

# Evaluation Policy

## Guiding principles for evaluation in the United Nations Office on Drugs and Crime<sup>1</sup>

Evaluations must be utility-focused as a fundamental requirement for guaranteeing ownership by and addressing the needs of stakeholders in projects and programmes of the United Nations Office on Drugs and Crime (UNODC).

Evaluation is a learning tool, which is why the evaluation process should be transparent and consultative. Participation enhances learning, since the reflection of different interests, needs and perceptions empowers all parties involved.

Evaluations should lead to the timely incorporation of findings, recommendations and lessons into the policies, strategies and decision-making processes of UNODC.

The independence, objectivity and impartiality of the evaluation process must be upheld at all times, as these qualities give credibility and legitimacy to evidence-based evaluation results.

## I. Introduction

1. The Independent Evaluation Unit was established in 2003 to implement successive General Assembly resolutions stating that each project or programme implemented by the United Nations should be evaluated. An evaluation strategic framework was published to guide evaluation activities across the organization and to clarify the role of the new Unit.
2. The present policy document combines and updates previous United Nations Office on Drugs and Crime (UNODC) management instructions and other related documents on evaluation and reflects the experience of evaluation processes throughout UNODC. It also takes into account the norms<sup>2</sup> and standards<sup>3</sup> for evaluation in the United Nations system agreed by the United Nations Evaluation Group and is informed by the latest evaluation policies and good practices of other United Nations agencies, while meeting the specific needs of UNODC.
3. The evaluation handbook is a separate document containing a more detailed explanation of the process and methodologies to be used for conducting evaluations, as a means to put this policy into operation.

## II. What is evaluation?

### A. Evaluation

4. UNODC agrees with the following definition, which views evaluation as:  
the systematic and objective assessment of an ongoing or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability.<sup>4</sup>

<sup>1</sup> Based on United Nations Evaluation Group, *Norms for Evaluation in the UN System* (2005), pp. 4-5.

<sup>2</sup> Ibid.

<sup>3</sup> United Nations Evaluation Group, *Standards for Evaluation in the UN System* (2005).

<sup>4</sup> Organization for Economic Cooperation and Development (OECD), Development Assistance Committee,

5. As indicated in the above definition, UNODC focuses evaluation on the criteria of relevance, efficiency, effectiveness, impact and sustainability:
- The relevance of a project or programme is the extent to which its objectives are consistent with the beneficiaries' requirements, country needs, global priorities and partners' and donors' policies<sup>5</sup>
  - Efficiency is a measure of how well inputs (funds, expertise, time etc.) are converted into outputs<sup>6</sup>
  - Effectiveness is the extent to which a project or programme attains its objectives and expected accomplishments and delivers the planned outputs<sup>7</sup>
  - Impact is the positive or negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended<sup>8</sup>
  - Sustainability is the extent to which the benefits of the project or programme will last after its termination and the probability of continued long-term benefits<sup>9</sup>

## **B. Monitoring and evaluation**

6. Monitoring and evaluation are often discussed jointly; although they are complementary functions, they also have clearly distinguishable characteristics and vary in timing, depth and purpose, and according to who does them.
7. In UNODC, monitoring is the responsibility of programme and project managers at headquarters and in field offices. It is supported by the Strategic Planning Unit.
8. Monitoring is a continuing function that uses systematic collection of data on specific indicators to provide managers and the main stakeholders of an ongoing development intervention with indicators to measure progress and the achievement of objectives, including with regard to the use of allocated funds.<sup>10</sup>
9. Monitoring is therefore a regular part of project and programme management. It has the aim of keeping the project or programme on track; and it focuses on implementation by comparing delivery information with the planned objectives. Evaluation, on the other hand, takes a broader perspective, reviewing the context and achievements of the project or programme and reflecting on whether the course set was the best one.
10. Monitoring is usually done by people directly involved with implementing the project or programme. Evaluation aims to be more impartial and is conducted by independent outsiders who are not directly involved in the project or programme, although they will consult and work closely with project and programme staff to gather data (self-evaluation being an exception to the rule, as mentioned below).
11. Although they are distinct activities, monitoring and evaluation are interrelated. Evaluation draws on monitoring reports to discover what happened during the implementation of the project or programme and to understand why things happened the way they did. Useful evaluations depend on the collection of baseline data and sound records of progress derived from effective monitoring systems.

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*Glossary of Key Terms in Evaluation and Results Based Management* (Paris, 2002).

<sup>5</sup> Ibid.

<sup>6</sup> Office of Internal Oversight Services, Glossary of Monitoring and Evaluation Terms, available at: [http://www.un.org/Depts/oios/mecd/mecd\\_glossary/index.htm](http://www.un.org/Depts/oios/mecd/mecd_glossary/index.htm).

<sup>7</sup> Ibid.

<sup>8</sup> OECD, op. cit.

<sup>9</sup> OIOS, op. cit.

<sup>10</sup> OECD, op. cit.

### **C. Evaluation and audit**

12. Audit is an assessment of the adequacy of management controls to ensure the economical and efficient use of resources; the safeguarding of assets; the reliability of financial and other information; the compliance with regulations, rules and established policies; the effectiveness of risk management; and the adequacy of organizational structures, systems and processes.<sup>11</sup>
13. The Office of Internal Oversight Services (OIOS) is responsible for audit functions of UNODC. Audit differs from evaluation in that it relates primarily to financial oversight and compliance with corporate procedures. The Financial Resources Management Service is responsible for monitoring the implementation of OIOS management review recommendations.

### **III. Why evaluate?**

14. As agreed by all United Nations agencies, the “purposes of evaluation include understanding why and the extent to which intended and unintended results are achieved, as well as their impact on stakeholders. Evaluation is an important source of evidence about the achievement of results and institutional performance. Evaluation is also an important contributor to building knowledge and to organizational learning. Evaluation is an important agent of change and plays a critical and credible role in supporting accountability”.<sup>12</sup> Evaluation therefore provides a lesson-learning and management tool as well as a system for independent accountability both for UNODC and Member States, covering policy issues as well as the programme and project cycles.

#### **A. Evaluation as a tool for learning**

15. UNODC is seeking to increasingly incorporate learning from results-based management and evaluation into a knowledge management system, to enable the sharing of significant lessons across the organization. In this respect, evaluation should be seen as a learning tool that empowers all stakeholders by increasing their knowledge base.
16. The process of evaluation itself creates an opportunity to share insights and knowledge throughout the whole exercise. Where results have not been achieved, evaluation helps staff and partners to understand the reasons and offers advice on how to address them.
17. Evaluation is not fault-finding, and evaluations are not aimed at attributing praise or blame to particular individuals or institutions. UNODC is primarily interested in learning about the factors leading to either the success or failure of a particular activity, the results achieved and the lessons learned, which can be applied in a wider context.
18. In order to inform ongoing implementation, as well as future policymaking and new projects or programmes, evaluation at UNODC specifically looks at best practices and lessons learned.
19. Best practices are the planning, organization, managerial and operational practices that have proved successful in particular circumstances and that can have both specific and/or wider applicability. Best practices are used to demonstrate what works most effectively and to accumulate and apply knowledge about how and why they work in different situations and contexts.<sup>13</sup>
20. A lesson learned is the generalization derived from evaluation experiences with programmes, projects or policies that is applicable to a generic situation rather than to a specific circumstance and has the potential to improve future actions. A lesson learned summarizes knowledge at a point in

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<sup>11</sup> United Nations Evaluation Group, *Norms for Evaluation*.

<sup>12</sup> Ibid.

<sup>13</sup> OIOS, *op. cit.*

time, while learning is an ongoing process. Frequently, lessons highlight strengths or weaknesses in preparation, design and implementation that affect performance, outcome and impact.<sup>14</sup>

## **B. Evaluation as a tool for ensuring accountability**

21. Accountability refers to the obligation that a manager of resources has to demonstrate that work has been conducted in compliance with the established plans, budgets, rules and standards and to report fairly and accurately on performance results. It includes responsibility for the justification of expenditures, decisions or results of the discharge of authority and official duties, including duties delegated to a subordinate unit or individual.<sup>15</sup>
22. With respect to accountability, “evaluation is not a decision-making process per se, but rather serves as an input to provide decision makers with knowledge and evidence about performance and good practice”.<sup>16</sup> Within UNODC, evaluation aims more specifically:

(a) To account for the use of resources to all UNODC stakeholders, including staff and management, donors and Member States, beneficiary Governments and implementing partners by providing objective evidence to Member States and other stakeholders on what UNODC has achieved and what impact has been created with the resources given to UNODC;

(b) To contribute to institutional policymaking, development and organizational effectiveness by informing urgent managerial decisions, present and future planning, and strategies and policies within UNODC and among Member States and donors or beneficiary Governments.

## **C. The balanced approach to evaluation adopted by UNODC**

23. Lesson-learning and accountability might appear to be in opposition, since participation and dialogue are necessary for learning, while independent, objective, impartial and external evaluation is usually considered a precondition for accountability.
24. The approach to evaluation adopted by UNODC is therefore to balance those twin purposes by encouraging the wider participation and consultation of internal and external stakeholders during the planning, design and conduct of evaluations, and the follow-up to them, while maintaining strict impartiality in forming conclusions and recommendations (self-evaluation constituting an exception to the rule).
25. A UNODC evaluation is not scientific research. It is a selective investigation aimed at collecting and analysing data, formulating conclusions and making recommendations of practical relevance to the operation of UNODC and its technical cooperation activities. The challenge is to cope with the constraints of limited time and information and still cover the evaluation requirements in an adequate manner.

## **D. Supporting results-based management**

26. Evaluation aims to establish an open and self-critical culture with the objective of continually improving practice. It feeds into management and decision-making processes and makes an essential contribution to managing for results, by informing the planning, programming, budgeting, implementation and reporting cycle. It aims at improving the achievement of results, optimizing the use of resources, providing client satisfaction and maximizing the impact of the contribution of the United Nations system.<sup>17</sup>

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<sup>14</sup> Ibid., and OECD, op. cit.

<sup>15</sup> OIOS, op. cit.

<sup>16</sup> United Nations Evaluation Group, *Norms for Evaluation*.

<sup>17</sup> United Nations Evaluation Group, *Norms for Evaluation*, pp. 4-5.

## E. Supporting decision-making

27. If the recommendations resulting from an evaluation are to be trusted and accepted by the key decision makers in a project, the evaluation must produce timely reports of the highest quality, be based on a credible methodology and use a sensitive approach to data collection and the sharing of findings. The approach should be impartial, open minded, and rigorous and user focused so that UNODC staff, partners, donors and other intended beneficiaries can have confidence in the legitimacy of the findings and conclusions and remain open to the recommendations.

## IV. Norms and standards for evaluation

28. UNODC has adopted the *Norms for Evaluation in the UN System*<sup>18</sup> of the United Nations Evaluation Group in its approach to evaluation, as have other United Nations agencies.<sup>19</sup> These norms seek to facilitate system-wide collaboration on evaluation by ensuring that evaluation entities within the United Nations follow agreed-upon basic principles, namely:
  - Definition of evaluation
  - Responsibility for evaluation
  - Evaluation policy
  - Intentionality
  - Impartiality
  - Independence
  - Evaluability
  - Quality
  - Competencies
  - Transparency and consultation
  - Evaluation ethics
  - Follow-up
  - Contribution to knowledge building
29. The norms reflect the singularity of the United Nations system, which is characterized by its focus on people and respect for their rights, the importance of international values and principles, universality and neutrality, its multiple stakeholders, its needs for global governance, its multidisciplinary and its complex accountability system.
30. In addition, UNODC respects the following norms, which are also used by other United Nations agencies:
  - Participation: evaluations should be carried out in a participatory way by involving and consulting stakeholders during the planning and implementation of an evaluation exercise. Stakeholders are the primary actors when it comes to the use of evaluation results.
  - Partnership: wherever possible, evaluations must be undertaken in collaboration with partners, other United Nations agencies or donors, in order to reduce costs and increase ownership.<sup>20</sup>

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<sup>18</sup> See <http://www.uneval.org/indexAction.cfm?module=Library&action=GetFile&DocumentAttachmentID=1491>.

<sup>19</sup> United Nations Development Programme, *The Evaluation Policy of UNDP* (2006); United Nations Children's Fund, *Monitoring and Evaluation Quick Reference, Extracts from the Programme Policy and Procedure Manual* (2005).

<sup>20</sup> Evaluation policies of the World Food Programme (2003) and the United Nations Development Programme (2006).

31. UNODC has also adopted the *Standards for Evaluation in the UN System* of the United Nations Evaluation Group, which build upon the *Norms for Evaluation in the UN System*. The standards are drawn from the best practices of the members of the United Nations Evaluation Group and are intended to guide the establishment of the institutional framework, the management of the evaluation function, the competencies and ethics of those engaged in the evaluation process, the conduct of evaluation (design, process, selection of team, implementation, reporting and follow-up) and the preparation of evaluation reports.
32. In addition, all evaluation professionals, no matter what their area of work, are guided by a series of accepted professional principles, commonly referred to as programme evaluation standards.<sup>21</sup> These are:
  - Utility standards (how the evaluation will serve the needs of users)
  - Feasibility standards (ensuring that the evaluation is viable)
  - Propriety standards (considering the ethical and legal implications of an evaluation)
  - Accuracy standards (ensuring that an evaluation produces reliable information)

## **V. The organizational framework for evaluation in the United Nations Office on Drugs and Crime**

### **A. Independent Evaluation Unit**

33. The Independent Evaluation Unit was established to ensure that all evaluations managed directly by the Unit or by other UNODC staff comply with United Nations Evaluation Group norms and standards and serve to improve the strategic effectiveness of UNODC. The Unit is headed by a chief, who is responsible for the independent evaluation function of UNODC and who reports directly to the Executive Director of UNODC.<sup>22</sup> The medium-term evaluation strategy and the annual workplan of the Independent Evaluation Unit are endorsed by the Executive Committee, in line with the overall UNODC strategy.
34. The Unit guarantees the independence of programme and project evaluation activities (other than self-evaluation) by ensuring that independent evaluations are conducted by external evaluators who have not been involved in the design or implementation of the project or programme to be evaluated.
35. The Unit encourages the utilization focus of evaluation throughout UNODC and monitors the inclusion of the results of evaluations and any best practices into current and future programmes, organizational planning, strategic planning and policy formulation.<sup>23</sup>

### **B. Executive Committee**

36. The Executive Committee receives and discusses all major evaluation reports. It is responsible for drawing up the management response to the recommendations, which is recorded in an implementation plan. This plan is then used by the Independent Evaluation Unit to monitor the implementation of evaluation recommendations.

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<sup>21</sup> Those standards are based on: Joint Committee Standards for Educational Evaluation, Inc., *The Program Evaluation Standards*, second edition (Thousand Oaks, California, United States of America, Sage, 1994). See [www.wmich.edu/evalctr/jc/](http://www.wmich.edu/evalctr/jc/).

<sup>22</sup> See UNODC organization chart in annex I.

<sup>23</sup> More details on the terms of reference of the Independent Evaluation Unit can be found in annex II.

### **C. Division for Operations, Division for Treaty Affairs, Division for Policy Analysis and Public Affairs, and Division for Management**

37. The Division for Operations, through its headquarters sections and field offices, as well as the different sections of the Division for Treaty Affairs and the Division for Policy Analysis and Public Affairs, plan and manage UNODC projects and programmes, while the Division for Management provides managerial, administrative, information, human resources and financial services to the other divisions to enable them to implement their projects or programmes. Staff are expected to build a monitoring plan into the design of a project, and to gather data on progress made during project implementation. The data later inform the evaluation exercise.
38. Project or programme managers must include an evaluation plan in their project document, putting aside a sufficient amount in the overall budget to cover related costs. Throughout implementation, field office and headquarters staff plan and manage evaluations at the project and programme level as and when required, with the support of the Independent Evaluation Unit. Project or programme managers ought to incorporate relevant lessons learned and best practices from previous evaluations in the design of new projects or programmes, or in the reshaping of ongoing activities.
39. The Unit provides advice and support and is required to ensure the quality of independent project evaluations by approving the terms of reference, the selection of evaluators and the final reports.

### **D. Strategic Planning Unit**

40. The Strategic Planning Unit supports UNODC project or programme managers in the design of projects and in developing baselines and performance indicators. It therefore supports the development of the results-based management system. Project documents, including baseline data and information from project monitoring, are then stored on the Programme and Financial Information Management System (ProFi), to be used for subsequent evaluations.
41. The Strategic Planning Unit, as an invited member of the Programme and Project Committee, ensures that projects are approved in line with the strategy of UNODC. The Independent Evaluation Unit provides evaluation feedback to the Strategic Planning Unit so that evaluation results inform future strategic planning. The Strategic Planning Unit also uses evaluation products as part of the knowledge management system of UNODC.

## **VI. Different types of evaluation activity in the United Nations Office on Drugs and Crime**

42. Different types of evaluation are carried out in UNODC, depending on the purpose for which the evaluation is commissioned, the size and scope of the project or programme to be evaluated and of the evaluation exercise, and the human and financial resources available to conduct an evaluation. The criteria and methodology for each category of evaluation (funding, design, management, participatory process, recruitment of consultants etc.) are detailed in the evaluation handbook.

### **A. Evaluations managed by programme or project managers**

#### **1. Independent project evaluation**

43. The purpose of independent project evaluations is to obtain an independent view on a project.<sup>24</sup> Based on the project document, midterm and/or final evaluations are carried out by independent external consultants (i.e. evaluators who have not been involved in either the design or the

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<sup>24</sup> The criteria establishing when a project is due for an independent evaluation are detailed in the Evaluation Guidelines, in line with UNODC/MI/7/Rev.1; Management Instructions, *Evaluation Policies and Responsibilities* (2004), annex I.

implementation of the project to be evaluated). The methodology used is complex and sufficient resources (time, personnel and budget) need to be set aside.

## **2. Self-evaluation**

44. In the event that a project does not fit the criteria for an independent evaluation, self-evaluation provides the team managing a project, however small,<sup>25</sup> with an opportunity to examine progress made, learn from experience and improve project management. Self-evaluation needs to be understood both as a means of monitoring the project's annual implementation plans and as a system that helps to build staff capacity in evaluation.
45. Self-evaluation does not involve an external consultant, but it should use evaluative processes and recommended evaluation methods, in consultation with cooperating partners and supporting organizations. As the responsibility for undertaking internal/self-evaluation lies with each programme or project manager, such an evaluation is by definition subjective; however, standardized guidelines and formats provided by the Independent Evaluation Unit aim to mitigate subjectivity and thereby increase the credibility of self-evaluations.

## **B. Evaluations managed by the Independent Evaluation Unit**

### **1. Major evaluations**

46. The Independent Evaluation Unit aims to evaluate the full range of UNODC technical assistance projects over a period of time. This is done on the basis of the medium-term evaluation framework of the Unit, linked with the overall strategic plan of UNODC, and approved by the Executive Committee. Every year, the Executive Committee endorses the annual workplan of the Unit, which details the evaluation priorities for the year. Between two to four major evaluations are selected each year. The Unit uses its own staff alongside external consultants to undertake major evaluations.
47. A wide range of major evaluations is possible, depending on the focus, scope or purpose for which the evaluation is required, and the human and financial resources available to conduct it.<sup>26</sup>

### **2. Desk evaluations**

48. In specific cases,<sup>27</sup> the Independent Evaluation Unit, together with the manager of a given project or programme, identifies projects for desk evaluation. Unit staff will then use documentary information such as self-evaluation reports, progress reports, monitoring reports, annual reports and special reports available on ProFi to perform the evaluation. Those reports can be supplemented by further information obtained through e-mail, telephone and face-to-face interviews at headquarters.
49. The Unit may also carry out desk evaluations to cover issues that were not budgeted for at the project or programme level, but that cover topical strategic areas of interest for UNODC, including, for example, comprehensive assessments of a number of self-evaluations in order to bring about a better understanding of cross-cutting issues affecting various countries or regions.

### **3. Annual evaluation report**

50. The Independent Evaluation Unit is responsible for preparing the annual evaluation reports, which present a synthesis and analysis of the evaluations of UNODC projects and programmes undertaken both by the Unit and by project and programme managers during a given year are summarized. Annual evaluation reports offer UNODC senior managers, governing bodies, donors and partners an overview of some of the major issues raised by the evaluations, and include recommendations, lessons learned and emerging best practices.

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<sup>25</sup> See specific criteria for self-evaluation in the evaluation handbook.

<sup>26</sup> See the range of possible major evaluations in the evaluation handbook.

<sup>27</sup> See specific criteria for desk evaluations in the evaluation handbook.

## VII. Standard evaluation process

51. The evaluation process in UNODC has been aligned with the *Standards for Evaluation in the UN System* of the United Nations Evaluation Group. More details on each step are given in the UNODC evaluation handbook.

### A. Planning the evaluation

52. Planning an evaluation process early and carefully, in consultation with key stakeholders in UNODC and other partners, is the basis for a successful evaluation. It may take as long as six months to finalize the terms of reference, recruit external evaluators and deal with the logistics before the evaluation team can start work.

### B. Undertaking the evaluation

53. The evaluation consists of a set of steps that must be taken to gather and cross-check information. Most evaluations involve gathering data from existing documentation and monitoring data, complementing those data through surveys and/or interviews with UNODC staff, partners and beneficiaries, and comparing the findings with baseline data. The report uses the findings of this process to reach conclusions and make recommendations.
54. Each evaluation has to be undertaken as a participatory process. Indeed, the higher the degree of stakeholder participation in the evaluation, the stronger the commitment to the process, the sense of ownership of the subsequent evaluation results and the willingness to implement the recommendations. Lessons can also be shared more quickly if stakeholders are involved throughout the evaluation than if they wait for the circulation of the final report.
55. The evaluators are responsible for the contents of the evaluation reports. They alone decide the extent to which comments made in draft reports are taken into account in the final report. Nevertheless, when there are major disagreements on important issues, a brief summary of the divergent points of view may be included as annexes.<sup>28</sup>

### C. Using the evaluation

56. The last stage of an evaluation is for programme or project managers or senior management to consider the recommendations carefully and to draw up an implementation plan,<sup>29</sup> as “evaluation requires an explicit response by the governing authorities ... clearly stating responsibilities and accountabilities.” “A systematic follow-up and periodic report on the status of the implementation of evaluation recommendations”<sup>30</sup> is also required.
57. The Independent Evaluation Unit is responsible for establishing dissemination and feedback mechanisms for the communication of evaluation results within UNODC as well as to Member States. Making information easily accessible to UNODC staff will allow evaluation recommendations, best practices and lessons learned to inform the planning of future interventions and policy. The development of a user-friendly Independent Evaluation Unit website and of a database to group, manage and disseminate evaluation results are practical steps currently being taken to fulfil this function.

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<sup>28</sup> UNODC/MI/7/Rev.1; Management Instructions, *Evaluation Policies and Responsibilities* (2004), paras. 15-18.

<sup>29</sup> The proposed format of this implementation plan can be found in the evaluation handbook.

<sup>30</sup> United Nations Evaluation Group, *Norms for Evaluation* (the complete list of the *Norms for Evaluation in the UN System* of the United Nations Evaluation Group is presented in annex II).

58. However, the responsibility to ensure that evaluation results are actually incorporated into new projects and programmes remains with programme or project managers when designing new projects and with senior managers sitting on the Programme and Project Committee.
59. All major evaluation reports, the annual evaluation report and independent project evaluation reports are made public on the Internet and are placed on the UNODC Intranet. Self-evaluations are stored on ProFi. Reports of all evaluations should be shared with Member States and other key stakeholders. Implementation plans should also be shared.

## **Annex II**

### **Terms of reference of the Independent Evaluation Unit**

#### **I. Introduction**

1. These terms of reference define the overall responsibilities and functions of the Independent Evaluation Unit of the United Nations Office on Drugs and Crime (UNODC).

#### **II. Organization**

2. The Independent Evaluation Unit is headed by a chief, who is responsible for the independent evaluation function of UNODC and who reports directly to the Executive Director.

#### **III. Objective**

3. The objective of the Independent Evaluation Unit is to ensure that all evaluations managed directly by the Unit or by other UNODC staff comply with the norms and standards of the United Nations Evaluation Group and serve to improve the strategic effectiveness of UNODC.

#### **IV. Overall responsibility**

4. The Independent Evaluation Unit guarantees the independence of programme and project evaluation activities other than self-evaluation exercises by ensuring that independent evaluations are conducted by external evaluators who have not been involved in the design and implementation of the programme or project to be evaluated. The Unit encourages the utilization focus of evaluation throughout UNODC and monitors the inclusion of the results of evaluations and any best practices identified into current and future programmes, organizational planning, strategic planning and policy formulation.

#### **V. Core functions**

5. The core functions of the Independent Evaluation Unit as the focal point for evaluation are:
  - Consulting across UNODC to prepare a medium-term evaluation strategy and an annual workplan in line with the overall UNODC strategy, as endorsed by the Executive Committee
  - Planning and managing the annual workplan of evaluation activities agreed with the Executive Committee
  - Reporting the findings, conclusions and recommendations of all major evaluations to the Executive Director of UNODC and ensuring that the main issues included in those reports are discussed by the Executive Committee and that a management response is prepared; major evaluations are also presented to and discussed by Member States
  - Preparing annual evaluation reports based on all evaluations conducted in a given year in UNODC
  - Reporting to management and governing bodies on the implementation of evaluation recommendations, including such information in the annual evaluation report
  - Supporting high-quality evaluation practice across UNODC by:
    - o Providing up-to-date and state-of-the-art policy and guidance material on evaluation
    - o Maintaining relevant information (practical guidelines, recommendations, lessons learned and best practices from previous evaluations etc.) on the Intranet to guide high-quality evaluation practice

- o Supporting staff conducting evaluations by approving terms of reference, providing an e-mail and telephone help desk and commenting on final reports before clearance
- o Assisting staff in field offices and headquarters to identify appropriate external evaluators
- o Providing training programmes, together with the Strategic Planning Unit, on the different aspects of the evaluation process in relation to overall project cycle management
- o Liaising with external parties on evaluation matters (e.g. Governments, the Office of Internal Oversight Services of the Secretariat, United Nations Headquarters, evaluation units of other organizations and the United Nations Evaluation Group)
- o Establishing and maintaining an Intranet site containing evaluation findings and lessons learned and formats and guidelines for use by UNODC staff
- o Maintaining a roster of evaluation consultants