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**Independent In-Depth Cluster Evaluation of
the
Global Synthetics Monitoring: Analyses,
Reporting and Trends Programme (GLOJ88)
and the Global Scientific and Forensic
Programme – Support Project (GLOU54)**

GLOJ88 & GLOU54

Global

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This evaluation report was prepared by an evaluation team consisting of Punit Arora, Robert Anderson and Emanuel Lohninger (IEU). The Independent Evaluation Unit (IEU) of the United Nations Office on Drugs and Crime (UNODC) provides normative tools, guidelines and templates to be used in the evaluation process of projects. Please find the respective tools on the IEU web site:

<http://www.unodc.org/unodc/en/evaluation/evaluation.html>

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GLOSSARY OF TERMS USED

Abbreviation	Term
ADLOMICO	Anti-Drug Liaison Officials' Meeting for International Cooperation
AICEF	Iberoamerican Academy of Forensic Science Institutes
APAIC	Asia and Pacific ATS Information Centre
ASEAN	Association of South East Asian Nations
AFSN	Asian Forensic Sciences Network
ARQ	Annual Report Questionnaire
ASCLD	American Society of Crime Laboratory Directors
ATS	Amphetamine Type Stimulants
CBT	Computer-Based Training
CLP	Core Learning Partners
CND	Commission on Narcotic Drugs
DAINAP	Drug Abuse Information Network for Asia and the Pacific
DAINLAC	Drug Abuse Information Network for Latin America and the Caribbean
DEA	Drug Enforcement Administration (US Department of Justice)
DPKO	(UN) Department of Peacekeeping Operations
DTA	Division for Treaty Affairs
ECOWAS	Economic Community Of West African States
EMCDDA	European Monitoring Centre for Drug Dependence and Abuse
ENFSI	European Network of Forensic Science Institutes
EUROPOL	European Police Office
EWA	(SMART) Early Warning Advisory
FAQs	Frequently asked questions
GEP	Global eLearning Programme
GLOJ88	Global Synthetics Monitoring, Analysis, Reporting and Trends (SMART) Programme
GLOU54	Global Scientific and Forensic Services Programme Support Project
GLOU61	Global eLearning Programme
GMS	Greater Mekong Sub-Region
GPF	General Purpose Funding
HONLEA	Heads of National Drug Law Enforcement Agencies
HRG	Human Rights and Gender
ICE	International Collaborative Exercises (also, International Quality Assurance Programme)
IEU	Independent Evaluation Unit
IFSA	International Forensic Strategic Alliance
ILO	International Labour Organisation
INTERPOL	International Criminal Police Organization
INCB	International Narcotics Control Board
IQAP	(UNODC) International Quality Assurance Programme
LCDC	Lao National Commission for Drug Control and Supervision
LSS	Laboratory and Scientific Section
MDMA	Methylenedioxymethamphetamine (Ecstasy)
NACD	National Authority for Combating Drugs
NPS	New Psychoactive Substances
OAS-CICAD	Inter-American Drug Abuse Control Commission at the Organisation of American States
OECD	Organisation for Economic Cooperation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
ONCB	Office of the Narcotics Control Board
QA	Quality Assurance
RBF	Regular Budget Funding
RP	Regional Programme
SAMNZFL	Senior Managers of Australian and New Zealand Forensic Laboratories
SMART	Synthetics Monitoring: Analyses, Reporting and Trends Programme

SPF	Special Purpose Funding
SWGDRG	Scientific Working Group on Drugs
SWOT	Strengths, Weaknesses, Opportunities and Threats Analysis
TA	Technical Assistance
ToR	Term of References
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNGASS	United Nations General Assembly Special Session
UNHCHR	United Nations High Commissioner for Human Rights
UNICRI	United Nations Interregional Crime and Justice Research Institute
UNTOC	The United Nations Convention against Transnational Organized Crime (2000)
TINA	There Is No Alternative
WCO	World Customs Organization
WDR	World Drug Report
WHO	World Health Organization

EXECUTIVE SUMMARY

UNODC's mandate for building scientific and forensic capacity emanates from 1954 General Assembly Resolution 834 (IX). Therefore, UNODC's activities in this area draw upon almost six decades of lessons learned from all around the world. The present work in the forensic field was consolidated under the framework of the Global Scientific and Forensic Services Programme Support Project (GLOU54) in 2009. GLOU54 seeks to enhance scientific and forensic capacity worldwide. Further, specific activities relating to synthetic drugs issues are implemented through a support project called the Global Synthetics Monitoring, Analysis, Reporting and Trends (Global SMART) Programme (GLOJ88). GLOJ88 was launched in 2008 to assist governments in generating and analysing data on synthetic drugs and new psychoactive substances. These projects are managed and implemented by the Laboratory and Scientific Section, Research and Trend Analysis Branch, Division for Policy Analysis and Public Affairs.

The main objectives of these two projects are to ensure that Member States have access to and use quality forensic science services in support of their efforts to counter drugs and crime (GLOU54) and to enable Member States to make effective evidence based decisions to counter the problem of synthetic drugs/substances (GLOJ88). GLOU54 and GLOJ88 have been running for six and seven years, with total approved budgets of US\$3,797,000 (24 Apr 2009 - 31 Dec 2016) and US\$ 8,001,156 (24 Sep 2008 - 31 Dec 2016) respectively, and have not been previously evaluated since their initiation. Both projects together in combination with General Purpose (GP) and Regular Budget (RB)-funded activities constitute the implementation face of the UNODC Thematic Programme on Scientific and Forensic Services, as co-ordinated by the Laboratory and Scientific Section (LSS). That is why a cluster in-depth evaluation of the projects in the framework of the Thematic Programme was undertaken.

The evaluation covered the period January 2011 to November 2015, and followed a mixed-methods approach with adequate triangulation to arrive at credible, reliable and unbiased findings. It used both primary and secondary sources of information. Primary sources included interviews with key stakeholders (face-to-face or by telephone), surveys, field missions for case studies, focus group interviews, observation and other participatory techniques. Secondary sources included all project documents and archival data available from partner organizations.

Evaluation Findings

Design and Relevance: Overall, the evaluation found that both programmes have benefitted from close interaction with each other, which has helped them deliver outputs as planned and generally to the satisfaction of all stakeholders. The use of two separate projects was designed to provide a clear identity and purpose of each, however in practice many stakeholders have a difficult time making that distinction. This is partly due to excellent collaboration between the two programmes. The outputs produced by both the

programmes were found to be highly relevant to UNODC's mandates and targeted stakeholders at a global level. The biggest advantages of implementing the two programmes through a combination of budgetary sources were multiplicity of sources and nimbleness with which requisite resources could be put together to meet emerging challenges, while the challenges associated with this were greater risk, managerial complexity and long-term sustainability. The mixed funding model is here to stay and LSS and programme teams will need to continue balancing the challenges posed by this form of functioning. The two programmes have used a number of mechanisms with a mixed top-down and bottom-up approach to determine strategic priorities within the overarching remit of LSS and its projects as indicated by UN resolutions and mandates. Overall, the evaluation found that, by using this mixed approach, LSS has not only responded to various resolutions and mandates, but it has also proactively helped shape them. The evaluation concluded that the approach used by LSS and its two programmes to identify their strategic priorities appeared to be based on sound methodology, and hence yielded appropriate responses.

Effectiveness: The evaluation found that both programmes have made a significant and effective contribution to capacity building, despite the constraint of resources. A considerable progress has been made in obtaining planned outcomes, although with some regional variation. The approaches and strategies used by LSS, which are based on their long experience of what works and what does not in this field, should be retained with some adaptation, to continue to serve the needs of programme clients.

Efficiency: The efficiency questions pertain to cost-effectiveness in converting inputs into outputs. The primary considerations were: firstly, whether the programme outputs were obtained within budget and on schedule; secondly, whether the programme outputs could have been obtained in alternative and more cost-effective ways and thirdly, looking to the next phase of the projects, how the available resources could be best used. The evaluation team found the efficiency of LSS in delivering outputs and outcomes to be satisfactory within the resources available, although technological progress worldwide has created opportunities for further improvements that should be exploited going forward that LSS may do well to examine, particularly when considering the widespread demand for training amongst its clients and the availability of e-communications for collaborating with them. The evaluation also concluded that the LSS laboratory is an asset, which currently plays an important role in programme activities.

Impact: The two programmes aim at producing changes in forensic practice leading to better quality data and information for policy decisions in Member States. Clear evidence of donor commitment was detected and the evaluation found that the programmes are on a trajectory that should lead to making a significant contribution to achievement of these objectives in targeted countries. Most stakeholders reported positively on the impact of GLOJ88 in their sphere of activity, especially with regard to promoting greater awareness on emerging patterns and trends of the global New Psychotropic Substances (NPS) situation. Many Member States have enacted legislation dealing with synthetic drugs, especially NPS, using inputs from the SMART programme. GLOJ88 has been very successful in creating awareness at the level of international bodies, leading to several CND resolutions on synthetic drugs. At the same time, the evaluation noted the need for better data collection on outcomes and impacts in the next plan period. GLOU54 has produced significant impact on quality assurance in forensic laboratories, and on the data they produce, by providing the International Collaborative Exercises (ICE) under the auspices of its International Quality Assurance Programme. Moreover, one of the major outcomes of GLOU54 has been increased awareness amongst authorities of the value of the laboratory and its input to knowledge of the national/regional drug situation.

Sustainability: The two main questions to be considered relate to sustainability of the programmes themselves and to sustainability of their outcomes. The evaluation found that the outcomes and impact of GLOJ88 by its very nature are not sustainable without continued support, and those of GLOU54 are linked to the reservoir of capacity already developed in targeted countries. Further, both the programmes are resource intensive and will require continued support to be sustainable.

Partnerships: Significant partnerships have been forged based on the long-standing, worldwide, network of collaborating organisations that LSS has formed both within and outside the UN and UNODC. These include the Asian Forensic Sciences Network (AFSN), the Iberoamerican Academy of Forensic Science Institutes (AICEF), the European Network of Forensic Science Institutes (ENFSI), the International Forensic Strategic Alliance (IFSA), the International Narcotics Control Board (INCB), and the Inter-American Drug Abuse Control Commission at the Organisation of American States (OAS- CICAD). The partnerships now in place are helping the two programmes achieve their results, and these continue to develop productively. Overall, the evaluation found that the programmes have been successful in creating new partnerships, and, given the resource constraints, they will need to persist with this model in the foreseeable future. More partnership opportunities, especially with universities and research institutions, exist and should be explored.

Human Rights and Gender: The two programmes, and the thematic umbrella they operate under, comply with corporate due diligence on Human Rights and Gender issues. It should be noted that the programmes' focus on evidence-based investigation and prosecution is important for promoting justice and human rights.

Conclusions: While the findings matrix on the next page and conclusions sections provide more details, suffice it would be to say that both the programmes have done an excellent job in achieving their intended outcomes and are on a credible trajectory to contribute to achievement of their larger objectives. Almost all stakeholders interviewed or surveyed acknowledged their contribution. SMART programme has a higher visibility, as by its very nature it focuses on interactions with governments, intergovernmental bodies and other external agencies, while Forensic support provides the infrastructure that makes programmes like SMART succeed.

Recommendations: LSS should persist with both these programmes with a renewed focus to expand their global footprint from countries already on a self-sustainable path to underserved regions. GLOJ88 management is recommended to focus on increasing the speed and frequency with which it provides local and regional information to policymakers and other stakeholders, as well as look to expand its geographic reach. LSS and GLOU54 management should look to better brand and communicate the work on forensic support. Alternatively, LSS could explore the opportunity to merge the two programmes. LSS should emphasize even greater use of eLearning for basic and refresher training, while using train-the-trainers and regional experts for face2face training for advanced purposes. They should also review opportunities for improving monitoring & evaluation systems, and in particular data collection strategies. Lastly, LSS should continue to identify and form new partnerships and continue to strengthen existing partnerships.

Lessons learned: The International Collaborative Exercises (ICE) operated by GLOU54 and the Early Warning Advisory (EWA) by GLOJ88 are both examples of best practices. Both these components involve extensive stakeholder engagement. Other programmes and projects looking for examples of successful engagement should consult these programmes for more information. Annual reports mechanism, preferred mode of information for some, is generally not in tune with present times. Stakeholders' needs now would be better served

by more frequent and tailored electronic communication. Lastly, Drug Abuse Information Network for Asia and the Pacific (DAINAP) is an online drug-data collection and sharing system for ASEAN countries and China. It is potentially an important innovation, however it needs certain refinements to be more useful.

Overall, while it is clear that the rapid growth of illicit drugs continues to be an international concern, it is also evident that these two programmes are succeeding in building capacity of the Member States to deal with these concerns. The summary matrix on the next page provides more specific information on findings, supporting evidence and recommendations made by the evaluation.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings	Evidence	Recommendations
Key recommendations		
1. GLOJ88 (SMART) and GLOU54 (Forensics) have delivered/ are delivering on all their intended outcomes and outputs in a generally cost-effective and timely manner, although resource constraints are causing some regional variations in achievement of these results.	Desk review, stakeholder interviews, survey of trainees, & field missions	LSS should persist with both these successful programmes with a renewed focus to expand their global footprint from countries already on a self-sustainable path (e.g., Thailand & Costa Rica) to underserved regions (e.g., Africa). This process should provide support tailored to each country's needs.
2. The SMART programme has a higher visibility, as by its very nature it focuses on interactions with governments, intergovernmental bodies and other external agencies. The Forensic support programme forms the backbone of most of what goes into making programmes like SMART succeed. Both programmes are achieving their results, but forensic support programme needs a better branding and communication strategy. Many stakeholders attribute even its successes (such as ICE) to the other programme. This has obvious implications for the long-term sustainability of the programme.	Desk review, stakeholder interviews, survey of trainees, & field missions	With respect to GLOJ88, LSS should look to expand its partnerships (e.g. with WHO to include the health and harm-related information needed by stakeholders) and geographic reach. With respect to GLOU54, LSS should look to better brand, including developing a new recognisable identity, and communicate the work on forensic support. The alternative to this would be to explore the possibility of combining two programmes into a single one but LSS would still benefit from a clear identity as being the owner of several important programmes, including IQAP, ICE and SMART.
3. The SMART programme and its EWA have done an excellent job in creating awareness on synthetic drugs, particularly new psychoactive substances.	Desk review, stakeholder interviews, survey of trainees, & field missions	In the next phase, LSS should focus on increasing the speed and frequency with which it provides local and regional (i.e. actionable) information to policymakers and other stakeholders.
4. The Forensic programme has been effective in capacity-building, especially with respect to improving the quality assurance practices through its International	Desk review, stakeholder interviews, survey of trainees, &	In the next phase, LSS should focus greater attention on exploring technological opportunities to economize, with the continued aim of including those forensic laboratories

Collaborative Exercises (ICE), but further expansion of the programme would require expanding the resource base and/or considering further economizing opportunities.	field missions	which do not yet participate in ICE, helping countries which are not doing well in ICE, providing reference standards, commissioning good practice manuals for new drugs, and developing improved field testing methods for drugs and precursors.
5. While GLOU54 and GLOJ88 have helped build capacity in laboratories and law enforcement agencies around the world by providing training, they have barely scratched the surface. There is a huge expressed need and demand for training at all levels in conventional and new fields.	Desk review, stakeholder interviews, survey of trainees, & field missions	LSS should exploit the opportunities created by newly developed eLearning platform to further limit the need for conventional face-to-face methods, which should generally only be used for advanced mentoring and train-the-trainers purposes. Possibilities for collaboration with regional or international forensic associations should also be explored.
6. Planning, monitoring & evaluation systems, and in particular data collection, by both the programmes could be improved. The programmes should be in a better position not just to generate reports that clearly lay out expenditures on various major activities (e.g., laboratory, internal research, publications, etc.), but also link these to planned and obtained outcomes specified in the results-matrix. This information is needed for more effective decision-making.	Desk review, stakeholder interviews, survey of trainees, & field missions	LSS, along with other relevant sections within UNODC, need to review planning, monitoring & evaluation systems, and in particular data collection strategies with a view to generate and provide more granular information needed for managerial decision-making.
7. Partnerships between LSS and other parts of the UN and UNODC and between LSS and other external agencies such as WHO exist but could be more effective. Similarly, there is a need for enhanced collaboration with universities and research institutions for mutually beneficial purposes.	Desk review, stakeholder interviews, survey of trainees, & field missions	LSS should continue to identify and form new partnerships, and strengthen the existing partnership with WHO by having regular meetings, creating joint projects including preparation for CND and UNGASS and sharing resources such as databases, for example, to extend the EWA to include drug health and toxicity information.
Important recommendations		
8. Strategic priorities are identified from a number of sources but could also include those identified by the government of a Member State or consortia of governments willing to resource the proposed activities, co-ordinated by LSS.	Desk review, interviews, field missions	In identifying strategic priorities, LSS and the programmes should create a mechanism for greater input from Member States governments, so as to ensure sustainable funding for new or increased activities and to localize products and services.
9. Implementation of GLOU54 and GLOJ88 based on a network of regional offices and regional	Desk review, stakeholder interviews,	The programme management teams should look to replicate networks such as Asian Forensic Sciences Network

<p>representatives is an effective approach for developing global programmes but communication between HQ, regional offices and current and potential donors, partners and beneficiaries could be better for the purpose of enhancing the visibility of projects as well as for exchange of information.</p>	<p>survey of trainees, & field missions</p>	<p>(AFSN) to promote greater exchange of information and impact on the ground situation.</p>
<p>10. While the two programmes exhibited strong working relationships, opportunities for further synergies, including regarding integration of outputs such as training events, exist and need to be explored with a greater focus.</p>	<p>Desk review, stakeholder interviews, survey of trainees, & field missions</p>	<p>Given the constraint of resources, opportunities for integration and synergies need to be actively explored by LSS and the programmes management. These might include shared training events covering both laboratory-related issues and synthetic drug topics, arranging joint meetings with stakeholders to reduce travel costs and collaborative development of databases, internet interfaces, portals and web sites, and e-learning packages.</p>
<p>11. The targeted beneficiaries expressed preference for direct and more frequent communication from the programmes, for example to learn about new publications. It is in the interest of the two programmes to use available technological solutions to respect these preferences.</p>	<p>Desk review, stakeholder interviews, survey of trainees, & field missions</p>	<p>While LSS has initiated the use of technological tools such as emails and EWA newsletters, it should significantly enhance its use of newsletter subscriptions via the portals, wiki, FAQs, blogs, podcasts, social media, etc. to improve the frequency and quality of their interactions with the targeted beneficiaries.</p>

I. INTRODUCTION

Background and context

UNODC's mandate for building scientific and forensic capacity emanates from 1954 GA Resolution 9/834. Therefore, UNODC's activities in this area draw upon almost six decades of lessons learned from all around the world. The present work in the forensic field was consolidated under the framework of the Global Scientific and Forensic Services Programme Support Project (GLOU54) in 2009. GLOU54 seeks to enhance scientific and forensic capacity worldwide. Further, specific activities relating to synthetic drugs issues are implemented through a support project called the Global Synthetics Monitoring, Analysis, Reporting and Trends (Global SMART) Programme (GLOJ88).

GLOJ88 was launched in 2008 to assist governments in generating and analysing data on new synthetic drugs and psychoactive substances. These projects are managed and implemented by the Laboratory and Scientific Section, Research and Trend Analysis Branch, Division for Policy Analysis and Public Affairs, in close coordination with in-house expertise of UNODC in relevant areas, drawing on the operational support of UNODC's field offices, and in partnership with various international and regional organizations and bilateral assistance providers active in forensic capacity building.

The main objectives of these two projects are to ensure that Member States have access to and use quality forensic science services in support of their efforts to counter drugs and crime (GLOU54) and to enable Member States to make effective evidence based decisions to counter the problem of synthetic drugs/substances (GLOJ88). The summary results matrices of the programmes, as stated in programme documents, are reproduced below:

Project Objectives and outcomes

The summary results matrix of the two programmes is reproduced below:

Overall Objective: Member States have access to and use quality forensic science services in support of their efforts to counter drugs and crime (GLOU54) and to enable Member States to make effective evidence based decisions to counter the problem of synthetic drugs/substances (GLOJ88)					
GLOJ88			GLOU54		
Outcome 1: Member States in priority	Outcome 2: Information and data on synthetic	Outcome 3: Member States, international	Outcome 1: Internationally accepted standards for	Outcome 2: Forensic service providers	Outcome 3: Forensic science services,

regions generate and manage information on synthetic drugs/new psychoactive substances	drugs and new psychoactive substances are available and accessed in priority regions and globally	organizations, partner governments and regional organizations increasingly use information on synthetic drugs/new psychoactive substances for the development of evidence based policies	forensic best practices are available and accessible worldwide	improve their scientific and forensic capacity in meeting internationally accepted standards of performance	data and information progressively impact evidence-based operational purposes, strategic interventions, and policy and decision-making
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After reviewing all the documents supplied by the programme management units the evaluation team modified this results framework (see evaluation matrix in [Annex IV](#)) to be clearer on outcomes and results, and hence more suitable for evaluation purposes. It must be noted that this modified results framework also better complies with the UNODC and OECD-DAC terminology.

Funding, disbursement history and expenditure

Chart 1 below shows the funding and disbursement history for the two projects as of June 2015.

Chart 1. Funding and disbursement history			
	<i>Total Approved Budget (time period)</i>	<i>Expenditure (time period)</i>	<i>Expenditure in % (time period)</i>
GLOJ88	US\$ 8,001,156 (24 Sep 2008-31 Dec 2016)	US\$ 6,431,040 (24 Sep 2008–16 Jun 2015)	80%
GLOU54	US\$3,797,000 (24 Apr 2009-31 Dec 2016)	US\$ 2,192,226* (24 Apr 2009 – 8 Jul 2015)	58%

*Adjusted to reflect income of US\$347,162 from the supply of UN Test Kits.

Chart 2 below provides current donor pledges, funds collected and expenditure to date for both the programmes as per respective financial statements. GLOU54 is a support project with SPF funding which complements resources available from the UN Regular Budget and General Purpose Funds but is not directly funded by RBF or GPF, To set the scale for funding within UNODC, the UNODC consolidated budget for the biennium 2014-15 is US\$ 760 million, including approximately US\$ 88.9 million (11.7%) from the UN regular budget

(RBF).¹ Within UNODC, funds are distributed between drugs (US\$ 160.6 million, 56%) and crime-related activities (US\$ 127.2 million, 44%).¹ Overall, UNODC spent US\$212.9 million on technical assistance in 2014.²

Chart 2. Pledged and Collected funds and Project expenditure on GLOU54 & GLOJ88																								
(US\$)																								
	2011	2012	2013	2014																				
GLOJ88:																								
Pledged	4,935,024	5,490,245	6,822,112	7,691,996																				
Collected	4,075,876	5,474,873	6,817,292	7,391,696																				
Expenditure	1,083,053	856,725	1,118,112	1,314,462																				
Balance	2,302,493	2,000,852	2,213,316	1,768,739																				
Pledges by Member State:																								
<table border="1"> <caption>Pledges for GLOJ88</caption> <thead> <tr> <th>Member State</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Thailand</td> <td>1.1%</td> </tr> <tr> <td>Russian Federation</td> <td>1.3%</td> </tr> <tr> <td>United Kingdom</td> <td>4.8%</td> </tr> <tr> <td>New Zealand</td> <td>5.2%</td> </tr> <tr> <td>United States of America</td> <td>7.1%</td> </tr> <tr> <td>Republic of Korea</td> <td>7.7%</td> </tr> <tr> <td>Canada</td> <td>20%</td> </tr> <tr> <td>Japan</td> <td>22.7%</td> </tr> <tr> <td>Australia</td> <td>30.1%</td> </tr> </tbody> </table>					Member State	Percentage	Thailand	1.1%	Russian Federation	1.3%	United Kingdom	4.8%	New Zealand	5.2%	United States of America	7.1%	Republic of Korea	7.7%	Canada	20%	Japan	22.7%	Australia	30.1%
Member State	Percentage																							
Thailand	1.1%																							
Russian Federation	1.3%																							
United Kingdom	4.8%																							
New Zealand	5.2%																							
United States of America	7.1%																							
Republic of Korea	7.7%																							
Canada	20%																							
Japan	22.7%																							
Australia	30.1%																							
GLOU54:																								
Pledged	2,153,899	2,531,556	2,640,240	2,710,371																				
Collected	1,379,490	2,499,111	2,613,437	2,642,291																				
Expenditure	757,215	706,644	344,983	92,777																				
Balance	1,235,436	901,723	668,977	640,197																				

¹ From <https://www.unodc.org/unodc/en/donors/index.html>

² UNODC Annual Report 2014.

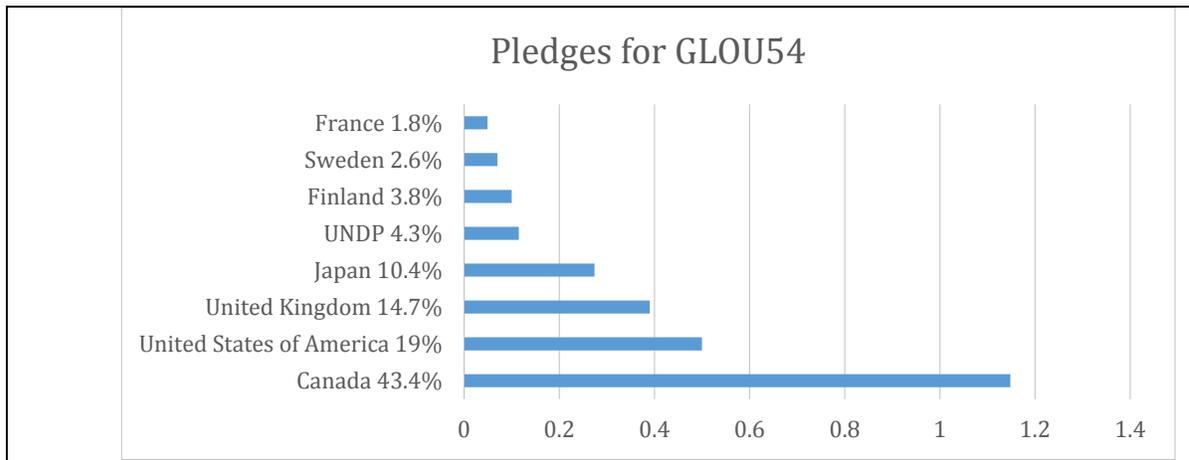
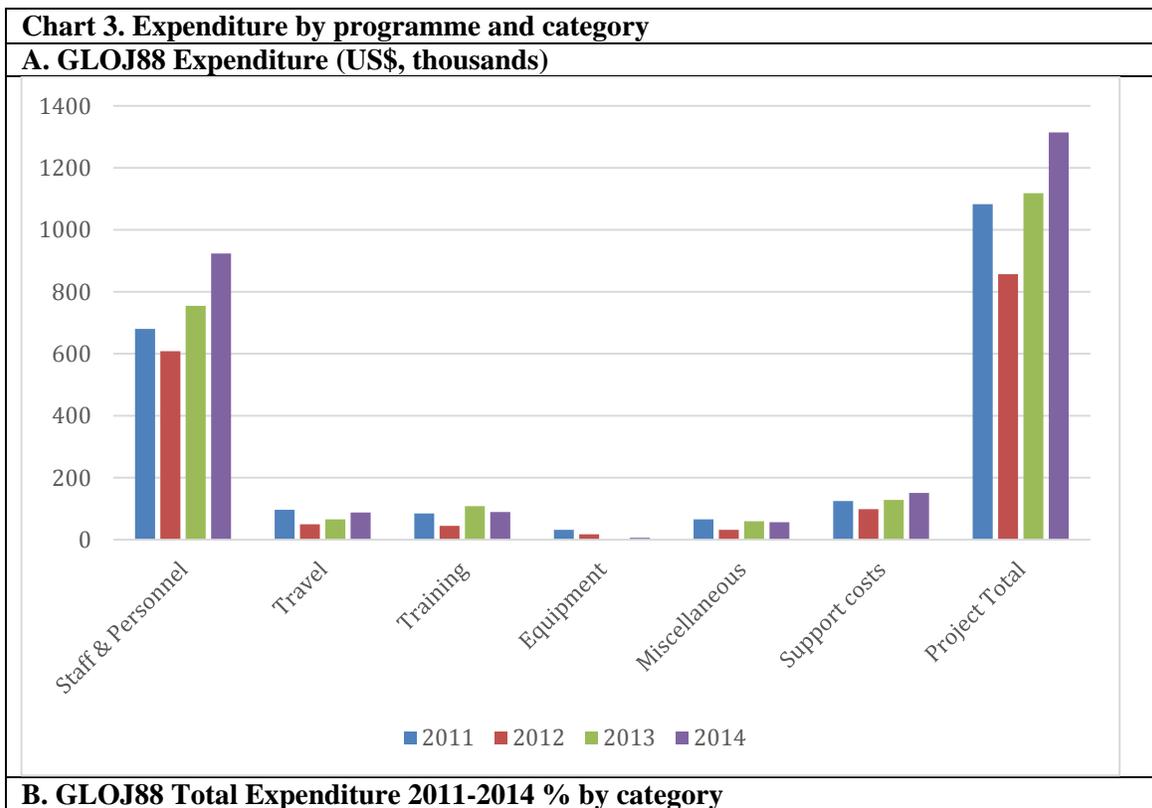
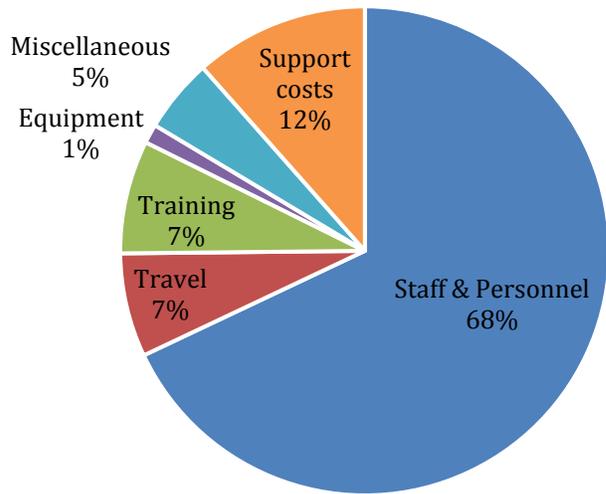
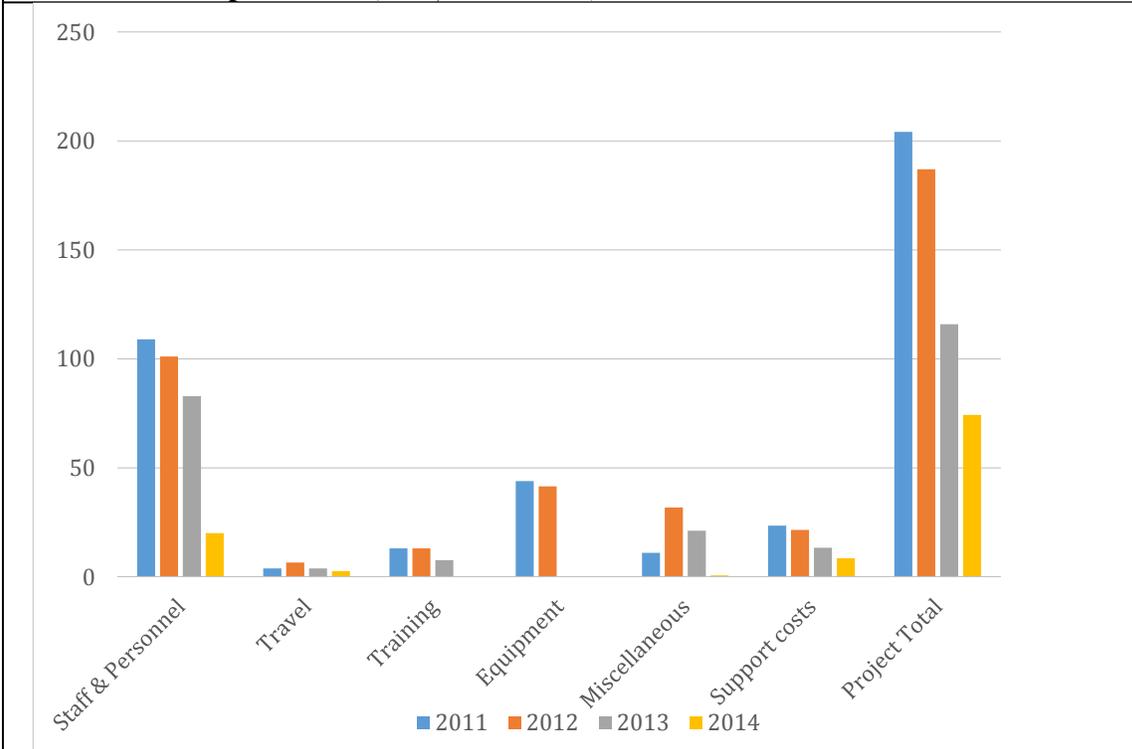


Chart 3 below provides breakdown of expenditure on two programmes.

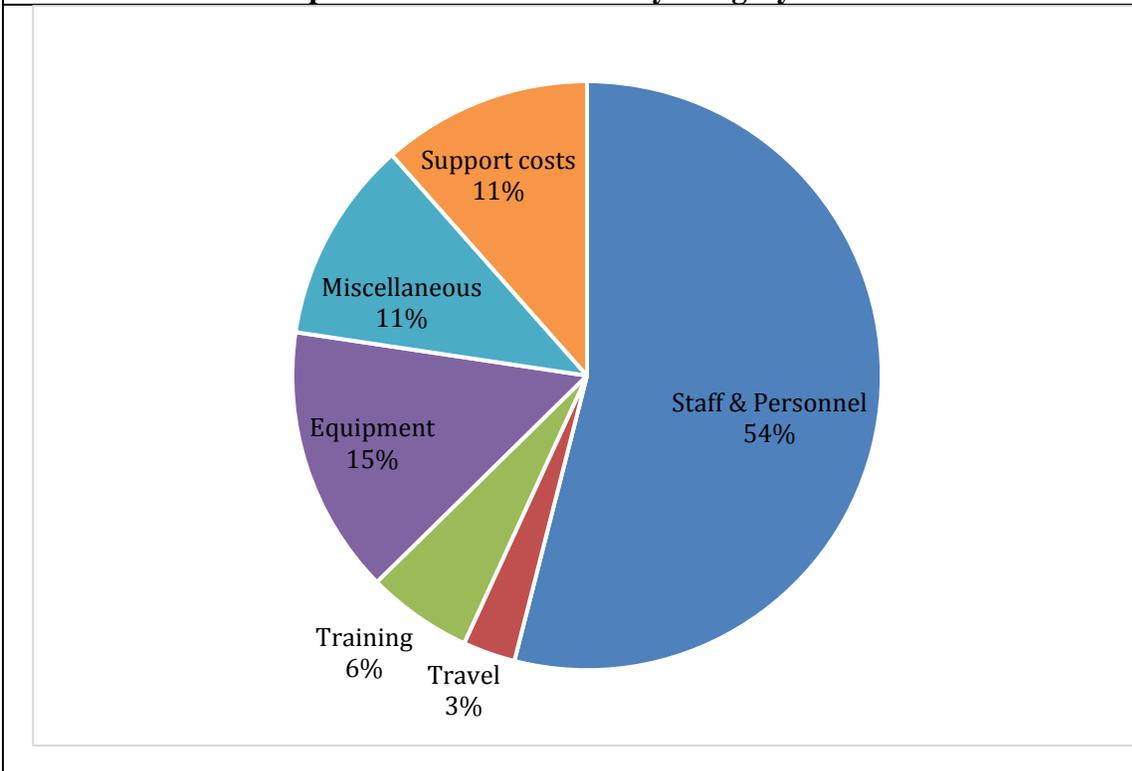




C. GLOU54 Expenditure (US\$, thousands)



D. GLOU54 Total Expenditure 2011-2014 % by category



GLOU54 had eight donors over the period 2009-15 including UNDP, while GLOJ88 diversified over nine donors. Positive donor appreciation of the projects, as evidenced in interviews, indicates that this support is expected to continue. Some donors are actively seeking to increase their countries' contributions to what they consider timely and important projects. The need to expand the donor base was recognised in the UNODC Fundraising Strategy for 2012-2015.³

Evaluation backdrop, purpose, and specific objectives

GLOU54 and GLOJ88 have been running for six and seven years, respectively, and have not been previously evaluated since their initiation. Both projects together in combination with GP and RB-funded activities constitute the implementation face of the UNODC Thematic Programme on Scientific and Forensic Services, as co-ordinated by the Laboratory and Scientific Section. That is why a cluster in-depth evaluation of the projects in the framework of the Thematic Programme on Scientific and Forensic Services was determined to be the most efficient way of evaluation.

The evaluation was undertaken both to assess the progress made by GLOJ88 and GLOU54 so far and (more importantly) to draw lessons and chart future directions for the programmes and UNODC management. It has been planned around the time of the formulation of the Thematic Programme on Scientific and Forensic Services when both projects are undergoing a period of expansion by taking on additional topics such as activities related to international cooperation in the forensic field more generally (GLOU54) and new psychoactive substances (GLOJ88), and focusing on new regions (Latin America, Middle East, Africa, Oceania). These plans were reflected in recent project revisions of GLOU54 and GLOJ88. Specifically, the in-depth cluster evaluation was undertaken to:

- (1) Provide information on the short-term impact/contribution of UNODC activities in the area of scientific and forensic services to better decision-making by UNODC management (best practices and lessons learned),
- (2) Assess the results of the projects and demonstrate to what extent they have achieved their objectives and have been relevant, efficient, cost effective and sustainable in implementing the Thematic Programme on Scientific and Forensic Services,
- (3) Serve as a means to empower project stakeholders, target groups, and other beneficiaries but also to offer advice on the future implementation design and strategic orientation of the Thematic Programme on Scientific and Forensic Services.
- (4) Provide accountability to Member States by determining whether objectives of the two programmes were met (effectiveness) and resources were wisely utilized (efficiency) and to attract further resources towards the extension of the projects.

The evaluation covered the projects GLOJ88 and GLOU54 (2011-2015) in relation to their role as implementing vehicle for the Thematic Programme on Scientific and Forensic Services (2013-2015). The evaluation covered the period from January 2011 to November 2015.

³ From http://www.unodc.org/documents/donors/Fundraising.Strategyv._final_print_version.5_Sep.2012.pdf

While the original ToR had 31 questions, these were simplified, rationalized and combined into 11 questions at the time of inception report. While the original questions are included in the terms of reference (Annex I), the revised questions are listed in the data collection strategy (Annex V) as well as in the findings section. These questions are organized along the lines of following criteria adapted from OECD-DAC guidelines: design, effectiveness, efficiency, impact, sustainability, partnerships, gender and human rights, and lessons learned.

Evaluation Methodology

To meet the evaluation objectives outlined above (also in Annex I), the evaluation team reviewed the evaluation plan (Annex II) and list of core learning partners (Annex III), and using the revised results-based evaluation matrix (Annex IV) and evaluation questions specified in the terms of reference, the team devised a multi-pronged data collection methodology consisting of six data collection processes, some of which ran concurrently. (Annex V provides data collection strategy for each question mentioned in the ToR).

The evaluation utilized a mixture of primary and secondary sources of data. The primary sources for the evaluation included, among others, interviews with key stakeholders (face-to-face or by telephone, in some cases supplemented by written responses), the use of survey questionnaires, field missions for case studies, focus group interviews, observation and other participatory techniques. Secondary data sources included all the project documents and archival data available from partner organizations. More details on the six processes that formed the evaluation methodology are provided below.

The first process consisted of an analysis of existing documents, including project reports, project revisions, mission reports, reports of coordination bodies, reports of intergovernmental bodies and other documents produced by GLOJ88 and GLOU54. All the documents (Annex VI) were revisited prior to relevant field missions. Other supplementary documents such as the latest programme newsletters and updates were requested based on information collected from various stakeholder interviews. Accordingly, document analysis continued throughout the evaluation period.

The second process involved two field missions: one to Latin America and the other to South East Asia. In consultation with programme managers and IEU, the evaluation team decided to undertake the following field missions: Costa Rica and Colombia (Oct 21-28) in Latin America, and Thailand and Myanmar (Nov 3-11) in South East Asia. These missions were selected after taking into consideration various factors including geographic focus, level of engagement in the region, variety of development stages and scope of delivery for both the programmes. The countries selected allowed assessment of outcomes at various levels of engagement with UNODC. It must also be noted that in addition to in-person interviews on these field missions, stakeholders from other countries were interviewed telephonically as well as (some of them) surveyed online.

UNODC staff members, actual and potential partners, beneficiaries (including laboratory staff), government officials and nongovernmental organizations' representatives were interviewed on these field missions, individually or in small focus groups. The interviews were based on the semi-structured protocols shown in Annex VII. Direct observations made

of laboratories visited during the field missions relating to status, equipment levels, caseloads, quality management systems in place etc. were also recorded.

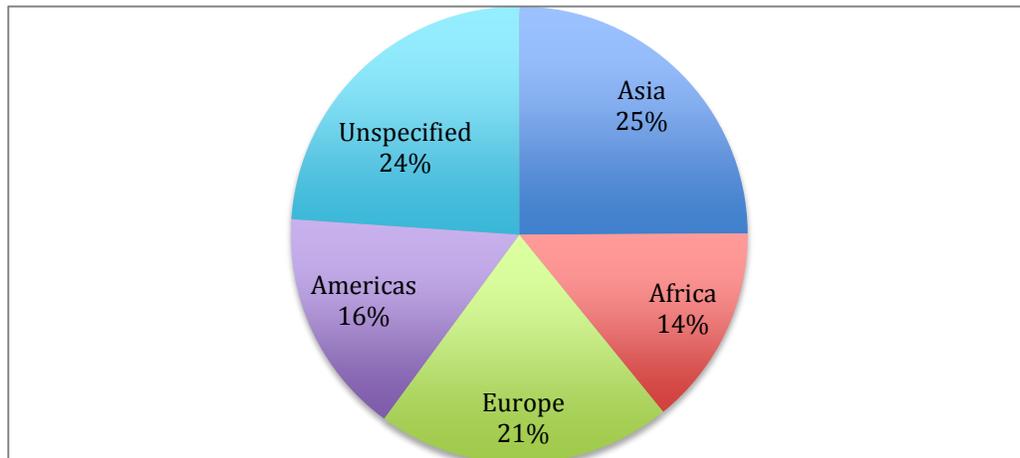
The third process involved interviewing key UNODC staff members engaged in the activities of GLOJ88 and GLOU54 in the regions and headquarters, UNODC Core Learning Partners (CLP) and other key stakeholders to provide context and/or further elucidate on the work performed and results obtained in regions of operation.

The fourth process involved 97 interviews (49 male, 48 female), either in person, telephonically or over the Internet, with cooperating international organizations including the programme donors, Interpol, the World Health Organization (WHO), the European Monitoring Centre for Drug Dependence and Addiction (EMCDDA), United States Drug Enforcement Administration (DEA) and such other stakeholders identified in consultation with project management team. Semi-structured interview protocols were designed for this purpose (see section VII) and more specific questions were added based on the type of involvement of the interviewees with GLOJ88 and GLOU54 and the interviewee’s particular background (Annex VIII).

The fifth process involved collection and analysis of additional data, if any, available from partner organizations. This included data from qualitative and quantitative information collected by these partners from beneficiary jurisdictions and officials. If any pertinent secondary data were available from partner organizations, they were requested to share it with the evaluation team.

Last but not the least, capacity building is one of the central outputs of the GLOJ88 and GLOU54. In order to measure its effectiveness, a stratified random sample of project trainees/ beneficiaries was surveyed (more information is given in the next section). The survey was conducted in English and online. Over all, the evaluation team followed a mixed-methods approach with adequate triangulation and counterfactuals to arrive at credible, reliable and unbiased findings.

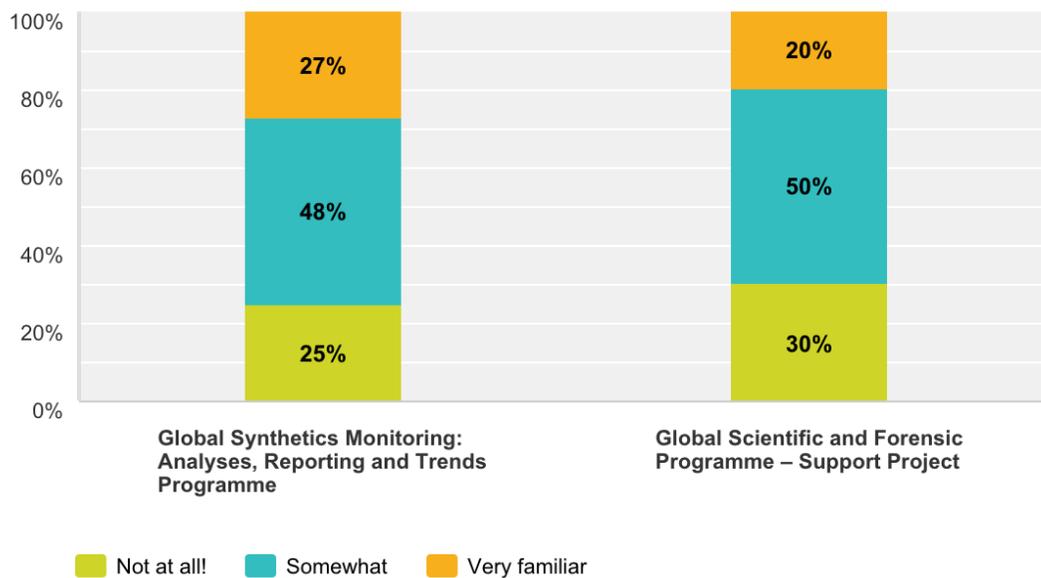
Chart 4. Survey Participant Information	
A. Sample size and response rate:	N
Originally invited to participate	100
Respondents declining due to lack of familiarity with the programmes	4
Respondents requesting translation into other languages	3
Respondents claiming “official” response by another colleague	2
Total eligible respondents	91
Completed responses	56
Response rate (56/91)	62%
B. Survey respondents (by region):	



C. Survey respondents: Demographic information

Gender		Self-defined profession (sector of work)	
Female	39%	Law enforcement	39%
Male	74%	Forensic labs	32%
Unspecified	20%	Government	4%
Age group (years)		Justice	4%
Below 30	11%	Other/ unspecified	21%
31-40	26%		
41-50	43%		
51-60	15%		
Above 60	6%		

D. Survey respondents: Familiarity with the two programmes



The sampling strategy

The vast majority of the core-learning partners identified by the project team were interviewed, either in person or telephonically. The survey of beneficiaries, including laboratory personnel, and their managers involved a systematic stratified random sample of participants. The sample frame consisted of trainees, lab staff and other groups supported since 2010, and these were stratified on the basis of region, gender and year of support. The survey aimed to measure the use of training and other support received, which is a critical outcome, and a key link between the project outputs and intended impacts.

The Project team provided contact information on beneficiaries and supported the evaluation team in achieving a high participant response rate. The survey was conducted using www.surveymonkey.com.

The survey questionnaire was developed on the basis of the desk review and existing survey instruments, which were reviewed and adapted to obtain complementary outcome and impact data.

Limitations

Given the tight timeframe for this evaluation (caused primarily by delays in finalizing contracts due to migration of UNODC (as part of the UN Secretariat) to Umoja, the new enterprise system), the evaluators worked with four limitations. These limitations as well as steps undertaken to limit their effects are listed below:

1. The beneficiaries to be surveyed online were given a very short notice and time to respond. The evaluation team moved very quickly to select the beneficiaries and contacted them repeatedly to achieve a high response rate. Similarly, not all interviewees proposed by the two programmes were available for telephone interviews during this period. Despite the time limitation, the evaluation team managed to interview 97 out of 111 potential interviewees.
2. Data on some of the outcomes and impacts is not being systematically collected by the programmes. The evaluation team tried to overcome this limitation by collecting as much indicative evidence as possible. In some cases, only anecdotal evidence was available, which was collected and collated as systematically as possible.
3. Data constraints included missing baseline and monitoring data. This created the need for the evaluators to retrospectively reconstruct the baseline data, which generally suffers from retrospective bias. The evaluation team used triangulation and counterfactuals, as much as possible, to overcome this limitation.
4. The cluster methodology of this evaluation posed a challenge in terms of familiarity of some beneficiaries, partners and donors with the two programmes: some people are aware of one programme, but not the other; yet others think they are referring to the output of one programme but they are actually referring to the output for the other programme. The evaluation team needed to constantly keep this in mind while assessing interview and survey feedback.

II. EVALUATION FINDINGS

In this section, the primary findings from this in-depth cluster evaluation of the Global Synthetics Monitoring: Analyses, Reporting and Trends Programme (GLOJ88) and the Global Scientific and Forensic Programme – Support Project (GLOU54) are detailed. The findings are discussed and grouped by the following OECD DAC criteria: design and relevance, efficiency, effectiveness, impact and sustainability of GEP activities and outcomes. Additionally, information on the assessment of partnerships and gender and human rights mainstreaming as called for by the terms of reference for this evaluation is provided. For each of these criteria, findings are then organized by the research questions driving the evaluation. While the findings cover all the questions asked or topics raised in terms of reference, the focus is on those issues or topics that are identified as salient by internal and external stakeholders. This section also includes a table summarizing all study findings by outcomes from the programme logframe (See Table 8).

Design and relevance

1. What are the advantages, disadvantages and challenges of the implementation of the Thematic Programme on Scientific and Forensic Services through a combination of global programmes (GLOJ88 and GLOU54), GP/RB funds and forensic components in regional and field programmes? How could the implementation approach of these programmes be further improved for the next phase of the Thematic Programme?
 - The biggest advantages of implementing the two programmes through a combination of budgetary sources are multiplicity of sources and nimbleness with which requisite resources can be put together to meet emerging challenges, and the challenges associated with this are greater risk, managerial complexity and long-term sustainability.

The central activities of the Thematic Programme on Scientific and Forensic Services have been in operation for many years under various programme or project titles. These activities have been carried out in pursuance of various mandates issued by the UN General Assembly, Economic and Social Council, Commission on Narcotic Drugs (CND), UN General Assembly Special Session (UNGASS) and Commission on Crime Prevention and Criminal Justice (CCPCJ) dating back to 1954 when the General Assembly created the UN Narcotics Laboratory under Resolution 9/834 (see Chart 5).

Both programmes have had several extensions based on new CND Mandates and resolutions. The Laboratory and Scientific Section (LSS), operated under the UN Drug Control Programme and latterly under the UN Office on Drugs and Crime, is responsible for implementing these mandates. Further, as discussed at length in the section on Identification of Strategic Priorities, LSS has not only responded to various resolutions and mandates, but it has also proactively helped shape them. For example, the early warning

advisory (EWA) of SMART identified substances globally, which LSS used to provide input to WHO, subsequently leading to a CND resolution.

Chart 5: Key UNODC mandates in the scientific and forensic field

A. General Assembly resolutions:

61/183	International cooperation against the world drug problem
20/4A	Action plan against illicit manufacture, trafficking and abuse of ATS and their precursors
52/92	International action to combat drug abuse and illicit production and trafficking
49/168	International action to combat drug abuse and illicit production and trafficking
48/12	Measures to strengthen international cooperation against the illicit production, sale, demand, traffic and distribution of narcotic drugs and psychotropic substances and related activities
45/179	Enhancement of the United Nations structure for drug abuse control
14/1395	Technical Assistance in Narcotic control
9/834	United Nations Narcotics Laboratory

B. Economic and Social Council resolutions:

2009/22	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2001/14	Prevention of diversion of precursors used in the illicit manufacture of synthetic drugs
1997/41	Implementation of comprehensive measures to counter the illicit manufacture, trafficking and abuse of [ATS] and their precursors
1993/40	Implementation of measures to prevent the diversion of precursor and essential chemicals to the illicit manufacture of narcotic drugs and psychotropic substances
1992/29	Measures to prevent the diversion of precursor and essential chemicals to the illicit manufacture of narcotic drugs and psychotropic substances
1988/13	Strengthening of co-ordination and co-operation in international drug control
1988/9	International Conference on Drug Abuse and Illicit Trafficking

C. Resolutions of the Commission on Narcotic Drugs (CND):

58/11	Promoting international cooperation in responding to new psychoactive substances and amphetamine-type stimulants, including methamphetamine
58/9	Promoting the role of drug analysis laboratories worldwide and reaffirming the importance of the quality of the analysis and results of such laboratories
58/3	Promoting the protection of children and young people, with particular reference to the illicit sale and purchase of internationally or nationally controlled substances and of new psychoactive substances via the Internet
57/9	Enhancing international cooperation in the identification and reporting of new psychoactive substances and incidents involving such substances
56/5	Promoting the sharing of expertise in and knowledge on forensic drug profiling
56/4	Enhancing international cooperation in the identification and reporting of new psychoactive substances
55/2	Promoting programmes aimed at the treatment, rehabilitation and reintegration of drug-dependent persons released from prison settings
55/1	Promoting international cooperation in responding to the challenges posed by new psychoactive substances
54/6	Promoting adequate availability of internationally controlled narcotic drugs and psychotropic substances for medical and scientific purposes while preventing their diversion and abuse
54/3	Ensuring the availability of reference and test samples of controlled substances at drug testing laboratories for scientific purposes
53/11	Promoting the sharing of information on the potential abuse of and trafficking in synthetic cannabinoid receptor agonists
52/7	Proposal concerning quality certification of the performance of drug analysis laboratories
50/9	Use of drug characterization and chemical profiling in support of drug law enforcement intelligence-gathering and operational work, as well as trend analysis
50/4	Improving the quality and performance of drug analysis laboratories
48/1	Promoting the sharing of information on emerging trends in the abuse of and trafficking in substances not controlled under the international drug control conventions
47/5	Illicit drug profiling in international law enforcement: maximizing outcome and improving cooperation
44/14	Measures to promote the exchange of information on new patterns of drug use and on substances consumed

39/1	Scientific and technical co-operation in the control of drug abuse and illicit trafficking: development of drug profiling / signature analysis in support of a scientific approach to law enforcement
38/12	Scientific and technical co-operation in the control of drug abuse and illicit trafficking
33/1	Co-operation in the strengthening of action against the illicit drug traffic through training in the African countries

In this respect, GLOU54 is the current manifestation of the general forensic support and capacity building remit of UNODC and GLOJ88 is a specialised sub-programme within these activities, albeit the one that now has a larger resource allocation than the original parent programme. It is evident from interviews with stakeholders, including beneficiaries and donors, that both programmes are timely and highly relevant to the interests of Member States.

GLOU54 is a support project and is not referred to directly in the activities and products of the Laboratory and Scientific Section. It is not as widely or easily recognized on the surface as GLOJ88. However, discussions with stakeholders make it readily apparent that the outputs produced by this programme are at the heart of UNODC's capacity building efforts. In particular, the International Collaborative Exercises (ICE) operated under the UNODC International Quality Assurance Programme (IQAP) are widely recognized and appreciated, though sometimes associated by the stakeholders with the SMART programme. GLOJ88, on the other hand, produces outputs, which are visible to the Member States in designing their own responses to synthetic drugs and new psychoactive substances (NPS). For example, in SE Asia donors and partners reported that they consider GLOJ88 as a clearinghouse that periodically provides regional assessments as well as statistics on synthetic drugs. In particular, some key facts from the programme have been used to build common working mechanisms and standard operating procedures at national and regional levels.

To carry out their mandates, both programmes receive substantial support from donors through the special purpose fund (SPF). While positive feedback from donors, as evidenced in interviews, indicates that this support can be expected to continue for the foreseeable future, the need to expand the donor base to ensure stability is recognised within UNODC.⁴

One immediate implication of this mixed funding model is the need to allocate significant time and resources to create awareness and solicit donor funding. Documents reviewed and interviews with internal and external stakeholders indicated that LSS and UNODC field personnel had to participate in frequent discussions with donors. They also attended conferences regularly to make presentations and take part in public awareness activities such as media interviews — programme staff participated in 18 media programmes on GLOJ88 between May 2014 and October 2015. These activities promote the Thematic Programme and its sub-programmes and demonstrate the relevance of the project to donors and other stakeholders.

The second major implication pertains to complexity of managing different income streams that pervades into most LSS activities. The financing of activities such as staff recruitment, retention, and training programmes depend on more than one income stream. While technically it is not an insurmountable challenge, it does add to the avoidable complexity of managerial processes.

⁴ From http://www.unodc.org/documents/donors/Fundraising.Strategyv._final_print_version.5_Sep.2012.pdf

The third major implication relates to setting up long-term priorities. Effecting changes in forensic practice and making it sustainable in most Member States requires long-term commitments. In fact, most of the mandates listed in Annexes V and VI require involvement over a considerable period of time. Donors interviewed by the evaluation team appeared to recognize this, which is also amply evident by their continued support for the Programme over many years as an important global activity and development. While some of these challenges such as stability of staff can be mitigated somewhat by diversifying donor base, there will always be a financial risk.

However, mixed funding also has its own share of advantages. It allows for nimble response to changes in strategic priorities for both donors and UNODC/ LSS. LSS can suggest projects and activities based on current needs of Member States and donors can allocate resources based on their assessment of the situation. It forces both parties to continuously monitor environment and adapt to the changing needs and circumstances.

The second major issue raised by this question pertains to advantages and disadvantages of managing two distinct programmes: In addition to these two global programmes, LSS contributes to several other regional programmes (e.g., Palestine forensics) and field projects. While project documents, interviews and survey did not provide sufficient information on the extent of integration between all the projects involving LSS, it was evident that GLOU54 and GLOJ88 intertwined with each other to a large extent in terms of personnel and finances, providing both programmes with access to an uninterrupted flow of information from each other and bringing to them institutional knowledge of other UNODC Programmes around the world. Thus, a complete schism between the projects is perhaps neither possible nor desirable.

The interviews and survey responses also suggested that many stakeholders, in fact, could not distinguish between the activities of the two programmes. Even though several interviewees started their interviews by claiming that they were only aware of the SMART programme, it became quickly clear that they were instead discussing outputs of the other programme (e.g., ICE programme, forensic test kits, forensic training, etc.). While this suggests a high level of integration between two programmes, it could also have implications when seeking donor and stakeholder support for GLOU54. These are discussed in subsequent sections.

Lastly, the implementation of programmes through regional offices and regional representatives has generally contributed positively to project performance and achievements. In principle, field staff does the administration and consults only on forensic matters, which are relayed via programme coordinators to HQ, where a response is tailored to the needs of the country. However, although regions want the projects and their associated income they do not necessarily want field officers reporting to HQ. Instances were noted during the evaluation when insufficient consultation between field and HQ resulted in a failure to follow the preferred LSS global approach, leading to the preparation of manuals for a local situation rather than as generally-applicable tools. Many partners, donors and beneficiaries reported that they were more frequently in contact with regional representatives than HQ in Vienna and that they facilitated the projects locally. This is congruous with parallel findings that beneficiaries and partners reported good outcomes from regional meetings and regional, context-specific training, where language difficulties were minimised and travel costs could also be reduced. Some even advocated sub-regional activities with specific local interests, for example, involving countries with shared borders.

Overall, the evaluation finds that both the programmes have benefitted from close interaction with each other. It has helped them deliver outputs generally to the satisfaction of all stakeholders. The recommendation section details certain suggestions that the programmes could consider to do even better in terms of integration and delivering results.

2. How have strategic priorities been identified? How have the projects, and consequently the Thematic Programme contributed to addressing these strategic priorities including on current global challenges and new mandates such as the synthetic drugs problem, the recent emergence of a large number of new psychoactive substances not covered by the international drug control system, the global illicit trade of endangered species, sexual violence and improved security document examination techniques?

- The two programmes have used a number of mechanisms with a mixed top-down and bottom-up approach to determine strategic priorities within the overarching remit of LSS and its projects as indicated by UN resolutions and mandates.

Strategic priorities can be determined using either a top-down or bottom-up approach. In a top-down approach, the programmes choose their priorities on the basis of larger organizational vision and purpose. In the bottom-up approach, on the other hand, strategic priorities are shaped by stakeholders and events occurring in the programmes' environment. A harmonious combination of both these approaches is an ideal approach to determining strategic priorities. Such an approach allows for both the persistence and stability of maintaining course in line with top management vision and flexibility to adapt to threats and opportunities emerging along the path. In practice, the nature of programmes also has an important say in deciding the best approach to planning.

In the context of these two programmes, the bottom-up approach is more relevant to the SMART programme due to rapidly shifting nature of issues it is tasked to deal with, and a mixed approach is more relevant for the forensic support programme that deals with basic capacity-building in the context of (somewhat) changing needs of the beneficiaries. The overarching thematic programme is expected to do the balancing act between these two approaches.

The evaluation found that that is exactly the approach being followed by the LSS and global programmes. The overarching remit of LSS and its projects is determined by the resolutions and mandates mentioned earlier and summarised in Charts 5 and 25, these have given the framework for strategic priorities to be identified:

Member States have access to and use quality forensic science services in support of their efforts to counter drugs and crime (GLOU54) and to enable Member States to make effective evidence based decisions to counter the problem of synthetic drugs/substances (GLOJ88).

The blueprint for GLOJ88 also relates to the 2009 Political Declaration and Plan of Action⁵ which states that, “because of the absence of a systematic global mechanism for monitoring the

⁵ Political Declaration and Plan of Action on International Cooperation Towards an Integrated and Balanced

illicit manufacture, prevalence patterns and abuse of and trafficking in amphetamine-type stimulants, ... it is still not possible to fully understand the illicit market for synthetic drugs and its characteristics". The proposed actions under the plan include:

- Taking measures to advance the monitoring of illicit synthetic drugs, where it does not already exist;
- Linking existing activities related to ATS around the world;
- Taking measures to further the development of monitoring capacity, including for the early identification of emerging trends;
- Taking further measures to advance international information to ensure the global dissemination of accurate and timely information, in a standardized manner, on various aspects of the problem of ATS (including interdictions, prevalence rates and analysis of policies, legislation and operational responses to inform best practices);
- Emphasizing the critical importance of forensic and scientific laboratory and treatment centre data and qualitative information in understanding the problem of illicit synthetic drugs and systematically integrating such data and information into their monitoring and investigation activities.

SMART is UNODC's response to the Plan of Action.

Within this overarching framework, the SMART programme has grown organically in response to beneficiaries' needs. It was originally launched as a regional project in SE Asia, but as awareness increased on the widespread nature of synthetic drug abuse the need was identified to monitor these drugs globally and initial priority was given to regions where the capability to collect the required data existed, (e.g., Latin America). The need for accurate data on drug composition has impacted on laboratory and law enforcement capacity building requirements. Interviews with partners/country counterparts and regional representatives and documents in the desk review indicated that in previous years SE Asia was believed to have primarily an opiates problem, but following a review of the situation in 11 countries it was found that synthetic drugs are also a problem, leading to training for law enforcement on their identification.⁶ Similarly Latin America was considered to have primarily a cocaine problem, but now synthetic drugs have also been found, mainly MDMA plus some others, which were wrongly identified until re-examined.⁷⁻⁸ Also, collaborative sharing of data was developed with other agencies in regions with established data-gathering systems, notably EMCDDA, the largest single contributor to the SMART Early Warning Advisory (EWA). Data sharing with the US DEA was slow to develop, but according to partners and stakeholders, is improving now.

For GLOU54, interviews with internal stakeholders at HQ and in regional offices have indicated that forensic expert advisers in the field create projects, for example the Palestine and West African projects. The Field Office in Tunisia is in constant communication with LSS to develop the national forensic project and to recruit a forensic expert in the FO for its implementation. Similarly, LSS is being consulted in relation to forensic activities in West

Strategy to Counter the World Drug Problem, High-level Segment Commission on Narcotic Drugs Vienna, 11-12 March 2009, from <http://www.unodc.org/documents/ungass2016/V0984963-English.pdf>

⁶ Amphetamines and Ecstasy: UNODC 2011 Global ATS Assessment

⁷ UNODC World Drug Report 2004.

⁸ UNODC/OAS, Amphetamine-type Stimulants in Latin America 2014

Africa, including the recruitment of a forensic expert, and supported the possibility of a forensic expert for GLOJ88 in the Middle East. However, within UNODC, the recruitment of expert staff can be a slow process. Many concept notes come from the field offices, which are aware of the possibilities of the interest and support of donors. Concept notes are drafted in the field and developed at HQ, with implementation primarily being determined by resources being obtained. Some donors interviewed mentioned this and commented that they are unable to provide funds for all of the suggested projects. In addition, needs assessments are done, for example in Palestine and West Africa, to assess the initial capacity of laboratories (GLOU54) or data generation and collection (GLOJ88). LSS has used forensic experts to set standards or to amend them to make them suitable for the project location, before implementing the project in the field. If possible, an attempt is made to get a general document accepted which can be adapted to regional requirements (e.g. security document examination in Latin America). A similar approach was used for Wildlife Crime standards. This approach allows for development of generally-applicable tools that can then be adapted to regional requirements. It also has the benefit of using both field inputs and headquarters' specialised forensic expertise.

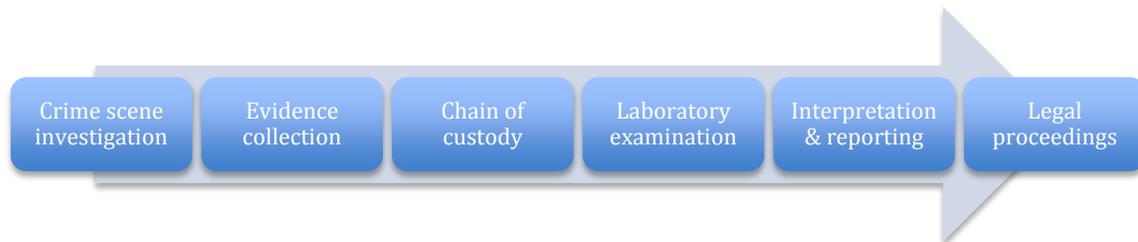
The use of expert group or consultative meetings and inputs from other sections of UNODC is also relied upon to identify strategic priorities. The expert group, consultative meetings and standing panels, such as on ICE, are a long-standing mechanism used by LSS that predates the formation of UNODC (from UNDCP). Two examples of outcomes from this approach are the best practices manual on drugs used to facilitate sexual assault and the best practices manual on analysis of piperazines, a class of synthetic drugs. The examples of inputs from other UNODC sections are (a) LSS inputs to the Global Container Control Programme, such as consultation on programme design and evaluation of hand-held detectors for controlled substances, (b) LSS input to Wildlife and Timber crime, including consultation on programme design and preparation of a best practices manual on analysis of ivory.

Overall, as mentioned earlier with respect to new substances identified by the SMART EWA and subsequent enactment of a CND resolution, by using this mixed approach LSS has not only responded to UN resolutions and mandates but has proactively helped to formulate them. It is also worth noting that eleven substances were scheduled between 2014 and March 2015 for international control through the UN Conventions and nine more are to be considered at a meeting in Geneva. Thus, the evaluation finds that the approach used by LSS and the two programmes to identify their strategic priorities appears to be based on sound methodology, and hence yielding appropriate responses.

3. How relevant are the outputs produced under the projects and the Thematic Programme on Scientific and Forensic Services such as the standards and guidelines for the current work of forensic laboratories worldwide in relation to other sources for standards and guidelines (e.g. national or regional institutions)? How relevant are these outputs to the International Quality Assurance Programme (IQAP), the International Collaborative Exercises (ICE), participating laboratories, and other target groups including member-states?

- The outputs produced by both the programmes were found to be highly relevant to UNODC's mandates and targeted stakeholders.

Capacity building for forensic science providers under GLOU54 needs to address each step in the chain shown below, each of which is integral to the whole process of a forensic investigation:



The sequence may be adapted to different circumstances; for example, security document examination or clandestine laboratory investigation would require slightly different approaches, but each step in the above chain has to be addressed by LSS to obtain the desired outcome of increased capacity. Some of the outputs related to this chain in current project activities are listed in Chart 6 below.

From a forensic practitioner's viewpoint, each step in this chain is necessary for a forensic investigation to lead to successful legal proceedings, and so each is completely relevant to the aims of GLOU54.

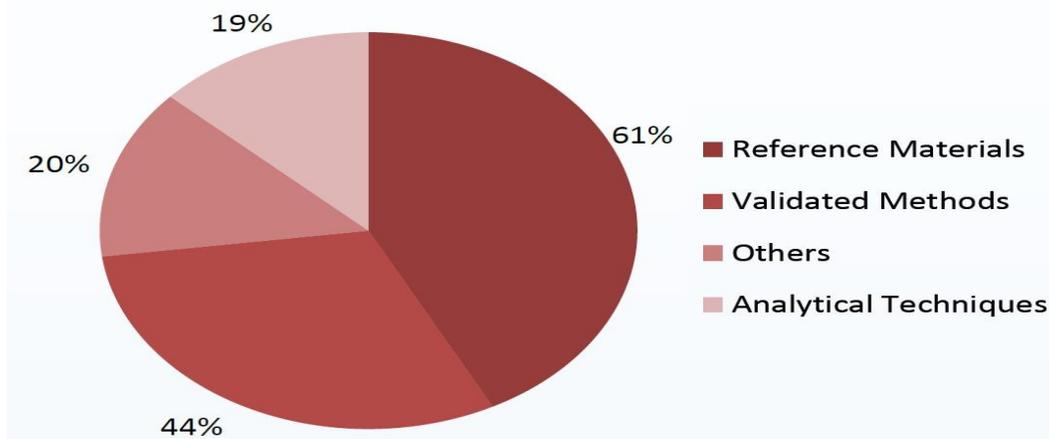
Chart 6: Outputs in relevance to forensic investigation needs of targeted beneficiaries	
Scene investigation, evidence gathering, chain of custody	Field test Kits: scene of crime, drug identification, precursor identification and training in their use Clandestine Manufacture ST/NAR/10 rev 3 Crime Scene Training Manual ST/NAR/43 Crime Scene Awareness ST/NAR/39 Ivory Forensic Identification ST/NAR/50 ICE and ICE Sec Doc Programmes Provision of equipment Guidelines on Sampling, Quality Assurance, etc Expert and consultative group meetings Training programmes, workshops, meetings etc
Laboratory examination: sampling, equipment and environment, laboratory methods, qualified staff, quality assurance	Forensic analysis of drugs facilitating sexual assault ST/NAR/45 Forensic Document Examination Capacity ST/NAR/42 Forensic Services and Infrastructure Ivory Forensic Identification ST/NAR/50 Introduction to Security Document Examination ST/NAR/44 Staff skills requirements and equipment recommendations ST/NAR/2 Rev1 Testing drugs in hair: ST/NAR/30 Rev3 Identification and analysis of piperazines, ST/NAR/47 Identification and analysis of synthetic cannabinoids, ST/NAR/48 ICE and ICE Sec Doc Programmes Provision of Reference Standards

	Provision of equipment Guidelines on Quality Assurance, Accreditation etc Expert and consultative group meetings Training programmes, workshops, meetings etc
Interpretation and reporting & legal proceedings	All of the above publications and most activities

In Chart 6, quality assurance and ICE feature in each section and the reason is that, underlying all forensic activities is the obvious requirement that investigations/ analyses should produce correct results and not make mistakes, as the consequences for an accused individual can be significant. This explains the current global emphasis on quality assurance in forensic laboratories. The ultimate achievement of quality assurance is to obtain accreditation, that is, certification by an external organization that a laboratory’s work is reliable. The International Standards Organization (ISO) standard for laboratories is ISO 17025, and one of the requirements to achieve accreditation to ISO 17025 is to participate in an external proficiency scheme, hence the relevance and importance of the ICE component of the programme. In principle, all countries can achieve accreditation as there are national accreditation bodies available around the world, even if there is not one in each Member State, but this is an expensive process and is not usually (yet) required by law in most Member States. Similarly, participation in an external proficiency-testing scheme is, in principle, available to all Member States but in practice may be less so and is also expensive.

The LSS activities listed in Chart 6 also relate very clearly to the three major challenges perceived by the ICE participants, which are shown in Chart 7. The “other” challenges referred to in Chart 7 (20% of respondents) include lack of access to the scientific literature, lack of equipment, lack of training, (for NPS) lack of awareness of the new substances and reporting.

Chart 7: Challenges faced by ICE participants in the analysis and identification of controlled substances



Source: Project documents (ICE 5-year review)

This was further evidenced from survey responses (for more details on this, please see the next section) and stakeholder interviews. Many survey respondents and interviewees specifically mentioned the need for continued support with respect to LSS outputs pertaining to capacity building and quality assurance, including:

- The availability of a free proficiency-testing scheme, which also supplies free reference drug standards. Drug standards can be expensive and difficult to obtain commercially in some Member States. For some laboratories, ICE is the only proficiency testing they do.
- The availability of free documents to assist in each step of the investigation chain, accessed in hard copy format or on-line; they are reported to be a very good source of information and many countries, including those visited by the evaluation team, use the manuals and methods, observed during the evaluation. They have a high reputation and a lot of respect, including by the courts. Some have been updated – e.g. analytical methods and sampling, which is important as labs are moving to statistical sampling. Manuals on synthetic drugs are very helpful in assisting labs to detect and identify new drugs. One publication should be mentioned in particular: the UNODC Multilingual dictionary – mandated by CND under RBF. Ten NPS scheduled in March 2015 are already included, and a revised multilingual dictionary on precursors and chemicals was published in September 2015.
- The additional availability of training and advice from regional or HQ personnel
- Most interviewees were very positive about regional meetings and workshops as these provide opportunities for personnel to meet their counterparts and exchange information.

Most interviewees and all donors interviewed were positive about GLOJ88 as it provides a big picture snapshot of the global synthetic drug situation. The programme also operates the Asia & Pacific ATS Information Centre (APAIC) and provides information through its website ranging from anti-drug legislation of countries in the region to synthetic drug trends, for example, increased ATS trafficking from Africa or the Americas to East and SE Asia, the spread of new psychoactive substances in the region, changes in methamphetamine-manufacturing methods etc. The stakeholders, interviewed and surveyed, consider all of these outputs highly relevant and in line with their own priorities.

Thus, the evaluation finds that the outputs produced by both the programmes were found to be highly relevant to UNODC's mandates and targeted stakeholders.

Effectiveness

4. To what extent were outcomes obtained as planned and how do they contribute to relevant Global, Country, Regional and other Thematic Programmes? How effective is the approach to capacity building in terms of the overall objectives of the programme (taking into consideration the change from a face-to-face training to CBT and e-learning)? How does the publication strategy fit into this strategy?

- Given the constraint of resources, considerable progress has been made in obtaining planned outcomes, although with some regional variation.

Chart 8 below presents summary results matrix with planned and actual outcome achievements, which is followed by a more detailed discussion.

As can be observed from the summary table below, substantial progress has been made in achieving planned outcomes. The SMART programme appears to be raising awareness, which has translated into CND resolutions and subsequent action by Member States. Similarly, forensic support provided by GLOU54 appears to be raising the quality of lab work in Member States. Within this overall context, the subsequent paragraphs discuss some of the major achievements and challenges.

Please note that while Chart 5 lays out detailed triangulated information, the text accompanying it only discusses important issues and trends that emerged from reviewing the evidence summarized in Chart 8.

Chart 8. Cluster results matrix outlining planned and actual accomplishments

Expected Outcomes	Performance Indicators	Actual accomplishments
Specific Objective 1: Member States make effective evidence based decisions to counter the problem of synthetic drugs/ substances		
<p>1.1 Internationally accepted standards (IAS) for forensic best practices are available, information and data on synthetic drugs/ new psychoactive substances is generated and managed and used worldwide with 100 per cent of the partner countries of SMART in East and South-East Asia and 95 per cent Latin America and the Caribbean (LAC) generate and manage data (by the end of 2016) having received technical support</p>	<p>Information and data on synthetic drugs/ new psychoactive substances is generated and managed.</p>	<ul style="list-style-type: none"> • IAS available worldwide but use by labs is determined according to resource (equipment, trained manpower, etc.) availability. • All East & Southeast Asian countries participate in ASEAN Forensic Network, and generate and use data on synthetic drugs. • According to the programme’s annual survey, 77% of Latin America and the Caribbean generate and manage data (in 2013) and the programme is also on track to achieve 95% target in LAC by the end of 2016. • Data collection on NPS remains a challenge due to continuous appearance of new drugs.

Expected Outcomes	Performance Indicators	Actual accomplishments
<p>1.2 The structure and capacity of national drug information systems/ networks (i.e. baseline of sources and infrastructure) are analyzed by trained agency personnel and recommendations are made for incremental improvement of synthetic drug information based on technical support</p>	<p>Number of analyses and recommendations adopted that are connected to technical support</p>	<ul style="list-style-type: none"> All four visited countries reported using data for incremental improvement of synthetic drug information. Telephone interviews with several stakeholders (e.g., Cambodia, Kyrgyzstan, Philippines, UAE, Senegal, & New Zealand) reported using data for incremental improvement of synthetic drug information. Survey data: 30/36 respondents (83%) report SMART has improved monitoring.
<p>1.3 Rolling national work plans that identify opportunities to improve the synthetic drug information base in an incremental fashion are established</p>	<p>Number of rolling national work plans adopted after technical support</p>	<ul style="list-style-type: none"> All 4 visited countries reported new plans/ policies to improve the synthetic drug information availability. Survey data: 30/36 respondents (83%) report SMART has improved monitoring. Stakeholder interviews (e.g., Korea, Senegal, SE Asia region, etc.) revealed use of SMART concept notes and summaries as the foundation for developing national work plans. Document review also showed a Regional annual work plan for SE Asia was produced, shared, and modified with SMART technical support. Similarly, SMART reportedly worked with officials from 4 LA countries on 2nd Epidemiological Study on Drug Use among Andean undergraduates.
<p>Government drug control agencies identify, and develop working relationships with, partner ministries, agencies and drug control laboratories that provide synthetic drug data</p>	<p>Extent to which (and number) of agencies develop the relationships</p>	<ul style="list-style-type: none"> All 4 visited countries have developed relationships to varying degrees across organizations & networks to share synthetic drugs data. Some interviewed stakeholders (e.g., Thailand) reported progress in this regard, but more needs to be done.
<p>Increase in Information on synthetic drugs/ substances available through publications and web-based mechanisms is used by counterparts</p>	<p>Percentage of counterparts reporting use of SMART products</p>	<ul style="list-style-type: none"> 68% respondents at the SMART advisory meeting in March 2014 reported using its products. 83% of survey respondents reported using these to varying degrees.

Expected Outcomes	Performance Indicators	Actual accomplishments
Increased use of web-based mechanisms	Extent of use	<ul style="list-style-type: none"> • Its web-based information-sharing platform, DAINAP, was viewed just over 17,900 times in the first half of 2013 and 53,576 times in 2014 and its Early Warning Advisory reached over 1000 independent user sessions per month in 2014 and over 1000 user sessions in the first half of 2015. • DAINLAC, modeled on DAINAP and initiated in 2012, is not yet a web-based system.
46 Member States, international organizations, partner governments and regional organizations increasingly use information on synthetic drugs/new psychoactive substances for the development of evidence based policies	Number of countries with legislation on NPS related to UNODC action	<ul style="list-style-type: none"> • 27 countries had reported legislation on NPS related to UNODC action by 2013, which had grown to 57 by the end of 2015 (Source: EWA).
Specific Objective 2: Member States use higher quality of forensic science services in support of their efforts to counter drugs and crime		
2.1 Publications of internationally accepted standards for forensic best practices are available and routinely used by 85 per cent of surveyed participating laboratories	Per cent of surveyed participating laboratories indicated that they used UNODC publications in their work	<ul style="list-style-type: none"> • 83% of labs surveyed by the programme indicated having used UNODC publications in their work (in 2012). • 7 out of 8 labs in the countries visited reported having used the forensic manuals.
2.2 The standardized training modules are used in countries	Number of countries using training modules	<ul style="list-style-type: none"> • The interviewees showed only limited awareness of training modules in all four visited countries.
2.3 Increased percentage (to 87) of institutions in receipt of UNODC assistance reporting enhanced scientific and forensic capacity	Percentage of institutions in receipt of UNODC assistance reporting enhanced scientific and forensic capacity	<ul style="list-style-type: none"> • Providing support to 200 labs worldwide now as opposed to 50 labs in 2009: 85 per cent of which reported enhanced forensic and scientific capacity in 2013 survey by the programme.
Institutions use the materials, tools and training	Extent of use	<ul style="list-style-type: none"> • Most of the interviewees reported using reference standards. They all asked for more standards and more frequently. They also reported using drug identification kits; some of them (e.g., prosecutor's office in Bogota) used UNODC specifications to prepare their own (to meet need for higher quantities). Only a limited number of people have received training, but those who have received training reported using it.

Expected Outcomes	Performance Indicators	Actual accomplishments
3. Continued use of forensic data and information in relevant national and regional operations and strategic plans for drug control and crime prevention	Percent of laboratories reporting participation in and/or use of forensic data for inter-agency activities with law enforcement, regulatory, judicial, health authorities and/or trend analysis	<ul style="list-style-type: none"> • 80 per cent of laboratories surveyed by the programme report participation in and/or use of forensic data for inter-agency activities with law enforcement, regulatory, judicial, health authorities and/or trend analysis. • Asian Forensic Sciences Network (AFSN) established and continues with the support of UNODC. A similar network in Central America was established, but it is not very active at the moment.

SMART (GLOJ88):

Donors and partners interviewed indicated that the SMART Programme has stimulated legislative development, for example, for control of new synthetic drugs, assisted by the fact that data generated from SMART is collected in a standardised way so it can be compared between many countries and used by governments to inform the legislation development process. Both programmes have helped to increase awareness of NPS globally, especially amongst non-scientists - including legislators - as reports and advisories from GLOJ88 are written at an accessible level. Also, for those interviewees who previously relied on the annual report questionnaire (ARQ) used to prepare the UNODC World Drug Report (WDR), SMART has significantly improved access to current information. However, while most recipients were satisfied with the SMART reports, which give a general overview, some wanted more analytical information relevant to policy making (e.g., replacement of traditional drugs with new ones, scale of drug flow, economic demand, etc.). In addition, some recipients involved in active drug control operations expressed need for faster updates on the latest data.

In addition to reports, SMART participates in and supports many international meetings. It recently participated in the Asian Forensic Sciences Network (AFSN) workshop in Kuala Lumpur and the annual regional SMART workshop for East Asia in Beijing, which was reported to have been very useful. The participants especially appreciated the inclusion of both scientists and law enforcement in the same meeting. Also, several workshops have been organised under the auspices of GLOJ88 in different regions for example, Ghana hosted a SMART training workshop on synthetic drugs from 30 September – 1 October 2015, which included representatives from 13 countries in West Africa and Cameroon (Central Africa). Similarly, DAINAP meetings are held regularly in SE Asia facilitated by GLOJ88 and participants have the opportunity to raise issues and discuss them, for example, Philippines requested advice on improving data collection on ATS. Participants were generally satisfied with these workshops, although they pointed out at interview and in the evaluation survey that one major weakness is a lack of geographic coverage of some regions of the world (e.g., Africa) and that SMART is perceived to have unequal degrees of interest and activity shown in different regions.

SMART started in South East Asia and has maintained a good level of activity in that region, catalogued in update reports and several other publications such as regional reviews. The expansion to become a global programme led to successive involvements in other regions, including Latin America and the Middle East. Until the launch of the SMART Programme in Latin America (2011), countries did not recognize the extent of problems related to synthetic drugs in the region, even less about the NPS challenges. Most countries in Latin America have some capacity to deal with traditional drugs, as evidenced by the ARQ and WDR, regional reports, the evaluation desk review and interviews. However, until a needs assessment is done their capacity to deal with NPS is unknown. The SMART Programme has not been able to meet all the needs of Latin America countries. Some core learning partners in that region reported they had minimal contact with GLOJ88, receiving only reports, and thought the programme needed a greater presence in the region. Over all, within the constraint of available resources, the programme has managed to encourage countries to recognize the existence of the NPS challenge and develop joint approaches to dealing with it.

GLOU54:

Concerning the effectiveness of GLOU54, the key objectives of the programmes might be summarised as: (a) to provide standards, (b) to take the work to an international standard and (c) see the results used to inform national policy decisions. These objectives have resulted in outputs in several areas, which are reviewed below. GLOU54 is closely integrated with GLOJ88 and without it, SMART would not be equally effective. Forensic science support is a very important part of the synergy. For example, the SMART regional report has a lot of forensic information, which is not in the World Drug Report (WDR), for example, control of precursors for new drugs in China. Without analysis in labs it would be difficult to have this level of depth. A range of functional levels exists within laboratories around the world, depending on their resources, and this disparity was observed in the field missions. Depending on the country, laboratories are either well prepared or at the bottom of funding priorities. An important role of UNODC is to raise awareness of the importance of laboratories as well as increasing their capacity. Apart from their obvious contributions, they also contribute to a more professional police, customs, sentencing and revenue system and set the basis for the use of evidence in court.

From interviews during the evaluation, some stakeholders reported a clear increase in capacity in their regions to detect drugs and precursors, for example, the programme was described as “building capacity in the region, serving the region, training people to serve the region”. In Central Asia, capacity in Afghanistan is reported to be increasing although the evidence to attribute this to the support provided by LSS is not easily forthcoming. Capacity increases can also be inferred from the improved performance of laboratories in the ICE Programme, for example most participating labs correctly identified NPS included in the test samples. Also, the evaluation survey provides some supporting feedback on GLOU54 trainees’ laboratories increased capacity. The IQAP and ICE have been effective in setting standards and help LSS to know what level the labs are at. Regional labs have mentioned their appreciation of ICE and recognise its importance in giving feedback on quality - in some cases it’s the only proficiency testing laboratories do. ICE Reports show that more laboratories are obtaining correct identification results and that those which also quantify drug concentrations are improving the accuracy of their analyses. The popularity of ICE is due to its good reputation around the world as well as to its gratis provisioning. Few

negative comments were noted during the evaluation, at interviews or in the survey, and mostly these related to insufficient supply of drug reference standards.

UNODC drug and precursor test kits have been successfully deployed over many regions: 2,496 kits were supplied to 60 countries during the period 2011-15, with an annual target of 400-600/year. Many countries have under-equipped border police, that are unable to identify correctly seized materials which are suspected to contain controlled drugs. Feedback data on the effectiveness in use of the test kits was lacking during the evaluation and is an action point the programme team is currently addressing. Some problems in delivery of test kits have been reported, for example in Cambodia, which has had training on their use but is still waiting on kits. Two ways of dealing with this are outsourcing to local suppliers or preparing the kits in-house (which was reported by two laboratories during the field missions). Chart 9 shows evaluation survey responses for the quality of locally supplied kits. Most are reported to be at least as good as LSS kits. The targeted beneficiaries believed that these kits could be sourced locally (within the country or from region) at cheaper or cheaper prices (67%), better or same quality (76%), in increased or similar quantities (79%) or with greater or similar ease (78%). These numbers potentially provide the programme something to consider going forward.

GLOU54 resources, including significant funding from Canada and the USA, have also been initiated for eLearning to provide sustainability. Initial response to eLearning has been positive, but some interviewees believed it was good for basic training but also believed that advanced training would probably still need face-to-face contact. For example, while a trainer could get a test kit and do a tutorial on YouTube, there is a benefit in having people together – networking, meeting each other, leading to more information and intelligence exchange.

Chart 9: Beneficiaries' perception on sourcing test kits locally

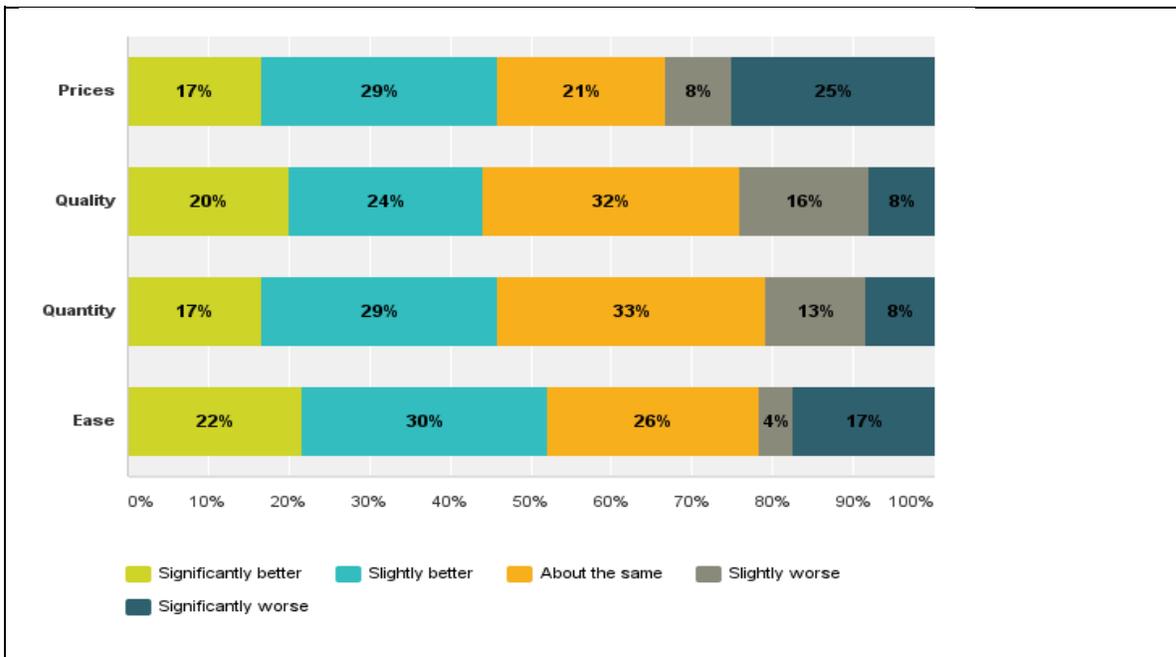
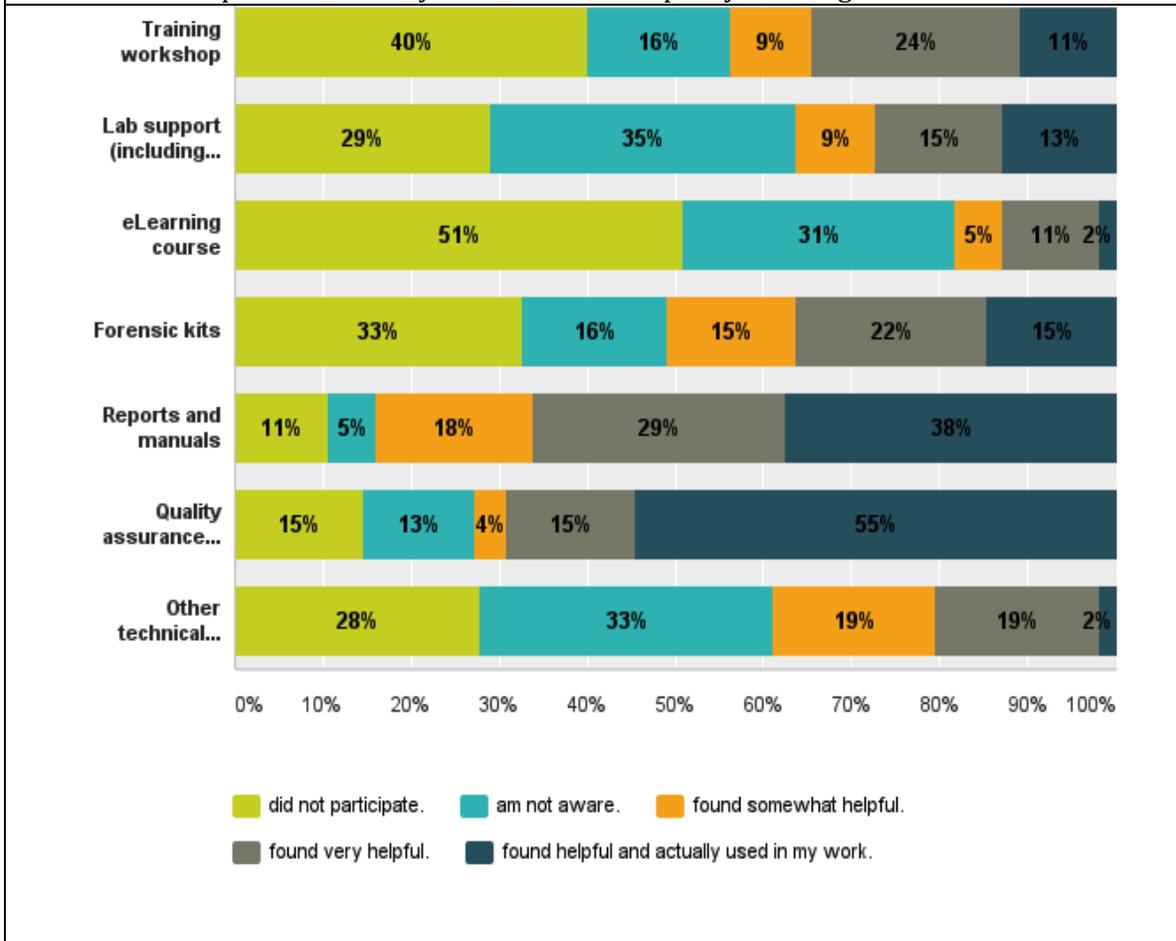


Chart 10. Participants' familiarity with and use of capacity-building tools



Source: Evaluation survey of beneficiaries

The evaluation survey elicited more details from beneficiaries on questions pertaining to effectiveness. Chart 10 shows survey respondents' familiarity with capacity-building tools provided by the projects. Some salient points can be drawn from this. The most useful tools are assistance with quality assurance and provision of reports and manuals, followed by forensic kits, lab support (including equipment) and training, which have been discussed earlier as central features of forensic practice. It is also notable that the respondents come from a range of backgrounds and some were not involved or aware of all tools, which underlines the need for a system to alert and update LSS correspondents with what is being done around the world. For example, e-learning modules were launched in 2015 and interviewees were not yet aware of them. It is also noted that lab support and other technical assistance show low levels of participation and awareness, reflecting the move away from donation of equipment to laboratories.

Chart 11. Strengths as perceived by the trainees (N= 112)

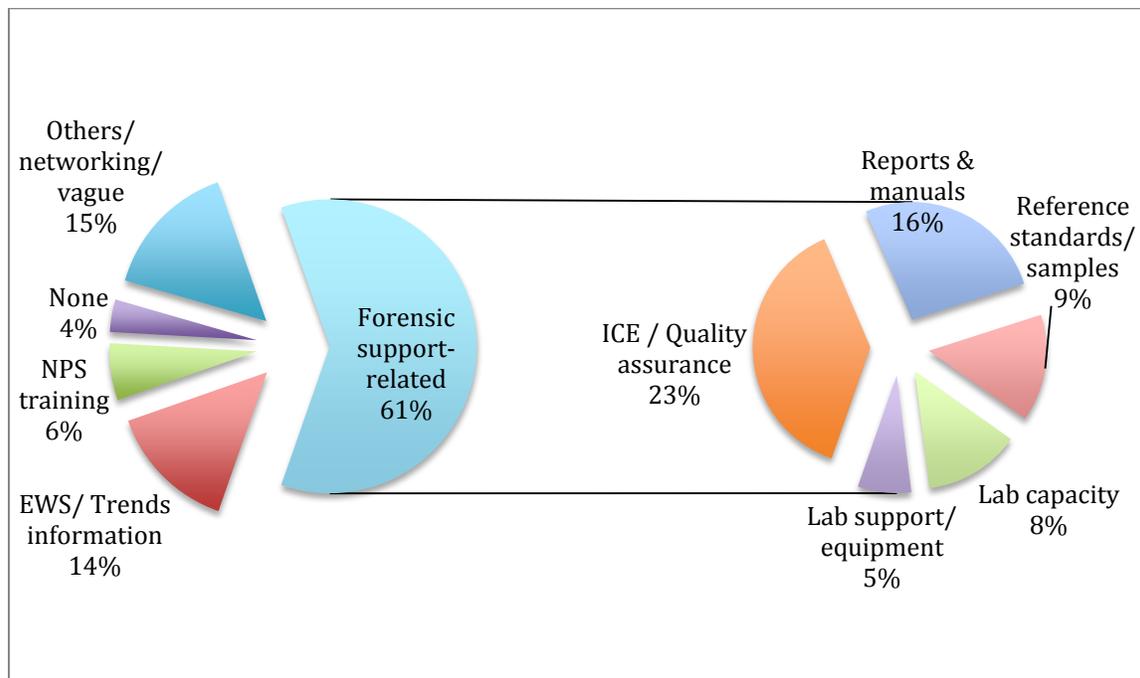


Chart 11 shows survey respondents' perceptions regarding the strengths of the two projects. 61% of the responses pertained to forensic support, 23% of which related to the quality assurance component alone. ICE-related words were also the most prominent in the word cloud diagram. The survey confirms what was found in the interviews, that the role of LSS in providing support is perceived to be important. Most interviewees requested further assistance, and this is also reflected in the survey results (Chart 12).

It can be seen that advice, training and information/publications – provision of know-how by LSS – are perceived to be more important than providing equipment. Most laboratories visited during the evaluation had access to good equipment, which allowed the use of advanced techniques for drug analysis. Several, of course, also had a wish list for more equipment which cannot be resourced by LSS but most of these laboratories are likely to afford new equipment through support by their governments within a regular lab budget. Field staff recognizes the need for LSS to carry out needs assessment at the beginning of projects but on-going assessment should also be considered as equipment ages and can no longer be maintained. Given the constraint of resources, this could often be as simple as self-reported periodic assessment from users.

Chart 12. Participants' perception on what the programmes could do more of (N=89)

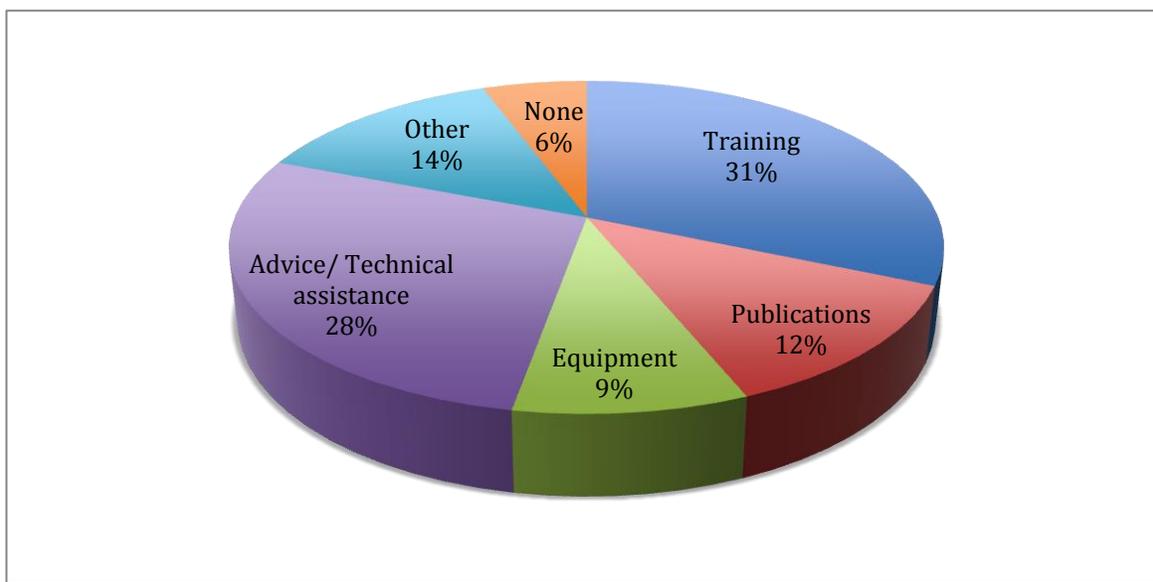
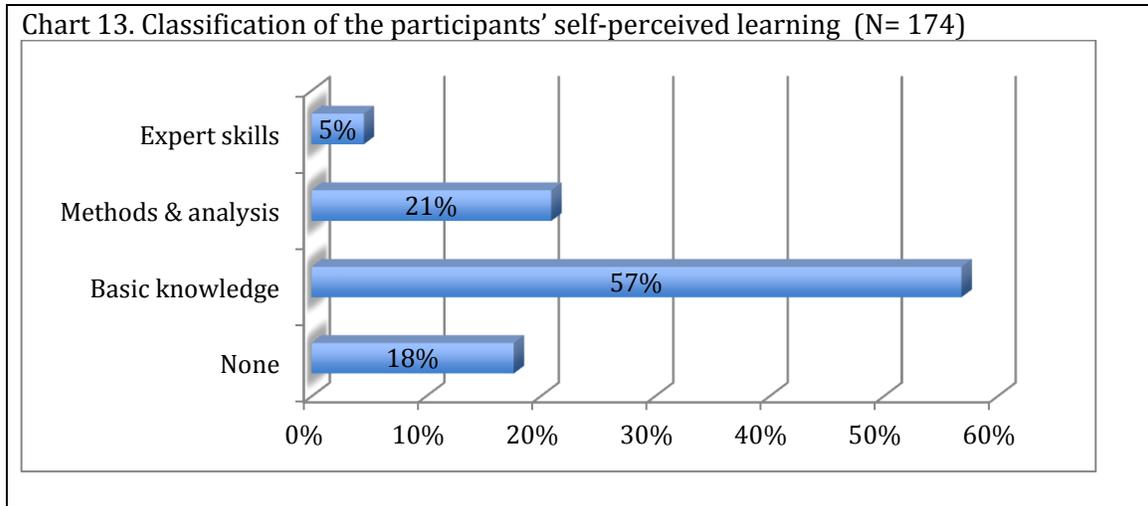
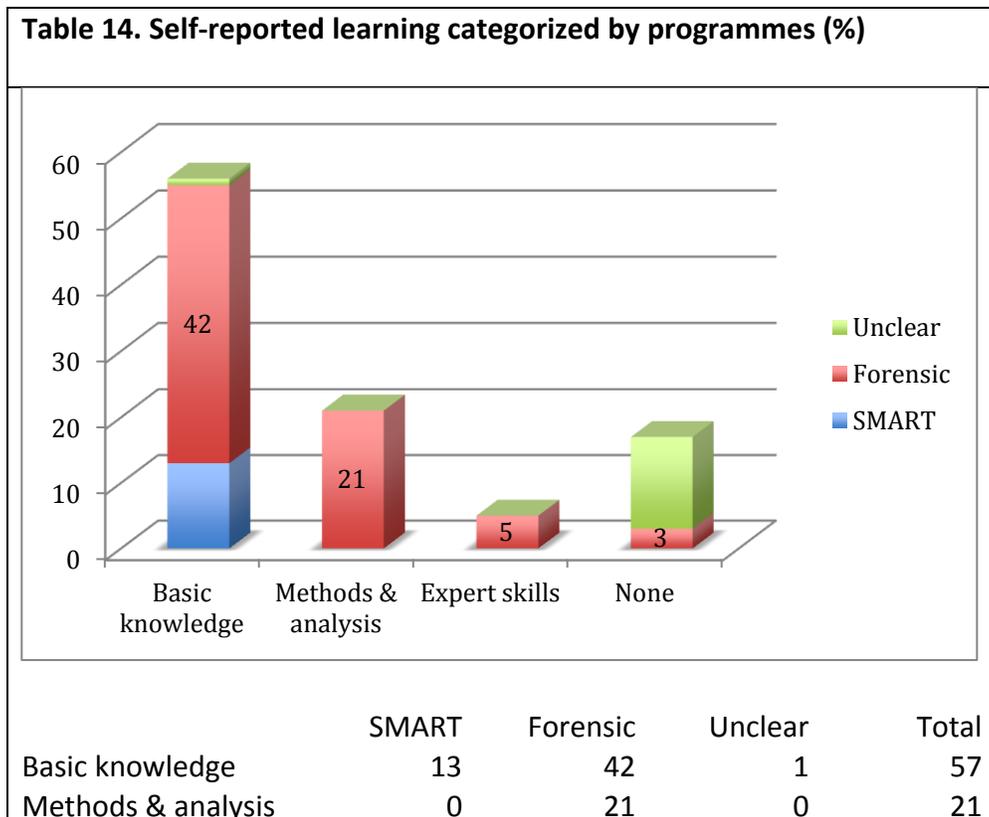


Chart 13 summarizes what survey participants thought they had learned from the projects, although 40 per cent of participants in the survey did not participate in training. Chart 14 subdivides these according to the two programmes. A majority of the self-reported learning belonged to the forensic capacity-building programme (GLOU54). It is also noteworthy that basic knowledge ranks highest in the responses. A significant proportion of this relates to training of law enforcement personnel, for example in the use of test kits or in document examination, or for the SMART programme, and to basic awareness training about NPS. Another implication that emerges from this chart is that the kind of learning reported here could easily be delivered via eLearning modules; allowing the programmes a greater focus

for face-to-face training on more advanced training workshops such as those for mentoring and train-the-trainer workshops.

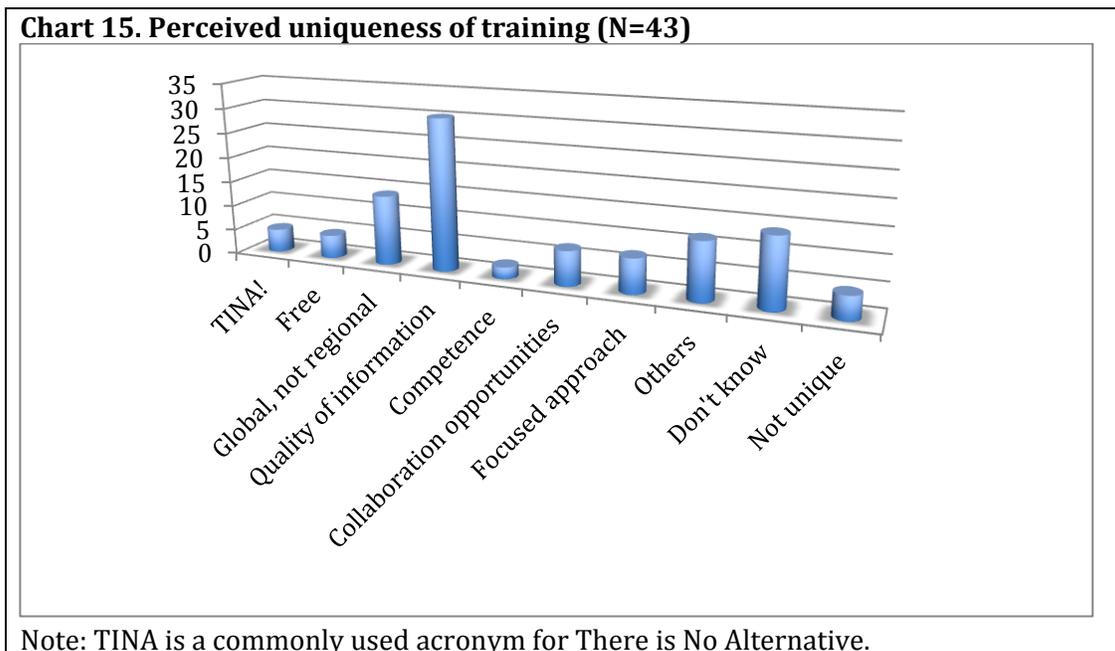


In interviews conducted during the evaluation, most interviewees also reported that the programmes had assisted with skills required for basic operations within their laboratories, for example in drug and precursor identification methods. Most also recognized the value of this assistance with respect to new drugs and the need for more in future.



Expert skills	0	5	0	5
None	0	3	14	18
Total	13	71	15	100

The survey further asked participants to indicate what was special or unique about training they had received. Their responses are tabulated below in Chart 15.



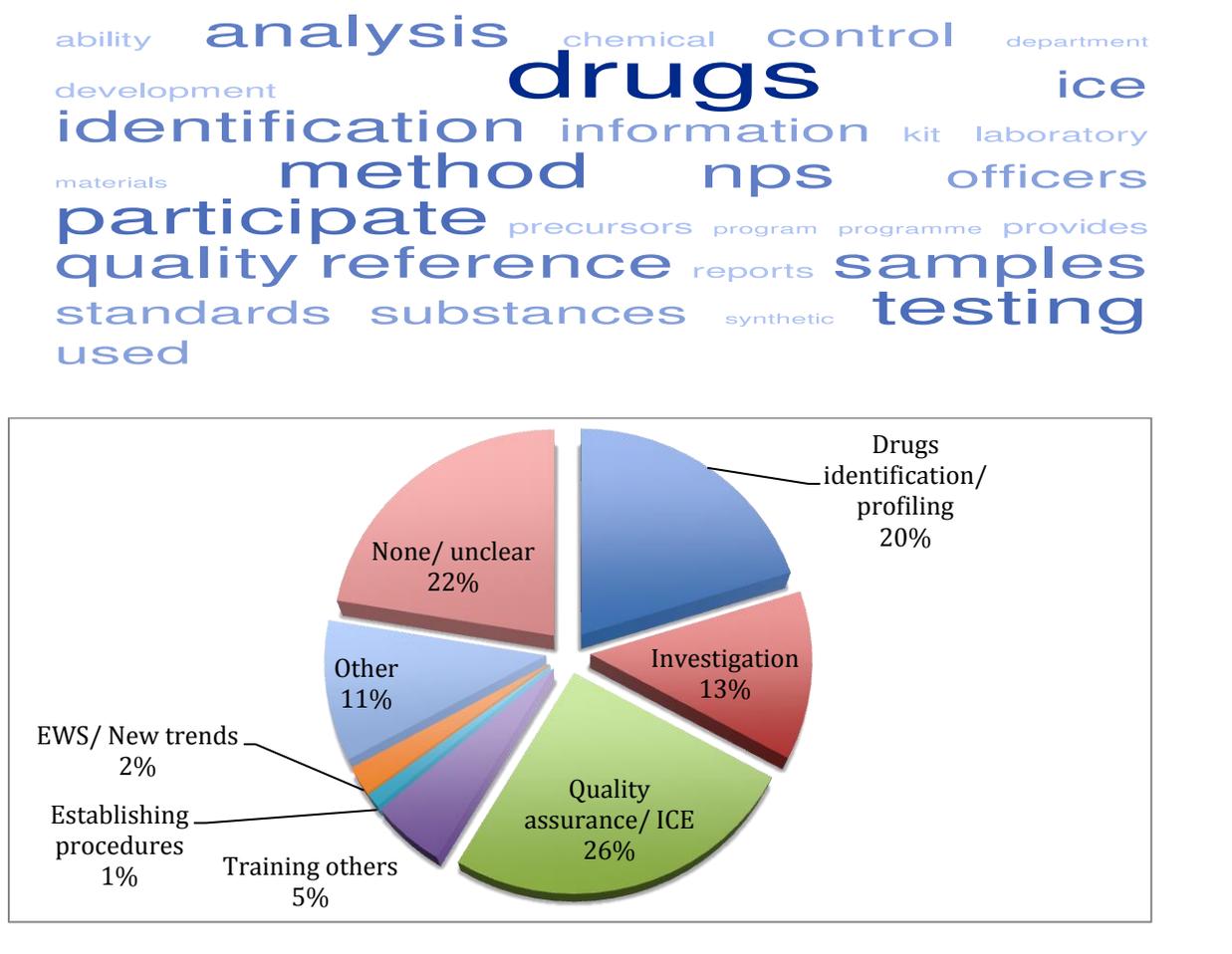
The participants found the quality of the information to be its most unique attribute followed by the global nature of the training. Both of these attributes reflect interviewees' viewpoints: donors in particular held the quality of UNODC products to be very high and most considered UNODC to be uniquely placed to give a wide perspective on the drugs and crime situations around the world. Interviewees were asked about other training that they had experienced, but few were able to provide any information for a meaningful comparison. The US DEA twice provided advanced training courses in Colombia for laboratory staff on cocaine, heroin and cannabis, and trainees considered it useful because it was designed to fit the Colombian needs.

Similarly, laboratory staff in Thailand has received training from USA and China. A pilot survey on the provision of forensic technical assistance activities aimed at forensic capacity building, conducted by UNODC and the International Forensic Strategic Alliance, gives some insight into the availability of training from other sources: 13 out of 22 respondents provide training or mentoring, of which only 7 are international. Clearly this pilot study is not exhaustive but does indicate the paucity of resources in this area and, in parallel, the importance of UNODC programmes.

The effectiveness of training can also be assessed according to whether it is used and how it is used. Chart 16 shows that most trainees report using the training, primarily in routine casework, as intended. The desk review included some evaluation questionnaires completed at the time, for example on security document examination, and they show

trainees generally considered the course good or excellent but also many highlighted the need for further training. Partly this was because many trainees had not previously had any formal training on the subject, again citing security document examination as an example.

Chart 16. Self-cited use of training by the trainees (N= 94)



Some of the training provided is on the basis of “training-the-trainers” but only 5 per cent of respondents reported that they train others. Interviews during the evaluation indicated that this occurs, for example, cascade training in the use of test kits has an identifiable programme in Cambodia, where there is a plan to train 50 people every year for 3 years.

Another important question in the survey asked trainees what they thought their home countries need from UNODC programmes and a summary of their responses is given in Chart 17. These are consistent with, for example Chart 12 and place training at the top of the list. The next two most common responses relate to their appreciation of the unique global experience and expertise of UNODC in development of legislation and policies and in building institutional structures and coordination. It is interesting to note once again that the respondents did not think that UNODC should be a primary source of equipment or infrastructure.

Chart 17. Participants' assessment on their country needs (N=103)

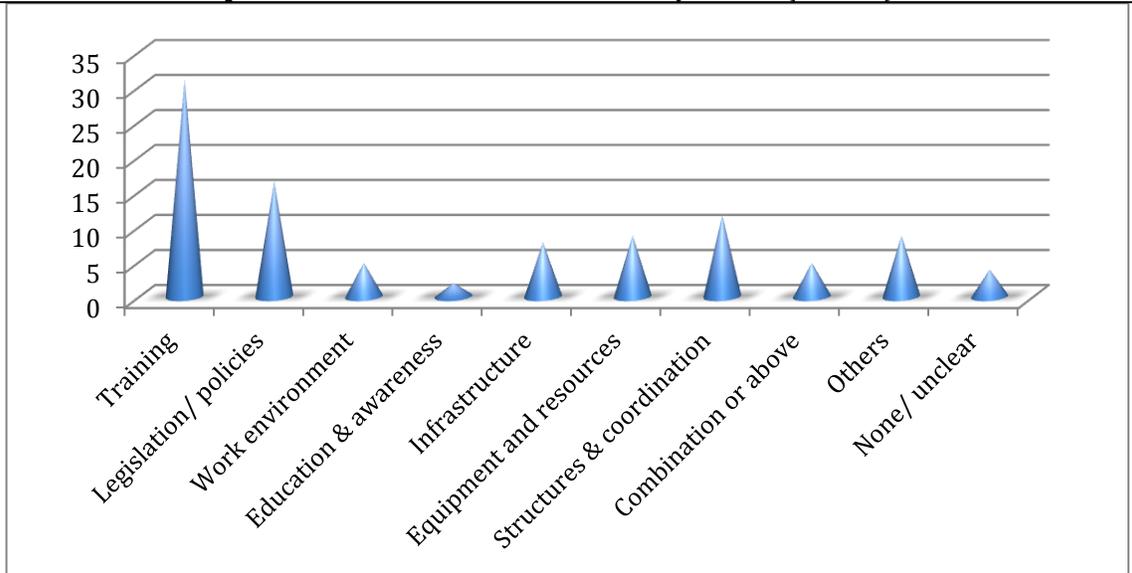
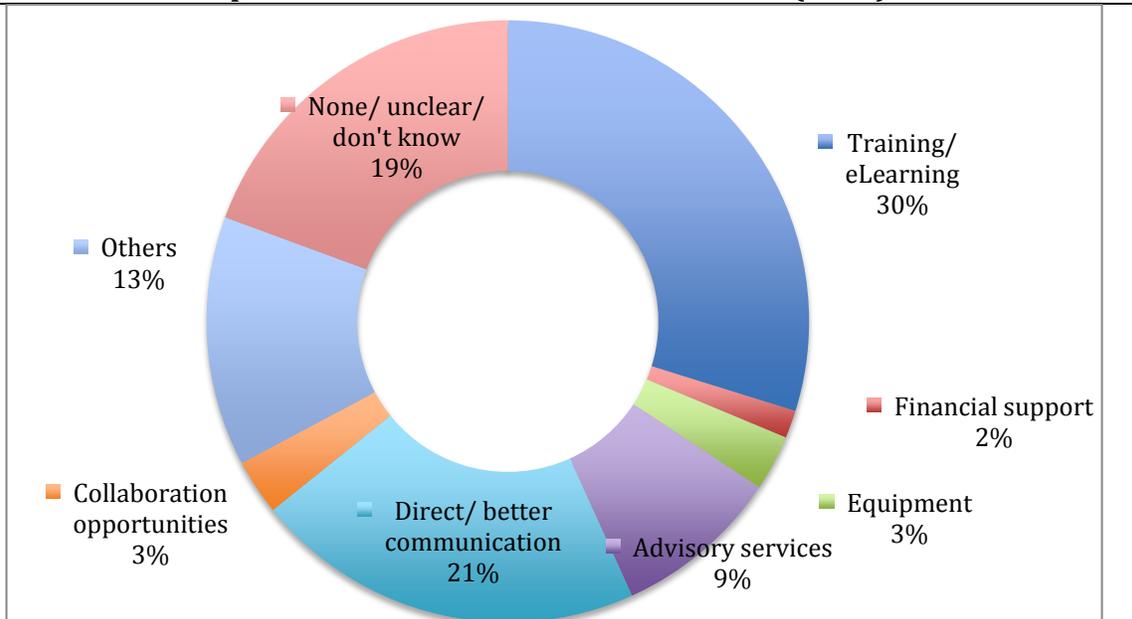


Chart 18. Participants' recommendations for the LSS team (N=67)



The evaluation survey asked the trainees what they would recommend to the LSS team, and their responses are tabulated in Chart 18 and these also reinforce previous findings - provision of training, advisory services and improved communications. It is again clear from this chart that trainees did not look to UNODC to equip their laboratories, with only 3 per cent giving this response, or to give financial support (only 2 per cent of respondents). This

could also be due in part to LSS policy in recent years to move away from the provision of equipment and focus on quality, independently of the available equipment.

Taking all of the above information into account, the evaluation finds that both the programmes have made a significant and effective contribution to the capacity building, and that the approaches and strategies used by LSS, which are based on their long experience of what works and what does not in this field, should be retained with some adaptation, as suggested in the recommendations section of this report, to continue to serve the needs of programme clients.

Efficiency

5. Were the resources and inputs converted to outputs in a timely and cost-effective manner? What can be done to make this resource conversion more efficient?

- LSS operates efficiently with the resources available, although technological progress worldwide has created opportunities for further improvements that should be exploited going forward.

Efficiency, the most basic economic measure of success, concerns ratio of outputs to inputs. It involves conducting comparative cost-benefit analysis of various strategic options for delivering programme outputs and outcomes. There are four components to question:

- a) Have the programme outputs been obtained on schedule?
- b) Have the programme outputs been obtained within budget?
- c) Could the programme outputs have been obtained in alternative and more cost-effective ways?
- d) Looking to the next phase of the projects, how could the available resources be best used?

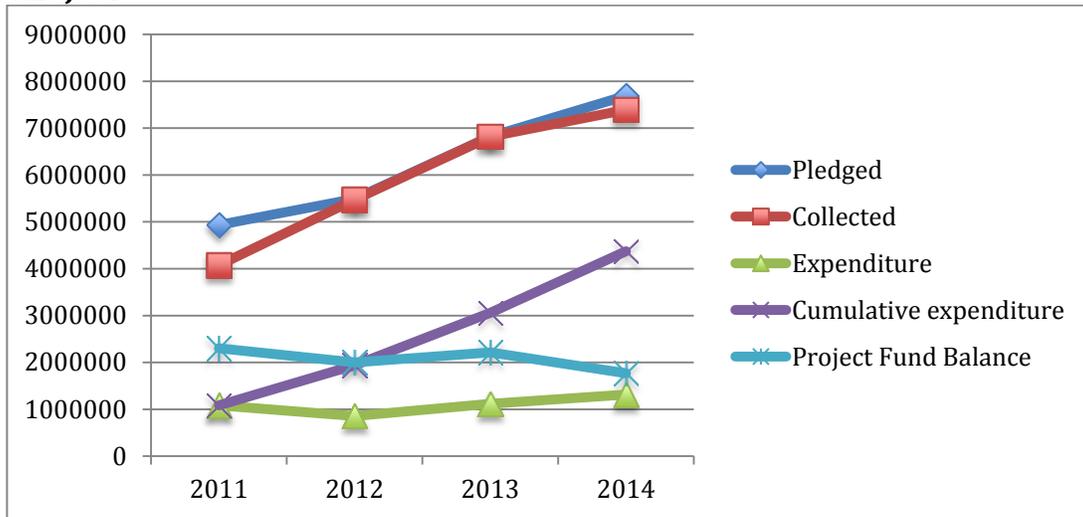
The first component can be partially answered on the basis of results matrix and available work plans. As indicated in Chart 8 (Cluster results matrix), both the programmes appear to be achieving outcomes on schedule. Three work plans were available for GLOJ88 for the period 2013-2015, and these showed that most activities were carried on schedule. However, no work plans were available for GLOU54, although some information can also be gleaned from the annual reports.

The second of these components can be answered on the basis of financial statements. In each case, projects carried out the activities and obtained outputs as budgeted. Financial summaries are given in Chart 19. It can be seen that expenditure versus collected income were in balance and did not result in any deficits. Both programmes maintained healthy balances.

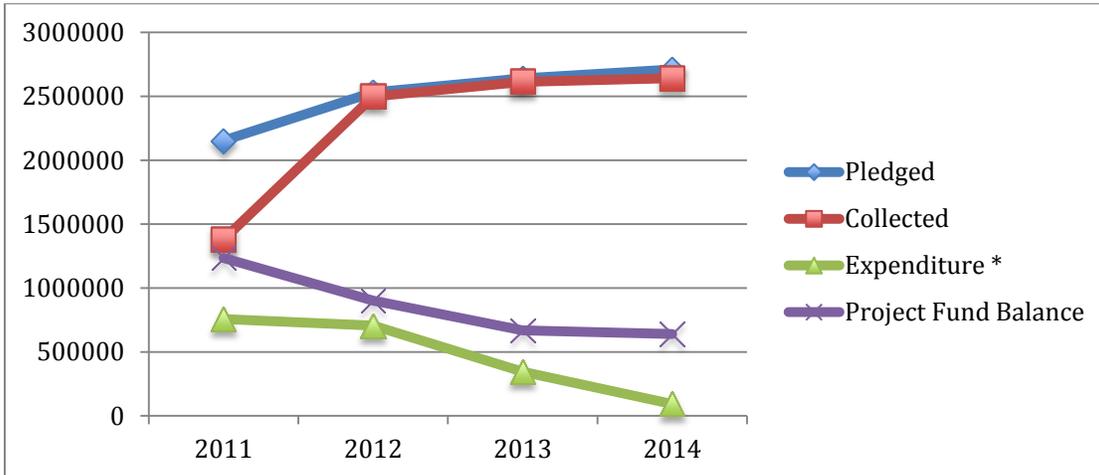
Further, the programmes have taken some steps like implementing the SMART Programme in Latin America by appointing a Regional Coordinator physically installed in the offices of CICAD in Washington DC. This is not just good from the standpoint of proximity to targeted countries, but also in terms of reducing travel and operating expenses, and hence making it more cost-effective. (Although interviewees in the region expressed preference for the coordinator to be based in the region, it may not be economically feasible).

Chart 19: Financial summary for the two programmes at a glance

A. GLOJ88:



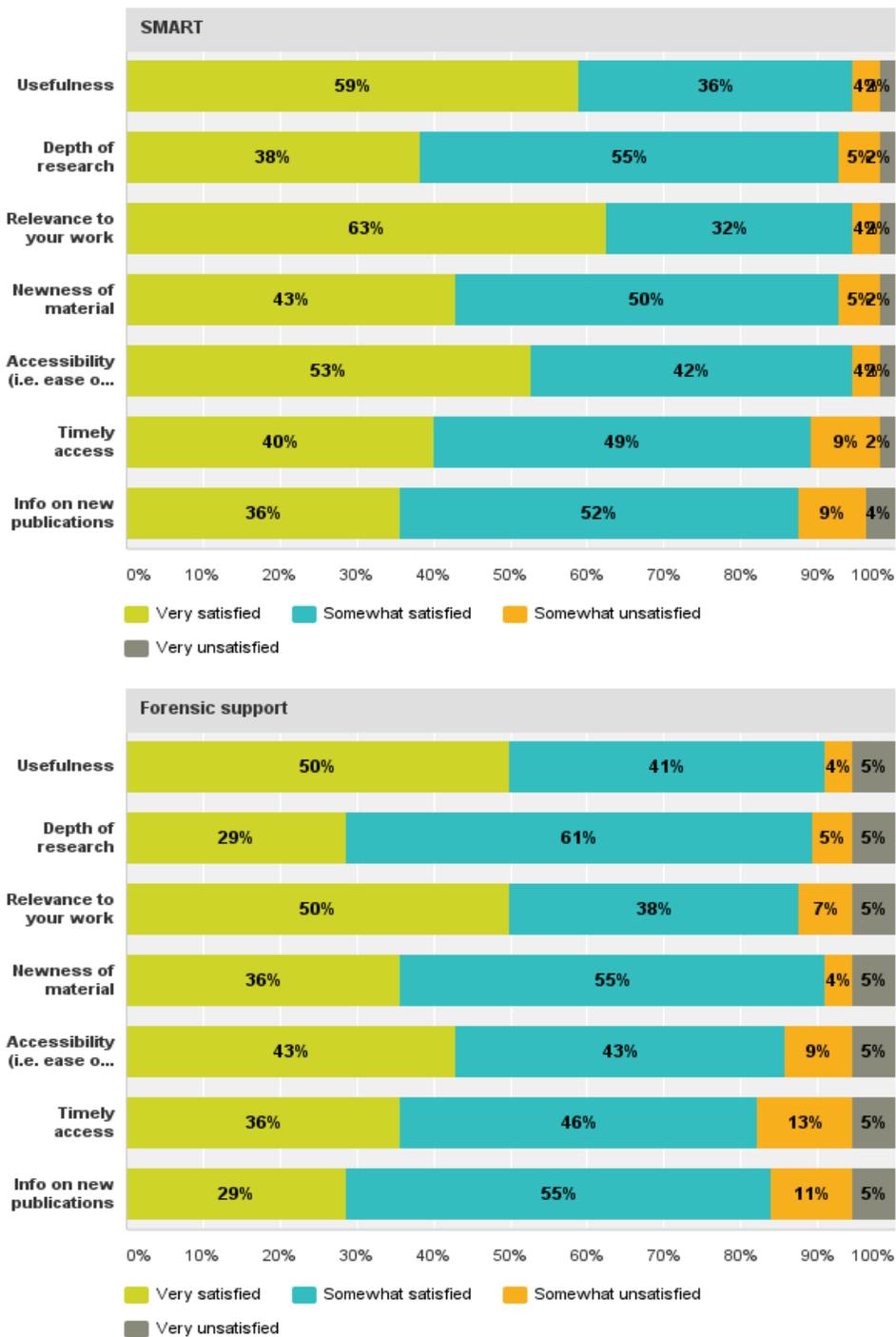
B. GLOU54:



* Expenditure for year minus income from drug test kits.

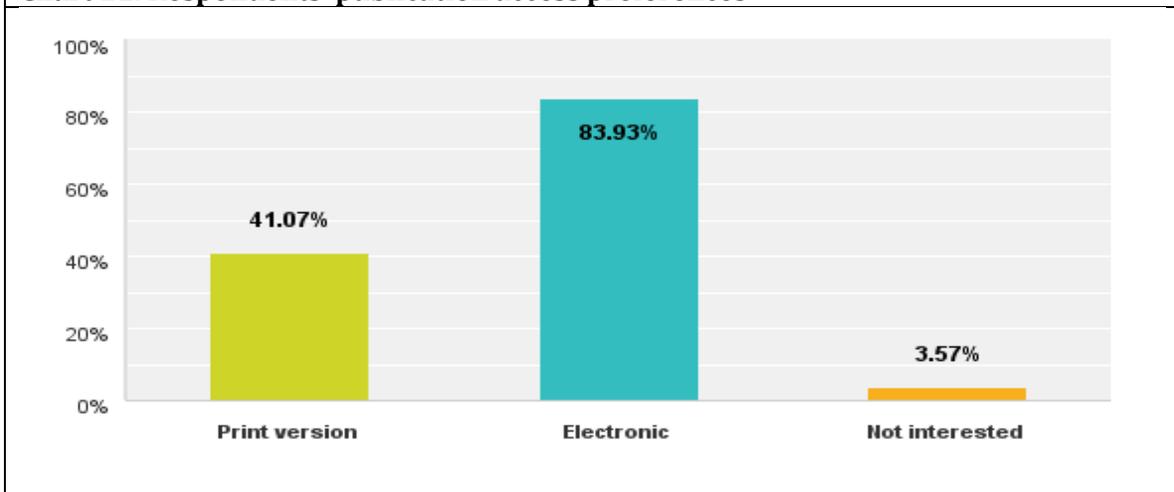
The third component examines whether the programme outputs could be obtained in alternative and more cost-effective ways, and the evaluation team considered several alternative scenarios. First, as discussed in the previous section, Chart 9 examined the likelihood of sourcing forensic kits locally. As survey responses indicated this is certainly a possibility worth looking into. The evaluation finds that this could help the forensic programme in reducing some of its bureaucratic problems in managing international shipments out of Vienna as well as manage the process more cost-effectively.

Chart 20. Respondents' satisfaction with publications



Second, in line with the LSS request, the evaluation team examined if its approach to publications needed to change. As shown in Chart 20, a large proportion of survey respondents expressed satisfaction with the publications produced by the two programmes on a host of criteria ranging from usefulness and relevance to depth of research and newness. This finding corroborated the data collected by the programmes. In the most recent survey of participants in the ICE Programme (in 2014), 86 per cent of laboratories indicated that they used UNODC publications in their work. The baseline for the latter is 83% of laboratories used UNODC publications in 2012. In the 2013 survey, 90% said they used publications in their work and 95% rated their usefulness as very good or good. 95% said the impact on their work was very good or good. Thus, most respondents reported that the publications were relevant and useful to their work.

Chart 21. Respondents' publication access preferences

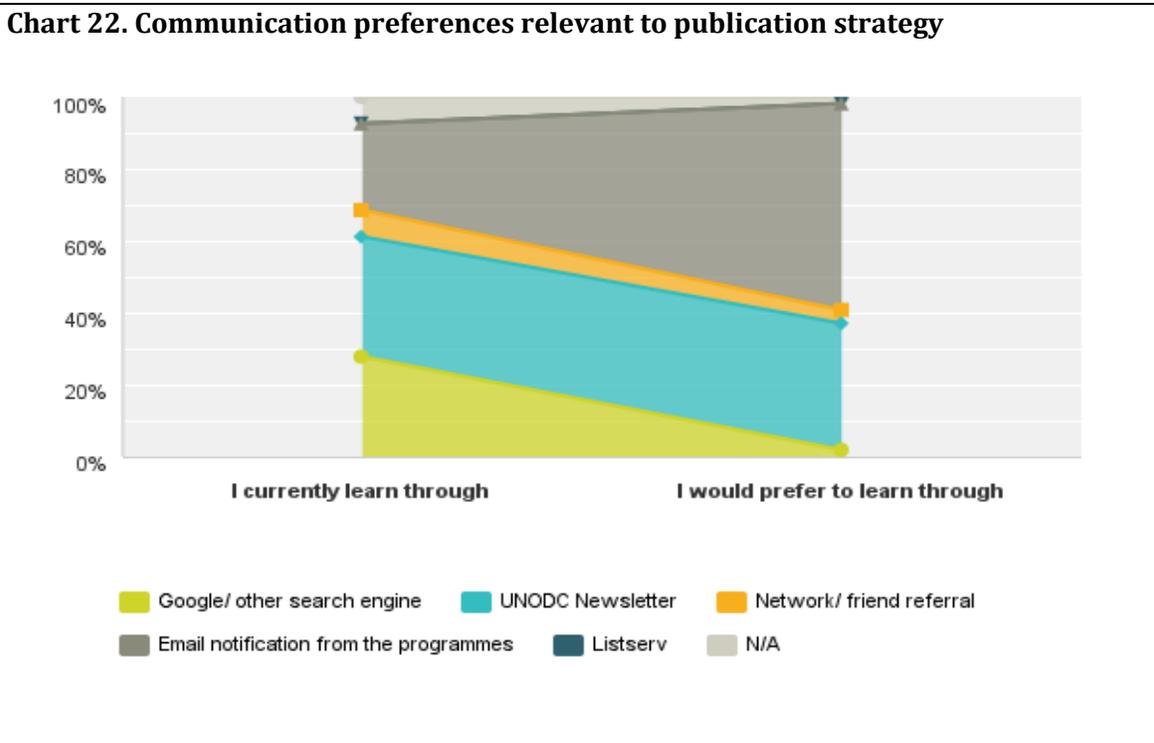


Two interconnected questions often came up in discussions with the stakeholders. The first related to periodicity of publications. Most interviewees indicated preference for more frequent updates. They wanted to be on top of new trends, so they could act on it faster. However, that does not necessarily mean that LSS/ SMART needs to produce monthly reports, which would be highly inefficient. In fact, the evaluation noted that the desire of these stakeholders could be better accomplished by publishing short blogs on the SMART, EWA, ICE or other LSS websites as relevant and needed. What these stakeholders called for was quick information and analysis on actionable agenda items. Therefore, if LSS had to cut down on costs, it could do so by publishing reports less frequently — annual reports could easily become biennial or triennial reports — as long as relevant information was supplied via alternate channels (e.g., blogs, articles, technical notes and newsletters) to the stakeholders. That does not imply that the annual reports can be completely replaced as some stakeholders believed them useful for ‘waving at policymakers and journalists’ to get them to act!

The second issue pertained to the mode of accessing the reports and manuals. Most interviewees and surveyed beneficiaries (Chart 21 above) prefer to access reports online. (Others print it themselves as and when necessary.) It is easy, accessible and searchable (within the document). Some prefer to also receive hard copies as a ‘reminder’ of some new

information being available, and a few others prefer it as a prop for journalists and policymakers.

If interviewees and survey respondents were contacted directly by the programmes by way of email notifications and newsletters, which are in consonance with their communication preferences (Chart 22), it would obviate the need for hard copies as reminders. Overall, the evaluation team considers that while a few hard copies may be printed for ‘photo ops’, their widespread distribution is no longer necessary or efficient.



The evaluation team also considered whether LSS still needs a laboratory on site at HQ, or if it would be (a) more cost-effective to outsource the laboratory activities or (b) simply be a repository of knowledge produced elsewhere at universities, research institutions, government agencies and commercial organizations.

The laboratory activities in question have changed over the years but at the time of the evaluation included the preparation of test kits, the preparation and dispatch of ICE seized materials samples, the dispatch of ICE biological specimen and samples, validation of methods of analysis, verification of ICE samples, evaluation of technical equipment and analysis of samples from field missions or projects such as the Afghan opium survey. Previously the laboratory occupied more space and conducted training sessions for visiting UN Fellows, but this was discontinued as regional training is thought to be better. Certainly most interviewees in the current evaluation held this viewpoint.

The laboratory also has other roles. It helps staff to stay abreast of the latest technological developments, important when giving technical advice to laboratories and also CND, INCB

and WHO. For example, LSS needs to help labs to implement control of new drugs such as the 10 new ones added to the list (and active from 1 November 2015) by supplying reference standards and analytical methods. It is probably essential to have capacity within UNODC. Also, visitors see the laboratory in action. It was noted during interviews that visits to the laboratory are arranged for UNODC non-technical staff and that the visits help them to understand the work of LSS. As an illustrative example of the value of this type of public relations exercise, the evaluation team had the opportunity to visit the museum/ visitor centre of the ONCB laboratory in Bangkok, which features displays relating to UNODC and international drug control, and noted that it provided a good facility for induction of personnel from a wide range of backgrounds. One activity, which could potentially be outsourced is the preparation of the UN drug test kits. As mentioned earlier, there is evidence that a vast majority of survey participants (Chart 9) believe that they could locally procure kits that were as good as or cheaper than LSS kits. Taken into account with delays reported in delivery of kits, this would be worth exploring further. However, interviewees also suggested some disadvantages associated with such a move. Currently, it is possible to have one training course for the existing drug test kits: using external suppliers could lead to having a variety of test kits in use, and the need to revise the training, depending on which supplier is chosen (unless standardized specifications can be enforced). There could also be some loss of corporate identity, as the UN kits are known worldwide and external kits could not be branded as UN products.

Further, currently, the lab validates the ICE samples and analyses, giving the staff more expertise and capacity, and they have direct control of samples going out. Some samples are difficult to prepare and making them in-house gives staff a better understanding of where the problems come from. Seized materials for ICE come from donors, and are used as a mechanism for building up collaboration. LSS has also the flexibility to choose the most appropriate sample from amongst donated seized materials based on in-house analyses, which would not be possible if the test samples were prepared by an external supplier. Finally, shipment of controlled substances involves customs and relevant ministries, and an outside company may have some problems with this. An additional danger of outsourcing pertains to confidentiality of the ICE Programme, which is crucial and some laboratories may be afraid of participating if ICE were commercially operated. Also, outsourcing may turn out to be expensive: LSS outsources biological specimens for ICE, the price of which has doubled over 5 years.

An alternative to outsourcing lab activities is for LSS to simply be a repository of knowledge and a hub for directly connecting institutions in donor countries with institutions in beneficiary countries and facilitate direct transfer of knowledge and resources among them. Some of this already occurs. In addition to technical assistance provided through the UN, donor countries (e.g., via US DEA or Australian Federal Police) directly supply bilateral assistance to certain countries.

However, in the absence of adequate information to make informed choices, both these alternatives were shelved for the time being. If LSS wants to examine this possibility further, a separate study would need to be commissioned solely for this purpose.

The evaluation further considered if there is any merit in merging these programmes into a single programme. The evaluation findings in preceding pages have already noted factors such as (1) many interviewees and survey respondents had a hard time distinguishing their

outputs, (2) GLOU54 forms the necessary backend of the SMART programme, but is not as well known, and (3) it is easier to raise funds and earn stakeholder support for a programme that has higher visibility than the one that provides backend services. The evaluation team heard both sides of the argument from stakeholders and did not find any conclusive evidence to make a determination one way or the other. Hence, this once again, requires a *separate* study to examine synergistic benefits and costs that may arise from merging two programmes with distinct, but complementary, capabilities. There is a clear trade off between the possible synergistic benefits from merging the two programmes versus focusing on distinctive competencies at two distinct programmes, and it would make sense to explore these costs and benefits in more detail.

Lastly, the evaluation also examined alternative training approaches. A large number of beneficiaries (e.g., Charts 12, 17, & 18) requested additional training, however the programmes do not have resources to expand it further by much, if at all. Given this scenario, the evaluation team examined the possibility of expanding use of eLearning. Most interviewees and survey respondents were excited to learn about the possibility of doing so, some of them only for basic knowledge and refreshers and others also for more advanced courses. The evaluation, thus, notes a high level of interest and given its cost-effectiveness, a high degree of feasibility in exploring this option further.

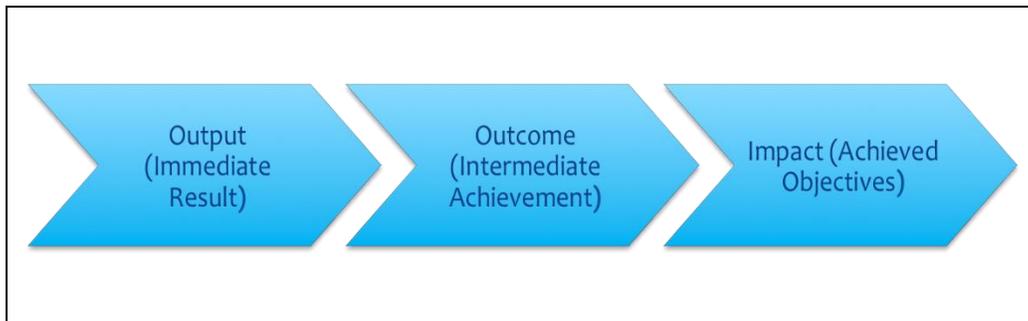
Thus, the evaluation team found LSS to be delivering outputs and outcomes quite efficiently. The evaluation also notes new possibilities and opportunities that LSS may do well to examine.

Impact

6. To what extent do the projects and the thematic programme contribute to long-term intended or unintended impact for its beneficiaries (e.g. forensic laboratories, law enforcement officers, policy makers), target groups, communities and institutions involved in its delivery?
 - Both the programmes are on a trajectory to achieving their intended long-term objectives in targeted countries, and these impacts are detailed below.

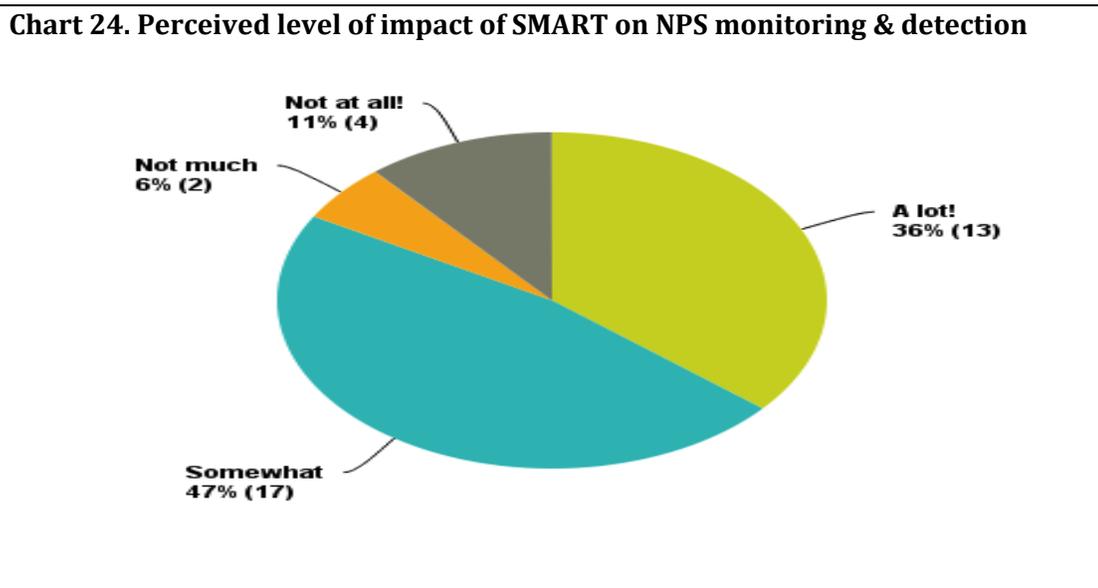
Chart 23 shows the results chain used by OECD/DAC to visualize theory of change. In terms of this methodology, impacts pertain to long-term change in the state of beneficiary population. As impacts are long-term in nature, the evaluation team also paid careful attention to the steps (i.e., outcomes) needed to achieve these along the way.

Chart 23. OECD/ DAC results-chain
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GLOJ88:

Chart 24 below shows the perception of survey respondents on the impact of the SMART Programme on NPS-related activities in their jurisdictions. As a reminder, the impact sought by the SMART pertains to helping evidence-based decisions to tackle the problem of NPS and synthetic drugs. Eighty-three per cent of respondents found that SMART had made an impact and for 36 per cent it was significant (Chart 24). Further, the predominant inference from the desk review and interviews is that stakeholders, including donors, beneficiaries and partners, think highly of the contributions being made by the GLOJ88.



Most stakeholders reported positively on the impact of GLOJ88 in their sphere of activity, especially with regard to promoting greater awareness of the regional situation. SMART has disseminated concrete information on emerging patterns and trends of the global NPS situation as well as on serious risks to public health, safety and security. For example, in Latin America, drug reports prior to 2011 essentially contained no information on synthetic drugs, whereas in those from more recent years this information can be found in much greater detail. The regional report of the SMART Programme 2014 for Latin America (Amphetamine-Type Stimulants in Latin America) adds to the information from countries in

the last five years. Additionally, the reports on drugs in the Americas produced by CICAD in 2011 and 2015 show similar changes - in the 2011 report the problem of synthetic drugs was not considered whereas in 2015 the situation had dramatically changed (although SMART needs to share credit for this with CICAD- their collaboration has worked to the advantage of all parties concerned). This has changed the perception that the drug problem in Latin America is just related to cannabis and cocaine exclusively. Most countries view EWA as a very informative database providing knowledge of NPS and assisting prior control of substances. However, some interviewees reported little or no input from SMART in this area, which may reflect the stage of ownership of the NPS problem in those Member States. Over all, EWA is seen as having an important and unique role in giving a global picture.

However, awareness has to be translated into legislation and policy before it can make an impact on the ground situation. As mentioned in Chart 8 and the section on effectiveness, many Member States have enacted legislation dealing with synthetic drugs, especially NPS, using inputs from the SMART programme. Several interviewees mentioned that SMART reports are used to prepare (and as references for) internal reports to their governments, drug law enforcement agencies, academic societies and NGOs to increase awareness and to provide practical guidelines for designing counter-measures and policies for more effective law enforcement within their respective jurisdictions, although a few other interviewees and respondents mentioned not having received adequate support.

Chart 25 highlights the success of SMART in creating awareness at the level of international bodies. CND resolutions below specifically acknowledge its work.

Chart 25: CND Resolutions acknowledging the work of SMART: A recent example

Resolution 57/9- Enhancing international cooperation in the identification and reporting of new psychoactive substances and incidents involving such substances:

Highlighting progress that has been achieved in identifying, monitoring and reporting on a large number of new psychoactive substances, including through the work of national authorities, the United Nations Office on Drugs and Crime, through its global Synthetics Monitoring: Analysis, Reporting and Trends programme and the early warning advisory on new psychoactive substances

Recognizing the continued value to Member States of the United Nations Office on Drugs and Crime global Synthetics Monitoring: Analysis, Reporting and Trends programme, in particular the early warning advisory, including, where appropriate, the use of existing national and regional early warning systems and networks, as well as its International Collaborative Exercises (ICE) for national drug testing laboratories,

15. Urges Member States to collect information on new psychoactive substances, as requested by the Commission in its resolution 55/1, and to share, through bilateral and multilateral channels, as appropriate, while avoiding duplication of efforts, such information, particularly on seizures, abuse, forensics and current domestic legislation through existing mechanisms such as the global Synthetics Monitoring: Analysis, Reporting and Trends programme early warning advisory;

16. Encourages the global Synthetics Monitoring: Analysis, Reporting and Trends programme to share, upon request, relevant information with the World Health Organization in order to facilitate its effective review of substances, and urges Member States to consider such information when

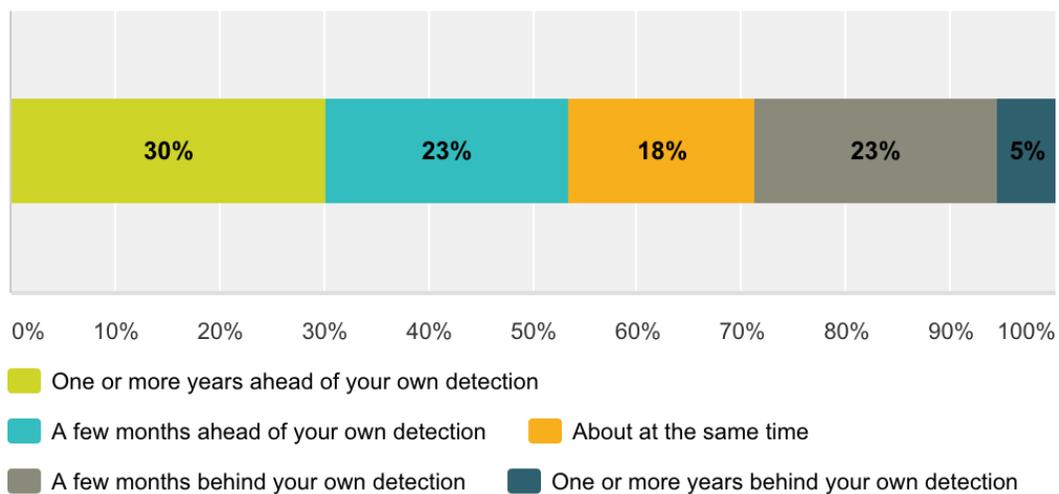
making notifications under the international drug control conventions;

Deliberations: A number of States expressed appreciation for the valuable work carried out by the UNODC global SMART programme through its early warning advisory in gathering and monitoring data on new psychoactive substances, and urged Member States to appoint focal points to ensure timely identification of substances and efficient data-sharing to support risk assessment by the WHO Expert Committee.

The evaluation also found indications from the desk review, survey and interviews that the capacity to collect data on NPS is by no means homogeneous in different regions and not all regions are equally advanced in assessing the scale of the synthetic drugs problem or in developing countermeasures or policies, which is also reflected in Chart 25.

Chart 26 shows the distribution of respondents' perception on NPS monitoring and identification by SMART and also their perception of their own capacity in comparison. 53% of the respondents reported that NPS and trends identification by the SMART was at least a few months ahead of their own detection, while 28% felt the opposite and remainder (18%) felt it was at about the same time. This may simply reflect the capacity levels of Member States to identify trends: Some countries are fairly advanced and they can identify problems in their jurisdiction as soon they emerge, while others need external support to do so.

Chart 26. Respondents' perception on NPS monitoring & identification by SMART



Overall, while it is clear that the rapid growth of the NPS market across the globe in recent years, due in part to the chemical structures designed to avoid drug controls, has remained an international concern, it is also evident that the SMART programme is succeeding in its objective to help the Member States make evidence-based policies and decisions. At the same time, the evaluation notes the need for better data collection on outcomes and impacts in the next plan period. For example, it would be helpful to collect data on the outcome from

changes to legislation, which is needed to show that the recommended legislations were evidence-based in the first place.

GLOU54:

Charts 27-30 show laboratory respondents' perceptions of impacts of GLOU54 in general and on particular aspects of forensic investigation and forensic laboratories. As indicated in chart 27, 72% respondents reported at least somewhat impact of GLOU54 on their lab, with nearly half responding a significant impact. From subsequent comments, it appeared that others wanted further support, especially training for more staff, for them to be able to achieve a larger impact.

Chart 28 asked survey respondents, lab and others, specifically about impact on investigation work, and around half reported at least somewhat impact. Others, mostly non-lab staff, had not yet begun to feel much change in the ground situation. Chart 29, on the other hand, focused specifically on the perceived impact of ICE on QA at forensic labs. It is noteworthy that 88% felt that the programme has a significant impact in this regard.

Chart 27. Perceived level of impact (on forensic labs) reported by the survey respondents

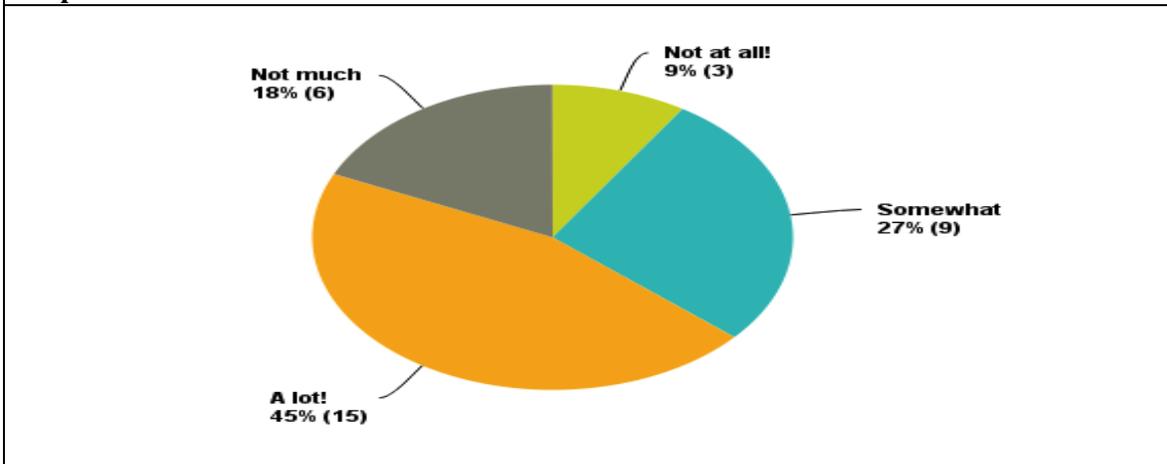


Chart 28. Perceived level of impact of programme cluster on investigation

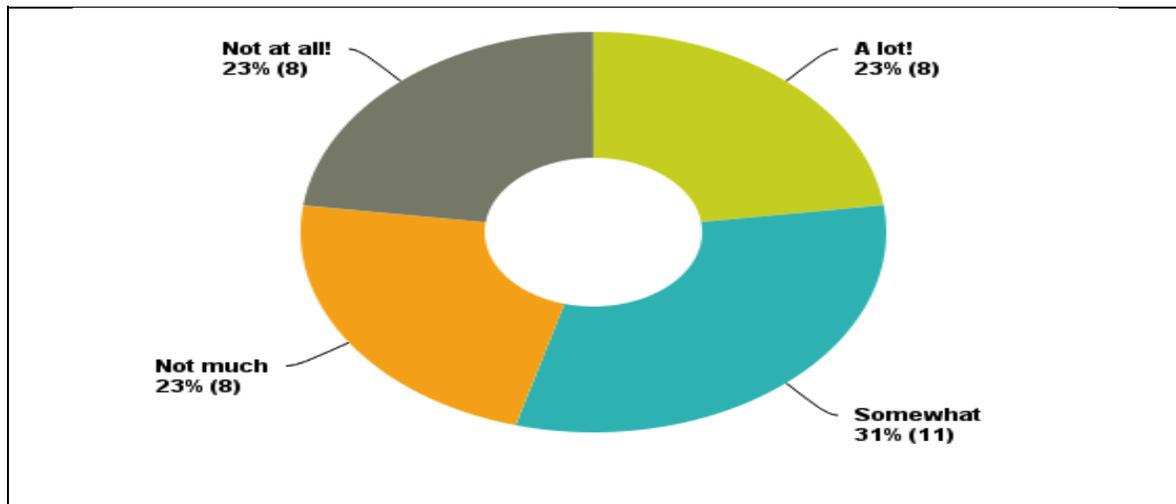
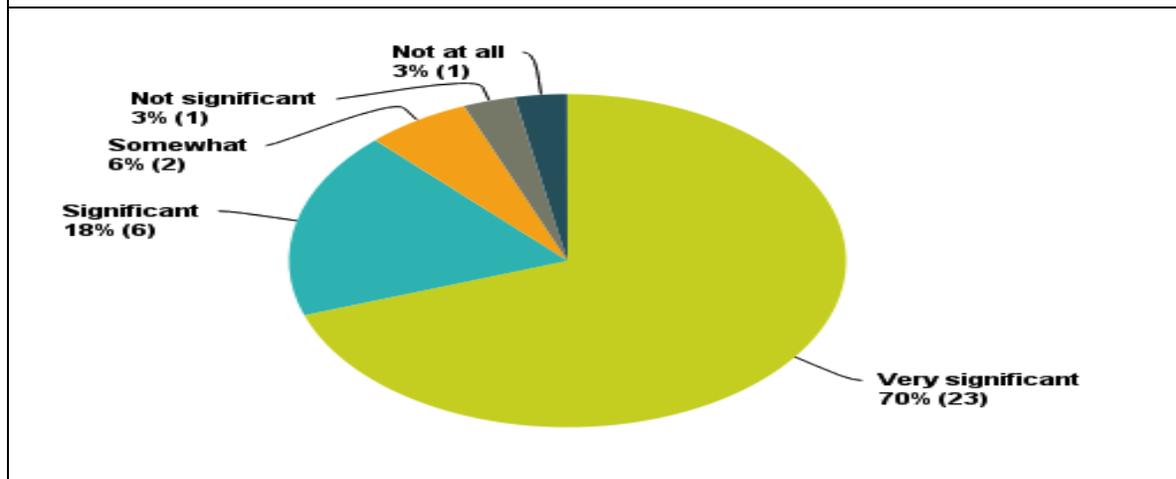
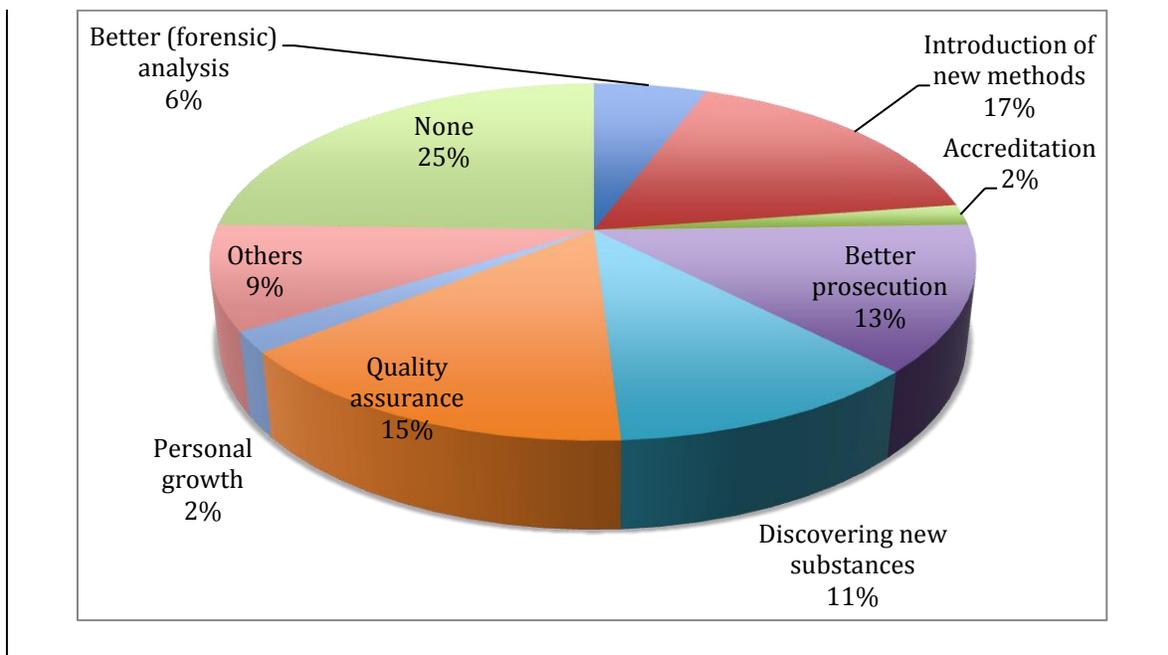


Chart 29. Perceived impact of ICE on forensic laboratory quality assurance



In Chart 30, survey respondents were asked to elaborate on the kind of impacts the forensic programme had had on their work. From the chart, it can be seen that the intended outcomes are all represented.

Chart 30. Forensic impacts reported by the survey participants



The stakeholder interviews with seventeen independent sources corroborated the impact of GLOU54 in their sphere of activity. LSS is recognised as having extensive experience, accumulated knowledge of good practices and lessons learned. If LSS were to end the forensic projects, it would deprive Member States of this reservoir of institutional memory in many regions. The impact would perhaps not be devastating at this stage – LSS is an additional tool to help countries increase their capacity – but would definitely be negative.

An increased awareness amongst authorities in many regions of the value of the laboratory and its input to knowledge of the national/regional drug situation has been one of the major outcomes of GLOU54. Forensic capacity and quality are important, in both civil and criminal cases and the projects have helped to persuade authorities to look at the structure and administration and to go for international accreditation.

Quality and reliability of laboratory work are a question of protecting public health and the integrity of the justice system and also of protecting human rights. Basic good laboratory work and maintaining capacity of the basic laboratory work are the corner stone of identifying NPS. If the basic quality and processes of the laboratories are correct then it is possible to counter the new challenges such as the identification and analysis of NPS.

The International Quality Assurance Programme, in particular ICE, provides information via the ICE portal that inputs to policy and decisions on what to control. The portal was the progenitor of the SMART database and EWA. As per documents review (ICE: 5 year review), there is a consistent number of labs which now achieve correct results, for example, 99% get cocaine correct; there is an increase in the number of labs doing quantitation and an increase in accuracy. New manuals have been prepared for new substances such as the piperazines and the percentage of labs that can identify them is high, as is the proportion quantifying accurately. There has also been an increase in participation in targeted areas in Latin America and Asia, and an increase in the number of advanced versus non-advanced

labs. The ICE reports go to CND as well, for advice, making technical information more accessible to non-scientists.

Cooperation between LSS and CND has increased over the last 2 years since CND became active on NPS, deciding on whether to control new drugs, about which there isn't much information. LSS helps CND with technical aspects of the UN Conventions. This is a major role of LSS, bringing information together to create a critical mass of information. The feedback from CND on LSS input is very positive and at recent CND sessions there have been many resolutions (Chart 5). LSS also provides direct support to policy making in cooperation with WHO and INCB. WHO and INCB reports indicate the impact of LSS work, for example LSS was very important in drafting an update paper on ketamine.

Overall, all of these outcomes listed above are helping GLOU54, and its ICE component in particular, to obtain its objective with regard to greater and better use of forensic science services in support of Member States' efforts to counter drugs and crime.

Thus, the evaluation notes that both these programmes are on a trajectory to achieving their intended long-term objectives (a.k.a. impacts).

Sustainability

7. To what extent will the benefit generated through the projects and the thematic programme be sustained after the end of donor funding? How sustainable is the *ad hoc* provision of technical expertise to field projects (e.g. for procurement of laboratory equipment) in view of reaching the long-term objectives of application of standardized approaches and tools in forensics?
 - The outcomes and impacts of the SMART programme by its very nature are not sustainable without continued support, and those of the forensic programme are linked to the stock of capacity already developed in targeted countries. Further, both the programmes are quite resource intensive, and require continued support to be sustainable.

GLOJ88:

Donors interviewed during the evaluation do not anticipate that funding for SMART will be reduced or stopped, but they would like to see more Member States contributing to support it, leading to a firmer financial stability for the programme. Regional perspectives of donors do influence what and which activities they will support, whether in SE Asia or Latin America or elsewhere. Most stakeholders recognise that, for SMART as for GLOU54, governments must be interested in the projects and their objectives and hence willing to resource them.

GLOJ88 has worked with partners to assist them to develop protocols and procedures for managing information on synthetic drugs and these are resident within the infrastructures and institutions of the Member States involved. Data verification, and maintenance & development of DAINAP are carried out in SE Asia by staff at the Bangkok Regional Office, although ownership of DAINAP belongs to the 11 countries involved and administration would pass from UNODC to a country capable of maintaining it. However, most of the global

data-gathering and dissemination functions of SMART remain at HQ and in the absence of sustained resourcing by UNODC these would stop. Most stakeholders interviewed who contribute to SMART consider that they would retain national or regional capacity, for example Costa Rica was already collecting data and would continue in the absence of SMART, and EMCDDA would continue to generate regional data and reports for Europe. The global viewpoint, one of the strengths and unique features of SMART, could potentially be lost.

The generation of information on synthetic drugs/new psychoactive substances also depends on resident capacity of institutions in Member States, including both law enforcement personnel and of course the forensic laboratories. Part of the main thrust of the LSS programme is to generate *quality* data, which is accurate and reliable. Misidentification of seized drugs assumed to be “ecstasy” is a problem wherever the capacity for drug detection and identification in the field or in the laboratory are inadequate. Both GLOJ88 and GLOU54 have provided training and capacity building efforts in this respect but this has not reached an independently sustainable level in some regions, including West Africa and in some Latin American countries.

Knowledge and awareness of known synthetic drugs is now in the public domain, including the authorities of Member States around the world, and will continue to be accessible. With respect to new drugs, these are being studied in many countries, for example the EMCDDA releases its own reports regularly and countries in the Americas have systems in place independently of the UNODC programmes (including local equivalents of the EWA). However, it has become clear that the situation with respect to NPS is not the same everywhere and that local information is required to implement suitable control measures.

Sustainability with respect to global information exchange is also uncertain. Before SMART, availability of data was limited and usually restricted to individual countries or regions. Global information was neither available nor disseminated as widely as now. It seems likely that the situation would revert to what it was before SMART. As interviewees have commented, a system like SMART would need to be reinvented if the existing programme were to be terminated.

Further, some states are actively developing evidence-based policies at present, while others are still assessing the extent of the problem in their jurisdictions. Since the synthetic drug situation, especially with respect to NPS, is constantly changing new data and information is required to allow policies to be adapted. A range of different control measures has been implemented in different countries and many of these must be updated regularly as new substances appear.⁹

GLOU54:

GLOU54 has provided international standards, which are available worldwide, including guidelines for laboratory methodologies and quality assurance. The existing documents need to be updated regularly to take into account changes to the standards and to extend them to new substances, for example, the 11 new substances added to the list of controlled drugs by CND. There is no other organization currently that might do this other than

⁹ See Global SMART Update Vol 14, 2015.

UNODC largely because LSS products cover a range of laboratory operating levels and regional requirements. SWGDRG in the USA provides some analytical methods and other forensic associations also provide quality assurance guidelines but mostly these are oriented to laboratories in high-income countries. Laboratories can develop and validate methods independently, and most do this, often starting with published methods, including those made available by UNODC manuals, but this requires adequate resourcing of the laboratories, both human and material resources, plus a budget for maintenance and consumables. Previous donations of equipment, for example to SE Asian countries interviewed during the evaluation, have not been maintained or replaced and some were reported as obsolete.

The laboratories visited during the field missions were largely self-sufficient and sustainable with respect to staff and equipment but other outputs of GLOU54 such as the ICE Programme and, in many cases, provision of drug standards, would be difficult to replace.

Concerning the *ad hoc* provision of technical expertise to field projects (e.g. for procurement of laboratory equipment), the evaluation survey, interviews and field missions clearly indicated the need by programme clients for LSS expertise in this respect – more than the indicated need for equipment *per se* or financial support. This need will change its focus with time and probably decrease in some areas, such as advice on equipment specifications for procurement, as laboratories develop increased capacity and their own expertise, but this will be a long-term outcome and there is no indication that demand for LSS expertise will diminish in the short term. The evaluation considers that a continued future role of LSS will be coordinating the supply of information and expertise to laboratories around the world. The demand will be sustained and the question then becomes whether LSS can respond to the demand in the long term, which depends on the human resources available, their level of training and experience in forensic science. An additional facet of this is the potential for LSS to create networks of laboratories for “self help” with respect to expertise and also to work collaboratively with professional associations, which can provide expertise in their own fields. This is discussed below in the next chapter.

Sustainability mostly comes down to resource issues. External factors can increase the need for governments to sustain their own laboratories. For example, both UNODC regional staff and partners interviewed reported that some Latin American countries, including Costa Rica in 1998 and Mexico in 2008, changed from an inquisitorial to an accusatorial court procedure, which was significant because it created the legal requirement for the prosecution to prove the guilt of the accused, which often requires forensic evidence.

Thus, the evaluation notes the need for continued support at this juncture to both the programmes for their results to be sustainable in the long run.

Partnerships and cooperation

8. To what extent have partnerships been sought and established (including UN agencies and professional associations) and synergies been created in the delivery of assistance? Were efficient internal cooperation and coordination mechanisms identified and established in building and managing these partnerships?

- Partnership arrangements currently in place have helped the two programmes achieve their results. More partnership opportunities, especially with universities and research institutions, exist and should be explored.

For the purposes of this evaluation, “partnerships” is taken to include formal and informal arrangements, collaborations, joint actions etc. between LSS and other units relevant to the aims and objectives of the programmes. “Synergies” is interpreted as an interaction or cooperation of two or more organizations to produce a combined effect greater than the sum of their separate effects.

GLOJ88 is closely connected with, and has benefitted from, GLOU54, which is the current project within the theme of forensic support. Because of this, GLOJ88 has inherited the long-standing, worldwide, network of partnerships that LSS has formed both within and outside the UN and UNODC. The most important synergy is the one between these two programmes.

Partnerships with other programmes and projects within the UN and UNODC:

Over the years, LSS has developed many partnerships within the UN. As per programme documents, GLOU54 and GLOJ88 have existing partnerships with several UNODC sections/units, UNODC’s Field Offices network, UNDP, DPKO, UNICRI and UNHCHR. The most recently available Annual Project Progress Report for GLOU54 (2014), shows that the project currently contributes to several UNODC programmes with a scientific and/or forensic dimension in West Africa, North and Middle East, South Eastern Europe, Central Asia, South East Asia and the Pacific, Central America and the Caribbean. Both programmes also participate in and contribute to relevant forums/ meetings, including meetings of subsidiary bodies of CND, such as Heads of National Drug Law Enforcement Agencies (HONLEA) and the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East. It was also evident during interviews at HQ that LSS and the two programmes are known to personnel in many branches and sections of UNODC and that there are formal and informal meetings between LSS and the other parts of UNODC. The evaluation recommends that records of these meetings should be kept when possible as objective indicators of LSS outputs.

Of particular interest to this evaluation is the relationship between UNODC and INCB. INCB assesses precursors and submits recommendations to CND, so it is appropriate that LSS and INCB cooperate with each other and coordinate their activities to avoid duplication. The interviewees reported that LSS and INCB do cooperate, especially on NPS, and, as mentioned earlier, LSS provided technical advice to INCB in 57 consultations during 2011-2015.

Partnerships with law enforcement agencies, and other programmes and projects outside UNODC:

The Programme Documents list a number of collaborations with existing networks of forensic science institutes such as the Asian Forensic Sciences Network (AFSN), American Society of Crime Laboratory Directors (ASCLD), the European Network of Forensic Science Institutes (ENFSI), the Senior Managers of Australian and New Zealand Forensic Laboratories (SMANZFL), the Iberoamerican Academy of Forensic Science Institutes (AICEF), the International Forensic Strategic Alliance (IFSA) and with the Scientific Working

Group on Drugs (SWGDRG). These networks are well known within the forensic field and collaboration is the norm for programmes which impinge on their areas of interest, for example LSS manuals refer to ASCLD, SWGDRG and ENFSI publications on laboratory methods of analysis and quality assurance and many forensic experts participating in LSS meetings are drawn from their members. Some collaboration initiatives are formally documented, for example, collaboration between LSS and IFSA on technical assistance activities aimed at forensic capacity building, which led to the IFSA documents on the minimum forensic requirements for crime scene, drugs and DNA investigation, is recorded in mission reports and these were included in the desk review. Also, the SMART Programme and AICEF were reported to be collaborating in Latin America by interviewees.

There are also contacts with international and regional bodies such as INTERPOL, the World Health Organization (WHO), the World Customs Organization (WCO), ILO, OAS-CICAD, EUROPOL and EMCDDA, based on existing Memoranda of Understanding or cooperation agreements, where they exist. Both programmes were also intended to participate in and contribute to relevant forums/meetings of other international and regional bodies, such as INTERPOL's International Forensic Science Symposium. Many of these collaborations and some of their outputs have been discussed in earlier chapters.

Of particular interest to this evaluation is the relationship between UNODC and WHO, which has continued to evolve over the evaluation period. Interviewees report that there is now better collaboration with WHO than before, although LSS and WHO have different purposes dealing with crime and medicines respectively. The WHO Expert Committee on Drug Dependence deals with health aspects. There is evidence of the partnership in operation, for example, resulting in scheduling of NPS following a CND Resolution in 2015 and the LSS Programme was involved with the most recent risk assessment and with an update paper on ketamine. However, there is scope for improving this partnership. For example, LSS has just started collecting WHO information for its databases and websites at the end of 2015. WHO accesses UNODC published reports, but there are no inputs from UNODC or WHO into each other's reports.

In terms of other partnerships with external organizations, some deserve a special mention. In Korea, the Supreme Prosecutor's Office has been organizing the 'Anti-Drug Liaison Officials' Meeting for International Cooperation' (ADLOMICO) since 1989. The aim is to enhance international counter-narcotic cooperation by establishing personal contacts among drug law enforcement agencies and by exchanging information on transnational drug trafficking groups and their drug-related crimes in the region and beyond. More than 25 countries and 5 international bodies including UNODC participate. ADLOMICO has served as a regional anti-drug mechanism to share the most recent trends on ATS and NPS with participating countries. Global SMART has participated each year since 2010, providing emerging and newly identified patterns and trends. ADLOMICO continues to provide a forum for discussion of effective regional countermeasures against ATS and NPS.

SMART's expansion to Latin America has been actively supported by CICAD. Its regional coordinator is based at the CICAD office in Washington, DC and both organizations collaborate actively. LSS also cooperates with regional groups like EMCDDA, which now feed data into reviews/assessments of drugs. With respect to further development, EMCDDA expressed interest in including information on NPS intoxications.

The evaluation team also considered non-governmental partnerships. Partnerships with Universities, for research etc. might strengthen the programmes. UNODC in fact has previously funded consortia of Universities, but there was no formal arrangement, and students from the University of Lausanne worked on LSS projects in the past. Many interviewees suggested exploring these opportunities, especially as the universities themselves want to collaborate with the UN entities, often without requiring any funding, for the sake of promoting greater impact of their researchers' work, and hence prestige of their programmes.

Promoting collaboration amongst beneficiaries and stakeholders:

UNODC has also assisted in the development of collaboration networks between Member States in regions in which the programmes are involved, including Africa, the Middle East and Asia. Multiple instances of this type of assistance were noted during interviews with beneficiaries and other groups. Often UNODC assists Member States to join existing networks. However, while some networks are active, such as AFSN, others are less so, such as AICEF in Latin America. This group originated in 2004 and resembles AFSN and the European Network of Forensic Science Institutes (ENFSI). It includes South America, Mexico, Spain and Portugal. AICEF is still relatively new and its organization and networking continue to develop. However, the network participants do help each other, for example a method of analysis for "black cocaine" was obtained from Panama. AICEF labs communicate frequently by e-mail but there are no organised meetings except for Directors, with the 2015 meeting in Mexico. Unfortunately, there are no meetings for lab staff. The last QA meeting was in Costa Rica in 2002, which was a two-week regional workshop organised by LSS and Costa Rica for the labs in Central America with a follow-up three-day workshop later. The problem is in the cost of holding meetings as the host country pays for the meeting and most countries do not have a budget for it.

A number of bilateral support arrangements have appeared in different regions by which different organizations give small amounts of money – ad hoc funding. These bilateral agreements are often set up without any input from LSS, which is struggling with this additional complication.

Overall, the evaluation finds the programmes to have done an excellent job in creating partnerships, and given the resource constraints, they would need to persist with this model in the foreseeable future.

Human Rights and Gender

9. To what extent are human rights and gender mainstreamed in the projects and thematic programme design and implementation?
 - The projects and Thematic Programme have mechanisms in place to comply with corporate due diligence on Human Rights.

Desk review, interviews and field missions indicated that the projects and Thematic Programme have systems in place to monitor for compliance with due diligence on human rights and gender. However, it should be noted that the two programmes evaluated primarily deal with technical

assistance of different types (GLOU54) and data collection, analysis and dissemination (GLOJ88).

All projects are reviewed for their compliance with human rights and gender, for example, the GLOU54 programme document acknowledges the relevance of human rights, referring specifically to the Office of the United Nations High Commissioner for Human Rights, OHCHR, which has expertise and/or activities in some of the more specific forensic fields. The reason for this is that, underlying all forensic activities is the requirement that investigations/ laboratory analyses should produce correct results and not make mistakes, as the consequences for an accused individual can be significant. Donor interviews also underlined this important aspect of forensic science. Many of the GLOU54 publications direct attention to the need for human rights to be considered, for example, in the Criminal Justice Assessment Toolkit and the Crime scene and physical evidence awareness manual for non-forensic personnel. Similarly, the importance of human rights is acknowledged in SMART publications such as the 2013 Regional Report for Asia and the Pacific, albeit briefly.

With respect to gender, according to GLOU54 Programme documents reviewed, for example the Anti-Crime Capacity Building Program Project Report for 2014, the following is UNODC policy:

Gender constitutes a cross-cutting issue in all UNODC programmes and is addressed in programme development and implementation, competitive recruitment of experts and equitable participation in training courses. Although there are not directly applicable gender issues, men and woman will equally benefit from the materials developed and training provided under the project. Specific attention will be given to gender issues in connection to trafficking in persons and smuggling of migrants, where the gender issue might be critical.

In GLOJ88 the gender dimension is always incorporated by UNODC when generating information on synthetic drugs and NPS. All reports delivered provide information differentiated by sex. Within the programmes themselves the gender balance is satisfactory.

None of the evaluation methodologies highlighted human rights and gender as significant issues.

III. CONCLUSIONS

An overarching conclusion that must be stated at the outset is that both the programmes have done an excellent job in achieving their intended outcomes and are on a credible trajectory to contribute to achievement of their larger objectives. Almost all stakeholders interviewed or surveyed acknowledged the programmes' contribution. The conclusions drawn below are intended with an eye on future to help these programmes tailor their strategies to be even more effective.

Thus, the evaluation concludes that:

1. GLOJ88 (SMART) and GLOU54 (Forensics) have (or are) delivered (or delivering) on all their intended outcomes and outputs in a generally cost-effective and timely manner, although resource constraints are causing some regional variations in achievement of these results.
2. SMART programme has a higher visibility, as by its very nature it focuses on interactions with governments, intergovernmental bodies and other external agencies. Forensic support programme forms the backbone of most of what goes into making programmes like SMART succeed. Both programmes are achieving their results, but forensic support programme needs a better branding and communication strategy. Many stakeholders attribute even its successes (such as ICE) to the other programme. This has obvious implications for the long-term sustainability of the programme. LSS may need to either explore and evaluate opportunities for better branding the forensic support programme (perhaps, simply as International Quality Assurance Programme), or alternatively explore the possibility of merging the two programmes with a view to better exploiting the synergies between them.
3. The SMART programme and its EWA have done an excellent job in creating awareness on synthetic drugs, particularly new psychoactive substances. In the next phase, the programme should focus on increasing the speed and frequency with which it provides local and regional (i.e. actionable) information to policymakers and other stakeholders.
4. The forensic support programme has been effective in capacity-building, especially with respect to improving the quality assurance practices through its International Collaborative Exercises (ICE), but further expansion of the programme would require expanding its resource base and/ or considering further economizing opportunities.
5. While GLOU54 and GLOJ88 have helped build capacity in laboratories and law enforcement agencies around the world by providing training, they have barely scratched the surface. There is a huge expressed need and demand for training at all levels in conventional and new fields.

6. The quality of data collected by both the programmes for planning, monitoring & evaluation needs to be improved. The programmes should be in a better position to not just generate reports that clearly lay out expenditures on various major activities (e.g., laboratory, internal research, publications, etc.), but also link these to planned and obtained outcomes specified in the results-matrix. This information is needed for more effective decision-making.
7. Partnerships between LSS and other parts of the UN and UNODC and between LSS and other external agencies such as WHO exist but could be more effective. Similarly, there is a need for enhanced collaboration with universities and research institutions for mutually beneficial purposes.
8. Strategic priorities are identified from a number of sources but could also include those identified by the government of a Member State or consortia of governments willing to resource the proposed activities, co-ordinated by LSS.
9. Implementation of GLOU54 and GLOJ88 based on a network of regional offices and regional representatives is an effective approach for developing global programmes but communication between HQ, regional offices and current and potential donors, partners and beneficiaries could be better for the purpose of enhancing the visibility of projects as well as for exchange of information.
10. While the two programmes exhibited strong working relationships, opportunities for further synergies, including regarding integration of outputs such as training events, exist and need to be explored with a greater focus.
11. The targeted beneficiaries expressed preference for direct and more frequent communication from the programmes, for example to learn about new publications. It is in the interest of the two programmes to use available technological solutions to respect these preferences.

Chart 31. SWOT Analysis for the cluster programmes under evaluation	
Strengths	Weaknesses
LSS work with the CND is influencing policymaking at global level	Resource constraints
Early Advisory system and International Collaborative Exercises widely appreciated	Scope for customizing outputs to better meet local needs
Global reach and multiple institutionalized partnerships	Limited geographic coverage with almost none in Africa
	Monitoring & evaluation system
Opportunities	Threats/ Challenges
Make a difference in Africa - a little input can make a big difference	Sourcing annual budget
Work more closely with research institutions	Retention of staff
Tighter integration between the two	Decrease in RBF and GPF

programmes, including possible merger Use of eLearning to extend reach of capacity- building initiatives	
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IV. RECOMMENDATIONS

Key recommendations:

1. LSS should persist with both these successful programmes with a renewed focus to expand their global footprint from countries already on a self-sustainable path (e.g., Thailand & Costa Rica) to underserved regions (e.g., Africa). This process should provide support tailored to each country's needs.
2. With respect to GLOJ88, LSS should look to expand its partnerships (e.g. with WHO to include the health and harm-related information needed by stakeholders) and geographic reach. With respect to GLOU54, LSS should look to better brand, including developing a new recognisable identity, and communicate the work on forensic support. The alternative to this would be to explore the possibility of combining two programmes into a single one but LSS would still benefit from a clear identity as being the owner of several important programmes, including IQAP, ICE and Global SMART.
3. In the next phase of GLOJ88, LSS should focus on increasing the speed and frequency with which it provides local and regional (i.e. actionable) information to policymakers and other stakeholders.
4. In the next phase of GLOU54, LSS should focus greater attention on exploring opportunities to use technology to economize with the continued aim of including those forensic laboratories which do not yet participate in ICE, helping countries which are not doing well in ICE, providing reference standards, commissioning good practice manuals for new drugs, and developing improved field testing methods for drugs and precursors.
5. Building on the foundations of work performed with the support of USA and Canada over the past 3-4 years, LSS should exploit the opportunities created by newly developed eLearning platform to further limit the need for conventional face-to-face methods. Face-to-face training should generally only be used for advanced mentoring and train-the-trainers purposes. Possibilities for collaboration with regional or international forensic associations should also be explored.
6. LSS, along with other relevant sections within UNODC, need to review planning, monitoring & evaluation systems, and in particular data collection strategies with a view to generate and provide more granular information needed for managerial decision-making.
7. LSS should continue to identify and form new partnerships, and strengthen the existing partnership with WHO by having regular meetings, creating joint projects

including preparation for CND and UNGASS and sharing resources such as databases, for example, to extend the EWA to include drug health and toxicity information.

Important recommendations:

8. In identifying strategic priorities, LSS and the programmes should create a mechanism for greater input from Member States governments, so as to ensure sustainable funding for new or increased activities and to localize products and services.
9. The programmes managements should look to replicate networks such as the Asian Forensic Sciences Network to promote greater exchange of information and impact on the ground situation.
10. Given the constraint of resources, opportunities for integration and synergies need to be actively explored by LSS and the programmes management. These might include shared training events, arranging joint meetings with stakeholders to reduce travel costs and collaborative development of databases, internet interfaces, portals and web sites, and e-learning packages.
11. While LSS has initiated the use of technological tools such as emails and EWA newsletters, it should significantly enhance its use of newsletter subscriptions via the portals, wiki, FAQs, blogs, podcasts, social media, etc. to improve the frequency and quality of their interactions with the targeted beneficiaries.

V. LESSONS LEARNED

The following innovations, lessons learned and best practices emerged from the desk review, interviews and survey:

1. Drug Abuse Information Network for Asia and the Pacific (DAINAP) is an online drug-data collection and sharing system for ASEAN countries and China and is potentially an important innovation introduced with the assistance of the SMART programme. However, this data collection system and its parent website www.apaic.org need an upgrade. It, first and foremost, needs to appear more official and be hosted by an official entity such as UNODC or ASEAN. At the time of field interviews and last review on Jan 18, 2016, Google had listed it as a high risk website for users to be beware of. Drug Abuse Information Network for Latin America & Caribbean (DAINLAC), which is under planning stage, should take the lessons learned from the design and development of DAINAP.

Chart 31: Site hacked notice for APAIC website

APAIC

www.apaic.org/ ▼

This site may be hacked.

SMART publications www.apaic.org. 1. Global SMART Update 2015 Vol14 - MORE - Global SMART Update 2015 Vol 13 - MORE - 2015 Trends and Patterns of ...

2. ICE operated by GLOU54 and EWA by GLOJ88 are both examples of best practices. Both these components involve extensive stakeholder engagement. They have been very successful at it, as is evident from stakeholder feedback. Other programmes and projects looking for examples of successful engagement should consult these programmes for more information.
3. Some stakeholders prefer to receive printed annual reports on drug situation, but more as a reminder or a ‘prop’ to catch someone’s attention. An important lesson to emerge from the evaluation is that these are generally not in consonance with the needs of the time. When stakeholders ask for more frequent and actionable ‘reports’, they are generally demanding shorter and more relevant information tailored to their needs. This is generally better served by way of website articles, blogs, podcasts and newsletters. While programmes may print a few hard copies, in general they are wasteful economically and environmentally and as such are no longer required.
4. Country-specific summary evaluations are considered valuable by the laboratories that participate in several rounds of ICE as many laboratories are not able to do it on their own. It is something LSS can look into, if resources permit.

ANNEX I. TERMS OF REFERENCE OF THE EVALUATION

BACKGROUND AND CONTEXT

Project number:	GLOU54 and GLOJ88
Project title:	Scientific and Forensic Capacity Building: Global Scientific and Forensic Programme – Support Project (GLOU54) Global Synthetics Monitoring: Analyses, Reporting and Trends Programme (GLOJ88)
Duration:	GLOU54: 2009-2016 GLOJ88: 2008-2016
Location:	Global
Linkages to Country Programmes:	All country, regional and thematic programmes with forensic elements
Linkages to Regional Programmes:	All regional and country programmes with forensic elements Arab States - Regional Programme on Drug Control, Crime Prevention and Criminal Justice Reform in the Arab States, 2011-2015, (AREU51) Strengthening Drug Law Enforcement Capacities in South Asia, 2008-2016 (XSAJ81) Palestinian Authority (PSEX02) - Forensic Human Resource and Governance Development Assistance for the Palestinian Authority (2011-2017) West Africa (XAWK36) - Enhancement of Forensic Science Services in West Africa (ROSEN), (2010-2015); Sahel Programme (XAMZ17) - Strengthening criminal justice systems in the Sahel in order to effectively combat drug trafficking, illicit trafficking, organised crime, terrorism and corruption in the region (2013-2016); Regional Programme for Afghanistan and Neighbouring countries (RERV07) - Enhancement of forensic capacity

	<p>across the region (2011-2015); Global Programme (GLOZ31) for Combating Wildlife and Forest Crime (WLFC); Kyrgyzstan (KGZK50) - Strengthening the State Service on Drug Control of the Kyrgyz Republic (2011-2015);</p>
Linkages to Thematic Programme:	<p>Scientific and Forensic Services 2013-2015 Thematic Programme on Research, Trend Analysis and forensics 2015-2016</p>
Executing Agency:	UNODC
Partner Organizations:	<p>There are no formal implementing partners. However, memoranda of understanding exist with EMCDDA and OAS/CICAD which are relevant for the implementation of the projects, In addition, WHO and Interpol are part of the advisory group of GLOJ88.</p>
Total Approved Budget:	<p>GLOU54: \$3, 797,000 GLOJ88: \$ 7,556,757</p>
Donors:	Australia, Canada, Finland, Japan, Republic of Korea, New Zealand, Thailand, Russian Federation, UK, United Arab Emirates, USA
Project Manager/Coordinator:	<p>Iphigenia Naidis (GLOU54) Martin Raithelhuber (GLOJ88)</p>
Type of evaluation (mid-term or final):	Mid-term
Time period covered by the evaluation:	January 2011 until the end of the evaluation (mid-2015)
Geographical coverage of the evaluation:	Global (geographic focus areas to be selected)

Planned budget for this evaluation:	Total amount of \$132,000
Core Learning Partners ¹⁰ (entities):	UNODC Managers, Member States, Beneficiaries, Project field staff (current and previous) and Partner Organizations

Project overview and historical context in which it is implemented

UNODC's services for building scientific and forensic capacity correspond to a series of specific mandates. Most importantly, the predecessor of UNODC's Laboratory and Scientific Section (LSS) was established in 1954 by GA Resolution 834 (IX) as the United Nations' Narcotics Laboratory. The UNODC's activities in the scientific and forensic area therefore, draw upon almost six decades of lessons learned with experiences in all continents, including a special focus on the least developed regions. Lessons learned from past experiences in support of Member States in the scientific and forensic sector are built into the development of new activities and are particularly beneficial for designing integrated programmes, which address forensic capacity building as an integral element of criminal justice reform and the rule of law.

The UNODC's present work in the forensic field form part of the thematic programme on Research, Trend Analysis and Forensics 2015-2016, with the aim to improve scientific and forensic capacity to meet appropriate professional standards, including increased use of scientific information and laboratory data for interagency cooperation activities and in strategic operations, policy and decision-making. Scientific support is provided for a number of different purposes, from developing capacity and enhancing performance of national laboratories, developing standards and laboratory working procedures to ensuring that scientific findings are followed up and used effectively for operational purposes (in support of the criminal justice system, regulatory and health authorities, and law enforcement activities), and for trend analysis and policy development.

The core initiatives and global activities, corresponding to a series of UNODC mandates for delivering services in the scientific and forensic field, are consolidated and complemented under the framework of the Global Scientific and Forensic Services Programme Support Project (GLOU54), launched in 2009 in its current form as a support project complementing regular budget mandated activities. Specific activities relating to synthetic drugs issues are implemented also through a support project called the Global Synthetics Monitoring, Analysis, Reporting and Trends (SMART) Programme (GLOJ88) which was launched in 2008. These projects are managed and implemented by the Laboratory and Scientific Section, Research and Trend Analysis Branch, Division for Policy Analysis and Public Affairs, in close coordination with in-house expertise of UNODC in relevant areas, drawing on the operational support of UNODC's

¹⁰ The Core Learning Partnership (CLP) are the key stakeholders of the subject evaluated (project, programme, policy etc.) who have an interest in the evaluation. The CLP works closely with the Evaluation Manager to guide the evaluation process.

field offices, and in partnership with various international and regional organizations and bilateral assistance providers active in forensic capacity building.

While the development of standards and tools, the normative work of the programme, still plays an important role particularly in new areas such as the new psychoactive substances and the crime field, additional focus was given recently to providing scientific evidence for policy development. Member States request advice on much broader issues such as the challenges the emergence of new substances pose for the international drug control system, the complex interplay between chemical modifications and legal controls or changing synthetic drug markets. Member States also recognize the importance of quality forensic data and information and request support in standardizing approaches globally.

The Global Synthetics Monitoring: Analyses, Reporting and Trends (SMART) programme (GLOJ88)

The Global Synthetics Monitoring: Analyses, Reporting and Trends (SMART) programme works with Governments to assist them in generating and analysing data on synthetic drugs, which include amphetamine-type stimulants (substances like amphetamines, methamphetamines and ecstasy) and new psychoactive substances (NPS).

The project is being implemented in a gradual, phased manner since 2008. In East and South-East Asia, the project is being implemented with the partner Governments. In 2011, SMART began operations in Latin America where, in cooperation with its implementing partner the Inter-American Drug Abuse Control Commission (CICAD), updated information on amphetamine-type stimulants and NPS has been generated. In 2014, the project was extended to the Gulf region (financed under the sub-regional programme AREU51) with a focus on improving data collection, data sharing and analysis and to West Africa where the focus lies on building forensic capacity to identify synthetic drugs. For 2015, the initiation of activities in South Asia is planned under the regional programme XSAJ51.

The project has set-up as well as strengthened online data-sharing mechanisms such as the Drug Abuse Information Network for Asia and the Pacific (DAINAP) and the Early Warning Advisory on NPS, and provided training to priority countries on how to improve data generation and analysis of synthetic drugs. SMART specifically assesses the needs of Member States in priority regions in the systematic collection of drug data including, seizures, trafficking and use as well as forensic drug analysis capabilities. Capacity building activities are implemented to ensure that Member States can generate and manage information on synthetic drugs through technical support in form of trainings workshops targeted at laboratory personnel, law enforcement and research officers. In addition SMART ensures that information and data on synthetic drugs are available and accessed in priority regions and globally.

Global Scientific and Forensic Services Support Project (GLOU54)

The Global Scientific and Forensic Programme Support Project seeks to enhance scientific and forensic capacity worldwide. It builds upon past and current UNODC activities in the scientific and laboratory sector with a focus on sustainable, integrated forensic science services in support of criminal justice, the rule of law as well as the health sector. The

quality of forensic science services – from the crime scene to the courtroom – and the use of forensic data and information is improved by enhancing the capacity of counterpart authorities and strategically strengthening regional cooperation mechanisms, including through technical and quality assurance support, training and the provision of infrastructure where required. In addition, regional and inter-regional cooperation and information exchange in the forensic field is improved by strengthening existing cooperation mechanisms, facilitating new ones in regions where they do not exist, and developing cooperation in thematic priority areas. Normative aspects such as the development and dissemination of standards and forensic best practices continue to play a central role.

The project functions in an on-going ‘rolling’ manner with core operations in UNODC Headquarters and an incrementally enhanced global scientific support capacity taking into account results achieved, emerging circumstances and evolution of needs. Partnerships with international bodies and associations of forensic science institutes form a central element of the project strategy, as does the integration of forensics into multidisciplinary programmes and activities, including integrated regional/country programming activities. On the whole, the project contributes to the development of UNODC strategic plans for drug control and crime prevention and particularly to integrated regional and national programmes with a scientific and/or forensic dimension such as the programmes for West Africa, North and Middle East, Central Asia, South East Asia and the Pacific, Central America and the Caribbean.

Justification of the project and main experiences / challenges during implementation

SMART (GLOJ88)

Synthetic drugs pose a specific challenge to forensic services and drug-control and drug policy in general due to their large number, dynamic market (many different substances on the market at the same time, but not always the same substances). In the early 2000ies, awareness among Member States of the problems posed by illicit synthetic drugs grew as synthetic drugs like ecstasy and methamphetamine became more popular. This development became even more dynamic in recent years with the emergence of a fast growing number of new psychoactive substances. Governments realized that little was known about the nature of the problem as a global mechanism to monitor trends and analyse them was missing. The establishment of SMART is a result of this development which was explicitly mentioned in the 2009 Plan of Action and reaffirmed in various CND resolution on synthetic drugs and new psychoactive substances.

Global Scientific and Forensic Services Support Programme (GLOU54)

This support project operationalizes UNODC's Thematic Programme on Scientific and Forensic Services in a modular manner, complementing resources available from the UN Regular Budget as well as General Purpose Funds. Since the approval of the project, efforts have continued to ensure that laboratory services and scientific expertise are integrated into national drug control and crime prevention national frameworks to ensure value, cost-effectiveness, sustainability and

greatest impact of laboratory work. Specifically, the project continues to support the strengthening of the capacity of counterpart authorities and strategically enhance regional cooperation mechanisms, including through technical and quality assurance support and training. Normative aspects such as the development and dissemination of standards and forensic best practices played a central role to help improve capacity and compliance with the provisions of the treaties. Scientific laboratory research carried out under the programme contributed to the use of quality forensic data for evidence-based strategic and policy responses, including for example, the generation of laboratory data, e.g. in support of the Afghan opium surveys.

The recent CND Resolution 58/9 further requested UNODC to continue supporting the forensic performance of laboratories through its quality assurance programme. Forensic laboratories displayed commitment to continuous improvement which is reflected in the 17% increase in year on year participation in the International Collaborative Exercises (ICE). The ICE assists drug-testing laboratories to continuously monitor their own performance on a global scale and has facilitated inter-laboratory comparisons/proficiency testing as a means of implementing quality management systems and ultimately achieving accreditation. Taking the challenges into account involving new psychoactive substances (NPS), the ICE portal (funded under GLOU54) has formed the basis for the development of a global reference point, the UNODC Early Warning Advisory (EWA) on NPS (funded under GLOJ88).

In response to the Commission on Crime Prevention and Criminal Justice resolution 19/5 on International cooperation in the forensic field and the Economic and Social Council resolution 2009/22 Para 7 (b) on International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity related crime, the project has extended its traditional support for the work of drug analysis laboratories to cover specific aspects of the work of forensic science institutions. This included the development and dissemination of tools for crime scene and physical evidence awareness and forensic document examination capacity. Specifically, the project provided for the development and implementation of the training programme and trainers' guide on security document examination followed by the respective e-learning modules and piloting International Collaborative Exercises/proficiency testing in this area.

Project documents and revisions of the original project document

SMART (GLOJ88)

During the project duration of GLOJ88, there have been a total of seven project revisions. These revisions have been predominately administrative in nature made to include more project staff, additional country segments and to increase the budget, as well as extension of the project duration. None of the revisions altered the original aims of the project in a substantive way.

Date of project revision (GLOJ88)	Reason
18/12/09	To extend the duration of the project to cover the continuation of activities through 2010 to 2012
26/07/10	To reflect the change of job description and duty station for the post of P-2

	from Latin America region to Vienna Headquarters
13/04/12	To extend the duration of the project to cover the continuation of activities through 2013
18/03/13	To extend the project's time frame for an additional year to cover the continuation of activities beyond 2013
11/04/13	To reflect the change in function of the P-2 post from Associate Programme Officer to Associate Drug Control Officer
27/01/14	To extend the duration of the project and adjust budget projections to cover the continuation of activities until the end of 2015. The outcomes and outputs of the project were amended to reflect the work on new psychoactive substances (NPS). A post for a Research Assistant (G5) has been included, to respond to additional work on synthetic drugs.
20/01/15	To extend the duration of the project and adjust budget projections to reflect additional activities to be implemented in the extended period until the end of 2016.

Global Scientific and Forensic Services Programme Support Project(GLOU54)

The project underwent a total of four revisions which were mainly of administrative nature, namely to include project staff, increase the budget, and extend the project duration. None of the revisions altered the original aims of the project in any substantive way. The project objectives, outcomes and main outputs have not changed.

Date of project revision (GLOU54)	Reason
02/11/2010	To increase the overall budget to a total of USD2M and extend the duration of the project to cover the continuation of activities through 2012 consistent with the rolling approach of this project.
2/11/2011	To increase the overall budget to a total of USD2,898,700 and extend the duration of the project to cover the continuation of activities through 2013 consistent with the rolling approach of this project.
16/12/2013	To extend the duration of the project and adjusting budget projections to cover the continuation of activities through 2015 consistent with the rolling approach of the project. The project objectives, outcomes and main outputs have not changed.
July 2015 (in process)	To extend the duration of the project adjusting budget projections to cover the continuation of activities through 2016. The project objectives, outcomes and main outputs remained unchanged.

UNODC strategy context, including the project's main objectives and outcomes and project's contribution to UNODC country, regional or thematic programme

The Thematic Programme on Scientific and Forensic Services for 2013-2015 sets the overall direction for the work of the United Nations Office on Drugs and Crime (UNODC) in the scientific and forensic sector and constitutes the programmatic framework for the work of the Laboratory and Scientific Section. The overall objective of this Thematic Programme is to ensure that Member States and the international community have access to quality forensic science services and data in support of an effective evidence-based approach for international policy making in both drug control and crime prevention. The substantive strategy involves the development of innovative responses to new and evolving challenges and the provision of technical assistance in the forensic sciences.

The Thematic Programme on Scientific and Forensic Services is based on UNODC's Strategic Framework for the Period 2014-2015 which, under Sub programme 6: Research and Trend Analysis defines the achievement 6. (b) Scientific and Forensic Services "improved scientific and forensic capacity of Member States to meet appropriate professional standards, including increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations, policy and decision-making". Thematic Programme on Scientific and Forensic Services contributes to the Thematic Programme on Research, Trend Analysis and Forensics 2015-2016 of the UNODC's Research and Analysis Branch which the Laboratory and Scientific Section is part of.

The activities under the Thematic Programme on Scientific and Forensic Services are funded through two global projects and complement core activities funded under the regular budget:

- Global Scientific and Forensic Programme – Support Project (GLOU54)
- Global Synthetics Monitoring: Analyses, Reporting and Trends (SMART) Programme (GLOJ88).

The main objective of these two projects are that Member States have access to and use of quality forensic science services in support of their efforts to counter drugs and crime (GLOU54) and to enable Member States to make effective evidence based decisions to counter the problem of synthetic drugs/substances (GLOJ88).

Since the adoption of UNODC's regional programming approach, relevant elements of the Thematic Programme Scientific and Forensic Services were integrated in several country and regional programmes often in the form of a specific sub-programme component.

Project design of GLOU54 and GLOJ88: Both projects have three outcomes that their achievements are interrelated and their realization and success are directly depend from each other. For example, outcomes 2 and 3 depend on the previous one to be achieved, and vice-versa, outcome 3 provides the means for addressing emerging needs. This is a deviation from the classical logframe design which requires different outcomes to be

independent of each other and existing logical dependencies to be expressed in terms of hierarchy of activities - outputs – outcomes.

This structure is partly a result of the funding structure and donor interest which sometimes fall only within one of the outcomes. Also note that while unusual, it attempts to achieve sustainability with the building of elements of outcomes funded by RB/GP funds.

An example for this connection between project and RB/GP funded activities is the ICE programme, an RB funded quality assurance programme for forensic laboratories, also supported by GLOU54. The Internet platform and database used to manage the data flow for ICE participants was used as the base for the development of the Early Warning Advisory on NPS (EWA) of GLOJ88. In addition to sharing the same database, ICE participants automatically have access to the EWA portal and can directly submit new NPS findings to the platform. Thus, every laboratory participating in ICE is a potential contributor and builds the evidence-base on NPS. Vice-versa, GLOJ88 finances partly the provision of NPS reference standards to ICE laboratories to enable them to identify NPS, which would be difficult to finance with the scarce RB resources.

The experts for forensic training activities such as drug test kit workshop implemented under GLOJ88 are often RB/GP funded, so that the workshop are actually cost-shared whereby participants travel and workshop logistics are project-funded and the staff-time of trainers is RB/GP funded. In addition, the preparation of the field testing kits at LSS laboratory and their distribution are funded through the GLOU54.

The SMART Project (GLOJ88) has three outcomes. Outcome 1 “Member States in priority regions generate and manage information on synthetic drugs/new psychoactive substances”, sets focus on national data collection systems and the ability of beneficiaries to identify and report synthetic drugs as a pre-condition for monitoring and analysis. Capacity building workshops at the national and regional level, and the provision of expert advice and the direct interaction with national counterparts characterize the activities contributing to this outcome.

Outcome 2 “Information and data on synthetic drugs and new psychoactive substances are available and accessed in priority regions and globally” encompasses the access to data generated under Outcome 1, their analysis as well as the dissemination of analytical results.

Finally, Outcome 3 “Member States, international organizations, partner governments and regional organizations increasingly use information on synthetic drugs/new psychoactive substances for the development of evidence based policies” targets policy-relevant forums to ensure that the information produced under Outcome 2 feeds into policy development.

Global Scientific and Forensic Services Programme Support Project (GLOU54)

Within its overall objective that “Member States have access to and use of quality forensic science services in support of their efforts to counter drugs and crime”, the project has three outcomes

Outcome 1 “Internationally accepted standards for forensic best practices are available and accessible worldwide” focuses on the development of forensic best practices, laboratory standards and working procedures. Outcome 1 includes the publication of best practice manuals and reference materials, and the availability of standardised training curricula and modules.

Outcome 2 “Forensic service providers improve their scientific and forensic capacity in meeting internationally accepted standards of performance” covers the area of quality assurance and technical support to forensic service providers on standardized approaches in forensics. Outcome 2 incorporates the outputs of outcome 1 towards the worldwide availability of quality forensic science services. It encompasses the active participation of laboratories in proficiency tests/international collaborative exercises, and includes technical cooperation activities through scientific and forensic elements in country, regional and thematic programmes.

Outcome 3 “Forensic science services, data and information progressively impact evidence-based operational purposes, strategic interventions, and policy and decision-making” focuses on collaboration with regional forensic scientific networks, relevant scientific associations and stakeholders and targets the use of quality forensic data and information in the development of strategic plans for drug control and crime prevention, and in relevant national and regional operations. Outcome 3 depends on the achievements of outcomes 1 and 2 which form the basis for enhanced scientific and forensic services and the generation of quality forensic data.

DISBURSEMENT HISTORY

	<i>Total Approved Budget (time period)</i>	<i>Expenditure (time period)</i>	<i>Expenditure in % (time period)</i>
GLOJ88	US\$ 8,001,156 (June 2015) (24 Sep 2008 - 31 Dec 2016)	US\$ 6,431,040 (24 Sep 2008 – 16/06/2015)	80%
GLOU54	US\$3,797,000 (June 2015) 24 Apr 2009 - 31 Dec 2016	US\$ 2,192,226 (24 Apr 2009 – 8 Jul 2015)	58%

PURPOSE OF THE EVALUATION

Reasons behind the evaluation taking place

This evaluation was planned around the time of the formulation of the Thematic Programme on Scientific and Forensic Services when both projects underwent a period of expansion by taking on additional topics such as activities related to international cooperation in the forensic field more generally (GLOU54) and new psychoactive substances (GLOJ88), and focusing on new regions (Latin America, Oceania). It was thought that it would be critical to evaluate the impact of this expansion in the framework of the Thematic Programme. These plans were reflected in recent project revisions of GLOU54 and GLOJ88.

GLOU54 and GLOJ88 have been running for six and seven years, respectively, and have not been evaluated since their initiation. Both projects together in combination with GP and RB-funded activities constitute the implementation face of the Thematic Programme on Scientific and Forensic Services. That is why a cluster in-depth evaluation of the projects in the framework of the Thematic Programme on Scientific and Forensic Services was determined to be the most efficient way of evaluation.

Assumed accomplishment of the evaluation

The evaluation will offer in-depth recommendations, lessons learned and best practices that apply to both projects in a comprehensive manner but fully consider the design of implementation of the Thematic Programme on Scientific and Forensic Services through a combination of project with GP/RB funds.

The in-depth cluster evaluation is undertaken to

- (1) provide information on the short term impact/contribution of UNODC activities in the area of scientific and forensic services to better decision-making by UNODC management (best practices and lessons learned),
- (2) assess the results of the projects and demonstrate to what extent they have achieved their objectives and have been relevant, efficient, cost effective and sustainable in implementing the Thematic Programme on Scientific and Forensic Services,
- (3) serve as a means to empower project stakeholders, target groups, and other beneficiaries but also to offer advice on the future implementation design and strategic orientation of the Thematic Programme on Scientific and Forensic Services.
- (4) provide accountability to Member States by determining whether objectives of the two projects programmes were met (effectiveness) and resources were wisely utilized (efficiency) and to attract further resources towards the extension of the projects.

The main evaluation users

UNODC Senior Managers, especially LSS, Member States and Partner Organisations.

SCOPE OF THE EVALUATION

The unit of analysis to be covered by the evaluation

- 1) The projects GLOJ88 and GLOU54 (2011-2015) in relation to
- 2) Their role as implementing vehicle for the Thematic Programme on Scientific and Forensic Services (2013-2015).

The time period to be covered by the evaluation

From January 2011 up to the end of the evaluator's Field Mission (tentatively October/November 2015)

The geographical coverage of the evaluation

Global coverage, with selected field missions (to be decided jointly between the evaluation team, Programme Management and IEU during the Inception Phase).

EVALUATION CRITERIA AND KEY EVALUATION QUESTIONS

The evaluation will be conducted based on the following DAC criteria: relevance, efficiency, effectiveness, impact, sustainability, as well as partnerships and cooperation, gender and human rights and lesson learned, and, will respond to the following below questions, however, provided as indicative only, and required to be further refined by the Evaluation Team.

<i>Design</i>
1. What are the advantages/disadvantages of the implementation of the Thematic Programme on Scientific and Forensic Services through a combination of global projects (GLOJ88 and GLOU54), GP/RB funds and forensic components in regional and field projects?'
2. What are the challenges of this design e.g. for the application of standardized approaches and tools in forensics across all UNODC projects, the coordination of implementation schedules, the funding acquisition?
3. How could the implementation approach of the Thematic Programme on Scientific and Forensic Services as well as the design of project GLOJ88 and GLOU54 be further improved for the next phase of the thematic programme?
4. How are the outcomes and outputs measured by the two projects (GLOJ88/GLOU54) and the Thematic Programme?

<i>Relevance</i>
1. How have the projects, and consequently the Thematic Programme contributed to addressing current global challenges and new mandates such as the synthetic drugs problem, the recent emergence of a large number new psychoactive substances not covered by the international drug control system, the global illicit trade of endangered species, sexual violence and improved security document examination techniques?
2. How have strategic priorities been identified?
3. How relevant are the outputs produced under the projects and the Thematic Programme on Scientific and Forensic Services such as the standards and guidelines for the current work of forensic laboratories worldwide in relation to other sources for standards and guidelines (e.g. national or regional institutions)?
4. How relevant is the International Quality Assurance Programme (IQAP) International Collaborative Exercises (ICE) for the application of standards in participating laboratories and to improve the quality of their work based on internationally accepted standards, as well as for understanding gaps and challenges?
5. How relevant are the projects and the Thematic Programme to target groups, including Governments', needs and priorities?
<i>Efficiency</i>
1. Were the resources and inputs converted to outputs in a timely and cost-effective manner?
2. How can the delivery of training be made more efficient e.g. by introducing CBT/eLearning
3. How efficient is the publication-strategy (especially producing a smaller number of hard copies of manuals) in terms of reaching the target audience?
<i>Effectiveness</i>
1. To what extent were outcomes reached as planned?
2. To what extent did the project's and Thematic Programme's results contribute to relevant Global, Country, Regional and other Thematic Programmes?
3. How effective is the publication strategy in terms of learning success (taking also into consideration the reduced number of hard copies of manuals)?
4. How effective is the approach to capacity building in terms of the overall objectives of the programme (taking into consideration the change from a face-to-face training to CBT and e-learning)?
5. What can be done to make the projects and thematic programme more effective (also taking into account adhoc-requests for technical expertise from field projects)?
<i>Impact</i>

1. To what extent do the projects and the thematic programme contribute to long-term intended or unintended impact for its beneficiaries, target groups, communities and institutions involved in its delivery?
2. What difference have the projects and the thematic programme made to beneficiaries (e.g. forensic laboratories, law enforcement officers, policy makers)?
<i>Sustainability</i>
1. To what extent will the benefit generated through the projects and the thematic programme be sustained after the end of donor funding?
2. How sustainable is the ad-hoc provision of technical expertise to field projects (e.g. for procurement of laboratory equipment) in view of reaching the long-term objectives of application of standardized approaches and tools in forensics?
3. How can the sustainability of the projects and the thematic programme be further increased?
<i>Partnerships and cooperation</i>
1. To what extent have partnerships been sought and established (including UN agencies and professional associations) and synergies been created in the delivery of assistance?
2. To what extent were efficient internal cooperation and coordination mechanisms identified and established?
3. How could the projects' partnership and cooperation be further improved?
<i>Human rights and gender</i>
1. To what extent is human rights mainstreamed in the projects and thematic programme design and implementation?
2. To what extent is gender mainstreamed in the projects and thematic programme design and implementation?
3. How can the approach to human rights and gender be improved?
<i>Lessons learned/Innovation</i>
1. To what extent are the projects and the thematic programme innovative?
2. What lessons can be learnt from the implementation of the projects and the thematic programme?
3. What best practices of these projects and the thematic programme can be identified and should be replicated?

EVALUATION METHODOLOGY

The methods used to collect and analyse data¹¹

This evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TORs and the availability of resources. In all cases, evaluators are expected to analyse all relevant information sources, such as reports, programme documents, thematic programmes, internal review reports, programme files, evaluation reports (if available), financial reports and any other documents that may provide further evidence for triangulation on which their conclusions will be based. Evaluators are also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as main evaluation users, the Core Learning Partners (CLP).

The present TOR provides basic information as regards to the methodology, however this should not be regarded as exhaustive. It is rather meant to guide the evaluators in elaborating an effective, efficient, and appropriate evaluation methodology that should be proposed, explained and justified in an Inception Report.

The evaluators will present a summarized methodology (evaluation matrix) in an Inception Report which will specify the evaluation criteria, indicators, sources of information and methods of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards.

While the evaluators shall fine-tune the methodology for the evaluation in an Inception Report, a mixed-methods approach of qualitative and quantitative methods is mandatory. Special attention shall be paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. Indeed, information stemming from secondary sources will be cross-checked and triangulated through data retrieved from primary research methods. Primary data collection methods need to be gender sensitive.

The credibility and analysis of data are key to the evaluation. Rival theories and competing explanations must be tested once plausible patterns emerge from triangulating data stemming from primary and secondary research.

The limitations to the evaluation will be identified by the evaluators in the Inception Report, e.g. data constraints (such as missing baseline and monitoring data), which may create the need for the evaluators to retrospectively reconstruct the baseline data and to further develop result orientation of the programme.

The main elements of method will include:

¹¹ Please visit UNODC IEU's website for all templates, guidelines, guidance material, etc. to be mandatorily used in all evaluations: <http://www.unodc.org/unodc/en/evaluation/evaluation-step-by-step.html>

- Preliminary desk review of all relevant project documentation, (Annex II), as provided by the Programme Managers;
- Preparation and submission of an Inception report (containing preliminary findings of the desk review, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, and timetable) to IEU for review and clearance before any field mission may take place;
- Initial meetings and interviews with IEU, followed by interviews with Project Manager and other UNODC staff as well as stakeholders at UNODC Headquarters in Vienna, followed by an informal briefing on preliminary hypotheses;
- Interviews (face-to-face or by telephone), with key project stakeholders and beneficiaries, both individually and (as appropriate) in small groups/focus groups, as well as using surveys, questionnaires or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation; including field missions to countries in South-East Asia and Latin America (to be identified between project management, IEU and the evaluation team during the Inception phase).
- Analysis of all available information;
- Preparation of the draft evaluation report (based on Guidelines for Evaluation Report and Template Report to be found on the IEU website <http://www.unodc.org/unodc/en/evaluation/index.html>). The evaluators submit the draft report first to IEU for quality control. IEU shares the draft report, once cleared, with Project Managers for the review of factual errors or omissions and the evaluators consider the comments. Subsequently IEU shares the final draft report with all Core Learning Partners for comments on factual errors.
- Preparation of the final evaluation report. The evaluators incorporate the necessary and requested changes and finalizes the evaluation report; following feedback from IEU, the Project Manager and CLPs for IEU clearance. It further includes an Evaluation Brief and a PowerPoint presentation on final evaluation findings and recommendations;
- Presentation of final evaluation report with its findings and recommendations to the target audience, stakeholders etc. at a meeting at UNODC Headquarters.
- In conducting the evaluation, the UNODC and the UNEG Evaluation Norms and Standards are to be taken into account. All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IEU website: <http://www.unodc.org/unodc/en/evaluation/index.html>)

The sources of data

The evaluation will have to utilize a mixture of primary and secondary sources of data. The primary sources for the desk review may include, among others, interviews with key

stakeholders (face-to-face or by telephone), the use of surveys and questionnaires, field missions for case studies, focus group interviews, observation and other participatory techniques. Secondary data sources will include the project documents and their revisions, progress and monitoring reports and all other relevant documents, including visual information (e.g. eLearning, pictures, videos, etc.).

Desk Review

The evaluators will perform a desk review of existing documentation (please see the preliminary list of documents to be consulted in Annex II). This list is however not to be regarded as exhaustive, as additional documentation may be requested by the evaluators (please find attached a preliminary list of documents).

Primary Research Methods

Primary sources of data include, among others:

- Qualitative methods: structured and semi-structured interviews with key stakeholders, key representatives of different entities (face-to-face, by telephone or by webcam).
- Quantitative methods: survey questionnaires.
- Field mission to selected countries

Phone interviews / face to face consultations

The evaluators will conduct phone interviews / face-to-face consultations with identified individuals from the following groups of stakeholders:

- Member States
- relevant international and regional organizations;
- Non-governmental organizations working with UNODC;
- UNODC management and staff.
- Etc.

Questionnaire

A questionnaire (on-line) will be developed and used in order to help collect the views of stakeholders (e.g. trainees, counterparts, partners, etc.) located in places away from Vienna and capitals in the region that will be visited by the evaluation team who it might not be possible to directly interview/consult through face-to-face meetings.

TIMEFRAME AND DELIVERABLES

Time frame for the evaluation

The evaluation will start with the desk review phase in August 2015 and the report should be published in December/January 2015/2016

Time frame for the field mission

The field missions are planned to take place as follows (to be confirmed during the desk review phase):

1. Mission to UNODC HQ, Vienna: 07-11 September 2015;
2. Field mission to selected countries in Southeast Asia and Latin America: 12-27 September 2015

Expected deliverables and time frame

The evaluators will be responsible for the following deliverables, as specified below:

- Inception Report (containing preliminary findings of the desk review, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, and timetable, as well as a questionnaire), to be drafted and submitted to IEU for review and comments by 26/08/2015. Further, incorporating all comments by the IEU. IEU clears the Inception Report before the mission to UNODC HQ in Vienna can take place (Deliverable A, final Inception Report cleared: 07/09/2015);
- Draft Evaluation Report to be drafted and submitted to IEU for review and comments by 19/10/2015. Further, incorporating all comments received and submit for clearance by IEU (Deliverable B, draft evaluation report cleared: 02/11/2015). Once the draft evaluation report is cleared by IEU and reviewed by the project managers and comments on factual errors have been considered, it will be sent by IEU to Core Learning Partners for their review and comments;
- Final Evaluation Report, incorporating all comments by the stakeholders, to be submitted to IEU for comments and clearance by 16/12/2015; together with an Evaluation Brief and a PowerPoint presentation on final evaluation findings and recommendations (Deliverable C, final evaluation report cleared: 16/12/2015).;
- Presentation of the final evaluation findings and recommendations to the target audience, stakeholders etc. at UNODC Headquarters in Vienna in January 2016 .

<i>Duties</i>	<i>Time frame</i>	<i>Location</i>	<i>Deliverables</i>
Desk review and preparation of Draft Inception Report	12/08/2015 – 26/08/2015	Home base	List of evaluation questions; Evaluation tools; Draft Inception report (to be reviewed and cleared by IEU; can entail various rounds of comments)

Considering comments from IEU on the draft Inception Report	03/09/2015 – 04/09/2015		Revised Inception Report
Deliverable A – Final Draft Inception Report in line with UNODC Evaluation guidelines, handbook, templates, norms and standards	By 07/09/2015		To be cleared by IEU
Interviews with staff at UNODC HQ; Evaluation mission: briefing, interviews; presentation of preliminary findings; meeting of evaluators to prepare the draft report	07/09/2015 – 27/09/2015	UNODC/HQ; Selected countries in Latin America and South East Asia	Presentation of preliminary findings; discussion of preliminary findings with evaluation team
Drafting of the evaluation report; submission to IEU for review	28/09/2015 – 19/10/2015	Home base	Draft evaluation report (to be reviewed and cleared by IEU; can entail various rounds of comments)
Reviewing and incorporating IEU comments	26/10/2015 – 1/11/2015	Home base	Draft evaluation report (IEU comments incorporated)
Deliverable B – Draft Evaluation Report in line with UNODC Evaluation guidelines, handbook, templates, norms and standards	By 02/11/2015		To be cleared by IEU
Drafting of the evaluation report; submission to Project Management for review regarding factual errors	03/11/2015 – 17/11/2015		
Considering of comments from project management on factual errors and from IEU	18/11/2015 – 25/11/2015	Home base	Revised draft evaluation report (can entail various rounds of comments)
IEU: share draft evaluation report with Core Learning Partners for comments	27/11/2015 – 11/12/2015		
Considering comments from Core Learning Partners and IEU	11/12/2015 – 16/12/2015	Home base	Revised draft evaluation report
Preparing the Evaluation Brief (incl. pictures)	11/12/2015 – 16/12/2015	Home base	Final Evaluation Brief (to be reviewed and cleared by IEU; can entail various rounds of comments)
Deliverable C - Finalization of report incl. Management response (if needed), Evaluation Brief	By 16/12/2015	Home base; UNODC	Final evaluation report; Evaluation Brief All to be cleared by IEU
Presentation of evaluation findings	Date to be confirmed (end January 2016)	Vienna	Presentation to Core Learning

			Partners in Vienna; Power Point Presentation
Deliverable D - Presentation of evaluation findings	By 31/01/2016	Home base; UNODC	Presentation of final evaluation findings and recommendations, to be cleared by IEU

EVALUATION TEAM COMPOSITION

Number of evaluators needed

This evaluation envisages two independent external evaluators, with one acting as the lead evaluator and one as independent expert who will perform their duties under the management of one IEU staff assigned to this specific evaluation.

The evaluators are contracted by UNODC. The qualifications and responsibilities for the evaluators are specified in the respective Terms of reference of evaluator (Annex I).

The evaluators will not act as representatives of any party and must remain independent and impartial.

Project Management will arrange for independent translators (no UNODC staff) for the field mission to countries in Latin America

The role of the lead evaluator

- Lead and coordinate the evaluation process and the oversee the tasks of the expert;
- Undertake the desk review of all relevant project documentation, (Annex II), and on this basis oversee the finalization of the evaluation methodology, in compliance with the UNODC and UNEG evaluation norms and standards;
- Produce an Inception Report based on the UNODC Evaluation guidelines, as well as a Questionnaire;
- Implement quantitative tools and analyse data; triangulate data and test rival explanations;
- Undertake mission to UNODC HQ in Vienna and field mission to Latin America and/or South East Asia (to be decided) and provide appropriate briefings;
- Provide timely coordinated inputs throughout the process to help to ensure that all aspects of the Terms of Reference are fulfilled;
- Draft the evaluation report (with inputs from the expert), to be circulated for comments and factual validation to IEU. IEU will share the draft, once cleared, with the Programme Manager for comments on factual errors. Once the draft evaluation has been cleared by IEU, it is further sent to Core Learning Partners for their review and comments;
- Consider comments received from IEU, as well as comments on factual errors received from Project Manager, Core Learning Partners;
- Finalize the final evaluation report on the basis of comments received, as well as the Evaluation Briefs and PowerPoint presentation on final evaluation findings and recommendations;
- Present the final evaluation report and its evaluation findings and recommendations.

All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IEU website: to be found on the IEU website, <http://www.unodc.org/unodc/en/evaluation/index.html>)

More details will be provided in the job description in Annex I.

The role of the expert

- contribute with specific forensic knowledge;
- carry out the desk review;
- in collaboration with the Lead Evaluator, draft the inception report (in particular, the parts relevant to his/her expertise);
- implement data collection tools and analyze data;
- triangulate data and test rival explanations;
- in collaboration with the Lead Evaluator, draft an evaluation report (in particular, the parts relevant to his/her expertise) in line with the UNODC evaluation policy, guidelines and templates;
- review and finalize the evaluation report on the basis of comments received;
- in collaboration with the Lead Evaluator, present the findings and recommendations of the evaluation as required.
- Participate in field missions to Vienna and, if needed, to South East Asia.

More details will be provided in the respective Terms of reference for evaluator in Annex I.

Absence of Conflict of Interest

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

Reference to the evaluators ToR detailing qualifications and responsibilities

The independent international evaluator (lead evaluator) should have the following technical qualifications:

- Advanced university degree in international development, law, public administration, public health, social science, or in a related field, and preferably formal training/education on evaluation methodologies and principles;
- A minimum of 5 years of professional technical experience in the field of evaluation, including a track record of conducting various types of evaluation, preferably with experience in conducting one of several contributions to the accomplishment of evaluations for the United Nations, involving high complexity and impact is desired;
- A minimum of 5 years of progressive expertise in the subject of evaluation such as law enforcement, research, criminal justice, countering illicit trafficking and organized crime, drug trafficking, anti-corruption, justice and health areas or other related areas preferred;

- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods and experience in gender sensitive evaluation methodologies and analysis, and understanding of human rights and ethical issues related to evaluation;
- Working experience in the region specific to the project;
- Expertise and knowledge of the UN System, and preferably of UNODC;
- Excellent communication and evaluation report drafting skills in English;
- Fluency in oral and written English is required; the ability to communicate in another UN language is a strong asset.

The independent international evaluator (expert) should have the following technical qualifications:

- Advanced university degree (Master's degree or equivalent) in science (e.g. forensic science, forensic medicine, toxicology) or other level university degree in a related scientific field (preferred, but other relevant educational background may be accepted in lieu of);
- A minimum of 10 years of professional technical expertise in a relevant scientific field and operational experience including laboratory methodologies and techniques, assessment and evaluation);
- A minimum of 5 years of progressive expertise in the subject of the evaluation such as forensic science and laboratory work, law enforcement, drug and crime related issues, project implementation preferably in the forensic field;
- Understanding of human rights and ethical issues related to evaluation;
- Working experience at the international level specific to the project;
- Expertise and knowledge of the UN System, and preferably of UNODC;
- Experience in the accomplishment of evaluations for the United Nations, is an asset;
- Excellent communication and drafting skills in English;

Fluency in oral and written English is required; the ability to communicate in another UN language is a strong asset.

Please refer to Annex 1 for the details of the evaluation teams ToR.

The role of IEU staff

IEU staff will have the overall responsibility for the quality and timely delivery of all activities and reports, and for liaising with the UNODC units and Member States.

More specifically, IEU staff will be responsible for the following tasks:

- Discuss the work plan with the evaluator and expert and guide the evaluation process to ensure that all aspects of the Terms of Reference are fulfilled;
- Provide support to the presentation of the preliminary findings at UNODC Headquarters;

- Support the evaluation team on field mission;
- Ensure that the evaluation will be conducted in a timely, high quality manner, in line with the related UN Guidelines, Norms and Standards as specified under the item 6 (Evaluation Methodology)

In particular, the IEU staff together with the IEU team will guide the process of this evaluation, endorse and clear the TOR, approve the selection of the proposed evaluator and liaise closely with the evaluators throughout the entire evaluation process. IEU may provide substantive comments to be incorporated by the evaluators and approves the evaluation methodology (Inception Report) and provides methodological support throughout the evaluation; IEU may provide substantive comments to be incorporated by the evaluators and clears the Inception Report, draft report, the final report, the Evaluation Brief and PowerPoint presentation. IEU further supports the process of issuing a management response, and posts the final evaluation report on the evaluation website.

MANAGEMENT OF EVALUATION PROCESS

Roles and responsibilities of the Programme Managers

The UNODC Programme Managers are is responsible for:

- drafting and finalizing the ToR;
- selecting Core Learning Partners and informing them of their role;
- supporting IEU to liaise with the Core Learning Partners for the review of the draft TOR;
- the provision of desk review materials and the coordination of the compilation of the relevant background documents;
- recruiting the evaluator (in line with consultation with IEU);
- the coordination of the schedule of interviews and briefings to take place with UNODC staff, donors, stakeholders, beneficiaries etc. at HQ and in the field;
- travel arrangements and logistics (including for the IEU staff member);
- supporting IEU to liaise with the Core Learning Partners for the review of the draft evaluation report;
- reviewing the draft preliminary and final reports, providing comments on factual errors (if any) in line with the agreed timetable;
- the coordination of a Management Response to the final evaluation report; and
- disseminating the final evaluation report to the relevant stakeholders;
- developing a follow-up plan for the evaluation recommendations in a corporate manner;
- presenting the recommendations follow-up plan to stakeholders.

Roles and responsibilities of the evaluation stakeholders

Members of the Core Learning Partnership (CLP) are selected by the project managers. Members of the CLP are selected from the key stakeholder groups, including main users of the evaluation.

The CLPs will work closely with the Project Manager, the evaluator and IEU to guide the evaluation process and it may be tasked with facilitating the dissemination and application of the results, and other follow-up action. Specifically they will also have the following functions:

- provide input to the evaluation Terms of Reference;
- review the draft evaluation report and provide comments;
- facilitate the participation of those involved in the evaluation design;
- facilitate the evaluator's access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information gathering methods;
- disseminate the results of the evaluation.

This group may also include key informants that are individuals selected on the basis of criteria such as knowledge, compatibility, age, experience, which provide information about specific aspects of evaluation.

Roles and responsibilities of the Independent Evaluation Unit

The Independent Evaluation Unit (IEU) provides norms, tools and templates for the different stages of the evaluation process. IEU also advises on evaluation matters and is involved in the process described in the Roles and Responsibilities table for In-depth Evaluations (to be found on the IEU website, <http://www.unodc.org/unodc/en/evaluation/index.html>). IEU clears the final Terms of Reference, the inception report, the draft evaluation report and the final evaluation report. IEU supports the process of issuing a management response, and posts the final evaluation report on the evaluation website. IEU will support the evaluation team also through participation in selected field missions.

Logistical support responsibilities

The UNODC Project Manager will be in charge of providing logistical support to the evaluation, including arranging with interview schedules, tickets, payment of DSA and terminals, visas etc., in relation to the travel to the mission at UNODC HQ in Vienna and for the field missions of the evaluation team, including the staff member of the Independent Evaluation Unit.

PAYMENT MODALITIES

Consultants will be issued consultancy contracts and paid in accordance with UNODC rules and regulations. The contract is a legally binding document in which the consultant agrees to complete the deliverables by the set deadlines. It is the responsibility of the requesting office to carefully consider and determine the estimated time period that the consultant would need, to be able to produce quality work and fully complete all the expected deliverables on time. It is particularly essential that sufficient time is planned for the drafting and finalizing of the report, including the process of consultation and incorporation

of comments and changes. Payment is correlated to deliverables and three installments are typically are foreseen:

- The first payment upon clearance of the Inception Report (in line with UNODC evaluation guidelines, templates, handbook, norms and standards) by IEU;
- The second payment upon clearance of the Draft Evaluation Report (in line with UNODC evaluation guidelines, templates, handbook, norms and standards) by IEU;
- The third and final payment (i.e. the remainder of the fee) only after completion of the respective tasks, receipt of the final report (in line with UNODC evaluation guidelines, templates, handbook, norms and standards) and clearance by IEU, as well as presentation of final evaluation findings and recommendations.
75 percent of the daily subsistence allowance and terminals is paid in advance, before travelling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms

ANNEX II. JOB TOR OF EVALUATORS

Team Leader:

Title:	International Evaluator/Lead Evaluator
Organisational Section/Unit:	DPA/RAB/LSS
Duty Station:	Vienna; with field missions to South East Asia and Latin America (countries tbd)
Proposed period:	12 August 2015 – 30 January 2016 Period One 12 August – 02 November 2015 (Deliverable A and B; 53 working days) Period Two 18 November – 16 December 2015 (Deliverable C; 9 working days) Period Three 24 January – 30 January 2016 (Deliverable D, 2 working days)
Actual work time:	64 working days
Fee Range	C

1. Background of the assignment:

UNODC's services for building scientific and forensic capacity correspond to a series of specific mandates. Most importantly, the predecessor of UNODC's Laboratory and Scientific Section (LSS) was established in 1954 by GA Resolution 834 (IX) as the United Nations' Narcotics Laboratory. The UNODC's activities in the scientific and forensic area therefore, draw upon almost six decades of lessons learned with experiences in all continents, including a special focus on the least developed regions. Lessons learned from past experiences in support of Member States in the scientific and forensic sector are built into the development of new activities and are

particularly beneficial for designing integrated programmes, which address forensic capacity building as an integral element of criminal justice reform and the rule of law.

The core initiatives and global activities, corresponding to a series of UNODC mandates for delivering services in the scientific and forensic field, are consolidated and complemented under the framework of the Global project on Scientific and Forensic Services (GLOU54), launched in April 2009 in its current form as a support project complementing regular budget mandated activities. Specific activities relating to synthetic drugs issues are implemented through the Global Synthetics Monitoring, Analysis, Reporting and Trends (SMART) Programme (GLOJ88) launched in 2010. These projects are managed and implemented by the Laboratory and Scientific Section, Research and Trend Analysis Branch, Division for Policy Analysis and Public Affairs, in close coordination with in-house expertise of UNODC in relevant areas, drawing on the operational support of UNODC's field offices, and in partnership with various international and regional organizations and bilateral assistance providers active in forensic capacity building.

GLOU54 and GLOJ88 have been running for six and seven years, respectively, and have not been evaluated since their initiation. Both projects together in combination with GP and RB-funded activities constitute the implementation face of the Thematic Programme on Scientific and Forensic Services. That is why a joint cluster in-depth evaluation of the projects in the framework of the Thematic Programme on Scientific and Forensic Services was determined to be the most efficient way of evaluation. The evaluation will result to in-depth recommendations, lessons learned and best practices that apply to both projects in a comprehensive manner but also consider the design of implementation of the Thematic Programme through a combination of project with GP/RB funds.

2. Purpose of the assignment:

The UNODC Laboratory and Scientific Section (LSS) is seeking an international evaluator (lead evaluator) to conduct a mid-term in-depth cluster evaluation of the projects "Global Synthetics Monitoring: Analyses, Reporting and Trends Programme (GLOJ88)" and the "Global Scientific and Forensic Programme – Support Project (GLOU54)" in relation to the UNODC "Thematic Programme on Scientific and Forensic Services".

The evaluation is expected to assess all the DAC criteria: relevance, efficiency, effectiveness, impact, sustainability, as well as partnerships and cooperation, gender and human rights. The evaluation will be forward-looking and suggest recommendations based on strengths and weaknesses, best practices, lesson learned and areas of improvement. The findings and recommendations of the evaluation are to be used for strategic directions and are fundamental in guiding the design of future activities along the subject matter.¹²

¹² The detailed evaluation questions, proposed methodological approach, etc. are elaborated in the full Evaluation Terms of Reference, which will be shared with the selected candidate.

The evaluation will result in in-depth recommendations, lessons learned and best practices that apply to both projects in a comprehensive manner but fully consider the design and implementation of the Thematic Programme on Scientific and Forensic Services.

The in-depth cluster evaluation is undertaken to

(1) provide information on the short term impact/contribution of UNODC activities in the area of scientific and forensic services to better decision-making by UNODC management (best practices and lessons learned),

(2) assess the results of the projects and demonstrate to what extent they have achieved their objectives and have been relevant, efficient, cost effective and sustainable in implementing the Thematic Programme on Scientific and Forensic Services,

(3) serve as a means to empower project stakeholders, target groups, and other beneficiaries but also to offer advice on the future implementation design and strategic orientation of the Thematic Programme on Scientific and Forensic Services.

(4) provide accountability to the donors by determining whether objectives of the two projects were met (effectiveness) and resources were wisely utilized (efficiency) and to attract further resources towards the extension of the projects.

3. Specific tasks to be performed by the evaluation consultant:

Under the guidance of the Independent Evaluation Unit, the International Evaluation Consultant / Lead evaluator will collaborate with the forensic expert on the Mid-term In-depth Cluster Evaluation of the UNODC projects GLO/J88 and GLO/U54, in relation to the Thematic Programme on Scientific and Forensic Services. On the basis of the Evaluation Terms of Reference, key responsibilities of the lead evaluator include:

- Lead and coordinate the evaluation process and incorporate the written contributions of the expert;
- Undertake the desk review of all relevant project documentation, (Annex II), and on this basis finalise the evaluation methodology together with the expert, in compliance with the UNODC and UNEG evaluation norms and standards;
- Produce an Inception Report based on the UNODC Evaluation guidelines, as well as a Questionnaire, with inputs from the forensic expert;
- Implement quantitative tools and analyse data; triangulate data and test rival explanations;
- Undertake mission to UNODC HQ in Vienna and field mission to Latin America and South East Asia (countries to be decided) and provide appropriate briefings;
- Provide timely coordinated inputs throughout the process to help to ensure that all aspects of the Terms of Reference are fulfilled;
- Draft the evaluation report (incorporating written inputs from the expert), to be circulated for comments and factual validation to IEU and the Project Manager. Once the draft evaluation has been cleared by IEU, it is further sent to Core Learning Partners for their review and comments;
- Incorporate comments received from IEU, as well as comments on factual errors received from Project Manager, Core Learning Partners;

- Finalize the final evaluation report on the basis of comments received, as well as the Evaluation Briefs and PowerPoint presentation on final evaluation findings and recommendations;
- Present the final evaluation report and its evaluation findings and recommendations.

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

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

The specific deliverables include:

Deliverable A: By 07 September 2015:

- Drafting the inception report (incorporating written inputs of the expert), containing a refined work plan, methodology and evaluation tools, as well as a questionnaire; in line with UNODC evaluation guidelines and templates, based on the desk review, and be submitted to IEU by 26 August 2015 for comments, and the final Inception Report be submitted to IEU by 07 September for clearance;

Deliverable B: By 02 November 2015:

- Field mission to UNODC HQ Vienna, Austria (07-11 September 2015) and 12-14 days travel to the field (between 12-27 September 2015) for interviews (face-to-face and phone) with all relevant stakeholders, including initial and exit briefings on preliminary evaluation findings;
- Preparation of a short 2-3 paged document with preliminary findings to be submitted to IEU by 2 October 2015
- Drafting the evaluation report (incorporating written inputs of the expert), in line with UNODC evaluation policy, handbook, guidelines and templates, to be submitted to IEU for review and comments by 19 October 2015; considering all comments received from IEU and be cleared by IEU before being sent to the project management team for review and comments by 02 November 2015;

Deliverable C: By 16 December 2015

- Considering comments received by the project management team on the draft evaluation report on factual errors;
- Finalize the final evaluation report, the Evaluation Brief and PowerPoint presentation, in line with UNODC evaluation policy, handbook, guidelines and templates, considering all comments by stakeholders pertaining factual errors, to be submitted to IEU for comments and clearance by 16 December 2015; together with a final Evaluation Brief.

Deliverable D: By 30 January 2016

- Prepare and hold a final PowerPoint presentation on evaluation findings and recommendations in Vienna, HQ. Presentation of findings to take place on one a day in the week of 25 January 2016 (tbd), at latest by 30 January 2016.

4. Expected tangible and measurable output(s):

The evaluator will have the overall responsibility for the quality and timely submission of all deliverables, as specified below. All products should be well written, inclusive and have a clear analysis process and be fully in line with UNODC Evaluation templates, guidelines, norms and standards (to be found on the IEU website,

<http://www.unodc.org/unodc/en/evaluation/index.html>):

- A: Inception report, containing a refined work plan, methodology and evaluation tools; in line with UNODC evaluation guidelines and templates.
- B: Presentation of preliminary evaluation findings and recommendations to internal and external key stakeholders (if applicable) and Draft evaluation report in line with UNODC evaluation policy, handbook, guidelines and templates.
- C: Final evaluation report, in line with UNODC evaluation policy, handbook, guidelines and templates, including an Evaluation Brief.
- D: Presentation of the evaluation results in Vienna (date tbc)

5. Dates and details as to how the work must be delivered:

The evaluator will be hired for 64 working days (home-based and field missions) between 12 August 2015 – 30 January 2016.

On the basis of the Evaluation Terms of Reference, s/he will carry out the following deliverables and tasks. A time-bound calendar will be proposed when the contract will be signed.

The detailed, tentative timeline for the evaluation is as follows:

<i>Duties</i>	<i>Time frame</i>	<i>Location</i>	<i>Deliverables</i>
Desk review and preparation of Draft Inception Report	12/08/2015 – 26/08/2015 (12 working days)	Home base	List of evaluation questions; Evaluation tools; Draft Inception report (to be

			reviewed and cleared by IEU; can entail various rounds of comments)
Incorporating comments from Project Management and IEU on the draft Inception Report	03/09/2015 – 04/09/2015 (2 working days)		Revised Inception Report
Deliverable A – Final Draft Inception Report in line with UNODC Evaluation guidelines, handbook, templates, norms and standards	By 07/09/2015 (14 working days)		To be cleared by IEU
Interviews with staff at UNODC HQ; Evaluation mission: briefing, interviews; presentation of preliminary findings; meeting of evaluators to prepare the draft report	07/09/2015 – 27/09/2015 (18 working days)	UNODC/HQ; Selected countries in Latin America and South East Asia	Presentation of preliminary findings; discussion of preliminary findings with evaluation team
Drafting of the evaluation report; submission to IEU for review	28/09/2015 – 19/10/2015 (18 working days)	Home base	Draft evaluation report (to be reviewed and cleared by IEU; can entail various rounds of comments)
Reviewing and incorporating IEU comments	26/10/2015 – 1/11/2015 (3 working days)	Home base	Draft evaluation report (IEU comments incorporated)
Deliverable B – Draft Evaluation Report in line with UNODC Evaluation guidelines, handbook, templates, norms and standards	By 02/11/2015 (39 working days)		To be cleared by IEU
Submission of draft evaluation report to project Management for review regarding factual errors	03/11/2015 – 17/11/2015 (0 working days)		
Incorporation of comments from project management on factual errors and from IEU	18/11/2015 – 25/11/2015 (5 working days)	Home base	Revised draft evaluation report (can entail various rounds of comments)
IEU: share draft evaluation report with Core Learning Partners for comments	27/11/2015 – 11/12/2015		
Incorporate comments from Core Learning Partners and IEU	11/12/2015 – 16/12/2015 (2 working days)	Home base	Revised draft evaluation report
Preparing the Evaluation Brief (incl. pictures)	11/12/2015 – 16/12/2015 (2 working day)	Home base	Final Evaluation Brief (to be reviewed and cleared by IEU; can entail various rounds of comments)
Deliverable C - Finalization of report incl. Management response (if needed) and Evaluation	By 16/12/2015 (9 working days)	Home base; UNODC	Final evaluation report; Presentation of final evaluation findings and recommendations, Evaluation

Brief			Brief All to be cleared by IEU
Preparation of presentation of evaluation findings	24-30 January 2016 (date to be confirmed) (2 working days)	Vienna	IEU review of presentation; to be cleared by IEU.
Deliverable D – Presentation of evaluation findings	By 30/01/2016 (2 working days)	Vienna	Presentation to Core Learning Partners in Vienna; Power Point Presentation

Payments will be made upon satisfactory completion and/or submission of outputs/deliverables (as cleared by the UNODC Independent Evaluation Unit).

Payment Details

The evaluator will be issued a consultancy contract and paid in accordance with United Nations rules and procedures. Fees payment correlates to the following deliverables.

Deliverable	Output	Working Days	To be accomplished by (date)
A.	Final Draft Inception Report in line with UNODC Evaluation handbook, norms, standards and templates; reviewed and cleared by IEU (can entail various rounds of comments)	14	Tentatively 07 September 2015
B.	Draft Evaluation Report in line with UNODC Evaluation Policy, Handbook, norms, standards and templates; reviewed and cleared by IEU (can entail various rounds of comments)	39	Tentatively 02 November 2015
C.	Final Draft Evaluation Report in line with UNODC Evaluation Policy, Handbook, norms, standards and templates; reviewed and cleared by IEU (can entail various rounds of comments), Final Evaluation Brief (reviewed and cleared by IEU)	9	Tentatively 16 December 2015
D.	Presentation of evaluation results (date tbd)	2	Tentatively 30 January 2016

75 percent of the daily subsistence allowance and terminals is paid in advance, before travelling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms.

Payments will be made upon satisfactory completion and/or submission of outputs/ deliverables and cleared by IEU.

6. Indicators to evaluate the consultant's performance:

Timely and satisfactory delivery of the above mentioned outputs as assessed by IEU (in line with UNODC evaluation policy, handbook, guidelines and templates as well as UNEG Standards and Norms)¹³ according to the following indicators:

- Quality of the documents produced;
- Technical competence;
- Timeliness of the delivery;
- All aspects of the Terms of Reference are fulfilled;
- Satisfactory completion of all tasks in line with expected outputs;
- UNODC evaluation norms and standards achieved.

7. Qualifications/expertise sought (required educational background, years of relevant work experience, other special skills or knowledge required):

The independent international evaluator (lead evaluator) should have the following technical qualifications:

- Advanced university degree in international development, law, public administration, public health, social science, or in a related field, and preferably formal training/education on evaluation methodologies and principles;
- A minimum of 5 years of professional technical experience in the field of evaluation, including a track record of conducting various types of evaluation, preferably with experience in conducting one of several contributions to the accomplishment of evaluations for the United Nations, involving high complexity and impact is desired;
- A minimum of 7 years of progressive expertise in the research, countering illicit trafficking and organized crime, drug trafficking, or other related areas;
- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods and experience in gender sensitive evaluation methodologies and analysis, and understanding of human rights and ethical issues related to evaluation;
- Working experience in South East Asia or Latin America (desirable);
- Expertise and knowledge of the UN System, and preferably of UNODC;
- Excellent communication and evaluation report drafting skills in English;
- Fluency in oral and written English is required; the ability to communicate in another UN language is a strong asset.

The consultant should demonstrate:

- extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods;
- a strong record in designing and leading evaluations;

¹³ Please visit the IEU website for all mandatory templates and guidelines to use in this evaluation:
<http://www.unodc.org/unodc/en/evaluation/normative-tools.html>

- technical competence research, countering illicit trafficking and organized crime, drug trafficking, or other related areas;
- excellent communication and drafting skills in English; proven by previous evaluation reports

The consultant must have excellent spoken and written English. Knowledge of another language relevant to the evaluation might be an advantage.

Absence of Conflict of Interest

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

Ethics

The evaluators shall respect the UNEG Ethical Guidelines.

Evaluation Team Member:

Post title	International Consultant/Forensic Expert
Organisational Section/Unit	DPA/RAB/LSS
Duty station	Vienna; missions to Countries/Cities
Estimated time period	12/08/2015 to 16/12/2015
	Period One
	12 August – 02 November 2015 (Deliverable A and B; 41 working days)
	Period Two
	18 November – 16 December 2015 (Deliverable C; 4 working days)
	Period Three
	24 January – 30 January 2016 (Deliverable D, 1 working day)

Starting date required	12 August 2015
Actual work time	46 working days
Fee Range	C

1. Background of the assignment:

UNODC's services for building scientific and forensic capacity correspond to a series of specific mandates. Most importantly, the predecessor of UNODC's Laboratory and Scientific Section (LSS) was established in 1954 by GA Resolution 834 (IX) as the United Nations' Narcotics Laboratory. The UNODC's activities in the scientific and forensic area therefore, draw upon almost six decades of lessons learned with experiences in all continents, including a special focus on the least developed regions. Lessons learned from past experiences in support of Member States in the scientific and forensic sector are built into the development of new activities and are particularly beneficial for designing integrated programmes, which address forensic capacity building as an integral element of criminal justice reform and the rule of law.

The core initiatives and global activities, corresponding to a series of UNODC mandates for delivering services in the scientific and forensic field, are consolidated and complemented under the framework of the Global project on Scientific and Forensic Services (GLOU54), launched in April 2009 in its current form as a support project complementing regular budget mandated activities. Specific activities relating to synthetic drugs issues are implemented through the Global Synthetics Monitoring, Analysis, Reporting and Trends (SMART) Programme (GLOJ88) launched in 2010. These projects are managed and implemented by the Laboratory and Scientific Section, Research and Trend Analysis Branch, Division for Policy Analysis and Public Affairs, in close coordination with in-house expertise of UNODC in relevant areas, drawing on the operational support of UNODC's field offices, and in partnership with various international and regional organizations and bilateral assistance providers active in forensic capacity building.

GLOU54 and GLOJ88 have been running for six and seven years, respectively, and have not been evaluated since their initiation. Both projects together in combination with GP and RB-funded activities constitute the implementation face of the Thematic Programme on Scientific and Forensic Services. That is why a joint cluster in-depth evaluation of the projects in the framework of the Thematic Programme on Scientific and Forensic Services was determined to be the most efficient way of evaluation. The evaluation will result to in-depth recommendations, lessons learned and best practices that apply to both projects in a comprehensive manner but also consider the design of implementation of the Thematic Programme through a combination of project with GP/RB funds.

2. Purpose of the assignment:

The UNODC Laboratory and Scientific Section (LSS) is seeking an international forensic expert (evaluation team member) to conduct a mid-term in-depth cluster evaluation of the projects "Global Synthetics Monitoring: Analyses, Reporting and Trends Programme (GLOJ88)" and the "Global Scientific and Forensic Programme – Support Project (GLOU54)" in relation to the UNODC "Thematic Programme on Scientific and Forensic Services".

The evaluation is expected to assess all the DAC criteria: relevance, efficiency, effectiveness, impact, sustainability, as well as partnerships and cooperation, gender and human rights. The evaluation will be forward-looking and suggest recommendations based on strengths and weaknesses, best practices, lesson learned and areas of improvement. The findings and recommendations of the evaluation are to be used for strategic directions and are fundamental in guiding the design of future activities along the subject matter.¹⁴

The evaluation will result in in-depth recommendations, lessons learned and best practices that apply to both projects in a comprehensive manner but fully consider the design and implementation of the Thematic Programme on Scientific and Forensic Services.

The in-depth cluster evaluation is undertaken to

(1) provide information on the short term impact/contribution of UNODC activities in the area of scientific and forensic services to better decision-making by UNODC management (best practices and lessons learned),

(2) assess the results of the projects and demonstrate to what extent they have achieved their objectives and have been relevant, efficient, cost effective and sustainable in implementing the Thematic Programme on Scientific and Forensic Services,

(3) serve as a means to empower project stakeholders, target groups, and other beneficiaries but also to offer advice on the future implementation design and strategic orientation of the Thematic Programme on Scientific and Forensic Services.

(4) provide accountability to the donors by determining whether objectives of the two projects were met (effectiveness) and resources were wisely utilized (efficiency) and to attract further resources towards the extension of the projects.

3. Specific tasks to be performed by the evaluation consultant:

The Expert will collaborate with the Evaluation Team Leader on the In-Depth Cluster Evaluation of the UNODC projects GLOJ88 and GLOU54 in relation to the Thematic Programme on Forensic Services and provide specific inputs to the whole evaluation-process regarding forensic aspects.

The Forensic Expert will support the lead evaluator and will be involved in briefing the lead evaluator prior to the field missions as well as providing written inputs to all evaluation deliverables in consultation with the team leader. He/She will provide written inputs to the methodology (Inception Report), questionnaires and draft evaluation report, and take part in technical roundtable of main donors to the reviewing the preliminary findings of the evaluation as well as the drafting of the Evaluation Brief and the presentation of evaluation findings. If necessary, the expert will get further involved in the evaluation.

4. Expected tangible and measurable output(s):

¹⁴ The detailed evaluation questions, proposed methodological approach, etc. are elaborated in the full Evaluation Terms of Reference, which will be shared with the selected candidate.

The expert will be responsible for the quality and timely submission of his/her specific deliverables, as specified below and defined in collaboration with the Team Leader. All products should be well written, inclusive and have a clear analysis process.

- contribute with specific forensic knowledge to all deliverables of the evaluation (including the Inception Report; Draft and Final Draft Evaluation Report - every chapter of the Draft Evaluation Report -; Evaluation Brief; Presentation of evaluation findings; as well as other briefings as requested), in consultation with the Evaluation Team Leader;
- carry out the desk review;
- in collaboration with the Lead Evaluator, draft the inception report (in particular, the parts relevant to his/her expertise);
- implement data collection tools and analyze data;
- triangulate data and test rival explanations;
- in collaboration with the Lead Evaluator, draft an evaluation report (in particular, the parts relevant to his/her expertise) in line with the UNODC evaluation policy, guidelines and templates;
- review and finalize the evaluation report on the basis of comments received;
- in collaboration with the Lead Evaluator, present the findings and recommendations of the evaluation as required.
- Participate in field missions to Vienna and to South East Asia.

5. Dates and details as to how the work must be delivered:

The consultant will be hired for 46 working days (home-based and field missions) between 12 August 2015 – 30 January 2016.

On the basis of the Evaluation Terms of Reference¹⁵, s/he will carry out the following deliverables and tasks. A time-bound calendar will be proposed when the contract will be signed.

The detailed, tentative timeline for the evaluation is as follows:

<i>Duties</i>	<i>Time frame</i>	<i>Location</i>	<i>Deliverables</i>
Desk review and preparation of Draft Inception Report	12/08/2015 – 26/08/2015 (10 working days)	Home base	List of evaluation questions; Evaluation tools; Draft Inception report (to be reviewed and cleared by IEU; can entail various rounds of comments)
Incorporating comments from Project Management and IEU on the draft Inception Report	03/09/2015 – 04/09/2015 (1 working days)		Revised Inception Report
Deliverable A – Final Draft Inception Report in line with UNODC Evaluation	By 07/09/2015 (11 working days)		To be cleared by IEU

¹⁵ The full evaluation Terms of Reference will be shared with the selected candidate at the beginning of the assignment.

guidelines, handbook, templates, norms and standards			
Interviews with staff at UNODC HQ; Evaluation mission: briefing, interviews; presentation of preliminary findings; meeting of evaluators to prepare the draft report	07/09/2015 – 27/09/2015 (15 working days)	UNODC/HQ; To selected countries in South East Asia and/or Latin America	Presentation of preliminary findings; discussion of preliminary findings with evaluation team
Drafting of the evaluation report; submission to IEU for review	28/09/2015 – 19/10/2015 (12 working days)	Home base	Draft evaluation report (to be reviewed and cleared by IEU; can entail various rounds of comments)
Reviewing and incorporating IEU comments	26/10/2015 – 1/11/2015 (3 working days)	Home base	Draft evaluation report (IEU comments incorporated)
Deliverable B – Draft Evaluation Report in line with UNODC Evaluation guidelines, handbook, templates, norms and standards	By 02/11/2015 (30 working days)		To be cleared by IEU
Drafting of the evaluation report; submission to Project Management for review regarding factual errors	03/11/2015 – 17/11/2015 (0 working days)		
Incorporation of comments from project management on factual errors and from IEU	18/11/2015 – 25/11/2015 (3 working days)	Home base	Revised draft evaluation report (can entail various rounds of comments)
IEU: share draft evaluation report with Core Learning Partners for comments	27/11/2015 – 11/12/2015		
Incorporate comments from Core Learning Partners and IEU	11/12/2015 – 16/12/2015 (1 working days)	Home base	Revised draft evaluation report
Deliverable C - Finalization of report incl. Management response (if needed), Evaluation Brief	By 16 December 2015 (4 working days)	Home base; UNODC	Final evaluation report; Presentation of final evaluation findings and recommendations, Evaluation Brief All to be cleared by IEU
Preparation of presentation of evaluation findings	24-30 January 2016 (date to be confirmed) (1 working day)	Vienna or home based (tbd)	IEU review of presentation; to be cleared by IEU.
Deliverable D – Presentation of evaluation findings	By 30/01/2016 (1 working day)	Vienna or home based (tbd)	Presentation to Core Learning Partners in Vienna; Power Point Presentation

Payments will be made upon satisfactory completion and/or submission of outputs/deliverables (as cleared by the UNODC Independent Evaluation Unit).

Payment Details

The evaluator will be issued a consultancy contract and paid in accordance with United Nations rules and procedures. Fees payment correlates to the following deliverables.

Deliverable	Output	Working Days	To be accomplished by (date)
A.	Final Draft Inception Report in line with UNODC Evaluation handbook, norms, standards and templates; reviewed and cleared by IEU (can entail various rounds of comments)	11	Tentatively 07 September 2015
B.	Draft Evaluation Report in line with UNODC Evaluation Policy, Handbook, norms, standards and templates; reviewed and cleared by IEU (can entail various rounds of comments)	30	Tentatively 02 November 2015
C.	Final Draft Evaluation Report in line with UNODC Evaluation Policy, Handbook, norms, standards and templates; reviewed and cleared by IEU (can entail various rounds of comments)	4	Tentatively 16 December 2015
D.	Presentation of evaluation results (date and modality tbd)	1	Tentatively 30 January 2016

75 percent of the daily subsistence allowance and terminals is paid in advance, before travelling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms.

Payments will be made upon satisfactory completion and/or submission of outputs/deliverables and cleared by IEU.

6. Indicators to evaluate the consultant's performance:

Timely and satisfactory delivery of the above mentioned outputs as assessed by IEU (in line with UNODC evaluation policy, handbook, guidelines and templates as well as UNEG Standards and Norms)¹⁶ according to the following indicators:

- Quality of the documents produced;
- Technical competence;
- Timeliness of the delivery;

¹⁶ Please visit the IEU website for all mandatory templates and guidelines to use in this evaluation: <http://www.unodc.org/unodc/en/evaluation/normative-tools.html>

- All aspects of the Terms of Reference are fulfilled;
- Satisfactory completion of all tasks in line with expected outputs;
- UNODC evaluation norms and standards achieved.

7. Qualifications/expertise sought (required educational background, years of relevant work experience, other special skills or knowledge required):

- Advanced university degree (Master's degree or equivalent) in forensic science and related fields such as forensic medicine, toxicology, chemistry; 10 years of professional technical expertise in a relevant scientific field and operational experience including laboratory methodologies and techniques, assessment and evaluation; 5 years of progressive experience in the subject of the evaluation such as forensic science and laboratory work, law enforcement, drug and crime related issues, project implementation preferably in the forensic field; working experience at the international level specific to the project;
- experience and knowledge of the UN system is an asset; previous work/research/evaluation experience related to forensic science (desirable); understanding of gender and human rights considerations related to the evaluation is an asset; excellent communication and drafting skills; fluency in oral and written English is required; the ability to communicate in another UN language is a strong asset.

The consultant should demonstrate:

- technical competence in the scientific and forensic field (advanced university degree and practical experience);
- experience in assessment, implementation and/or evaluation of project with forensic elements;
- excellent communication and drafting skills in English; proven by previous evaluation reports

The consultant must have excellent spoken and written English.

Absence of Conflict of Interest

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

Ethics

The evaluators shall respect the UNEG Ethical Guidelines.

ANNEX III. LIST OF CORE LEARNING PARTNERS

Type ¹⁷	Organisation ¹⁸	Name	Designation ¹⁹	Location	Email
UNODC HQ	UNODC	Angela Me	Chief, Research and Trend Analysis Branch	Vienna, Austria	angela.me@unodc.org
UNODC field	UNODC, Regional Office for South East Asia and the Pacific	Jeremy Douglas	Regional Representative	Bangkok, Thailand	Jeremy.douglas@unodc.org
UNODC field	UNODC, Regional Section for South Asia, East Asia	Flavio Mirella	Chief, Regional Section for South Asia, East Asia	Vienna, Austria	Flavio.mirella@unodc.org
Partner	CICAD/OAS	Francisco Cumsille	Chief, Inter-American Drug Observatory	Washington DC, USA	FCumsille@oas.org
Partner	Asian Forensic Sciences Network	Angeline Yap	Division Director Illicit Drugs Division, Health Sciences Authority, Singapore	Singapore	YAP_Tiong_Whei@hsa.gov.sg
Donor	US State Department, INL	Kathleen Pala		Washington DC, USA	PalaKW@state.gov
Donor	Japan, Permanent Mission of Japan to International Organisations in Vienna	Takayuki Okubo	First Secretary	Vienna, Austria	takayuki.okubo@mofa.go.jp
Donor	Australia Ministry of Health	Chris Killick-Moran	Director, Drug Strategy Branch Population Health Division	Canberra, Australia	Chris.Killick-Moran@health.gov.au
Donor	Ministry of Foreign Affairs, Trade and Development Canada	Therese Ladouceur		Ottawa, Canada	Theresa.Ladouceur@international.gc.ca
Donor	UK Home Office and Permanent Mission to International Organisations, Vienna	Ian Tennent (cc Leona Hulshof-Whyte, Sam Webb, Joe Shapiro)		London, UK; Vienna, Austria	Ian.Tennant@fco.gov.uk, Leona.Hulshof-Whyte@fco.gov.uk, Joe.Shapiro@homeoffice.gsi.gov.uk, Sam.Webb7@homeoffice.gsi.gov.uk

¹⁷ Please include the information, if this person is e.g. an implementing partner, donor, recipient, UNODC HQ, UNODC field, UN agency, etc.

¹⁸ Please include the name of the organisation the person is working for.

¹⁹ Please include the designation/job title of the person.

ANNEX IV. REVISED RESULTS/ EVALUATION MATRIX BASED ON THE JOINT LOG FRAME OF THE TWO PROGRAMMES

Overall Objective: Improved scientific and forensic capacity of Member States to meet appropriate professional standards, including increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations, policy and decision-making

Specific Objective 1: Member States make effective evidence based decisions to counter the problem of synthetic drugs/substances

Specific Objective 2: Member States use quality forensic science services in support of their efforts to counter drugs and crime

Outputs	Outcomes	Performance Indicator of Outcome	Baseline	Data Source	Data Collection Strategy
Specific Objective 1: Member States make effective evidence based decisions to counter the problem of synthetic drugs/ substances					
Technical support to Member States in assessing current data collection systems on synthetic drugs/new psychoactive substances and enhancing their capacity	1.1 Internationally accepted standards for forensic best practices are available, information and data on synthetic drugs/new psychoactive substances is generated and managed and used worldwide with 100 per cent of the partner countries of SMART in East and South-East Asia and 95 per cent Latin America and the Caribbean generate and	Information and data on synthetic drugs/new psychoactive substances is generated and managed,	Baseline: 100 per cent of the partner countries of SMART in East and South-East Asia and 77 per cent Latin America and the Caribbean generate and manage data (in 2013)	Government drug control agencies identify, and develop working relationships with, partner ministries and agencies that provide synthetic drug data	Surveys and archival data collected by the programme or its partners

Outputs	Outcomes	Performance Indicator of Outcome	Baseline	Data Source	Data Collection Strategy
	manage data (by the end of 2016) having received technical support				
	1.2 The structure and capacity of national drug information systems/ networks (i.e. baseline of sources and infrastructure) are analysed by trained agency personnel and recommendations are made for incremental improvement of synthetic drug information based on technical support	Number of analyses and recommendations adopted that are connected to technical support		National counterparts	Surveys and reports
	1.3 Rolling national work plans that identify opportunities to improve the synthetic drug information base in an incremental fashion are established	Number of rolling national work plans adopted after technical support		National counterparts	Surveys and reports
	Government drug control agencies identify, and	Extent to which (and number) of agencies develop the		National counterparts	Surveys and reports

Outputs	Outcomes	Performance Indicator of Outcome	Baseline	Data Source	Data Collection Strategy
	develop working relationships with, partner ministries, agencies and drug control laboratories that provide synthetic drug data	relationships			
Global/regional/national data on synthetic drugs/new psychoactive substances is analysed and disseminated	10% increase in Information on synthetic drugs/substances available through publications and web-based mechanisms is used by counterparts as evidenced in evaluation form filled by counterparts at annual project advisory meeting	Percentage of counterparts reporting use of SMART products	68% respondents at the SMART advisory meeting March 2014 agreed or strongly agreed that they/their institutions used SMART products	National counterparts	Surveys and reports
Establishment and use of customized web-based mechanisms to increase information on synthetic drugs/new psychoactive substances	Increased use of web-based mechanisms	Extent of use		Website records	Review of records
Provision of a forum/platform for international, regional and national cooperation, disseminating information and providing technical expertise to support national, regional and global action plans on synthetic drugs/new	46 Member States, international organizations, partner governments and regional organizations increasingly use	Number of countries with legislation on NPS related to UNODC action	Baseline: 27 countries (source: EWA, Dec 2013)	National counterparts	Surveys and reports

Outputs	Outcomes	Performance Indicator of Outcome	Baseline	Data Source	Data Collection Strategy
psychoactive substances	information on synthetic drugs/new psychoactive substances for the development of evidence based policies				
Specific Objective 2: Member States use higher quality of forensic science services in support of their efforts to counter drugs and crime					
4 best practice manuals and reference materials are published from 2013-2016	2.1 Publications of internationally accepted standards for forensic best practices are available and routinely used by 85 per cent of surveyed participating laboratories	Per cent of surveyed participating laboratories indicated that they used UNODC publications in their work	83 per cent of surveyed participating laboratories indicated that they used UNODC publications in their work (in 2012)	Institutions served	Survey
Four Standardised training curricula and modules are made available (three before 2013 plus one by 2016)	2.2 The standardized training modules are used in countries	Number of countries using training modules		Institutions served	Survey and review of records and reports
Forensic service providers given quality assurance and technical support	2.3 Increased percentage (to 87) of institutions in receipt of UNODC assistance reporting enhanced scientific and forensic capacity	Percentage of institutions in receipt of UNODC assistance reporting enhanced scientific and forensic capacity	85 per cent of forensic and scientific institutions (end of 2013)	Institutions served	Survey and review of records and reports

Outputs	Outcomes	Performance Indicator of Outcome	Baseline	Data Source	Data Collection Strategy
Provision of materials, tools and training (e.g. reference standards, drug field identification kits, workshops/training/mentoring); enhancement of regional and international cooperation	Institutions use the materials, tools and training	Extent of use		Institutions served	Survey and review of records and reports
UNODC participates in national, regional and inter-regional cooperation, information exchange and provides technical expert advice to support the generation of forensic data and information as input for strategic operations and qualitative studies	3. Continued use of forensic data and information in relevant national and regional operations and strategic plans for drug control and crime prevention	Percent of laboratories reporting participation in and/or use of forensic data for inter-agency activities with law enforcement, regulatory, judicial, health authorities and/or trend analysis	80 per cent of responding laboratories report participation in and/or use of forensic data for inter-agency activities with law enforcement, regulatory, judicial, health authorities and/or trend analysis	Laboratories	Survey

ANNEX V: EVALUATION QUESTIONS & DATA COLLECTION

EQ #	Evaluation question (EQ) as per the ToR	Data source and collection method
Design & relevance:		
1.	What are the advantages, disadvantages and challenges of the implementation of the Thematic Programme on Scientific and Forensic Services through a combination of global projects (GLOJ88 and GLOU54), GP/RB funds and forensic components in regional and field projects? How could the implementation approach of these programmes be further improved for the next phase of the thematic programme?	Desk review Content analysis Stakeholder interviews
2.	How have strategic priorities been identified? How have the projects, and consequently the Thematic Programme contributed to addressing these strategic priorities including on current global challenges and new mandates such as the synthetic drugs problem, the recent emergence of a large number new psychoactive substances not covered by the international drug control system, the global illicit trade of endangered species, sexual violence and improved security document examination techniques?	Desk review Content analysis Stakeholder interviews Staff interviews
3.	How relevant are the outputs produced under the projects and the Thematic Programme on Scientific and Forensic Services such as the standards and guidelines for the current work of forensic laboratories worldwide in relation to other sources for standards and guidelines (e.g. national or regional institutions)? How relevant are these outputs to the International Quality Assurance Programme (IQAP), International Collaborative Exercises (ICE), participating laboratories, and other target groups including member-states?	Desk review Content analysis Stakeholder interviews Survey of beneficiaries
Effectiveness:		
4.	To what extent were outcomes obtained as planned and how do they contribute to relevant Global, Country, Regional and other Thematic Programmes?	Desk review Content analysis Stakeholder interviews Archival data Survey of beneficiaries

<p>5. How effective is the approach to capacity building in terms of the overall objectives of the programme (taking into consideration the change from a face-to-face training to CBT and e-learning)? How does the publication strategy fit into this strategy?</p>	<p>Desk review Content analysis Stakeholder interviews Archival data Survey of beneficiaries</p>
Efficiency:	
<p>6. Were the resources and inputs converted to outputs in a timely and cost-effective manner? What can be done to make this resource conversion more efficient?</p>	<p>Desk review Content analysis Stakeholder interviews Archival data Survey of beneficiaries</p>
Impact:	
<p>7. To what extent do the projects and the thematic programme contribute to long-term intended or unintended impact for its beneficiaries (e.g. forensic laboratories, law enforcement officers, policy makers), target groups, communities and institutions involved in its delivery?</p>	<p>Desk review Content analysis Stakeholder interviews Archival data Survey of beneficiaries</p>
Sustainability:	
<p>8. To what extent will the benefit generated through the projects and the thematic programme be sustained after the end of donor funding? How sustainable is the <i>ad hoc</i> provision of technical expertise to field projects (e.g. for procurement of laboratory equipment) in view of reaching the long-term objectives of application of standardized approaches and tools in forensics?</p>	<p>Desk review Content analysis Stakeholder interviews Archival data Survey of</p>

		beneficiaries
Partnerships and cooperation:		
9.	To what extent have partnerships been sought and established (including UN agencies and professional associations) and synergies been created in the delivery of assistance? Were efficient internal cooperation and coordination mechanisms identified and established in building and managing these partnerships?	<p>Desk review</p> <p>Content analysis</p> <p>Stakeholder interviews</p> <p>Archival data</p> <p>Survey of beneficiaries</p>
Human rights and gender:		
10.	To what extent are human rights and gender mainstreamed in the projects and thematic programme design and implementation?	<p>Content analysis</p> <p>Stakeholder interviews</p> <p>Archival data</p> <p>Survey of beneficiaries</p>
Lessons learned/ Innovations:		
11.	What innovations, lessons learned and best practices emerged from programme implementation, and should these be replicated in future by the programmes concerned and beyond?	<p>Content analysis</p> <p>Stakeholder interviews</p> <p>Archival data</p> <p>Survey of beneficiaries</p>

ANNEX VI. DESK REVIEW LIST

1. Project documents of GLOJ88 and GLOU54
2. Project revisions of GLOJ88 and GLOU54
3. Annual reports of GLOJ88 and GLOU54
4. Financial and budget reports of GLOJ88 and GLOU54
5. Thematic Programme on Scientific and Forensic Services 2013-2015
6. Thematic Programme on Research, Trend Analysis and forensics 2015-2016
7. Survey on impact of UNODC assistance 2012, 2013, 2014
8. Arab States - Regional Programme on Drug Control, Crime Prevention and Criminal Justice Reform in the Arab States, 2011-2015, (AREU51)
9. Strengthening Drug Law Enforcement Capacities in South Asia, 2008-2016 (XSAJ81)
10. Palestinian Authority (PSEX02) - Forensic Human Resource and Governance Development Assistance for the Palestinian Authority (2011-2017)
11. West Africa (XAWK36) - Enhancement of Forensic Science Services in West Africa (ROSEN), (2010-2015);
12. Sahel Programme (XAMZ17) - Strengthening criminal justice systems in the Sahel in order to effectively combat drug trafficking, illicit trafficking, organised crime, terrorism and corruption in the region (2013-2016);
13. Regional Programme for Afghanistan and Neighbouring countries (RERV07) - Enhancement of forensic capacity across the region (2011-2015);
14. Global Programme (GLOZ31) for Combating Wildlife and Forest Crime (WLFC);
15. Kyrgyzstan (KGZK50) - Strengthening the State Service on Drug Control of the Kyrgyz Republic (2011-2015);
16. Global SMART Update, volumes 9 to 14
17. 2011 Global ATS Assessment: Amphetamines and Ecstasy, 2011
18. West Africa 2012 ATS Situation Report, 2012
19. The Challenge of New Psychoactive Substances, 2013
20. Amphetamine-type Stimulants in Latin America, 2014
21. Pattern and Trends of Amphetamine-type Stimulants and Other Drugs: Challenges for Asia and the Pacific, 2013
22. Indonesia Situation Assessment on Amphetamine-type Stimulants, 2013
23. Global Synthetic Drugs Assessment, 2014
24. The Challenge of Synthetic Drugs in East and South-East Asia and Oceania, 2015
25. NPS: Categories of new psychoactive substances sold in the market (brochure, 2015)

26. International Collaborative Exercises (ICE) – Overviews 2011, 2012, 2013 and 2014
27. International Collaborative Exercises (ICE) - Summary reports - Seized Materials and Biological Specimens of the ICE rounds 2011 to 2015 (<http://www.unodc.org/unodc/en/scientists/publications-ice.html>)
28. Guidelines for the Forensic analysis of drugs facilitating sexual assault and other criminal acts (ST/NAR/45, 2011)
29. Recommended methods for the Identification and Analysis of Synthetic Cannabinoid Receptor Agonists in Seized Materials (ST/NAR/482012)
30. Recommended methods for the identification and analysis of Piperazines in Seized Materials (ST/NAR/47, 2013)

ANNEX VII. EVALUATION TOOLS

The following interview protocols for in-person interviews are preliminary, and they would continue to be revised on the basis of both further desk review and responses received from interviewees i.e. interview protocols would be updated to probe issue that appear more relevant and necessary. Also, time constraints imposed by interviewee availability and the length of field missions are likely to result in selected sub-sets of questions being used for each group of interviewees.

A. Questions for the UNODC HQ staff:

1. How relevant are the Global SMART & Forensic Programmes in terms of fulfilling the mandates of UNODC?
2. To what extent do the programmes actually meet the needs identified in various programme documents?
3. To what extent do you consider the material and support provided by the staff at headquarters useful to your work? How could it be improved?
4. To what extent do you consider the support provided by UNODC field offices useful to your work? How could it be improved?
5. Do the working arrangements (contract, remuneration etc.) provide a good basis for carrying out your assignment? What should be improved?
6. To what extent do you work with staff from other organizations of the UN system?
7. Which lessons learned could be drawn from this cooperation? (What, if any, are the main difficulties in working with them?)
8. How would you characterize your cooperation with partner organizations and other providers of TA in the field of SMART & Forensic support?
9. Which lessons learned could be drawn from this cooperation? (What, if any, are the main difficulties in working with them?)
10. How would you characterize your cooperation with country counterparts? Which lessons learned could be drawn from this cooperation? (What, if any, are the main difficulties in working with them?)
11. What do you consider to be the main results you have helped make happen through Forensic & Support programmes? (Break it down by time and country)
12. How do you keep track of the outcomes that your work made happen?
13. Do you see any long-term impact of GLOJ88 and GLOU54? Please describe.
14. What are the strengths and weaknesses of GLOJ88 and GLOU54, compared to providers of TA in the same field?
15. How and to what extent do the programmes incorporate human rights and gender dimensions?
16. How do you ensure that the programmes have been implemented in an efficient and cost-effective way and that inputs are converted to outputs in a timely and cost-effective manner?

17. What are the internal and external factors that have facilitated and /or impeded achievement of programmes' results? What steps have you undertaken to analyze, manage and mitigate risks?
18. How satisfied are you with programmes monitoring and evaluation systems? What could be done differently or significantly improved?

B. Questions for UNODC field representatives:

1. From your perspective, how relevant are the Global SMART & Forensic Programmes in terms of fulfilling the mandates of UNODC?
2. To what extent does the programme actually meet the needs identified in various programme documents?
3. What is your role in connection with GLOJ88 and GLOU54?
4. Do you see any interlinkages between GLOJ88 and GLOU54, the field and other sections of UNODC? (Which ones?)
5. How do GLOJ88 and GLOU54 coordinate their work with the field and other sections of UNODC?
6. What type of cooperation and interaction did you have with GLOJ88 and GLOU54 (since 2010)?
7. How would you characterize your cooperation with GLOJ88 and GLOU54 and what lessons learned could be drawn from this experience?
8. Do you see any impact of GLOJ88 and GLOU54 at the level of intergovernmental bodies?
9. What do you consider to be the main results of GLOJ88 and GLOU54? What are your contributions to these results?
10. How can these results be measured? (What is the evidence?)
11. What do you consider the main obstacles to achieving results in the field of SMART & Forensics? How could those obstacles be overcome?
12. In your view, what are GLOJ88 and GLOU54's strengths and weaknesses?
13. What should be improved?
14. Do you see any long-term impact of GLOJ88 and GLOU54? Please describe.
15. What are the strengths and weaknesses of GLOJ88 and GLOU54, compared to other providers of TA in the same field?
16. How and to what extent do the programme and its various training course modules incorporate human rights and gender dimensions?
17. How do you ensure that the programme has been implemented in an efficient and cost-effective way and that inputs are converted to outputs in a timely and cost - effective manner?
18. What are the internal and external factors that have facilitated and /or impeded achievement of programme results? What steps have you undertaken to analyze, manage and mitigate risks?
19. How satisfied are you with programme monitoring and reporting? What could be done differently or significantly improved?

C. Questions for representatives of partner organizations:

1. What type of cooperation and interaction have you experienced between your organization and GLOJ88 and GLOU54 programmes of UNODC since 2010?
2. Which lessons learned could be drawn from this experience?
3. Which services or products that GLOJ88 and GLOU54 providers are you aware of?
4. Do you know of other providers of the type of assistance GLOJ88 and GLOU54 provides?
5. In your opinion, what makes GLOJ88 and GLOU54's assistance unique? What are GLOJ88 and GLOU54's strengths? What do you see as the main added value provided by GLOJ88 and GLOU54?
6. In your view, how could GLOJ88 and GLOU54 improve their products and services?
7. Are GLOJ88 and GLOU54 contributing to improved harmonization among forensic service providers in the field of synthetics monitoring & forensic support? How?
8. In your opinion, have GLOJ88 and GLOU54 effectively contributed to improved synthetics monitoring & forensic support in your area(s) of interest?
9. Would you say that GLOJ88 and GLOU54 have effectively contributed to improving synthetics monitoring & forensic support in general in your area(s) of interest? How and to what extent?
10. Which other factors have contributed to an improved capacity of law & order regimes in your area(s) of interest?

D. Questions for country counterparts and beneficiaries:

1. Which services or products that GLOJ88 and GLOU54 provide are you aware of? What type of assistance have GLOJ88 and GLOU54 provided to your country? Which of these services and course modules have you and/ or your teams used?
2. Overall, have you been satisfied with the assistance provided by GLOJ88 and GLOU54?
3. Has the TA been provided according to your needs?
4. Do you see any long-term effects of the assistance provided by GLOJ88 and GLOU54?
5. In your opinion, have GLOJ88 and GLOU54 effectively contributed to improved local capacity?
6. Have GLOJ88 and GLOU54 contributed to making your country's capacity building more effective? Why or why not?
7. Which other factors have contributed to an improved synthetics monitoring & forensic support in your country?
8. Do you know of other providers of the type of assistance GLOJ88 and GLOU54 provide?
9. In your opinion, what makes GLOJ88 and GLOU54's assistance unique? What are GLOJ88 and GLOU54's strengths? What do you see as the main added value provided by GLOJ88 and GLOU54?
10. How could GLOJ88 and GLOU54 improve their services and products?
11. How do you and your team ensure that capacity building efforts adhere to human and gender rights standards envisaged under the UN/ UNODC position papers?

12. What steps have you undertaken to ensure long-term sustainability of the capacity built under this programme?
13. Hypothetically speaking, if GLOJ88 and GLOU54 support were to be withdrawn, what effect/s would you foresee on capacity building in your jurisdiction? What could/ would you do to negate these effects?

E. Questionnaire for field trips: Laboratory Manager:

Advisory Services:

1. Have you approached UNODC for advice on any laboratory-related matters?
2. What information did you request?
3. Did you receive the requested advice? If not, what was the problem?
4. Are there other areas on which you might need advice in future?
5. Will you continue to liaise with UNODC? If not, why not?

Training:

1. Have you requested or received any training courses from UNODC?
2. How many staff have been trained?
3. Which courses? Face-to-face, CBT or e-Learning?
4. Where were the training courses held?
5. If the course was in a Regional training centre, do you think this was better than, for example a course in Vienna?
6. What is your opinion and the trainees' opinion about the courses?
7. Did the training have a positive effect on the work of the trainee and the laboratory as a whole?
8. What benefits were obtained? e.g. new methods, new skills, improvement in confidence and competence, a higher work output etc.
9. Are the trainees still with you? If not when did they leave and where did they go?
10. Were there any problems with the training course?
11. Are there more staff needing to be trained?
12. Are there any other training needs, which UNODC might supply?

Provision of Equipment, Standards and Other Materials:

1. Did your laboratory receive a package of equipment and other materials such as books, standards etc.?
2. What did you receive? Was it delivered on time?
3. Is the equipment in use? If not, why not?
4. Was the equipment supplied the best choice in your opinion? If not, why not?
 - i. manufacturer
 - ii. reliability
 - iii. servicing
 - iv. availability of local agent for the manufacturer
5. What is the equipment used for? How many analyses do you carry out per week/month/year? Are there any problems with the equipment?
6. Will you be able to continue to use/maintain the equipment in future?
7. Does your Government provide adequate resources?

8. What other equipment do you need/will need in future?
9. Will you be able to get it from your own budget or will further assistance be needed from UNODC?

Standards:

1. Do you have adequate supplies of standards?
2. Where do you get the standards from?
3. What range of drug substances/precursors do you test for?
4. What drugs are turning up?
5. Do you carry out any quantitative analyses?
Do you use secondary (in-house) standards?

Test kits:

1. Do you use the UNODC test kits or any other kits from other suppliers?
2. What's your opinion of the UNODC kits?

Literature: Manuals, Books etc:

1. Do you use the UN Recommended Methods? If not why not?
2. Do you find them clear and easy to use (user friendly)?
3. If not why not?
4. Can you suggest any improvements?
5. Does your laboratory generally have good access to scientific books and literature?

Computers and Computer Networks:

1. Does your laboratory have a computer?
2. If not, do you have sufficient facilities to be able to use one (power supply, access to spares etc?)
3. Does your telephone/IT system support a modem or network connection?
4. Do you have access to the Ministry or Police Networks, if any, in your own country and others in the area?

Impact of UNODC assistance on the work of the Laboratory:

1. Has the work output increased because of assistance given by UNODC?
2. Do you go to court? Do you find it advantageous to your court work to be a UNODC collaborating laboratory?

Quality Management System:

6. Do you have a quality assurance, quality control or other checking system in use in your laboratory e.g. running control samples?
7. Do you adhere to any international standards such as ISO/IEU 17025?
8. Do you participate in ICE? If not, why not? Will you participate in future?
9. Does your laboratory have accreditation. If yes, which accreditation body provides it? If not, is there an accreditation body available?
10. Who pays for quality management in your jurisdiction – the laboratory or an external agency?

Laboratory Practices:

1. If appropriate, the laboratory's practices can be considered or observed e.g.
 - a. analytical methods
 - b. preparation of standards
 - c. handling of glassware
 - d. equipment etc.

Current and Future Interaction with UNODC:

1. Are you happy overall with the assistance given by UNODCP? Are UNODC's activities relevant to you? Does UNODC assist your collaboration? If not why not?
2. How would you summarise the benefits your laboratory has received from UNODC? How could UNODC help your laboratory in future?

Satisfaction of Laboratory End-Users:

1. Who uses the services provided by the laboratory?
 - (a) Police
 - (b) Customs
 - (c) Government Departments e.g. Ministries
 - (d) Health service/hospitals/clinics
 - (e) Other users e.g. private industry
2. Does your Government use your laboratory to provide advice on drug-related matters?
3. Do you have good working relationships with law enforcement, customs departments etc.? If not why not?
4. Do you assist with training of law enforcement personnel?
5. In your opinion, are the end-users happy with the service provided?
6. What problems exist e.g. too slow to get results because of insufficient staff or other resources
7. How long does it take for analytical results to be produced?
8. How long does it take for samples to arrive at the laboratory
9. Do the laboratory personnel take the samples or assist in taking them?
10. Who pays for the analyses?
 - (f) the government
 - (g) the end-users from their own budget

Other Areas:

Bilateral Schemes Operating/Other Sources of Assistance:

1. Which other schemes are in operation?
2. What type of assistance do you receive?
3. Does there assistance overlap with UNODC's?
4. Has your own Government been able to give all the assistance your laboratory needs?

Other Collaborations:

1. Do you collaborate actively with your counterparts in other countries in the area?

Legal Issues:

1. How does your legal system currently deal with chain of custody/quality assurance matters?
2. How and when do you dispose of seized materials? Do you destroy it before the trial acceptable?
3. What is your system for importing/exporting controlled drugs for laboratory purposes such as reference standards?

Additional questions

1. How has the service offered by the laboratory changed or improved as a result of UNODC assistance?
2. What additional services do you need, if any, from the laboratory?
3. Is the time taken to obtain results from the laboratory acceptable?
4. Would you say that the laboratory assistance given by UNODC has had an impact on drug control and drug trafficking?
5. How could your collaboration with the laboratory be improved or further developed.
6. Could UNODC assist in this/ also in improving collaboration with your counterparts in neighboring countries?

F. Survey Questionnaires for management and trainees at beneficiary institutions.

Since the project already collects some data using survey methodology, these existing surveys will be reviewed for developing and adapting survey instruments for the purpose of evaluation. The emphasis would be on collecting missing outcome and impact data independent of the programme management units for higher external validity and credibility. A first draft of questions has been developed and included in annex VI.

ANNEX VIII. STAKEHOLDERS CONSULTED FOR THE EVALUATION

<i>Number of interviewees</i>	<i>Male</i>	<i>Female</i>	<i>Organisation</i>	<i>Country</i>
23	9	14	UNODC HQ	Austria
3	3	0	UNODC Bogota	Colombia
5	5	0	UNODC Bangkok	Thailand
2	1	1	UNODC Field	Abu Dhabi
3	2	1	UNODC Field	Senegal
1	1	0	UNODC Field	USA
1	1	0	EMCDDA	Portugal
11	6	5	Donors	Canada, Finland, New Zealand, Republic of Korea, UK, USA
8	3	5	Partners, National counterparts	Costa Rica
16	6	10	Partners, National counterparts	Colombia
5	2	3	Partners, National counterparts, Police	Myanmar
4	2	2	Partners, National counterparts, Police	Thailand
5	2	3	Partners	Other SE Asia
2	1	1	Partners	Central Asia
2	2	0	Partners	Japan
5	3	2	Partners	USA
1	0	1	Evaluator	Palestine Project
Total: 97	49	48		