



STEPS OF A UNODC INDEPENDENT PROJECT EVALUATION

1

INITIATE

The **Project Manager (PM)**:

- Consults with the Independent Evaluation Section (IES) 8 months before the intended end of the evaluation or project.
- Initiates the evaluation in Unite Evaluations.
- Ensures availability of the evaluation budget as reserved at the planning stage.
- Informs the Head of Office/Unit/Division.
- Identifies stakeholders and Core Learning Partners (CLPs).

NOTE: evaluations with insufficient budget and/or unrealistic timeframe will not be approved.



1-2 weeks

2

PREPARE

The **Project Manager**:

- Drafts the Terms of Reference (ToR) using IES's latest template.
- Submits the Draft ToR to IES in Unite Evaluations.

The **Independent Evaluation Section** reviews and comments on the Draft ToR.

The **Project Manager**:

- Revises the Draft ToR in line with comments received and submits to IES through Unite Evaluations.
- Collects desk review materials.
- Provides CVs of potential substantive experts to IES for review.

The **Independent Evaluation Section** proposes candidates for lead evaluator and pre-clears experts.

The **Project Manager**:

- Reaches out to the cleared lead evaluator and expert on their availability and interest.
- Informs stakeholders and CLPs of the evaluation and their roles in the process.

The **Independent Evaluation Section**:

- Clears the Draft ToR and shares with CLPs for review and comments (2 weeks).
- Provides the CLPs' comments to the PM in Unite Evaluations.

The **Project Manager**:

- Revises the ToR in line with the CLPs' comments.
- Submits the revised Final ToR to IES in Unite Evaluations.

The **Independent Evaluation Section** clears the final ToR.



4-6 weeks

3

RECRUIT

The **Project Manager**:

- Submits the pre-assessed Evaluation Team to IES in Unite Evaluations for official clearance.
- Initiates the recruitment process with Human Resources.
- Submits the team's contracts to IES in Unite Evaluations for clearance.

NOTE: minimum 1 lead evaluator and 1 team member/ expert.



3-4 weeks

4

DESK REVIEW

The **Project Manager** provides initial desk review material to the Evaluation Team.

The **Evaluation Team**:

- Conducts an extensive desk review and prepares an analysis of the preliminary hypotheses.
- Develops data collection instruments and a robust methodological approach.
- Prepares the Draft Inception Report in line with UNODC guidelines and templates.
- Submits the Draft Inception Report to IES in Unite Evaluations.

The **Independent Evaluation Section** reviews the Draft Inception Report.

The **Project Manager**:

- Agrees with the Evaluation Team on the field mission based on the Inception Report.
- Arranges tickets and interview schedules and provides them to the Evaluation Team ahead of the field mission.

The **Evaluation Team**:

- Revises and finalises the Inception Report and reviews the field mission and interview schedules.
- Submits the Final Inception Report to IES in Unite Evaluations.

The **Independent Evaluation Section** clears the Final Inception Report. This must be done at least 1 week before the field mission.

NOTE: not cleared Inception Report by IES may lead to discontinued evaluation and cancellation of the mission.



3-5 weeks



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6 DRAFT REPORT

The Evaluation Team:

- Analyses and triangulates the collected data in a systematic manner.
- Prepares the Draft Evaluation Report in line with UNODC guidelines and templates.
- Submits the Draft Report to IES in Unite Evaluations.

The **Project Manager**:

- Reviews the Draft Report for factual errors.
- Submits comments to the Evaluation Team and IES in Unite Evaluations.

The **Evaluation Team** provides a revised Draft Report to IES in Unite Evaluations.

The **Independent Evaluation Section** reviews the Draft Report.

The **Evaluation Team** provides a revised Draft Report to IES in Unite Evaluations.

The **Independent Evaluation Section**

- Clears the Draft Report and shares it with CLPs for review and comments (2 weeks).
- Provides the CLPs' comments to the Evaluation Team.



6-9 weeks

5 FIELD MISSION

The **Project Manager** provides logistical support, including travel arrangements, set-up of interviews, independent interpretation, coordination with respective offices, etc. to the Evaluation Team.

The **Evaluation Team**:

- Collects data through interviews, observations, site visits, focus groups, etc.
- Orally debriefs the PM on its preliminary observations from the field mission.



2-6 weeks

7 FINAL REPORT AND EVALUATION BRIEF

The **Evaluation Team**:

- Revises the Final Draft Evaluation Report in line with comments from the CLPs and IES.
- Drafts an Evaluation Brief in line with UNODC guidelines and templates.
- Submits the Final Report and the Draft Evaluation Brief to IES in Unite Evaluations.

The **Project Manager** completes the Management Response in the Final Report and submits it to IES in Unite Evaluations.

The **Independent Evaluation Section** clears the Final Report and Evaluation Brief and provides them to the PM.

The **Project Manager** prepares the Evaluation Follow-up Plan in Unite Evaluations and arranges a presentation of the evaluation results.

The **Lead Evaluator** presents the final evaluation results to key stakeholders.

The **Independent Evaluation Section** approves the Evaluation Follow-up Plan in Unite Evaluations.



2-3 weeks

8 FOLLOW-UP

The **Independent Evaluation Section** publishes the Final Report and Evaluation Brief on the IES website and shares it for external quality assurance.

The **Project Manager** shares the Final Evaluation Report and Evaluation Brief with key stakeholders.



4-6 weeks

9 IMPLEMENTATION

The **Project Manager**:

- Implements the recommendations.
- Submits an annual update of the Evaluation Follow-Up Plan in Unite Evaluations.

The **Independent Evaluation Section** reports on the implementation of recommendations to the Executive Director and Member States on an annual basis.



1-2 years

For more detail visit <http://www.unodc.org/unodc/en/evaluation/evaluation-step-by-step.html>

**UNODC**

United Nations Office on Drugs and Crime