Evaluation “National Anti-Drug Plans/Strategies” Program
Inter-American Drug Abuse Control Commission (CICAD/OAS)

Charles Fortin, PhD - External Consultant

May, 2006
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>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Relevance:</strong> Validity of government objectives, policies and programs</td>
</tr>
<tr>
<td><strong>Evaluability:</strong> Appropriate systems and processes of monitoring and evaluation</td>
</tr>
<tr>
<td><strong>Consistency:</strong> Integration of challenges, policies, strategies, programs, projects, execution, monitoring, achievements, budget</td>
</tr>
<tr>
<td><strong>Efficiency:</strong> Participation, process and agility in National Plan formulation and approval</td>
</tr>
<tr>
<td><strong>Effectiveness:</strong> Achievements, impacts of Plan implementation</td>
</tr>
</tbody>
</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
Conclusions & Recommendations

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
Model for National Commissions

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>
</tr>
</thead>
<tbody>
<tr>
<td>Resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</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
<table>
<thead>
<tr>
<th></th>
<th>National Commission</th>
<th>Prevention</th>
<th>Treatment</th>
<th>Supply Reduction</th>
<th>NGOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Commission</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prevention</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treatment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply Reduction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NGOs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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