

# STEPS OF A UNODC IN-DEPTH EVALUATION

1

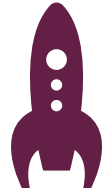
## INITIATE

The **Project Manager (PM)** consults with the Independent Evaluation Section (IES) 10-12 months before the intended end of the evaluation or programme. The **Independent Evaluation Section** initiates the evaluation in Unite Evaluations.

The **Project Manager:**

- Ensures availability of the evaluation budget as reserved at the planning stage.
- Informs the Head of Office/ Division.
- Identifies stakeholders and Core Learning Partners (CLPs).

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



2-3 weeks

2

## PREPARE

The **Project Manager:**

- Drafts the Terms of Reference (ToR) in close consultation with IES, using IES's latest template.
- Submits the initial 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 provided by IES and submits to IES in Unite Evaluations.
- Collects desk review materials.

The **Independent Evaluation Section** proposes candidates for lead evaluator and substantive experts.

The **Project Manager:**

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

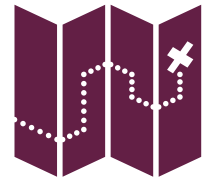
The **Independent Evaluation Section:**

- Clears the Draft ToR and shares with the 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.



5-6 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: 1 IES staff member forms part of the evaluation team.**



3-4 weeks

4

## DESK REVIEW

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

The **Evaluation Team** and the **Independent Evaluation Section** conduct an extensive desk review.

The **Evaluation Team:**

- Prepares an analysis of the preliminary hypotheses of the desk review material.
- 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, IES** and the **Evaluation Team** agree on the field mission.

The **Project Manager** arranges tickets — including for IES staff — and interview schedules in close consultation with the Evaluation Team and IES 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 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



## STEPS OF A UNODC IN-DEPTH EVALUATION

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 Evaluation Report to IES only in Unite Evaluations.

The **Independent Evaluation Section** reviews the Draft Evaluation Report and provides comments.

The **Evaluation Team**:

- Provides a revised Draft Evaluation Report to IES for pre-clearance.
- Submits the revised pre-cleared Draft Report to the PM in Unite Evaluations.

The **Project Manager**:

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

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

The **Independent Evaluation Section** reviews the Draft Report and provides comments to the Evaluation Team.

The **Evaluation Team** provides a revised Draft Evaluation 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.

7-9 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 and IES.

The **Evaluation Team** and **IES**:

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



4-6 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 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 together with IES.

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 the report 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