**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.

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.

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.

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.