engagement requires an additional focus on mapping the donor community in each country. The mapping exercise should go beyond listing active donors – including regular visits (e.g. six-monthly) to discuss and understand donor priorities and canvas potential cooperation opportunities. It should also include the whole donor community, not just those currently funding UNODC programmes.
This evaluation has been framed by using the UNODC Guidance on Conducting Evaluation Synthesis (Guidance Document) and the code book for UNODC Meta-Synthesis 2019–2021. This report also drew on the Approach Paper for the UNODC Meta-synthesis 2019–2021 and the inception report for the ongoing synthesis review Mexico. In the evaluation team’s discussions during the inception phase, including with IES, it was determined that the most appropriate meta-evaluation approach for this assignment was a meta-synthesis review. A synthesis review is described in detail in the Guidance Document, the main points of which are summarized here:

- Also known as systematic, narrative or literature review
- Based on qualitative analysis, to identify patterns that emerge across evaluations/documents in relation to a focus area
- Useful to provide recommendations, assessing available evaluations guided by a specific question
- Useful in cases where there is uncertainty on a particular intervention theme or cross-cutting issue
### Stakeholder engagement

The Guidance Document defines the level of stakeholder engagement in a synthesis review.

- During planning and dissemination phases: primarily engaged by Synthesis Manager to prepare the terms of reference and participate in the presentation of results.

- In the current review the IES, as Synthesis Manager, prepared the Terms of Reference in consultation with the Regional Office for Eastern Africa (ROEA).
  - Representatives of the ROEA also participated in the start-up meeting and will be engaged throughout the review for assistance with documents and with stakeholders for primary data collection as required.

  - A validation workshop, in Kenya, will take place prior to submission of the draft review report.

- As active members of the team, to frame the problem, search and identify documents, periodic coding of documents and validation of alignment, validating results, etc.
  - In the current review the IES will be engaged in detail with the review team in problem framing, document identification and selection, code definition, feedback/inputs on code testing, coding and validation.

  - ROEA is engaged in document identification and selection and validation.

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**INCEPTION**
- Document mapping – classify documents coding type, document type and year; include additional information as relevant.
  - Upload documents in NVivo.
  - Program/test codebook structure and possible analysis features in NVivo.
  - Participatory test of codebook in NVivo.

**DATA COLLECTION**
- In-depth desk review and coding of reports.
  - Conduct periodic inter-rater reliability checks and one mid-point feedback meeting.

**DATA ANALYSIS**
- Qualitative content analysis.
  - Quantitative analysis of trends in coded data.
  - Design of summary charts, tables and infographics.

**REPORTING**
- Report drafting and preliminary findings.
  - Validation workshop.
  - Draft report.
  - Evaluation brief.
  - Feedback from IES.
  - Final report; brief and presentation.
Analytical framework

The Guidance Document notes that in most cases, the analytical framework already exists, although it may need to be slightly adapted. In this case, a strategic framework is being used, comprising the Strategic Vision for Africa 2030 (Vision) and the UNODC Strategy 2021–2025 (Strategy) (see annex 2 – The UNODC Strategy 2021–2025). While both were used as framing documents, the report’s analysis is structured according to the Vision document:

- Investment area 1: Promoting people’s health through balanced drug control
- Investment area 2: Securing the safety of people from organized crime, terrorism and violence
- Investment area 3: Protecting Africa’s resources and livelihoods
- Investment area 4: Safeguarding people and institutions from corruption and economic crime
- Investment area 5: Making criminal justice systems more effective and accountable

The analytical framework was also developed with awareness of the ROEA Regional Programme document: Promoting the Rule of Law and Human Security in Eastern Africa. The Regional Programme was developed prior to the Vision and Strategy and as such has a different approach to thematic areas. There is still a strong correlation between the Regional Programme and the Vision and Strategy. The Regional Programme defines five pillars:

- Pillar I: Countering Transnational Organized Crime and Trafficking
- Pillar II: Countering Corruption
- Pillar III: Terrorism Prevention
- Pillar IV: Crime Prevention and Criminal Justice
- Pillar V: Prevention of Drug Use, Treatment and Care of Drug Use Disorders and HIV and AIDS Prevention and Care

Each of these pillars is incorporated in the Strategy and Vision and is covered in the analytical framework.

Meta-synthesis review methodology

Per the Guidance Document, the methodology applied for synthesis review includes four main steps:

1. The first step is to formulate the question, or questions, that it aims to answer.

2. The second step is to determine the search criteria and the basis of inclusion and exclusion. The criteria will define the selection of evaluation reports, and consider qualities such as report ratings through evaluation quality assessments (EQAs), language of reports, sample size (if applicable), type of publication (e.g., evaluation report, audit, project document), data collection methodology, etc.

3. The next step is the screening and identification of reports/studies, for which a clear strategy should be developed.

4. The final step is to develop a coding protocol.

Following is a description of how these four steps have been applied in this evaluation.
Step 1: Formulating the review question

The evaluation team brainstormed the questions and then analysed the choices. Based on these discussions a single question with two components is proposed:

- What are the key findings (including good practice), recommendations and learnings from the work of UNODC in Eastern Africa that is relevant for and should guide ROEA programming over the next five years? (Focus on primary documentation.)
- What are the key findings (including good practice), recommendations and learnings from other international organizations that implement work relevant to UNODC programming that can inform and help guide the work of ROEA over the next five years? (Focus on secondary documentation.)

Step 2: Determining the search criteria and basis of inclusion and exclusion

A scoping process for the synthesis was undertaken during the latter part of 2022 and early 2023. This scoping phase included a document review. This review, together with additional documents nominated by IES and ROEA defined the scope for inclusion. The criteria included a primary focus on evaluation documents from Eastern Africa and evaluation documents of UNODC global programmes operating in Eastern Africa as a primary determinant. Secondary criteria included other United Nations evaluation documents (related to the region), donor reports, voluntary national reviews (related to the region) and UNSDCFs (related to the region).

Step 3: Screening and identifying reports/studies

The evaluation team mapped the documents as part of the inception phase. This provided a good summary picture of the documents themselves. The documents were divided into three categories, background/framework; primary documents; secondary documents. Each will be treated differently in the coding and analysis – the differences are summarized here:

- Background/framework – Used to frame the analysis and develop the Codebook.
- Primary documents – Key documents for the analysis. These are all UNODC evaluation and oversight documents. The Findings, Conclusions, Lessons Learned and Recommendations sections of these documents will all be coded.
- Secondary documents – These documents will be coded based on a word search of key words and phrases. The word search list can be found in annex 7 – Word search list.

The full list of reviewed documents can be found in annex 2 – Document review list.

Step 4: Coding protocol

A coding protocol was developed. The protocol was based around the codebook for the assignment that was developed during the inception phase, and is provided as an annex in the inception report. The components of the protocol were as follows:

- Preparation for the activity:
  - Specify main codes per the Strategy and Vision documents, with reference to the Regional Programme document.
– Detail and clarify secondary codes based on subcomponents of the thematic focus areas.

– Refine/delete codes from the UNODC Codebook document for inclusion in the organizational, structural aspects of the UNODC Strategy section.

– Analyse and include as appropriate additional categories from the UNODC Codebook document.

– Confirm report sections to be included, searched and reviewed.

– Detail and make use of code definitions to ensure coding consistency.

– Assign reports to reviewers, ensuring inter-rater reliability.

• Conducting the activity – primary documents:

  – Focus on secondary codes in the Thematic areas section.

  – Focus on key codes in organizational aspects, including in 2-Efficiency enablers, 3-Delivering together, 4-Stronger research and evidence-based policy which includes RBM and 7-Cross-cutting commitments.

  – Focus as well on the additional categories, particularly B1-Type of information, B2-Technical assistance.

  – Do test coding. Two coders each code two documents and then review and revise the framework/increase precision of the code book, if needed.

  – Conduct systematic search and review.

  – Code and tabulate reports against analytical framework.

• Conducting the activity – secondary documents:

  – Use a key word list to search documents for relevant paragraphs.

  – Focus on secondary codes in the Thematic areas section.

  – Conduct systematic search and review.

  – Code and tabulate reports against analytical framework.

Data analysis

Data analysis and synthesis was guided by the research question and used the analytical framework/codebook to structure the analysis. Depending on the text, paragraphs were coded under multiple codes.

The first phase of analysis was structural coding – focusing on quantitative analysis based on frequency of coding, searching for trends and themes which are “codes” or “indicators” within the analytical framework. The second phase built on the numeric trends and explored and more clearly identified and organized emerging patterns through qualitative content analysis – keeping track of specific reports substantiating the findings for easy referencing.
Reporting

Draft evaluation report. The evaluation team prepared a draft Report on the Strategic Meta-Synthesis related to UNODC Work in Eastern Africa, detailing the analysis of key findings (including good practices), recommendations and learnings from UNODC work in Eastern Africa and beyond that should guide its work over the next five years. IES provided feedback on the draft report, which was taken into consideration for this final version.

Validation workshop report. The evaluation team will prepare and lead a validation workshop with ROEA staff (see workshop description below). Following the workshop, the team will prepare a one- to two-page report on the workshop, summarizing the conduct of and feedback from the workshop and how this will be incorporated in the final version of the evaluation report.

Final evaluation report. Based on feedback from the workshop and IES, the evaluation team will finalize the report. If appropriate, the final version of the report may include targeted and prioritized considerations to contribute to ROEA deliberations on and drafting of its new strategy.

Two-page brief. The synthesis team will prepare a two-page brief on the meta-synthesis. Per the terms of reference, the brief will include a page of text and a page of infographics, informing on the key results of the evaluation.

Presentation. The evaluation team will prepare a PowerPoint presentation on the results of the evaluation for IES, other stakeholders and other audiences at events, subject to the requirements of IES.
ANNEX II. REFERENCE DOCUMENTS

The document list is structured according to the following types:

Background documents

<table>
<thead>
<tr>
<th>Report name</th>
<th>Description</th>
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<tbody>
<tr>
<td>UNODC Regional Programme in Eastern Africa 2016–2021 (extended to 2023)</td>
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<tr>
<td>Institute for Economics and Peace, 2022 Global Terrorism Index</td>
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<tr>
<td>Mo Ibrahim Foundation. 2022 Ibrahim Index of African Governance: Index Report</td>
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<tr>
<td>Peace Research Institute Oslo (2022), Conflict Trends: A Global Overview 1946–2022</td>
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<tr>
<td>Tax Justice Network 2022 Financial Secrecy Index</td>
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<tr>
<td>2022 Transparency International, Corruption Perception Index</td>
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<tr>
<td>World Bank Database 2022 World Development Indicators: “Income”</td>
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<tr>
<td>UNODC, Global Report in Trafficking in Persons 2022</td>
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<tr>
<td>UNODC ROEA (2021), Summary of Achievements</td>
<td></td>
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<tr>
<td>UN-Women (2022), UN-Women East and Southern Africa Regional Office: An Overview of Our Programmes</td>
<td></td>
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<tr>
<td>US Department of State, 2023 Trafficking in Persons Reports</td>
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<tr>
<td>International Crisis Group (2021), Oil or Nothing: Dealing with South Sudan’s Bleeding Finances – Africa Report No. 305</td>
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<tr>
<td>UNCTAD (2020), Tackling Illicit Financial Flows for Sustainable Development in Africa</td>
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Framework documents

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<tr>
<td>UNODC Strategy 2021–2025</td>
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<tr>
<td>UNODC Vision for Africa 2030</td>
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# Primary coding documents

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<tr>
<th>Report name</th>
<th>Abbreviation as used in the narrative</th>
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<tr>
<td>Final Independent In-depth Evaluation of Strengthening the Legal Regime Against Terrorism (GLOR35) 2021</td>
<td>GLOR35</td>
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<tr>
<td>Final Independent In-depth Evaluation of UNODC Work in West and Central Asia 2021</td>
<td>WC ASIA</td>
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<tr>
<td>Midterm Independent In-depth Evaluation of the Global Programme to Prevent and Combat Corruption (GLOZ99) 2021</td>
<td>GLOZ99</td>
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<tr>
<td>Midterm Independent Evaluation of Global Firearms Programme (GLOX34) 2021</td>
<td>GLOX34</td>
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<tr>
<td>Final Independent Project Evaluation of Civil Society in Africa contributes to UNCAC and its review mechanism to effectively fight corruption and support the Sustainable Development Goals (SDGs) (GLOU68) 2021</td>
<td>GLOU68</td>
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<tr>
<td>Final Independent Evaluation of Implementation of the Doha Declaration: Towards the Promotion of a culture of lawfulness (GLOZ82) 2020</td>
<td>GLOZ82</td>
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<tr>
<td>Final Independent Evaluation of the UNODC Regional Programme in South-East Asia 2020</td>
<td>SE Asia</td>
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<td>Midterm Independent Evaluation of the Wildlife Crime Analytical Toolkit (GLOZ31) 2020</td>
<td>GLOZ31</td>
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<td>Mid-term Independent Evaluation of the Fisheries Crime Initiative (GLOZ31) and the Container Control Programme (GLOG80), 2020</td>
<td>QZA-15/0519</td>
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<tr>
<td>Independent Strategic Evaluation of UNODC work to Promote Gender Equality 2022</td>
<td>GEEW Evaluation</td>
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<td>Midterm Independent Cluster Evaluation of UNODC work on Drug Dependence (2022)</td>
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<td>Final Independent Evaluation of Integrated Programme for Ethiopia: Criminal Justice and Integrity (ETHX97) 2022</td>
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<td>Final Independent Evaluation of PLEAD Programme (KENW58) 2023</td>
<td>KENW58</td>
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<td>OIOS Evaluation of UNODC (2021)</td>
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## Secondary coding documents

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<td>Kenya’s Economic Survey 2022</td>
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<td>Tracking Blood Money: Financial Investigations into Wildlife Crime in East Africa</td>
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<td>UNODC (2022). Global Report on Trafficking in Persons</td>
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### ANNEX III. RELEVANT PROGRAMMES AND PROJECTS RELATED TO UNODC MANDATED AREAS IN THE EASTERN AFRICA REGION NOT IMPLEMENTED BY THE UNITED NATIONS

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<th>Project title</th>
<th>Description</th>
<th>Donor</th>
<th>Objective</th>
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<tbody>
<tr>
<td><strong>Using Criminal Analysis to Enhance Africa's Response to Transnational Organized Crime (ENACT) 2017–2025 (EUR 26 million)</strong></td>
<td>Implementing Partners: INTERPOL, ISS and Global Initiative against Transnational Organized Crime (GITOC)</td>
<td>European Union and French Ministry of Foreign Affairs</td>
<td>Support African countries to build law enforcement response to transnational organized crime by helping enhance knowledge, skills and awareness. Thematic focus: human trafficking and human smuggling; drug and arms trafficking; cybercrime; IFFs; animals, plants and non-renewable resources; maritime security; counterfeit goods, cross-border smuggling.</td>
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<tr>
<td><strong>Partnership for Regional East Africa Counterterrorism (PREACT)</strong></td>
<td>Partner States: Burundi, Comoros, Djibouti, Ethiopia, Kenya, Rwanda, Seychelles, Somalia, Sudan, Uganda, United Republic of Tanzania</td>
<td>United States Government</td>
<td>Multi-year, multidimensional technical assistance programme to build capacity and cooperation of military, law enforcement and civil actors in Eastern Africa to counter terrorism.</td>
</tr>
<tr>
<td><strong>Regional Grant to Intergovernmental Authority for Development (IGAD Centre of Excellence for Preventing and Countering Violent Extremism (ICEPCVE))</strong></td>
<td>Partner States: Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda</td>
<td>United States Agency for International Development (USAID)</td>
<td>Technical and programmatic support in research and strategic communication, community outreach, knowledge-sharing regional, national, and local CVE programming to reduce risk of recruitment into and support for violent extremism; building the capacity of government, civil society, youth organizations, and private sector to prevent or counter violent extremism.</td>
</tr>
<tr>
<td><strong>Programme to Address Polarization, Radicalization, and Extremism in Kenya (PROACT) (USD 2 million)</strong></td>
<td></td>
<td>United States Department of State</td>
<td>Strengthening community resilience and local government (Kenyan counties) capacities to respond to and monitor and evaluate progress of P/CVE interventions.</td>
</tr>
<tr>
<td>Project title</td>
<td>Donor</td>
<td>Objective</td>
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<tr>
<td>Kenya NiWajibu Wetu (NIWETU) CVE and Conflict Programme 2016–2020 (USD 20 million)</td>
<td>USAID</td>
<td>Improve P/CVE capabilities to identify and respond to violent extremist threats in the counties of Garissa, Isiolo, Mandera, Nairobi and Wajir by enhancing community mobilization to address violent extremism and government responsiveness.</td>
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<tr>
<td>Strengthening Community Resilience against Violent Extremism (SCORE) Programme Kenya 2014–2019 (USD 5 million)</td>
<td>USAID</td>
<td>Grant support to build capacity of CSOs and communities to counter violent extremism and mitigate conflict in the Kenyan coastal counties of Kilifi, Kwale, Lamu, Mombasa, Taita Taveta and Tana River.</td>
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<tr>
<td>Earth Journalism Network/Internews Project on Increasing Awareness of Wildlife Crime 2021– (USD 5 million)</td>
<td>USAID</td>
<td>Support to media and East African Community, and ministries of tourism, wildlife, environment and forestry, in regional countries to enhance media reporting, research and investigations on wildlife crimes and relevant solutions.</td>
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<tr>
<td>East African Community Project Trans-Boundary Wildlife Management and Wildlife Trafficking Crime (USD 4.5 million)</td>
<td>USAID</td>
<td>Provision of innovative tools and technologies to law enforcement, and ministries of tourism, wildlife, environment and forestry to combat wildlife crime in Uganda and the United Republic of Tanzania (e.g. Trade in Wildlife Information Exchange Database).</td>
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<tr>
<td>Building Resilience in Civil Society (BRIC) 2016–2018</td>
<td>Foreign, Commonwealth and Development Office (FCDO) – United Kingdom</td>
<td>Increase capability of local stakeholders to respond to the emerging threats of violent extremism while encouraging closer cooperation between government and non-government actors in a way that builds resilience.</td>
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<tr>
<td>Collective Resilience Against Extremism (CREATE) Programme</td>
<td>FCDO – United Kingdom</td>
<td>Reduce vulnerability to violent extremist recruitment by enhancing resilience of at-risk individuals and groups in Kenya, Uganda and the United Republic of Tanzania.</td>
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<tr>
<td>Project title</td>
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<td><strong>Reinforcing Cyber-Security in Africa—INTERPOL African Joint Operation against Cybercrime- AFJOC (GBP 2.9 million)</strong></td>
<td>FCDO) – United Kingdom</td>
<td>Support to INTERPOL’s Cybercrime Directorate to strengthen capacities of Eastern and Central Africa states to combat transnational crimes including human, drug and arms trafficking, terrorism, car theft, and environmental crimes.</td>
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<tr>
<td><strong>CSSF East Africa Preventing Violent Extremism Programme 2019–2022 (GBP 4 million)</strong></td>
<td>FCDO – United Kingdom</td>
<td>Strengthened evidence base for preventing violent extremism and reducing the drivers and enablers of violent extremism in East Africa through support to local government in Kenya to implement County Action Plans for P/CVE.</td>
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<tr>
<td><strong>CSSF East Africa Crime and Justice Programme 2017–2020 (GBP 1.85 million)</strong></td>
<td>FCDO, National Crime Agency (NCA) and Crown Prosecution Service (CPS)</td>
<td>Disrupt criminal networks by assisting criminal justice systems and police reforms to respond effectively to serious organized crime (i.e. human trafficking, trade in counterfeit illicit goods, money-laundering, anti-corruption, illegal wildlife trade, child exploitation, drug trafficking).</td>
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<tr>
<td><strong>CSSF East Africa Crime and Justice Programme 2015–2020</strong></td>
<td>FCDO, NCA and CPS</td>
<td>Support Kenya and the United Republic of Tanzania to strengthen law enforcement and criminal justice capability to tackle serious organized crime through effective investigations and prosecutions.</td>
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<td><strong>Peace and Stabilization Fund (PSF) for Horn of Africa [Somalia] 2018–2022 (DKK 219 million)</strong></td>
<td>Danish Ministry of Foreign Affairs (MFA)/Danida and Danish Ministry of Defence (MOD)</td>
<td>Programmatic focus: Directly stabilizing efforts; preventing/countering violent extremism; conflict prevention and resolution; security and justice sector efforts; countering transnational organized crime and illegitimate financial flows; and strengthening maritime security.</td>
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### ANNEX IV. TOP 20 CODES

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<th>Code</th>
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<th>Findings</th>
<th>Good practices</th>
<th>Lessons</th>
<th>Conclusions</th>
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Legend:
- Recommendations
- Findings
- Good practices
- Lessons
- Conclusions
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