

# EVALUATION KNOWLEDGE MANAGEMENT, COMMUNICATION AND INNOVATION

## UNODC'S EFFORTS TO PROMOTE ACCOUNTABILITY AND LEARNING

### ABOUT IES

The Independent Evaluation Section (IES) delivers products and services in line with our three strategic pillars of mandated work. We conduct gender-responsive evaluations of projects, programmes and strategies related to drugs, crime and terrorism. We lead and facilitate the aggregation of evaluation results. We develop innovative evaluation-based knowledge management systems and products. And we support evaluation capacity development. IES reports directly on evaluation results to the UNODC Executive Director and Member States.

### BACKGROUND

UN Reforms and the SDGs require investments into strong, independent evaluations, and the aggregation of evaluation results to inform strategic decisions at the highest political levels.

As a result, IES extracts key results and lessons learned from independent evaluations to produce evaluation-based knowledge products. This strengthens evaluation management and promotes a culture of learning and accountability.

Considering the recent growth of UNODC and the increased complexity of UNODC operations, several key needs have been identified to meet UNODC and Member States' evaluation demands.

### INNOVATIVE IT SYSTEMS

Member States have strongly and repeatedly requested full evaluation coverage, ensuring that all projects and programmes in UNODC

be independently evaluated. However, the limited number of staff and financial constraints of IES make it challenging to effectively manage the entire evaluation portfolio of UNODC.

Thanks to dedicated donor funding, IES has been able to invest in norms, standards and instruments to fulfil these demands. This includes the development of innovative approaches and modern IT-solutions, namely Unite Evaluations.

Unite Evaluations supports centralised management and supervision of UNODC evaluations in a seamless and efficient manner. It allows for the aggregation and dissemination of evaluation results by programme, thematic area, SDGs, region, etc., collects lessons learned and tracks the follow-up on recommendations. The Office of Internal Oversight Services (OIOS) has highlighted Unite Evaluations as a "notable good practice in evaluation management" as well as "a noteworthy example in advancements made for reporting evaluation results vis-à-vis the SDGs".

A major challenge is whether Unite Evaluations will be included as part of Umoja Extension II (UE2). Excluding it would hamper the management and supervision of evaluations at UNODC and the UN Secretariat at large.



## KNOWLEDGE PRODUCTS

IES aspires to support knowledge management and information-sharing for decision-making at the highest levels, including through active engagement with other UN Evaluation Functions.

Upon request by Member States, IES developed a Meta-Synthesis of all evaluations in 2017-2018 (<https://www.unodc.org/unodc/en/evaluation/meta-analyses.html>), the third of its kind. Its objectives are to increase knowledge and awareness of recurring recommendations and lessons learned, to increase the utility of evaluation results, and to enhance evidenced-based decision making.

The main recommendations of this report relate to the need for UNODC to further strengthen Human Rights and Gender Equality, Results Based Management (RBM) and Knowledge Management as well as project/programme implementation.

A major challenge is the funding required to continue developing such analyses, going also beyond UNODC.

## EVALUATION QUALITY ASSESSMENTS

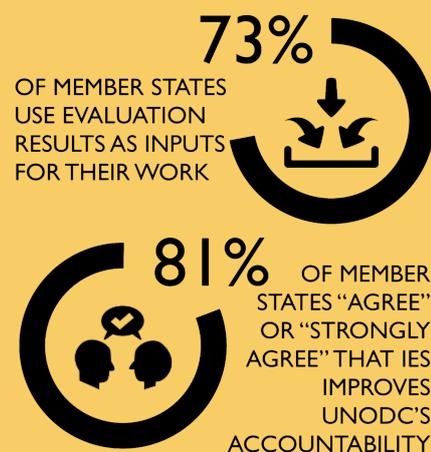
As part of its efforts to ensure that independent evaluations provide credible information for planning purposes, IES has commissioned independent evaluation quality assessments (EQAs) of evaluations since 2014. IES also seeks to improve evaluation practice and to create better mechanisms for tracking and using the knowledge gained from evaluations as part of ongoing organizational learning. Following good practice from previous years and, continuing with the trend from the EQA of all 2018 evaluations, the EQA of all evaluations in 2019 showed the following results:

- 100% of independent evaluation reports were rated by the EQA as "Good" or "Very Good".
- Evaluations at UNODC continued to "meet the requirements" of the Evaluation Performance Indicator for Gender Equality and the Empowerment of Women (UN-SWAP).

A major challenge is the funding required to proceed with independent external quality assessments.

## COMMUNICATION

In response to increased information requirements by internal and external stakeholders, IES has enhanced its dissemination of information stemming from its evaluations. Surveys of internal and external stakeholders on IES work show:



A major challenge is the funding required for improved dissemination of evaluation results, as well as increased demands for active engagement with the UN Evaluation Group (UNEG) and Oversight Bodies.



**UNODC**

United Nations Office on Drugs and Crime

**INDEPENDENT EVALUATION SECTION**

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