MID-TERM/FINAL  
INDEPENDENT In-Depth EVALUATION

project title

Project/Programme number

Month year

**INSTRUCTIONS**

Beige text boxes / paragraphs like this one provide instructions. Please delete them before submitting the report.

Text areas highlighted in yellow are placeholders. You will need to replace them with actual data or remove them.

This template is formatted using the required styles for headings, body text, etc. Please follow these formats and styles by writing on top of the headings and body text. If pasting data from another document, please make sure to match destination formatting.

Please contact IES directly if more guidance is needed: Email: [unodc-ies@un.org](mailto:unodc-ies@un.org). Please also consult templates and guidelines on [IES’ website](https://www.unodc.org/unodc/en/evaluation/guidelines-and-templates.html).

*Template version 23/2*



This independent evaluation report was prepared by an evaluation team consisting of names and titles of external evaluators. The Independent Evaluation Section (IES) of the United Nations Office on Drugs and Crime (UNODC) provides normative tools, guidelines, and templates to be used in the evaluation process.

The Independent Evaluation Section of the United Nations Office on Drugs and Crime can be contacted at:

United Nations Office on Drugs and Crime  
Vienna International Centre  
P.O. Box 500  
1400 Vienna, Austria  
Telephone: (+43-1) 26060-0  
Email: [unodc-ies@un.org](mailto:unodc-ies@un.org)  
Website: [www.unodc.org/evaluation](http://www.unodc.org/evaluation)

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The views expressed in this independent evaluation report are those of the evaluation team. They do not represent those of UNODC or of any of the institutions or Member States referred to in the report. All errors and omissions remain the responsibility of the evaluation team.

All findings and recommendations as well as the management response pertain solely to the UNODC project/programme being evaluated and is not in any way targeted to Member States, implementing partners or other entities that took part in this project/programme.

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This publication has not been formally edited.



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# ABBREVIATIONS AND ACRONYMS

|  |  |  |  |
| --- | --- | --- | --- |
| Abbreviation or Acronym | Full name/word | Abbreviation or Acronym | Full name/word |
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# MANAGEMENT RESPONSE

### Narrative

**Instructions for Project/Programme Management:**

Please include a narrative Management Response text (1–2 pages) directly below in this document. The written narrative may refer to e.g. the organization’s reactions to the evaluation results, including the feasibility of the recommendations made, as well as general feedback on the overall evaluation process and its quality.

Please add the individual Management Response to each recommendation in the table below.

Please note: The table below is only to be completed once the final draft of the evaluation report has been cleared by IES.

For any recommendation that is partially accepted or rejected, a short justification is to be added. When recommendations are accepted, a short justification is not required.

For further guidance, please see [Evaluation Follow-up Plan and Management Response Guidelines](https://www.unodc.org/documents/evaluation/Tools/Evaluation_Follow_up_Plan_and_Management_Response_Guidelines.pdf) on the IES website: [Evaluation Follow-up Plan & Use](https://www.unodc.org/unodc/en/evaluation/evaluation-follow-up-and-use.html).

### Individual Response

|  |  |
| --- | --- |
| Recommendations[[1]](#footnote-2) | Management Response |
| 1. | Accepted/partially accepted/ rejected |
| 2. |  |
| 3. |  |
| 4. |  |
| 5. |  |
| 6. |  |
| 7. |  |
| 8. |  |

# EXECUTIVE SUMMARY

**INSTRUCTIONS**

The Executive Summary should not be a repetition of the text of the main body, but be drafted in a concise and clear manner, with the objective to convey the key and most important information about the evaluation to a wide array of readers.

**This section should not exceed 5 pages and should include:**

* Short introduction with a brief description of the project including its objectives and the context under which it was implemented.
* Purpose and scope of the evaluation – including intended audience(s), the evaluation methodology, limitations and mitigating measures, as well as the composition of the external independent evaluation team (maximum 2 short sentences on background, expertise, number and gender);
* Main findings per evaluation criteria (each with a subheading);
* Main conclusions;
* Main recommendations (ranked by importance) each with a sub-heading topic and full name of the implementing recipient(s) at UNODC. Reference to number of all recommendations in the main body of the report. There should be a clear illustration of how the recommendations build upon the conclusions and in turn upon the findings. Recommendations should be clear and concise, time-bound (up to two years from the evaluation completion) and actionable. Recommendations focused on a similar topic may be clustered in the Executive Summary.
* Main lessons learned and main good practices. Reference to number of all lessons learned and good practices in the main body of the report.

### INTRODUCTION and context

**Not exceeding 1 page**

#### PROJECT DESCRIPTION AND OBJECTIVES

#### PURPOSE, SCOPE AND METHODOLOGY OF EVALUATION

### MAIN FINDINGS PER EVALUATION CRITERIA

**Not exceeding1.5 pages**

### MAIN CONCLUSIONS

**Not exceeding 1 page**

### MAIN RECOMMENDATIONS[[2]](#footnote-3)

**Not exceeding 0.5 page**

Please note: this should be a short (!) synthesis of the most important recommendations. Those with a similar thematic focus may be clustered in the Executive Summary. The full recommendations are included in the respective chapter.

#### Recommendation 1 – TOPIC

Text

#### Recommendation 2 – TOPIC

Text

#### Recommendation 3 – TOPIC

Text

### MAIN LESSONS LEARNED AND GOOD PRACTICES

**Not exceeding 0.5 pages**

# SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

**INSTRUCTIONS**

**FINDINGS, EVIDENCE AND RECOMMENDATIONS**

**The part below should include the most significant findings with related evidence and all recommendations (each with a topic).**

The recommendations should be **brief and clear, as well as appropriately directed to the specific target group of implementing recipient(s) at UNODC to take action** (e.g. Project Management at the specific Office/Section/Unit). The recommendations could also be directed to Project Management and refer to cooperation with specific other responsible UNODC Offices/Sections/Units. Utility is promoted when the **recommendations are SMART (Specific, Measurable, Actionable, Results-oriented, Time-bound).**

**The maximum number of recommendations is 10.** They should be **ranked by importance**, beginning with the most important recommendations and finish with the least important ones.

**Recommendations** need to be **clearly derived from the findings and conclusions**.

The **evidence** column should illustrate the **general sources of the findings** that lead to the recommendations (e.g. desk review of project documents and progress reports; interviews with internal stakeholders; interviews with recipients; etc.).

**PLEASE NOTE**: **The findings and recommendations should be brief and succinct** to match the format of a matrix and not be directly copied from the findings or recommendations chapter in the main body.

| Findings | Evidence[[3]](#footnote-4) | Recommendations[[4]](#footnote-5) |
| --- | --- | --- |
| 1. Text | Text | 1. Text |
| 2. |  | 2. |
| 3. |  | 3. |
| 4. |  | 4. |
| 5. |  | 5. |
| 6. |  | 6. |
| 7. |  | 7. |
| 8. |  | 8. |
| 9. |  | 9. |
| 10. |  | 10. |
| **Note**: A finding uses triangulated evidence from the data collection to allow for a factual statement. |  | **Note**: Recommendations are proposals aimed at enhancing the effectiveness, quality, or efficiency; at redesigning the objectives; and/or at the reallocation of resources. For accuracy and credibility, recommendations should be the logical implications of the findings and conclusions and need to clearly identify the responsible implementing recipient(s). |

# I. INTRODUCTION

**INSTRUCTIONS**

**The main body of the report should not exceed 30 (!) pages, excluding the annexes.**

The evaluation report should further include relevant maps, graphs, pictures etc. of project implementation. Please note that title and source for each is required.

This Introduction section should not exceed 5 pages.

### BACKGROUND AND CONTEXT

**INSTRUCTIONS**

**This section should not exceed 3 pages** **and should include**:

* **Overall concept and design** of the project, including its geographic scope and time horizon time (YY/MM from project start to project closure); its main objective/s (and its/their connection with SDGs) and expected accomplishments; main products/services to be delivered (normative support, technical assistance, capacity development, coordination, etc); key interested parties (i.e. beneficiary institutions and/or population groups, implementing partners, donors, rights-holders, duty bearers, etc, and their roles in the project); financial and human resources; and main project components/activities. When relevant, specify any significant changes to the project design that were made during implementation, and the reasons for those changes;
* Description of the **context** of key cultural, gender-related, social, political, economic, demographic, environmental and institutional factors, as relevant for the object of the evaluation;
* Explanation of the **evaluation** **purpose** (aimed use/s and intended user/s of evaluation results); the time and geographic scope (coverage) of the evaluation; and what efforts were made to be inclusive and leave no one behind;
* **Composition of the external independent evaluation team** (including the number and gender of evaluators, and, for each of them, a short background focusing on her/his most relevant expertise (thematic, gender-related, geographic, methodological) regarding the evaluation.
* **A map of the project countries** cleared or provided by the project/programme team

### OVERALL CONCEPT AND DESIGN

### CONTEXT

### PURPOSE AND SCOPE

### THE COMPOSITION OF THE EVALUATION TEAM

### Map of project countries

**INSTRUCTIONS**

**If maps are used, they should come from the official UN Geospatial website**: [Maps & Geospatial services | Geospatial, location data for a better world (un.org)](https://www.un.org/geospatial/mapsgeo)

### EVALUATION METHODOLOGY

**INSTRUCTIONS**

**This sub-section should not exceed 2 pages and should include:**

* Approach and methods used to obtain, collect and analyze the data as well as the approach to sampling, building on the information provided in the Inception Report. Reference should be made to the annex encompassing the evaluation tools.
* Data collection methods and data sources must be carefully described, including the rationale for selecting them. It must be explained why the methods are appropriate for analysing gender equality/mainstreaming, disability inclusion and human rights issues, and how power relations during the evaluation process were taken into account.
* Type of analysis and process for analysing data must be identified as well as the ethical safeguards and data security adhered to for each data source/type of stakeholder.
* Adherence to UNEG ethical standards and obligations for evaluators as well as actions taken to minimize environmental impact of evaluation process.
* Reference must be made to the desk review, the identification and inclusion of stakeholders in the evaluation process, and the sampling strategy and triangulation applied.
* Please include tables and graphics when appropriate (e.g., sex disaggregated respondents).
* **Reference must be made to the desk review, identification and inclusion of stakeholders in the evaluation process, sampling strategy and triangulation.**

Stakeholder Analysis

1. Provide an analysis of the key stakeholder groups and their inter-relationships

2. Explain how stakeholder analysis was conducted, what groups were identified, and how vulnerable groups will be included.

**Please note that the detailed list of stakeholders should be provided in Annex V.**

**Please do not exceed 0.5 pages.**

WRITE YOUR TEXT ON TOP OF THIS IN ORDER TO CREATE THE CORRECT FORMAT AND STYLE

LIMITATIONS TO THE EVALUATION

**INSTRUCTIONS**

**This sub-section should not exceed 1 page and should include:**

Please indicate in the table below major constraints that had an impact on the evaluation process, e.g., limited budget, limited time, unavailability of some key stakeholders for interviews.

The table should further include the mitigation measures made to address and minimize the impact of these limitations.

|  |  |
| --- | --- |
| Limitations to the evaluation | Mitigation measures |
|  |  |
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# II. EVALUATION FINDINGS

**INSTRUCTIONS**

**This section is the most important one since it covers the analysis of information and articulates the findings of the evaluation. It must not exceed 20 pages.**

Please delete in this Section all evaluation criteria that were not included in the cleared Inception Report.

For each criterion that was included in the cleared Inception Report, all questions need to be included in the box following the criterion sub-header. These should be followed by the numbered key findings relating to the questions.

All evaluation findings must be substantiated by evidence (proven by reference to source/methodology) and triangulated during the data collection and analysis phase of the evaluation process.

Cause and effect links between the evaluated project and its end results should be described, including reasons for accomplishments and shortcomings as well as any variance between planned and actual results of the project.

Any limitations or gaps in the evidence and their impacts on responding to evaluation questions should be explained.

When writing this section, please keep in mind that findings are presented for both documentation purposes and for substantiating the conclusions, recommendations and lessons learned and good practices of the evaluation.

PLEASE NOTE: Relevant maps, charts, statistics, pictures, etc. should be included where possible. Please further note that title and source for each is required. Long charts and tables should NOT be included in the Findings section, but annexed to the evaluation report, when relevant.

RELEVANCE

#### EVALUATION QUESTIONS:

Insert questions from the cleared Inception Report.

Finding X: Insert one sentence for each key finding related to this criterion.

EFFICIENCY

#### EVALUATION QUESTIONS:

Insert questions from the cleared Inception Report.

Finding X: Insert one sentence for each key finding related to this criterion.

COHERENCE

#### EVALUATION QUESTIONS:

Insert questions from the cleared Inception Report.

Finding X: Insert one sentence for each key finding related to this criterion.

EFFECTIVENESS

#### EVALUATION QUESTIONS:

Insert questions from the cleared Inception Report.

Finding X: Insert one sentence for each key finding related to this criterion.

IMPACT

#### EVALUATION QUESTIONS:

Insert questions from the cleared Inception Report.

Finding X: Insert one sentence for each key finding related to this criterion.

SUSTAINABILITY

#### EVALUATION QUESTIONS:

Insert questions from the cleared Inception Report.

Finding X: Insert one sentence for each key finding related to this criterion.

HUMAN RIGHTS, GENDER EQUALITY, DISABILITY INCLUSION AND LEAVING NO ONE BEHIND

#### EVALUATION QUESTIONS:

Insert questions from the cleared Inception Report.

Finding X: Insert one sentence for each key finding related to this criterion.

# III. CONCLUSIONS

**INSTRUCTIONS**

**This section should not exceed 2 page and should include:**

* Overall conclusions based on the evaluation findings. Conclusions should not be a repetition of evaluation findings, but add value to those findings by drawing on data collection and analyses undertaken through a transparent chain of arguments on multiple criteria or cross-cutting aspects of the project.
* Factors of success and failure of the evaluated project, with special attention paid to the intended and unintended results and outcomes, and more generally to any other strengths or weaknesses identified.
* Consideration of all questions and evaluation criteria, including human rights and gender equality/mainstreaming and disability inclusion.

**PLEASE NOTE**: There must be a clear link between the findings, the conclusions and the recommendations.

# IV. RECOMMENDATIONS

**INSTRUCTIONS**

**This section should not exceed 2 pages and should include the full detailed recommendations.**

All recommendations must:

* Be clear, useful, time-bound, and actionable, aimed at enhancing the project performance, improving the sustainability of results, and/or improving other critical aspects of the project (i.e. gender equality, human rights, disability inclusion, environmental sustainability). Utility is promoted when the recommendations are SMART (Specific, Measurable, Actionable, Results-oriented, Time-bound), prioritized and appropriately pitched to the target group responsible for taking action.
* Clearly build upon the conclusions, which in turn build upon the findings. Each recommendation should clearly indicate the action/s to be undertaken or the decision/s to be made, as well as the intended key aspects for improvement and/or beneficiary group/s.
* Specify UNODC’s entity (Section, Office, Unit, etc) responsible for implementing the recommendation. To further support utilization of evaluation results, recommendations should easily allow the entity/ies responsible their implementation to address them in the Management Response and in the Evaluation Follow-up Plan.

Recommendations should be presented as follows:

* The number of recommendations should be limited (generally, 8 to 10 recommendations).
* Recommendations should be numbered and ranked by importance, beginning with the most important recommendation (Recommendation 1), and finishing with the comparatively least important recommendation.
* Each recommendation should refer to a generic topic or category title (e.g. “capacity development”, “partnerships and coordination”, etc).
* Each recommendation should be clearly and succinctly formulated.
* Each recommendation should refer to the finding/s that substantiates it (the related finding number/s should be specified).

**PLEASE NOTE: Recommendations of UNODC evaluations are not addressed to Member States, Donors, or any other external entities, as the subject under evaluation is the respective UNODC project.**

### RECOMMENDATION 1 – TOPIC

Text, including: UNODC entity responsible for implementation, specific action/s to be undertaken (or decision/s to be made), and expected timeframe for implementation (no further in the future than two years from the evaluation completion)

Example: “It is recommended that ENTITY RESPONSIBLE undertakes IMPLEMENTATION ACTION/S by EXPECTED DEADLINE”

Based on findings X (Relevance), Y (Coherence) and Z (Sustainability)

### RECOMMENDATION 2 – TOPIC

Text, including: UNODC entity responsible for implementation, specific action/s to be undertaken (or decision/s to be made), and expected timeframe for implementation (no further in the future than two years from the evaluation completion)

Based on findings X (Relevance), Y (Coherence) and Z (Sustainability)

### RECOMMENDATION 3 – TOPIC

Text, including: UNODC entity responsible for implementation, specific action/s to be undertaken (or decision/s to be made), and expected timeframe for implementation (no further in the future than two years from the evaluation completion)

Based on findings X (Relevance), Y (Coherence) and Z (Sustainability)

### RECOMMENDATION 4 – TOPIC

Text, including: UNODC entity responsible for implementation, specific action/s to be undertaken (or decision/s to be made), and expected timeframe for implementation (no further in the future than two years from the evaluation completion)

Based on findings X (Relevance), Y (Coherence) and Z (Sustainability)

### RECOMMENDATION 5 – TOPIC

Text, including: UNODC entity responsible for implementation, specific action/s to be undertaken (or decision/s to be made), and expected timeframe for implementation (no further in the future than two years from the evaluation completion)

Based on findings X (Relevance), Y (Coherence) and Z (Sustainability)

### RECOMMENDATION 6 – TOPIC

Text, including: UNODC entity responsible for implementation, specific action/s to be undertaken (or decision/s to be made), and expected timeframe for implementation (no further in the future than two years from the evaluation completion)

Based on findings X (Relevance), Y (Coherence) and Z (Sustainability)

### RECOMMENDATION 7 – TOPIC

Text, including: UNODC entity responsible for implementation, specific action/s to be undertaken (or decision/s to be made), and expected timeframe for implementation (no further in the future than two years from the evaluation completion)

Based on findings X (Relevance), Y (Coherence) and Z (Sustainability)

# V. LESSONS LEARNED AND GOOD PRACTICES

**INSTRUCTIONS**

**This section should not exceed 1 page and should focus on:**

* The most important lessons learned and good practices, especially those with wider applicability to future, similar, or related projects/programmes in UNODC.
* Those with relevance to the specific subject and context and are also applicable to other projects and programs, as well as policies, and have the potential to improve future actions.

**Please note: Lessons learned and good practices should be based on findings and evidence presented in the report. They should neither be written as a recommendation, nor as an observation or description.**

**Lessons learned** are “Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations.” The lessons learned from a specific project should highlight the strengths and weaknesses in preparation, design and implementation that affect performance, outcomes, and impact. Sometimes these lessons will be derived from success and sometimes they will be derived from areas where there is room for improvement.

**Good practices** are practices that have been proven to work well and produce good results and might be therefore recommended as a model. They are successful experiences, which have been repeatedly tested and validated and deserve to be shared so that they can be adopted in a greater number of projects.

LESSONS LEARNED

GOOD PRACTICES

# ANNEX I: TERMS OF REFERENCE

**INSTRUCTIONS**

**This part should include the following four mandatory Annexes: I. Terms of reference of the evaluation; II. Evaluation Matrix; III. Evaluation tools: questionnaires and interview guides; IV. Desk review list; and, V. Stakeholders contacted during the evaluation.**

Additional annexes may be included in case they add value to the evaluation report (e.g., case studies; list of outputs and outcomes achieved/not achieved; etc.).

**PLEASE ENSURE THAT THE SAME CORRECT FORMAT AND STYLES OF THE MAIN BODY OF THE REPORT ARE USED WHEN FORMATTING ALL ANNEXES.**

Please note that for evaluations of projects funded through the United Nations Development Account (UNDA), it is mandatory to include the results framework from the ToR as part of additional annexes to the evaluation report.

The total length of the evaluation report, including all annexes, should not exceed 50 pages

Insert text from the cleared main Terms of Reference. Do not include the annexes from the ToR.

# ANNEX II: EVALUATION Matrix

# ANNEX III: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

# ANNEX IV: DESK REVIEW LIST

### UNODC DOCUMENTS

* Annual Progress Reports: 2019, 2020, 2021
* Financial Reports: 2020, 2021

### EXTERNAL DOCUMENTS

* National strategies on counter-terrorism: 5

# ANNEX V: STAKEHOLDERS CONTACTED DURING THE EVALUATION

|  |  |  |  |
| --- | --- | --- | --- |
| Number of stakeholders | Type of stakeholder (see note below) | Sex disaggregated data | Country(ies) |
|  |  | Male:  Female: |  |
|  |  | Male:  Female: |  |
|  |  | Male:  Female: |  |
|  |  | Male:  Female: |  |
|  |  | Male:  Female: |  |
| Total: |  | Male:  Female: |  |
| Note: A stakeholder could be a Civil Society Organisation; Project/Programme implementer; Government recipient; Donor; Academia/Research institute; etc. | | | |

#### Stakeholders participating in surveys or other forms of written feedback:

|  |  |  |
| --- | --- | --- |
| Type of stakeholder | Number of responses | Sex disaggregated data |
|  |  | Male:  Female: |
|  |  | Male:  Female: |

Note: there may be stakeholders interviewed and the same individuals may also have replied to surveys, which cannot be tracked to ensure confidentiality and anonymity. Therefore, these numbers cannot be combined.

# ANNEX VI: OPTIONAL

1. This is just a short synopsis of the recommendation, please refer to the respective chapter in the main body of the report for the full recommendation. [↑](#footnote-ref-2)
2. Please note that the Executive Summary only includes the most important recommendations as identified by the evaluation team. All recommendations can be found in the main body of the report. [↑](#footnote-ref-3)
3. General sources that substantiate the findings. [↑](#footnote-ref-4)
4. Should include the specific target group of implementing recipient(s) at UNODC. [↑](#footnote-ref-5)