

# Independent Quality Assessment of UNODC Evaluation Reports 2017

## **Synthesis Report**

Prepared for:

Independent Evaluation Unit, UNODC

by John Mathiason and Ann Sutherland

April 2018

## CONTENTS

1. INTRODUCTION.....	3
2. METHODOLOGY .....	3
3. FINDINGS .....	5
3.1 EQA Ratings .....	5
3.2 General Strengths of the Evaluation Reports .....	7
3.3 General Weaknesses of the Evaluation Reports.....	8
3.4 Piloting EQA of Draft Evaluation Reports .....	9
3.5 Mainstreaming Human Rights and Gender Considerations .....	9
3.6 Best Practices Observed in Evaluation Reports .....	12
3.7 UNODC/IEU UNITE Evaluation Application.....	13
3.8 Implementation of Evaluation Recommendations.....	14
4. ASSESSING CONTRIBUTION TO SDGs.....	14
5. RECOMMENDATIONS .....	17
Annex 1. UNODC EQA Template as Used in the Review .....	19

## 1. INTRODUCTION

The Independent Evaluation Unit (IEU) is leading and guiding evaluations in order to provide objective information on the performance of United Nations Office on Drugs and Crime (UNODC). As a member of the United Nations Evaluation Group (UNEG), IEU is following its Norms and Standards. IEU's work is based on three pillars: 1) National Evaluation Capacity Building and SDGs; 2) Evaluation results; 3) Evaluation knowledge products.

As part of its efforts to ensure the agency's independent evaluations (pillar 2) are providing credible information to inform planning processes, the IEU has commissioned independent evaluation quality assessments of evaluation reports produced since 2014. The IEU also seeks to improve evaluation practice and to create better mechanisms for tracking and using the knowledge gained from evaluations as part of ongoing organizational learning.

Building on the previous Evaluation Quality Assessment (EQA), this document synthesizes the EQA results of all published UNODC evaluation reports in 2017 and makes comparisons with EQAs since 2014/2015. There were two additional components to the EQA process this year. One was to examine the extent to which evaluation recommendations are implemented and the processes for tracking uptake. The other was to consider how evaluation can contribute to the SDGs and how IEU could measure its contribution to achieving the SDGs, particularly SDG 5 and 16. Overviews of the results for each component are referred to here but are more fully addressed in separate reports.

This assignment was carried out from mid-November 2017 to mid-February of 2018 by two independent consultants - Dr. John Mathiason (Team Leader) and Ann Sutherland (Team Member). Both have extensive experience in conducting evaluations and meta-evaluations for international organizations. They are the Managing Director and Principal Associate, respectively, for Associates for International Management Services (AIMS).

## 2. METHODOLOGY

**EQA Template:** The first phase of this assignment involved reviewing the EQA template and suggesting revisions based on good practices adopted by other UN organizations as well as the UNODC's interest in integrating consideration of SDGs into evaluation reports. The revised EQA template used for the assessment is shown in Annex 1.

The major changes, as agreed by IEU, were:

- a) Converting the EQA template from a word document into an excel spreadsheet and using formulas so that the rating for each criteria area is automatically calculated.
- b) Deriving a numerical score for each report, in addition to a rating of Very Good, Good, Fair or Unsatisfactory.
- c) Adding criteria addressing SDGs. In cases where consideration of SDGs was part of the intended scope of the evaluation (as per the evaluation ToR), an additional section on SDGs was added to the template which include four sub-criteria as identified in Figure 1. In cases where SDGs were not part of the ToRs, the same four sub-criteria were included under the relevant sections of Context, Findings, Conclusions, and Recommendations. This enabled evaluations that were not specifically requested to consider SDGs to not lose points for not addressing them.
- d) Including fields in the General Project Information section at the top of the template for relevant SDGs, cost of evaluation, and gender disaggregation of evaluation team members.

**Table 1: Additional criteria addressing SDGs** (if consideration is requested in ToR)

Criteria Element
Connection with Sustainable Development Goals is clear
Design includes obtaining information on SDG implementation
Includes findings related to the SDGs covered by the evaluation.
Includes recommendations related to the SDGs covered by the evaluation.

**Scoring System:** The current template includes 63 criteria that are grouped into 11 elements (or categories). Each criteria is assessed according to the extent it is evident in the evaluation report (yes/no/partial), and these inform the score and rating for each element. The element scores are weighted according to level of importance, and the results are totaled to provide the overall score and rating. Table 2 shows the elements and their respective weightings, as well as how the overall ratings are established from the numerical scores.

**Table 2: EQA elements and relative weightings**

Element of Evaluation	Points Per Category	Average Score	Weighted Score
Presentation And Completeness	5		
Executive Summary	5		
Evaluation Context And Purpose	5		
Evaluation Scope And Methodology	10		
Reliability Of Data	5		
Findings And Analysis	30		
Conclusions	10		
Recommendations	15		
Lessons Learned	5		
Gender Equality and Empowerment of Women	5		
Inclusion of the SDGs in the evaluation	5		
<b>Total Maximum Score</b>	<b>100</b>		
Assessment Levels: Very Good (90%+) Good (70-89%) Fair (50-69%) Unsatisfactory (<50%)			

**2017 EQA Process:** The reviewers then examined the quality of all of the evaluation reports published during 2017. The total number of evaluations for the year was 15<sup>1</sup>. Two were in-depth evaluations and 13 were independent project evaluations.

To ensure consistency of the review process, just over one quarter of the reports (four) were randomly selected for assessment by two reviewers. The reviewers then compared their comments and scores for each criterion as well as the overall score. In all cases, the overall scores were the same for both reviewers. There were minor differences in criteria scores and there were non-material differences in comments. The differences were discussed and resolved. The remaining reports were each rated by one person with assignments being based on each reviewer's area of expertise and language skills.

<sup>1</sup> One commissioned evaluation (of the regional programme ARE/K09) was discontinued by the IEU as it was not able to meet UNEG and UNODC evaluation norms and standards.

The reviewers were also asked by IEU to assess four draft evaluation reports using the revised templates:

- GLOZ82 Midterm Independent Project evaluation of the Global Programme for the Implementation of the Doha Declaration
- KGZ/K50 Final Independent Project Evaluation of the Strengthening the Counter Narcotics Service of the Interior Ministry of the Kyrgyz Republic
- GLOY09 Midterm In-depth Evaluation of the Paris Pact Initiative Phase 1V
- GLOU34, GLOX64, GLOV44, GLOV20 and MEXX35 Global Independent In-depth Cluster Evaluation of Research Projects

These reviews were conducted on a pilot basis to help determine whether independent draft reviews should be undertaken on a systematic basis. All were assessed by two reviewers. Note that the ratings for the draft reports were not considered in the overall analysis of the 2017 published reports.

**Consideration of SDGs:** The assessment of the extent to which SDGs were considered was carried out by first looking at how indicators for the SDGs were being defined, and identifying those that would be a responsibility of UNODC. Then, UNODC evaluations were examined to see the extent to which SDG targets were referenced.

**Additional tasks:** The process of commenting on the new UNITE evaluation application included an orientation to the relevant webpages by the IEU focal point. The consultants then further reviewed the application in order to suggest how the EQA-process can be embedded. The process for analyzing the extent of use of recommendations included document review as well as a survey and interviews with programme managers.

### 3. FINDINGS

#### 3.1 EQA Ratings

The 15 published evaluation reports in 2017 were mostly rated highly and reveal the continuous improvement in the quality of UNODC evaluations over time<sup>2</sup>. Eighty-seven percent were rated as Good or Very Good. As seen in Table 3, five reports (33%) received a Very Good rating and no reports were rated as Unsatisfactory.

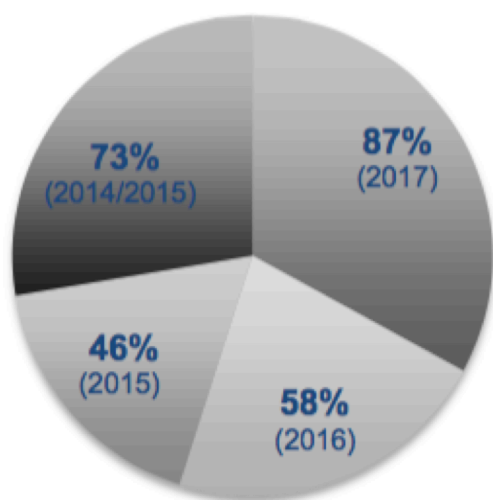
**Table 3: Overall Rating of 2017 Reports compared with previous EQA cycles**

	Unsatisfactory	Fair	Good	Very Good	Total
# of Reports - 2017	0	2	8	5	15
% of Reports - 2017	0%	13%	54%	33%	100%
# of Reports - 2016	0	8	7	4	19
% of Reports - 2016	0%	42%	37%	21%	100%

<sup>2</sup> It should be noted that since 2016 the IEU includes the EQA template as an attachment to introductory emails to all evaluators. The EQA criteria and template are also found in the [Evaluation Handbook: Guidance for designing, conducting and using independent evaluation at UNODC](#) (October 2017).

# of Reports - 2015 <sup>3</sup>	0	12	9	1	22
% of Reports – 2015	0%	53%	41%	5%	100%
# of Reports – 2014/15 <sup>4</sup>	0	9	22	2	33
% of Reports – 2014/15	0%	27%	67%	6%	100%

**Figure 1: Percent of Combined Very Good and Good Reports by Year**



The numerical scoring that was introduced to the EQA template this year brings an additional level of preciseness to the ratings. As noted in Table 1 above, the ratings are based on the overall scores of each report: Very Good (90%+), Good (70-89%), Fair (50-69%), and Unsatisfactory (<50%). The 2017 scores ranged from a low of 52.9% to a high of 94.9%. Particularly notable is that the average score was 80.4, which is commendable.

As with previous years, there are some notable differences by criterion. Table 4 shows that Recommendations and Consideration of SDGs tended to have lower ratings. In 2016, the lower ratings were found for the Executive Summary and Reliability sections. In 2017, Presentation & Structure rated the most highly. It also

ranked highly the previous year.

**Table 4: Report Rating by Criteria**

	n/a	Unsatisfactory	Fair	Good	Very Good
Presentation/Structure				10	5
Executive Summary			2	11	2
Context & Purpose		1	2	12	
Scope & Method		1	3	5	6
Reliability		1	1	9	4
Findings		1	1	7	6
Conclusions			2	11	2
Recommendations			5	7	3
Lessons Learned			3	5	7
Consideration of GEEW		1	2	10	2
Consideration of SDGs	3	5	2	1	1

Figure 2 shows the scores by type of report: Independent Project Evaluations – midterm and final – and In-depth Programme Evaluations. It is notable that both In-depth reports were rated as Very

<sup>3</sup> This included reports published from June through December 2015.

<sup>4</sup> This included the first batch of EQA assessments, which considered reports published from January 2014 through May 2015.

Good. This is in line with the trend of In-Depth reports generally receiving higher EQA scores.

**Figure 2: Rating by type of evaluation**

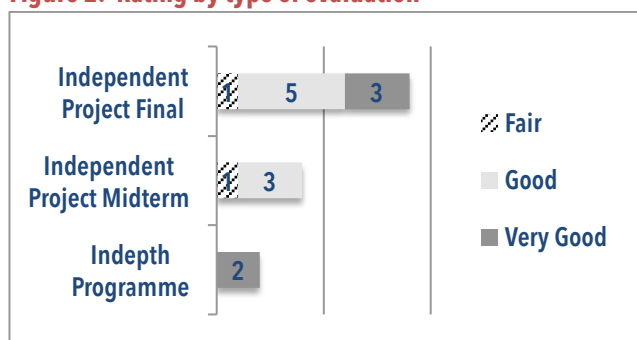
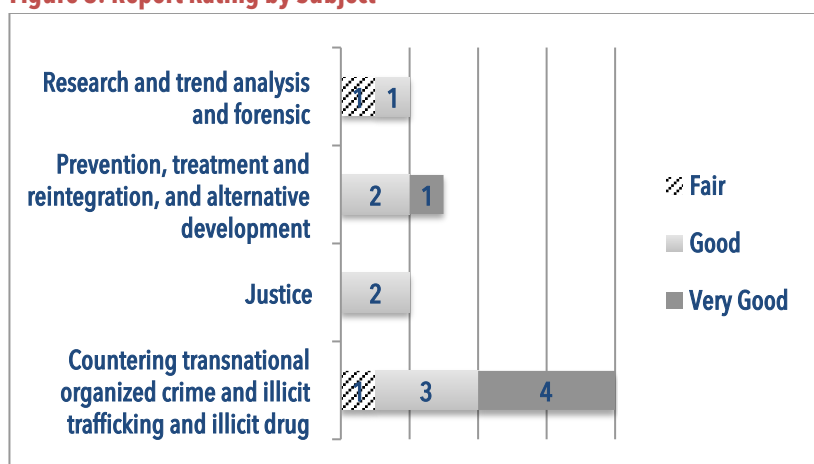


Figure 3 shows the scores by subject area. Even though there are a low number of reports in three of the four areas for which evaluations were commissioned this year, the ‘Countering Transnational Organized Crime and Illicit Trafficking and Illicit Drug Trafficking’ sector can be said to have stronger reports. There is also a noticeable improvement in the quality of reports in this sector compared to last year when five of eight evaluation reports only received a rating of Fair.

**Figure 3: Report Rating by Subject**



The reviewers noted several themes within the findings of the 2017 evaluation reports. These included (a) the problems caused by the installation of Umoja, effecting operational efficiency, (b) inadequate programme/project logframes and, (c) the continuing challenge of integrating gender into UNODC initiatives.

### 3.2 General Strengths of the Evaluation Reports

As mentioned above, the evaluation reports for 2017 showed improvement from previous years with 87% receiving a rating of Good or Very Good. There were four primary strengths observed across those reviewed:

**Consistency with DAC and UNEG Norms:** As was the case for the past three years, the reports generally conformed to the accepted norms and guidelines.

**Inclusion of Gender Analysis:** This section was generally strong with 12 of the 15 reports rated as Very Good or Good. Further discussion is provided in the “Mainstreaming of Human Rights and Gender” section below.

**Presentation and Structure:** This section of the reports received the highest score with all reports receiving a rating of Very Good (5) or Good (10). Contributing factors included the reports generally being clearly written with few editing errors, increasingly well formatted, and closely aligned with the ToR objectives. Progress was also evident in the composition of the evaluation teams with increasing gender balance and geographic representation.

**Improvement in Executive Summaries:** This section was highlighted as being the weakest section of the 2016 reports. This year, 13 of the 15 reports received a section score of Very Good or Good. The most significant improvement was that evaluators are writing more concise Executive Summaries that less frequently exceed the maximum page length. The Executive Summary section is given particular attention as it, along with the two-page Evaluation Brief which evaluators are requested to prepare, are assumed to be more widely read than other sections of the report.

**Improvement in Reliability of Data:** This was another identified weakness in the 2016 evaluations with only 7 of 17 reports having this section rated as Very Good or Good. For the 2017 reports, 13 of 15 achieved this level of quality. Specific improvements included evaluators being somewhat more explicit about how triangulation of data was accomplished, providing more clarity on limitations of the process and how these were overcome, and showing more consistency in disaggregating respondents (at least by gender). More improvement could also be seen in identifying the sources of data in the Findings section.

### 3.3 General Weaknesses of the Evaluation Reports

There continue to be areas in which UNODC evaluations could improve upon overall. These include:

**Challenges in making causal connections:** Given that a primary intent of most evaluations is to assess progress towards intended results, it is important for the evaluation process to show causal links between programme/project activities and the different levels of results. This is particularly the case for UNODC evaluations as these frequently are complex to conduct because of the topic and/or region. Many evaluators note that the initiative's logical framework is inadequate, and some then go on to suggest that it is not possible to assess effectiveness or impact, or they end up being overly descriptive rather than evidence based. In such cases, there should be some attempt to set up a logframe in order to be clear about what the evaluation process is measuring. At a minimum, the evaluators should articulate the proposed chain of results or program theory. This practice should be suggested in the inception reports.

**Methodological rigour:** There are three issues here. One is the use of relatively few data collection methods - most evaluations rely on document review, interviews, and field visits as data collection methods. When surveys are included, the response rate is typically too low for the results to be valid. Another concern is the lack of systematic data analysis (or description of how this was done). And thirdly, although there is some improvement from previous years, it is still seldom that data is broken down by stakeholder group or by gender.

There may be a case for adding more emphasis on rigor to the EQA criteria. In respect to how this is addressed by other agencies, the EQA form previously used by UNICEF had a specific section on Methodological Robustness. It included three criteria: (1) Is there an attempt to construct a counterfactual or address issues of contribution/ attribution (2) Does the methodology facilitate answers to the evaluation questions in the context of the evaluation? and (3) Are methodological limitations acceptable for the task in hand? (the explanation for this last criteria referred to the use of robust data collection tools). UNICEF's revised tool (as of 2016), is less explicit about methodological rigour, however it does have criteria specific to whether there is a clear and complete description of data analysis, and one of the questions implies the need for rigour: "Are



*evaluation findings derived from the conscientious, explicit and judicious use of the best available, objective, reliable and valid data and by accurate quantitative and qualitative analysis of evidence. “*

**Evidence of stakeholder consultation in developing conclusions and recommendations:** There are three EQA criteria that assess the extent of stakeholder participation in the evaluation process. Good practices call for stakeholder involvement in providing feedback on preliminary findings and in the formulation of conclusions and recommendations and UNODC ToRs are generally explicit about the need for engaging Core Learning Partners (CLPs) throughout the process. Although most all UNODC evaluations include consultation with a range of relevant stakeholders as part of data collection, few reports articulate how stakeholders may have been further involved.

**Consideration of SDGs:** In most reports the connection and contribution of the initiative to the SDG is described in very general terms, often just naming those goal(s) that are most relevant. This is understandable given that their consideration is a new expectation for UNODC evaluation reports. Section 4 provides more analysis and guidance for how SDGs could potentially be addressed.

**Other common shortcomings of evaluation reports and processes:** The following were noted in the 2016 analysis and continue to be relevant: not providing information about evaluators and their suitability for the assignment; not providing the dates/timeframe of the evaluation process; minimal use of visual aids; and, use of interview protocols that do not appear to have been adapted for different stakeholder groups.

### 3.4 Piloting EQA of Draft Evaluation Reports

As noted earlier, four draft evaluation reports were assessed prior to their finalization. The reviewers generally provided a more extensive set of comments on the EQA forms than for final evaluation reports, and these focused on ways that the reports could be improved according to UNEG and UNODC standards. Two reports were rated as Good and two were rated as Fair. If the comments are taken into account, it is likely that the ratings for each report would increase by one grade.

### 3.5 Mainstreaming Human Rights and Gender Considerations

As with previous years, all evaluation reports included dedicated sub-sections within the Findings for Human Rights and Gender. Table 5 shows that the average scores for considering GEEW have improved according to the UN-SWAP criteria. The SWAP tool assesses the extent to which gender equality and the empowerment of women (GEEW) is integrated into evaluation processes. There are four criteria and each is rated on a scale of 0-3 with 0 being awarded when there is no integration of gender (Missing), 1 when gender issues are partially integrated (Approaching Requirements), 2 when it is satisfactorily integrated (Meeting Requirements), and 3 when gender is fully integrated (Exceeding Requirements). The overall scores for 2017 would have been even higher if it was not for one report for which gender issues were Missing.

**Table 5: Average scores for the integration of GEEW (UN-SWAP)**

Quality Assessment Criteria	Average Score (0-3)		
	2015	2016	2017
a. GEEW is integrated in the evaluation scope of analysis and indicators are designed in a way that ensures GEEW-related data will be collected.	1.125	1.63	1.93
b. Evaluation criteria and evaluation questions specifically address how GEEW has been integrated into design, planning, implementation of the intervention and the results achieved.	1.625	1.63	2.2

c.	Gender-responsive evaluation methodology, methods and tools, and data analysis techniques are selected.	.875	1.37	1.87
d.	Evaluation findings, conclusions and recommendations reflect a gender analysis.	1.875	1.84	2.2
<b>Average Overall Score</b>		<b>5.5</b>	<b>6.53</b>	<b>8.2</b>

The two Indepth Evaluations (midterm evaluations of GLOU40 and GLOT59/92) both received GEEW scores that Exceeded Requirements. The evaluation teams for these assignments included a dedicated gender expert funded by IEU with extra-budgetary resources. The overall EQA ratings for each of these reports were Very Good and Good respectively. COLH45 received an unsatisfactory rating (Missing) for integrating gender. This project estimated illicit crop cultivation using satellite connections. It did not have a gender assessment component included in the evaluation ToR and the evaluators subsequently did not look at gender as part of their assessment. It should be noted that for a similar project, BOLZ68, the evaluators did consider gender, which was one of the questions, and the report received a GEEW rating that Met Requirements.

The extent to which evaluation reports met each of the criteria is shown in Table 6. As can be seen, the reports were most successful in including GEEW as part of B. Criteria and Questions, as well as in the D. Findings, Conclusions and Recommendations.

**Table 6: Number of reports achieving scoring requirements for each criteria**

	A. Scope/Indicator	B. Criteria/Quest	C. Methodology	D. Find/Conc/Rec
Missing Requirements	1	1	1	1
Approaching Requirements	0	0	2	0
Meeting Requirements	13	9	10	9
Exceeding Requirements	1	5	2	5

Table 7 provides the overall EQA rating and the GEEW category scores for each report. It shows that the majority of 2017 reports (8 of 15) were rated as Good/Met Requirements both in their overall rating and in their GEEW rating.

**Table 7: GEEW scores by evaluation report**

Project Number	Overall EQA Rating	Scores for each criteria				GEEW Total Score
		A	B	C	D	
BOL/Z68	Good	Meeting	Meeting	Meeting	Meeting	8
COLH45	Fair	Missing	Missing	Missing	Missing	0
GLOT59 /92	Good	Exceeding	Exceeding	Exceeding	Exceeding	12
GLOU40 Mekong	Fair	Meeting	Exceeding	Meeting	Exceeding	10
GLOU40	Very Good	Meeting	Exceeding	Exceeding	Exceeding	11
INDA06	Very Good	Meeting	Meeting	Meeting	Exceeding	9
KGZ/K50	Very Good	Meeting	Exceeding	Approaching	Meeting	8
KGZT90	Good	Meeting	Meeting	Meeting	Meeting	8
MEXX89	Good	Meeting	Meeting	Meeting	Meeting	8

NGAV18	Good	Meeting	Meeting	Meeting	Meeting	8
1213V	Good	Meeting	Meeting	Meeting	Meeting	8
XAMZ17	Good	Meeting	Exceeding	Meeting	Exceeding	10
XASS69	Good	Meeting	Meeting	Meeting	Meeting	8
XSS V02	Good	Meeting	Meeting	Meeting	Meeting	8
XCEA01	Good	Meeting	Meeting	Approaching	Meeting	7
<b>Average score</b>		1.93	2.2	1.87	2.2	8.2
Average score (rounded)		2	2	2	2	8

The average overall GEEW score for the 2017 reports is 8.2<sup>5</sup>. This is a significant improvement from the 2016 reports which had an average overall score of 6.5. The average rounded score for all of the four criteria was 2.

Observations about the way that each criteria was addressed in the 2017 evaluations is as follows:

A. Scope and Indicators: Gender analysis was frequently highlighted as being a main focus of the assignment. In fewer cases were there specific gender indicators shown, primarily because logical frameworks or evaluation matrixes were not consistently included in the reports. However, the evaluators considered at least some aspects gender in all but one evaluation. (Average score = 2)

B. Criteria and Questions: With one exception, gender was one of the key criterion, considered alongside human rights. In most cases, gender was considered under its own subheading. Less frequently were specific questions about gender included in the reports, even though in 14 of 15 reports these questions were specified in the ToRs.

C. Methodology: The strongest reports were those that described how gender was to be analyzed and how the methodology was designed to be gender responsive. In several instances the methodology included a phrase or sentence about a gender responsive methodology being used but there was no explanation about how this was done. In all cases, the stakeholders consulted as part of the evaluation were gender disaggregated but not all reports included this figure in the main report (just in the list of stakeholders in the annex).

D. Findings, Conclusions and Recommendations: All but one report included gender-related findings, usually about the extent to which gender was integrated into the design and implementation of the evaluation object. These sections were usually brief but some provided a very thorough analysis (for example, GLOT59/92). Some considered gender within multiple criteria (for example, GLOU40 and XASS69). Generally the conclusions also reflected the gender-related findings, but to a somewhat lesser extent in the recommendations.

**Good GEEW Practices Observed:** The reviewers noted the following factors that contributed to higher GEEW scores and demonstrated good practice in 2017:

- Having a dedicated gender expert as part of the evaluation team;
- In Methodology, being explicit about how the evaluation process was gender responsive;

---

<sup>5</sup> If the evaluation of COLH45 is not considered, the average overall GEEW score for the 2017 reports is 8.78.

- Conducting a HRG (human rights and gender) evaluability assessment during the inception phase of the evaluation;
- In Findings, including an assessment of gender in multiple criteria, not just in HRG;
- Extending the analysis of GEEW in the evaluation beyond whether gender was integrated into the design and implementation, to also consider how gender could have been better incorporated and how this would benefit the project/programme.

One of the reports that was particularly strong in analysing gender issues was *GLOU 40 The Global Programme against Money Laundering, Proceeds of Crime and the Financing of Terrorism*. Notable are hyperlinks in main text to relevant annexes; frequent use of visual aids; rigorous methodology; indepth analysis of HRG (integrated into multiple criteria - not confined to HRG section); and an HRG evaluability assessment being conducted during the inception phase of the evaluation.

Overall, it is clear that UNODC evaluators have an increased awareness of the need to include a gender analysis as part of their assignment. In February 2017, the IEU issued, “Gender Responsive Evaluations in the Work of UNODC: Guiding Document”<sup>6</sup>. This guidance was shared with evaluators and is likely a contributing factor behind the improved GEEW scores. However, even though this document highlights steps for making the evaluation process itself more gender sensitive, this continues to be an area for improvement for most UNODC evaluations. Evaluators also need to be aware of the importance of explaining how the evaluation process was gender sensitive as part of the evaluation methodology.

### 3.6 Best Practices Observed in Evaluation Reports

#### Good practice within Executive Summary:

- **Inclusion of methodology:** *XASS69 Capacity Building for Member States of SADC in the ratification and the implementation of the UN Convention against Transnational Organized Crime* is notable for being one of the few evaluations to adequately, yet succinctly, describe the evaluation methodology in this section of the report.
- **Presenting recommendations:** *NGAV18 Support to the Justice Sector of Nigeria* is notable for the way that the recommendations are summarized in the main text, and go beyond listing them.

**Robust methodology** – MEXX89 and both of the In-depth evaluations employ strong methodological approaches that are well designed for assessing causal connections. Descriptions of how this was done for two of these reports follow:

- *MEXX89 Promoción de la cooperación entre México y Centroamérica para prevenir y combatir el tráfico ilícito de migrantes* effectively shows, within the limits of the data available, the extent to which the project influenced national policies and practices in the sub-region. The sampling method is well described, including factors that provided limitations. The evaluator also made a good effort to ensure participation of stakeholders.
- *GLOU 40 The Global Programme against Money Laundering, Proceeds of Crime and the Financing of Terrorism* is one of the few evaluations for which the logical framework was revised to improve its evaluability. The team also used multiple methods to ensure validation of findings including meeting observations, an extensive set of interviews, and a well-implemented survey of training workshop participants (it was targeted to different

---

<sup>6</sup> The IEU plans to revise and publish further guidance on gender responsive evaluations in 2018.

groups, translated into four languages and achieved a high response rate). Throughout the Findings section, the various methods that confirmed the finding are listed. As noted earlier, the evaluation is also exemplary for its in depth of analysis of HRG issues.

**Systematic organization of Findings** – In several reports, each criteria within Findings is organized by evaluation question. This makes it very clear what the evaluation is addressing. The GLOU 40 report was noticeable for also presenting a brief summary of the findings directly under the question.

**Good use of visual aids and formatting** – The *GLOU 40* evaluation also makes exemplary use of visual aids throughout Findings section to highlight key data and data sources. The report also helpfully provides hyperlinks in main text to relevant annexes.

**Consultation with beneficiaries and informed consent** - *XSS V02 HIV Prevention, Treatment, Care and Support in Prisons Settings in Sub Saharan Africa* is notable for being one of the few evaluations to obtain input from those most affected by the intervention beneficiaries - prisoners, as well as prison staff. Good practice was also demonstrated by the inclusion of an informed consent page as part of the data collection protocols.

### 3.7 UNODC/IEU UNITE Evaluation Application

The UNITE evaluation application is a database management system for UNODC evaluations and is also intended to function as a repository organizational learning that emerges from evaluation processes. The most recent version is near the end of its design phase, and once finished it will be shared with other UN organizations for potential adoption across the UN system. This system is based on the previous version in ProFi which was assessed by the UNEG Peer Review in 2016 as user-friendly and highly efficient<sup>7</sup>.

A primary purpose of UNITE Evaluation is to guide programme/project managers through the various stages of initiating and implementing an evaluation, ensuring efficient quality assurance-processes as well as management of the whole evaluation through a structured system. Moreover, Unite Evaluation entails dedicated knowledge management functionalities to ensure that lessons learned and recommendations can be tracked, used and analysed at a strategic level (e.g. for IEU's biannual meta-analysis). There are several ways that the application currently supports evaluation quality, including:

- Links to IEU evaluation guidelines and templates, including to guidance on quality assessment, are provided on relevant pages throughout the application.
- The landing page for Initiating an Evaluation includes a workflow chart that highlights the actions needed for each step of an evaluation and responsible parties.
- Prompts and checklists throughout the application encourage users to follow all procedures and serve to highlight good practice.
- The Dissemination page includes fields for the overall EQA rating and the rating for each section.

There are some minor revisions that could be made to the application to further embed and give more prominence to EQA.

- If it is determined that EQA feedback should be integrated into the evaluation process

---

<sup>7</sup> [http://www.unodc.org/documents/evaluation/PeerReview\\_audits\\_etc/UNODC\\_Peer\\_Review\\_of\\_the\\_Evaluation\\_Function\\_2016.pdf](http://www.unodc.org/documents/evaluation/PeerReview_audits_etc/UNODC_Peer_Review_of_the_Evaluation_Function_2016.pdf) (p. 25, para 17)

(i.e., for draft reports or for managers to review prior to developing the management response), then these steps should be included in the timeline chart on the Evaluation Details page. Furthermore, the Draft Report page and the Management Response/Follow-Up Plan page should also reflect actions related to the EQA and the rating.

- A separate tab for the Final EQA would increase awareness of the importance of evaluation quality. The overall and section EQA ratings, currently located on the Dissemination page, may not easily be found. The eventual location should include functionality for uploading the EQA report. The provision of a link to the EQA template is also recommended.
- On the Draft Report page, the space for IEU Comment should be more precise about the focus for comments – it should be labeled “IEU Comment on Draft Report” – as is done on the Final Evaluation Report page.
- The Management Response/Follow-Up Plan page would be another place to include the section ratings for Recommendations and for Lessons Learned. Presumably these will be the topics of most relevance for organizational learning-related searches, and it may be helpful for users to know the ratings as they review this content. It is also suggested that the IEU consider providing annotated comments on the lessons learned in respect to their relevance and value.

As UNITE Evaluation is very extensive, it is clearly important that it be as user-friendly as possible. A home page for the application that includes an introduction (or an “About” tab) and possibly a brief tutorial on the database may aid in this regard. It is also suggested that the application’s functionality and performance be assessed within a few months of its launch.

### 3.8 Implementation of Evaluation Recommendations

This review found that evaluation results and recommendations are being used on regular basis to improve and inform UNODC programming. From the evaluations conducted since 2014 for which recommendations have been entered into IEU’s evaluation database, 680 recommendations are recorded. Of these, 82% have been implemented or their implementation is ongoing. Implementation rates tend to be higher for In-depth evaluations, particularly those at the global or regional level, than for independent project evaluations. However, there are inconsistencies in the database so precise rates of implementation cannot be determined.

Project/Programme Managers (PMs) cited the development of improved logical frameworks and theories of change, better mainstreaming of human rights and gender into project design and training curricula, improved monitoring and reporting systems, and formalization of partnerships as examples of changes implemented from evaluation recommendations.

Factors identified as being important for uptake included recommendations being clearly presented in the report, recommendations being tailored to the realities of the work, and key areas for improvement being highlighted during the evaluation process. Evaluation quality was also seen to be an important factor by PMs, although there was not a clear correlation between EQA scores and percent of recommendations implemented.

Further details about the tracking of recommendations, the extent of uptake, and good practices that support follow up of recommendations can be found in the supplementary document “Best Practices in Implementing Evaluation Recommendations”.

## 4. ASSESSING CONTRIBUTION TO SDGs

One of the issues that evaluations began to address and will have to address further in 2018 is the

role of evaluation in the review process of the Sustainable Development Goals, especially Goal 16, to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. The review process is organized around Voluntary National Reviews (VNRs) that are considered by the High-Level Political Forum (HLPF) of the Economic and Social Council and, once every fourth year, to the General Assembly. Goal 16 will be considered at the 2019 Session of the HLPF.

As currently designed the reviews are to be based on indicators, whose determination takes place via the UN Statistical Commission. There are three levels of indicators, called Tier I, II and III. Tier I indicators are those for which there is a consensus and reasonable assurance that they could be measured if the data were collected by the country. Tier II Indicators are conceptually clear, with established methodology and standards available but data are not regularly produced by countries. Tier III Indicators are those for which there are no established methodology and standards or methodology/standards are being developed/tested. Six of the goals and 44 indicators are specifically a concern of UNODC. UNODC is a custodian (or co-custodian) of 13 indicators, meaning that it is responsible for developing, maintaining and encouraging data collection on the indicators. Ten of these are Tier II or Tier III indicating that more work needs to be done to make them useable for the review process.

One problem that is evident from a review of the indicators is that for most of those for which UNODC is the principal, especially in Goal 16, there are no real indicators of targets that have been agreed that measure how national institutions function. The exceptions are 3.3.1 on HIV incidence, 3.8.1 on coverage of health services which would include substance abuse treatment, 16.1 on homicides and 16.4 on money-laundering. For the others, there are few indicators for which data are currently being collected by national statistical systems, or where the indicators really measure whether the target has been achieved. As a result, reporting on these has been limited.

This can be seen in the first stage of the review process that has been the presentation of voluntary national reviews (VNRs) at the High-Level Segments in 2016 and 2017. Forty-three countries presented VNRs. They varied in content and approach. An analysis of which of the UNODC indicators the VNRs considered, shown in Table 1, shows significant variation and confirms the finding that many indicators are not really available. The target with the most references in the VNRs is 5.2 on violence against women (35 percent), largely because there are five organizations that collect this data systematically in many countries. The next largest number of references is to 3.3.1 on HIV/AIDS (30 percent) because WHO collects this information in many countries. Only two other indicators have references greater than 20 percent, and those are 3.5.1 dealing with health services (a Tier III on which UNODC is working with WHO) and 16.1 on homicides (a Tier I indicator).

As can be seen from Table 8, the analysis also shows that the number of references to Goal 16 is very limited.

**Table 8. Indicators mentioned in VNRs**

Indicator	Whether Mentioned		
	No	Yes	Total
16.1 - Violence	32	11	43
16.3 - Prosecution	35	8	43
16.4 - Illicit flows	37	6	43
16.5 - Corruption	35	8	43
16.6 - Transparent government	36	7	43
16.7 - Participation in Decision-making	39	4	43
16.8 - Transparent public services	40	3	43

<b>16.10 - Human rights violations</b>	36	7	43
<b>16.a - Independent Human Rights institutions</b>	39	4	43
<b>16.b - Harassment</b>	40	3	43

The table suggests that a special effort will be needed to ensure that States report on progress, including by assisting them to collect data, both by determining what to measure and when that is clear, how to collect the data.

In this context, evaluation, which is part of the SDGs in paragraph 74 (g) and (h) of General Assembly resolution 70/1 that adopted the SDGs, should be a major element in reporting, especially where Tier I indicators do not exist. Because evaluations collect data, especially at the country-level, about what has happened in subject areas, and why, they can be an important tool in SDG reporting. To test this, SDG targets that were covered by UNODC evaluations were examined as shown in Table 9. There were 59 evaluations since 2013. Ten were In-Depth and 49 were Independent Project Evaluations. Forty-two of these were connected with Goal 16, with the largest connected with Target 16.3 on Promote the rule of law at the national and international levels and ensure equal access to justice for all. It is unlikely that any of these provided information on the two indicators for 16.3. The second, with eight evaluations, was 16.a to *Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime*. The indicator, however, did not measure this target. The third, with seven evaluations, was 16.2 on *End abuse, exploitation, trafficking and all forms of violence against and torture of children* which, thanks to its second indicator covers trafficking more generally. In fact, they could also have been included with target 8.7 which deals more generally with trafficking<sup>8</sup>. If 16.2 was combined with 8.7, this would be the largest indicator covered, with a total of 12 evaluations.

**Table 9. SDG Targets Covered by UNODC Evaluations, by Type**

SDG Targets	In-Depth Evaluations	Independent Project Evaluations	Grand Total
<b>3.3 – Epidemics and disease</b>	2	3	5
<b>3.5 – Substance abuse</b>		4	4
<b>3.8 – Universal health coverage</b>	1	1	2
<b>8.7 – Forced labour, slavery and trafficking</b>	2	3	5
<b>15.7 - Poaching</b>		1	1
<b>16.2 – Child abuse</b>		7	7
<b>16.3 - Prosecution</b>		9	9
<b>16.4 – Illicit flows</b>	3	3	6
<b>16.5 - Corruption</b>	1	5	6
<b>16.6 - Transparent government</b>		4	4
<b>16.7 - Participation in decision-making</b>		2	2
<b>16.a - Independent human rights institutions</b>		7	8
<b>Grand Total</b>	<b>10</b>	<b>49</b>	<b>59</b>

This suggests that, if organized and applied, UNODC evaluations, like those of other organizations, could be applied in the SDG review process. How this could be done, however, is something that is still being discussed at the UN system level. Partly it is because the main instrument for review, the

<sup>8</sup> “Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.”



UNDAF, does not have a consistent evaluation process. However, one could be developed if there was an agreement among UN system agencies as part of the reform of country-level activities and if this is endorsed by governments. This is currently underway in the Economic and Social Council. In practice, in countries where it has projects, UNODC is on the country teams and as such has a role in the UNDAFs. Evaluations have been done in 19 countries since 2013 as well as 14 evaluations of regional and sub-regional projects, and eleven global projects. Thirty-six of these were focused on Goal 16 subjects. In that sense, UNODC can contribute to UNDAF evaluations where its projects exist.

One essential element is to ensure that an appropriate reference to the relevant SDG and target for which the evaluation is relevant (and, in fact, projects need to specify this in their design). Another is that the IEU should make an effort to capture and catalogue data on SDG results in its databases as a matter of routine.

## 5. RECOMMENDATIONS

The main recommendations for the IEU to consider are:

- 1. Placing more emphasis on robust methodology and stakeholder participation in the evaluation process:** It is important that the methodology used adequately facilitates answers to the evaluation questions. Evaluators should be encouraged to include more qualitative data collection and analysis processes. If surveys are not feasible, interview protocols and other tools should be designed to elicit at least some responses that can be more easily quantified through content analysis processes. Evaluators also need to be more explicit about how they have analyzed the data collected through both quantitative and qualitative processes. Additionally, evaluators should be disaggregating responses by stakeholder groups and by gender - it is unlikely that all stakeholders hold the same views and the varying perspectives should be illuminated in the Findings. Finally, evaluators should be more explicit about how the Core Learning Partners (and other stakeholders as relevant) have been involved in reviewing the evaluation findings and contributing to the development of the report's conclusions and recommendations.
- 2. Further refinement of the EQA template:** It is suggested that the template reflect additional emphasis on the overall level of robustness of methodology. This could be done as a separate criteria or it could be integrated into one of the current criteria such as 4.c "methodology allows for drawing causal connections between output and expected outcomes." Additionally, the IEU should consider whether the Evaluation Briefs should also be incorporated into the EQA process and template.
- 3. EQA of Draft Reports:** Consideration should be given to instituting EQAs of the final draft of evaluation reports on a systematic basis. The IEU should first discuss the extent to which the pilot reviews were deemed useful by the evaluators and the evaluation managers in improving the overall quality and usefulness of the final reports.
- 4. Integration of EQA into UNITE Application:** Steps could be taken to further embed EQA processes in the application. Specific suggestions for doing this and for making the application more user-friendly are provided in section 3.7.
- 5. Assessment of SDGs:** UNODC should take a lead in showing how evaluation can improve the assessment of the SDGs. This can involve working to improve indicators that are currently Tier II or III or where the current indicators do not measure what the target should achieve. It should also work in country-teams where UNODC has projects, to ensure that evaluations are consistent.

**6. Regular review of the uptake of evaluation recommendations:** Benefits of this process would extend to increased transparency and accountability of evaluation resources. Consideration should be given to varying the focus and methods of the review process. As an example, the scope of the next review could include an assessment of the functionality and use of the UNITE website, and case studies could be used to more fully explore use and best practice.

# Annex 1: UNODC EQA Template

Oct-17

General Project Information		
Project/Programme Number and Name		
Thematic Area		
Geographic Area (Region, Country)		
Relevant SDG(s)		
Approved project/programme budget of the time of the evaluation (USD)		
Type of Evaluation (In-Depth/Independent Project; Final/Midterm; Other)		
Cost of Evaluation (USD)		
Evaluation Team (# of men/# of women; names of team members)		
Date of Evaluation (from MM/YYYY to MM/YYYY)		
Date of Evaluation Report (MM/YYYY)		
Quality Assessment conducted on/by		

<b>OVERALL QUALITY RATING:</b>	
<b>SUMMARY:</b>	

Quality Assessment Criteria	Yes No Partial	Assessment Levels: Very Good - Good - Fair - Unsatisfactory	
		Meets Criteria: Y = Yes N = No P = Partially N/A = Not Applicable	
<b>1. Structure, Completeness And Clarity Of Report</b>		<b>RATING:</b>	#DIV/0!
a. Format (headings, font) accords to IEU Guidelines and Templates for Evaluation Reports.			
b. Structure accords to IEU Guidelines for Evaluation Reports with the following logical sequence: List of acronyms; Executive Summary; Summary Matrix of Findings, Evidence and Recommendations; Introduction (Background and Context, Evaluation Scope and Methodology, Limitations to the Evaluation); Findings (Relevance, Efficiency, Partnership and Cooperation, Effectiveness, Impact, Sustainability, Human Rights and Gender Equality/Mainstreaming, as well as Design and Innovation if in ToR); Conclusions; Recommendations; Lessons Learned.			

c. Objectives stated in the terms of reference are adequately addressed.		
d. Issues of human rights and gender equality/mainstreaming are adequately addressed.		
e. Report is easy to read and understand (i.e. written in an accessible non-technical language appropriate for the intended audience).		
f. Language is empowering and inclusive avoiding gender, heterosexual, age, cultural and religious bias, among others.		
g. Report is free from grammar, spelling, or punctuation errors.		
h. Visual aids, such as maps and graphs, are used to convey key information.		
i. Composition of Evaluation Team is included and has gender and geographic expertise. Preferably it is gender balanced and includes professionals from countries or regions concerned.		
j. Annexes include at a minimum: evaluation terms of reference; logic model and/or evaluation matrix; list of persons interviewed and sites visited; list of documents consulted; evaluation tools used.		
<b>2. Executive Summary</b>		<b>RATING:</b> #DIV/0!
a. Written as a stand-alone section that provides an overview of the evaluation and presents its main results.		
b. Generally follows the structure of: i) Purpose, including intended audience(s); ii) Objectives and brief description of intervention; iii) Methodology); iv) Main Conclusions; v) Recommendations.		
c. Summary Matrix presents only the key and most important recommendations from evaluation report.		
d. Findings, sources and recommendations in the Summary Matrix are clear and cohesive, and specify the stakeholder to whom they are addressed.		
e. Maximum length 4 pages, excluding the Summary Matrix.		
<b>3. Evaluation Context And Purpose</b>		<b>RATING:</b> #DIV/0!
a. Clear description of the project evaluated is presented.		
b. Logic model and/or the expected results chain, and /or program theory (that at a minimum identifies and links objectives, outcomes and indicators of the project) is clearly described.		

c. Context of key cultural, gender related, social, political, economic, demographic, and institutional factors are described, and the key stakeholders involved in the project implementation and their roles are identified.				
d. Project status is described including its phase of implementation and any significant changes (e.g. to strategies, logical frameworks) that have occurred.				
e. Purpose of evaluation is clearly defined, including why it was needed at that point in time, what information is needed, and the target audience.				
<b>4. Scope And Methodology</b>		<table border="1"> <tr> <td data-bbox="1332 381 1951 443"><b>RATING:</b></td> <td data-bbox="1951 381 2092 443">#DIV/0!</td> </tr> </table>	<b>RATING:</b>	#DIV/0!
<b>RATING:</b>	#DIV/0!			
a. Evaluation scope is clearly explained including the main evaluation criteria, questions and justification of what the evaluation did and did not cover.				
b. Transparent description presented of methodology applied, including how it was designed to address the evaluation purpose, objectives, questions and criteria.				
c. Methodology allows for drawing causal connections between output and expected outcomes				
d. Methods are appropriate for analysing gender equality/mainstreaming and human rights issues identified in evaluation scope; methodology takes into account power relations during an evaluation process; is inclusive and participatory.				
e. Data collection methods and analysis, and data sources are clearly described, as are the rationale for selecting them, and their limitations are clearly described. Reference indicators and benchmarks are included where relevant.				
f. Sampling frame clearly described and includes area and population to be represented, rationale for selection, mechanics of selection including whether random, numbers selected out of potential subjects, and limitations of sample.				
g. High degree of participation of internal and external stakeholders, including the Core Learning Partners, throughout the evaluation process is planned for and made explicit. When there are thematic or approach gaps (i.e. gender equality/mainstreaming) among stakeholders, external key informants were invited for consultation.				
<b>5. Reliability of Data</b> <i>To ensure quality of data and robust data collection processes</i>		<table border="1"> <tr> <td data-bbox="1332 1077 1951 1155"><b>RATING:</b></td> <td data-bbox="1951 1077 2092 1155">#DIV/0!</td> </tr> </table>	<b>RATING:</b>	#DIV/0!
<b>RATING:</b>	#DIV/0!			
a. Triangulation principles (using multiple sources of data and methods) were applied to validate findings.				
b. Qualitative and quantitative data sources were used, and included the range of stakeholder groups and additional key informants (when necessary) defined in evaluation scope.				
c. Limitations that emerged in primary and secondary data sources and collection processes (bias, data gaps, etc.) are identified and, if relevant, actions taken to minimize such issues are explained.				

d. Evidence provided of how data was collected with a sensitivity to issues of discrimination and other ethical considerations.		
e. Adequate disaggregation of data by relevant stakeholder undertaken (gender, ethnicity, age, under-represented groups, etc.). If this has not been possible, it is explained.		
<b>6. FINDINGS AND ANALYSIS</b>		<b>RATING:</b>
<i>To ensure sound analysis and credible findings</i>		#DIV/0!
<i>Findings</i>		-
a. Are clearly formulated and presented		
b. Are based on rigorous analysis of the data collected; take into account any identified benchmarks.		
c. Address all evaluation criteria and questions raised in the ToR including relevance, efficiency, effectiveness, impact and sustainability, as well as UNODC's additional criteria of design, partnership and cooperation, innovation, and the cross-cutting themes of human rights and gender.		
d. Address any limitations or gaps in the evidence and discuss any impacts on responding to evaluation questions raised in ToR.		
e. Discuss any variances between planned and actual results of the project (in terms of objectives, outcomes, outputs).		
<i>Analysis</i>		-
a. Interpretations are based on carefully described assumptions.		
b. Contextual factors are identified (including reasons for accomplishments and failures, and continuing constraints).		
c. Cause and effect links between an intervention and its end results (including unintended results) are explained.		
d. Includes substantive analysis of human rights issues.		
<b>7. CONCLUSIONS</b>		<b>RATING:</b>
a. Take into consideration all evaluation criteria and questions, including human rights and gender equality/mainstreaming criteria.		#DIV/0!
b. Have been formulated clearly, are based on findings and substantiated by evidence collected and go beyond the findings and provide a thorough understanding of the underlying issues of the project and add value to the findings.		
c. Convey the evaluators' unbiased judgement of the intervention.		
d. Developed with the involvement of relevant stakeholders.		
e. Present a comprehensive picture of both the strengths and weaknesses of the project.		

<b>8. RECOMMENDATIONS</b>		<b>RATING:</b>	#DIV/0!
a. Are clearly formulated, based on the conclusions, and substantiated by evidence collected.			
b. Address flaws, if any, in project's data acquisition processes.			
c. Are specific, realistic, indicate a time, are actionable, and of a manageable number.			
d. Are clustered and prioritized.			
e. Reflect stakeholders' consultations whilst remaining balanced and impartial			
f. Clearly identify who is responsible for action.			
<b>9. LESSONS LEARNED</b>		<b>RATING:</b>	#DIV/0!
a. Are correctly identified, innovative and add value to common knowledge.			
b. Are based on specific evidence and analysis drawn from the evaluation.			
c. Have wider applicability and relevance to the specific subject and context.			
<b>10. ASSESSMENT OF THE INTEGRATION OF GENDER EQUALITY AND EMPOWERMENT OF WOMEN (GEEW) for UN-SWAP</b>		<b>RATING:</b>	
a. GEEW is integrated in the evaluation scope of analysis and indicators are designed in a way that ensures GEEW-related data will be collected.			
b. Evaluation criteria and evaluation questions specifically address how GEEW has been integrated into design, planning, implementation of the intervention and the results achieved.			
c. Gender-responsive evaluation methodology, methods and tools, and data analysis techniques are selected.			
d. Evaluation findings, conclusions and recommendations reflect a gender analysis.			
<b>11. INCLUSION OF SDGs IN THE EVALUATION</b>		<b>RATING:</b>	#DIV/0!
a. Connection with Sustainable Development Goals is clear (if consideration is requested in ToR).			
b. Design includes obtaining information on SDG implementation (if requested in ToR)			
c. Include findings related to the SDGs covered by the evaluation.			
d. Include recommendations related to the SDGs covered by the evaluation.			
<b>Overall Score</b>	#DIV/0!		
<b>Overall Rating</b>	#DIV/0!		
<b>Numerical score for UN-SWAP</b>	0	<b>Rating for UN-SWAP</b>	

## SCORING

Assessment Levels: Very Good (90%+) Good (70-89%) Fair (50-69%) Unsatis (<50%)

Element Of The Evaluation	Points Per Category	Average score	Weighted score
Presentation And Completeness	5	#DIV/0!	#DIV/0!
Executive Summary	5	#DIV/0!	#DIV/0!
Evaluation Context And Purpose	5	#DIV/0!	#DIV/0!
Evaluation Scope And Methodology	10	#DIV/0!	#DIV/0!
Reliability Of Data	5	#DIV/0!	#DIV/0!
Findings And Analysis	30	#DIV/0!	#DIV/0!
Conclusions	10	#DIV/0!	#DIV/0!
Recommendations	15	#DIV/0!	#DIV/0!
Lessons Learned	5	#DIV/0!	#DIV/0!
Gender Equality and Empowerment of Women	5	0.00	0.00
Inclusion of the SDGs in the evaluation	5	#DIV/0!	#DIV/0!
<b>Total Maximum Score</b>	<b>100</b>		<b>#DIV/0!</b>

### UN-SWAP Scoring System

<b>Exceeding Requirements</b>	3 - Fully integrated. Applies when all of the elements under a criterion are met, used and fully integrated in the evaluation and no remedial action is required
<b>Meeting Requirements</b>	2 - Satisfactorily integrated. Applies when a satisfactory level has been reached and many of the elements are met but still improvement could be done
<b>Approaching Requirements</b>	1 - Partially integrated. Applies when some minimal elements are met but further progress is needed and remedial action to meet the standard is required.
<b>Missing</b>	0 - Not at all integrated. Applies when none of the elements under a criterion are met.
<b>Overall Calculation</b>	11-12 = very good    8-10 = good    4-7 = Fair    0-3=unsatisfactory