Historical Context (I)

Institutional Strengthening
(Evaluations 1 & 2)

1. XXXVII Regular Session

   Institutional Building Unit – Program to Strengthen National Anti-Drug Systems:

   > Evaluation of the CICAD Program
   > Hemispheric Coverage of National Strategies
Institutional Strengthening

2. XXXIX Regular Session

External Consultant:

- Institutional efforts
- Methodology developed
- Feasibility of the strategy
- Overall achievements with CICAD support
Components of the Evaluation

National Plan document

- Participation by public officials
- Process of Plan development and approval

Strengthening of the National Commission

- Inter-institutional communication
- Policies, strategies and programs
- Institutional collaboration for implementation

Impact of the Strategy on Country (with CICAD assistance)

- Political will
- Results of policies and programs
- Quantifiable results
<table>
<thead>
<tr>
<th>Criteria for Evaluation of “National Plans/ Strategies” Program</th>
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<tbody>
<tr>
<td><strong>Relevance:</strong></td>
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<tr>
<td><strong>Evaluability:</strong></td>
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<td><strong>Consistency:</strong></td>
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<td><strong>Efficiency:</strong></td>
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<td><strong>Effectiveness:</strong></td>
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</table>
## Conclusions & Recommendations

### 1. Relevance Factors
- Legislation subsequent to Plan
- Consulted for overall guidance
- Participation and ownership
- Commitment of key actors
- Means available for implementation

### Irrelevance Factors
- Subsequent Plan revised with less participation
- Actors have less influence in Plan content
- Actors have less influence in decision making
- Collaborators receive few benefits from the process
2. Evaluation

- Monitoring & evaluation systems
- Coordination among organizations
- Indicators of progress and success
- Baseline data (prevention & supply reduction)
- Numbers
- Timetables
- Objectives
  - Accomplishments
  - Good practices
  - Deficiencies
  - Opportunities
  - Adjustments
  - Decisions
  - Budget allocations
Conclusions & Recommendations

3. Consistency

- Linkages between causes & strategic objectives
- Empirical base for
  - Detection of change
  - Analysis of results
  - Lessons learned
  - Future adjustments
- Desired results
  - Justifications (rationale)
  - Compatibility between programs & projects
  - Integration among actors
  - Integration of interventions
  - Feasibility
Conclusions & Recommendations

4. Efficiency

- Key support by CICAD
- Convergence of anti-drug groups
- Workshops and follow-up
- Consensus regarding problem issues
- Formulation of policies & strategies
- Project development with budgets
- Formal approval and political will
Conclusions & Recommendations

5. Effectiveness

- Implementation
- Legal foundation
- Institutional capacity
- Decentralized systems
- Institutionalized systems
- Priorities vis-à-vis prevention, treatment, rehabilitation, interdictions
- Appropriate allocation of resources
- Institutional coordination
- Commitment
## Key Functions

1. **Coordination**  
   - Leadership
2. **Planning**  
   - Policies, strategies
3. **Advising**  
   - Guidance
4. **Evaluation**  
   - Monitoring
## Indicators of Institutional Change

### Institutional Maturity

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Incipient (I)</th>
<th>Conditional (II)</th>
<th>Sustained (III)</th>
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<tbody>
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<td>Resources</td>
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<td>Collaboration</td>
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<td>Results</td>
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</table>
### Stages of Institutional Maturity

1. **Initial**
   - In process of formulating policies
   - Recruiting technical staff
   - Limited resources available (internal and external)
   - Shortage of up-to-date equipment

2. **Intermediate**
   - General lack of practical experience
   - Staff undergoing training
   - Objectives defined; receives external assistance
   - Reciprocal relations with affiliated organizations

3. **Advanced**
   - Requests for guidance from other agencies
   - Access to predictable budget resources (political will)
   - Capacity to establish realistic priorities
   - Operates with relative independence
## Institutional Inter-Actions

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<th>National Commission</th>
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<th>Supply Reduction</th>
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Conclusions & Recommendations

Strengthening of National Commissions

- Mission and priorities are established
- Regulations with staff functions and attributions
- Appropriate organizational structure
- Staff – qualified, stable, sufficient
- Technical staff for each function, e.g.
  - Data, statistics, research
  - Monitoring and evaluation
- Physical installations
- Equipment
- Means of communication and transportation
Impacts: Conclusions & Recommendations

Achievements & Challenges

- Participation and collaboration
- National Plan
- Political commitment
- Appropriate legislation
- Organizational restructuring
- Coordination of project implementation
- Access to resources
- Prevention activities
- Confiscation of drugs and goods, money
- Training
- Performance and institutional image
- Dedicated and qualified staff