



UNODC

United Nations Office on Drugs and Crime

Independent Evaluation Section



META-SYNTHESIS OF EVALUATION REPORTS 2019 – 2021



UNITED NATIONS OFFICE ON DRUGS AND CRIME
Vienna

INDEPENDENT EVALUATION SECTION

META-SYNTHESIS
OF EVALUATION REPORTS
2019–2021



UNITED NATIONS
Vienna, 2022

© United Nations, 2022. All rights reserved.

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the Secretariat concerning the legal status of any country, territory, city or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

This publication has not been formally edited.

Publishing production: English, Publishing and Library Section, United Nations Office at Vienna.

ACKNOWLEDGEMENTS

The meta-synthesis of evaluation reports, 2019–2021 was prepared by a team of independent experts (Dr. Punit Arora; Ms. Ashley Hollister; Mr. Sarang Mangi) in close cooperation with and under the supervision of the Independent Evaluation Section of the United Nations Office on Drugs and Crime.

We would like to thank the Executive Director of the United Nations Office on Drugs and Crime and her Office, Member States and senior management for their continued support for strengthening the independent evaluation function at UNODC. The preparation of the meta-synthesis benefited from the financial support of the Governments of Norway, Sweden and the United States of America.

The Independent Evaluation Section of the United Nations Office on Drugs and Crime can be contacted at:

United Nations Office on Drugs and Crime
Vienna International Centre
P.O. Box 500
1400 Vienna, Austria
Telephone: (+43-1) 26060-0
Email: unodc-ies@un.org
Website: www.unodc.org/evaluation

CONTENTS

Acknowledgements	iii
Abbreviations and acronyms	vi
Preface	vii
Executive summary	viii
■ 1. INTRODUCTION	1
1.1 Background and context	1
1.2 Methodology	1
1.3 Gender equality, disability inclusion and human rights in UNODC evaluation reports	5
■ 2. KEY RESULTS OF THE ORGANIZATIONAL AND STRUCTURAL ASPECTS	7
2.1 Efficiency enablers	9
2.2 Delivering together	14
2.3 UNODC approach	18
2.4 Cross-cutting commitments	24
2.5 Resource mobilization	28
2.6 Stronger research, evidence-based policy and data analysis	31
2.7 Communication	34
2.8 Transforming organizational culture	35
2.9 Additional cross-cutting factors: COVID-19, the environment and United Nations reforms	38

■ 3. FOCUS ON RESULTS OF THE UNODC STRATEGY ACROSS THEMATIC AREAS AND THE SUSTAINABLE DEVELOPMENT GOALS . . .	41
3.1 World drug problem (thematic area 1)	41
3.2 Organized crime (thematic area 2)	43
3.3 Corruption and economic crime (thematic area 3)	44
3.4 Terrorism (thematic area 4)	45
3.5 Crime prevention and criminal justice (thematic area 5)	46
3.6 UNODC and the Sustainable Development Goals	47
■ CONCLUSIONS.	49
■ ANNEXES.	51
I. List of documents reviewed	51
II. Methodological approach	55
III. Codebook for UNODC meta-synthesis, 2010–2021	58
IV. Codes and associated reports	67
V. Gender equality, disability inclusion and human rights in UNODC evaluation reports. . .	71
Endnotes.	73

ABBREVIATIONS AND ACRONYMS

CSU	Civil Society Unit	MOPAN	Multilateral Organization Performance Assessment Network
CT	Counter Terrorism	OIOS	Office of Internal Oversight Services
ECOWAS	Economic Community of West African States	RO	Regional Office
EQA	Evaluation Quality Assessment	SADC	Southern African Development Community
GEEW	Gender Equality and Empowerment of Women	SDG	Sustainable Development Goal
HQ	Headquarters	SOM	Smuggling of Migrants
HRGE	Human Rights and Gender Equality	SWAP	System-wide Action Plan
HRMS	Human Resource Management Software	UDP	UNODC Doha Programme
ICCWC	The International Consortium on Combating Wildlife Crime	UNCAC	United Nations Convention against Corruption
IDE	In-depth Evaluation	UNDIS	United Nations Disability Inclusion Strategy
IES	Independent Evaluation Section	UNEG	United Nations Evaluation Group
IISG	Integrative Internal Security Governance Mechanism	UNODC	United Nations Office on Drugs and Crime
IPE	Independent Project Evaluation	UNOV	United Nations Office at Vienna
ISE	Independent Strategic Evaluation	UNTOC	United Nations Convention against Transnational Organized Crime

PREFACE

The 2030 Agenda for Sustainable Development, United Nations reforms and the recent resolutions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice have underscored the increased need for accountability, transparency and learning within the United Nations system at large as well as in the United Nations Office on Drugs and Crime (UNODC). These have placed particular emphasis on evaluation as a key tool to show what is working and why, and have identified the need for evaluation results to be used at all levels, including for strategic decision-making. The UNODC Strategy 2021–2025 emphasizes this demand by stating that UNODC will “harness a culture of learning, evaluation and innovation”. It further notes that “UNODC will conduct evaluations in UNODC’s mandated areas of work, as well as utilize evaluation and oversight results to provide information at an aggregate level, for example, through meta-syntheses”.

UNODC can build on a long history of offering meta-syntheses, since it is among the first entities in the United Nations system to offer systematic analyses of evaluative evidence, dating back to 2015. With this fourth meta-synthesis produced by the Independent Evaluation Section (IES), which contains all evaluations finalized between 2019–2021, UNODC/IES is continuing to respond to demands from Member States, UNODC senior management as well as from personnel at all levels, by offering evidence stemming from UNODC evaluation and oversight reports.

While IES strives to offer comparability of the aggregate results of evaluation reports over time, the meta-synthesis of 2019–2021 evaluations features some key changes in comparison to previous meta-syntheses.

First, the codebook for the analysis was revised to be fully in line with the UNODC Strategy 2021–2025, thereby offering insights into the five UNODC thematic areas, as well as the organizational structures and approaches of UNODC. These include, for example, organizational enablers for efficiency – the area with the most references in all evaluation reports analysed, information on delivering together with partners, resource mobilization as well as cross-cutting commitments such as human rights, gender equality and disability inclusion.

Second, the analysis was conducted in collaboration with a team of three external consultants with extensive expertise in evaluation, research and analysis as well as in human rights, gender equality and inclusivity. This has led to even further improvements in the quality and depth of the analysis.

In conjunction with the United Nations Office of Counter-Terrorism and the United Nations Interregional Crime and Justice Research Institute, and in coordination with the UNODC Terrorism Prevention Branch, UNODC/IES harnessed its considerable experience to lead the first ever joint system-wide meta-synthesis of the United Nations Global Counter-Terrorism Strategy, which has been of great benefit to the analysis.

While there have been changes to the current meta-synthesis, it has built on its strength by the exclusive use of externally quality assessed evaluation reports to ensure the highest possible quality standards. Moreover, the findings, recommendations and lessons learned across all 39 analysed evaluations have been transmitted in an easy-to-digest manner to support accountability and continuous learning at UNODC, both in this report as well as in the accompanying two-page brief.

EXECUTIVE SUMMARY

Background

The UNODC Meta-Synthesis offers a unique insight into the aggregate results of UNODC evaluations from 2019–2021, ensuring that lessons can be learned at a strategic and programmatic level to foster learning and accountability, despite the challenges posed by COVID-19. IES is building on its long experience in this regard, being one of the first United Nations entities to produce a comprehensive analysis of all their published evaluation reports in the form of meta-syntheses¹ and using this innovative tool to report on evaluation results to a large audience.² From 2020–2021 alone, three syntheses were conducted.



29
Independent
project
evaluations



9
In-depth
evaluations



1
Independent
strategic
evaluation

This meta-synthesis focuses on all 38 independent evaluation reports of UNODC projects, programmes and strategies issued from 2019 to 2021 as well as the Independent Strategic Evaluation of The Work of UNOV/UNODC to Promote Gender Equality and the Empowerment of Women (GEEW) (2022) given its strategic importance. In addition, four Office of Internal Oversight Services (OIOS) audit reports, the OIOS Evaluation of UNODC (2021), the MOPAN Assessment of UNODC (2019) and the United Nations System-wide Independent Meta-synthesis of Evaluations under the United Nations Global Counter-Terrorism Strategy were included.

Methodology

The meta-synthesis follows a similar methodological approach to that adopted by previous meta-syntheses, in particular the UNODC Meta-Synthesis (2017–2018), however a new codebook aligned with the UNODC Strategy

UNODC strategy thematic areas

World drug problem
Organized crime
Corruption and economic crime
Terrorism
Crime prevention and criminal justice

Implementing the mission

Efficiency enablers (29%)
Delivering together (21%)
UNODC approach (14%)
Cross-cutting commitments (14%)
Resource mobilization (10%)
Strong research, evidence-based policy and data analysis (5%)
Communication (4%)
Transforming organizational culture (3%)

¹ IES has produced three Evaluation Meta-Syntheses (2011–2014, 2015–2016, and 2017–2018), as well as two thematic Meta-Syntheses (Evaluation and Oversight Results under the Global Counter-Terrorism Strategy; Preventing and Countering Crime and Violent Extremism) to support the demand for increased cohesiveness, cooperation and consolidation in the work of the United Nations within and between agencies and Member States.

² In line with the Commission on Narcotic Drugs (CND) resolution 52/14 and the Commission on Crime Prevention and Criminal Justice (CCPCJ) resolution 18/6.

2021–2025 was tested and rigorously applied using the qualitative analysis software NVivo. A robust primarily qualitative approach was used to conduct content analysis, qualitative analysis and quantitative analysis (based on coding frequency).



Gender equality and human rights



The focus on gender equality and the empowerment of women in interventions and evaluations has only continued to advance since the first meta-synthesis in 2015. This is evidenced in the improved scores and proportions of evaluations that “meet requirements” for gender equality as measured by the United Nations System-wide Action Plan on GEEW (UN SWAP) Evaluation Performance Indicators. In 2019 and 2020, 82 per cent of evaluations met requirements for gender equality, which increased to 87 per cent in 2021, and the average assessed SWAP score jumped from 5.5 in 2015 to nearly 8 in 2021.



Key results of the analysis

The four main categories referred to by UNODC evaluations were “efficiency enablers” (458 references), “delivering together” (328 references), “UNODC approach” (225 references) and “cross-cutting commitments” (217 references).

Under the “efficiency enablers” category, the majority of references related to “results-based management” (38 per cent) and “streamlining of processes” (28 per cent) in independent evaluation findings, conclusions, recommendations and lessons/good practices. The UNODC Strategy 2021–2025 reaffirms the need to strengthen its results-based management approach to programming, which was also evident in the evaluation lessons and recommendations. Results-based management systems were highlighted by evaluators as necessary for facilitating adaptive management, anticipating challenges and ensuring that all projects and programmes can clearly define, measure and report on operational and programmatic performance and contributions to the achievement of the Office’s strategic priorities. Most references related to “streamlining of processes” were findings and conclusions tied to recommendations for improving efficiencies and alignment between headquarters- and field-based work processes, such as strategic planning, and programme/project design processes, as well as structures and systems for staffing and cost sharing. In terms of human resources, delays largely related to the recruitment of experts or selection of partners given the very specialized areas in which UNODC projects operate.

Within the UNODC approach category, the majority of coding references related to “cross-sectoral work” (35 per cent) and “innovation” (26 per cent), with evaluations highlighting the ability of UNODC to quickly adapt to the

COVID-19 pandemic through technological solutions facilitating the ongoing delivery of interventions, as well as its ability to build diverse governmental actors' buy-in and trust, break down silos and convene multidisciplinary teams, sometimes using international conventions and policy coherence objectives as entry points for collaboration. The increased use of technology facilitated the sustainability and potential reach of remote capacity-building activities, as more participants could attend or access recorded online training at convenient times, potentially facilitating cross-cutting inclusivity and environmental sustainability objectives. In terms of internal coordination, evaluation reports highlighted both good practices and lessons to be drawn from to increase coherence, particularly by working in unity across UNODC divisional, geographic and thematic boundaries when delivering technical assistance.

Given the globally and thematically interconnected nature of the work implemented by UNODC, it is unsurprising that the topic of "delivering together" is frequently identified by independent evaluators as an important mechanism for UNODC to improve its practices and project outcomes. Successful project implementation frequently hinges on partnerships built with relevant stakeholders at all levels of interaction, from international organizations and policymakers to civil society organizations and government representatives at local levels. Overall, 36 per cent of references under "delivering together" were related to partnerships with regional and international organizations and 26 per cent of references related to partnerships with civil society organizations. Evaluators acknowledged that international partnerships, though essential to project performance, could be more optimally utilized and expanded, and were at times challenging to initiate and maintain over the course of project implementation. Recommendations thus highlighted the need for more systematic

engagement of partners towards the goal of sustained regional and subregional collaboration beyond the project boundaries, including among other United Nations agencies and private sector partners. In terms of civil society organizations, evaluations highlighted the important role civil society organizations play in ensuring UNODC projects are relevant, sustainably implemented and impactful at the grass-roots level, though a lack of involvement in project design and implementation processes occasionally led to an incomplete understanding of local context.

From within the category of "cross-cutting commitments", a total of 43 reports were coded under gender and LGBTQI+, including 37 recommendations, and 40 reports coded for human rights, including 39 associated recommendations. Less coded categories included youth, UNODC gender strategy and disability. It was typically noted that UNODC did well to mainstream human rights and the rule of law into its projects, given this is a fundamental driver within the mission of UNODC, and had also made progress in mainstreaming gender equality issues into projects and institutional systems. However, evaluations still cited a need for increased planning measures to ensure gender, human rights, and the "leave no one behind" principle are mainstreamed from project design through to results measurement, ensuring adequate due diligence, needs assessments and stakeholder consultations take place, that highly vulnerable groups and areas are not excluded, and that proper gender and human rights expertise are budgeted for, consulted and retained.

In the "resource mobilization" category, 78 per cent of references refer to resource mobilization strategies and challenges generally, and the remaining 22 per cent highlight opportunities for improved reporting on results. Several references in this criterion pointed to a need for clearer resource mobilization strategies to secure future

funding, including donor mapping activities and planned approaches to fundraising. One challenge that was commonly mentioned by evaluators was the dependency on external and earmarked funding, and identified the need for a more flexible use of resources to be more responsive to recipient Governments' needs. In terms of reporting, evaluations stressed that it is important to streamline varying administrative, monitoring and reporting requirements to ensure effective project implementation for project staff and accountability to donors, especially for joint programmes or projects with multiple donors.

Findings, conclusions, recommendations and lessons/good practices under the “stronger research, evidence-based policy and data analysis” category most frequently referenced the utility, accessibility (36 per cent) and quality (22 per cent) of UNODC research, as well as the interrelation between monitoring, research and evaluation (19 per cent). Evaluation reports highlighted good practices in increasing the usability of research products, notably, by taking a “bottom-up” approach for developing culturally relevant guidelines and tools through the involvement of local technical experts and the scientific community. Good practices also included ensuring that data and technical support from headquarters was made readily available to field offices to support evidence-based interventions. In line with the Office strategy, evaluations also reported the use of innovative solutions, in which UNODC integrates and visualizes data from traditional sources, such as project monitoring and evaluation data, with big data gathered through, for example, satellite imagery.

Ensuring effective channels for communication both internally among UNODC offices and externally with donors or other strategic partners was assessed as vital to the success of any project; however, fewer evaluations detailed significant

findings related to the category “communication” (only 4 per cent of all references). In this category, 21 per cent of references related to internal communication, while 79 per cent related to external communication. References to external communication often highlighted the importance of specific budget allocation for raising project visibility and sharing project outcomes, while references to internal communication pointed to the need for more defined strategies to facilitate greater engagement of field staff, enhanced awareness of field and regional activities and their interconnections, and increased joint programming.

“Transforming organizational culture” was the least frequently assessed and referenced category within evaluation reports (3 per cent of all references,) with coding focused on promoting diversity and inclusion in UNODC across institutional levels, as well as a safe and supportive work culture. Most references related to staff distribution and staff coaching and mentoring, which overlapped somewhat with other coding categories, and few others, such as sexual abuse and exploitation, were not thoroughly assessed in any evaluation except the institutional gender equality and empowerment of women evaluation. In this evaluation, it found gender balance in key decision-making positions and suggests that the obligations of top managers towards gender equality and the empowerment of women (GEEW) are apparent. However, the same report cautions of a probable gap between senior management's commitment to GEEW and on-ground efforts to support it, with field-level disparities in males to females in P-5 and G personnel. Good practices and recommendations for supporting staff well-being included positive mentorship and collaboration with managers, reviewing working conditions and opportunities for advancement, training and flexible working conditions to promote greater work-life balance, increased productivity, and subsequently effective delivery of interventions.

Select good practices identified in evaluations



- Early and ongoing efforts to assess and reinforce the absorption capacities and institutional commitment of government agencies
- Expanded use of digital, hybrid and mobile-responsive training and training tools
- Clear delineation of roles based on existing expertise to support effective delivery of holistic, cross-sectoral approaches across thematic areas of focus
- Localized knowledge for enhanced relevance and use of research and tools
- Strong field-based presence and sufficient time for project planning to clarify project structure and management in accordance with UNODC policies and strategic frameworks
- Public-private partnerships
- Programmes directly addressing environmental sustainability

Select lessons identified in evaluations



- Importance of assessing and mitigating potential risks of remote training and technical assistance, including potential breaches of security, reduced participant engagement and exclusion due to connectivity issues
- Coherence and coordination across divisional, geographic and thematic boundaries for projects/programmes to promote unity and improve effectiveness of technical assistance
- Stable, long-term and unearmarked funding can support UNODC to deliver on its commitments and results
- Systematic approaches to partnership engagement towards the goal of sustained regional and subregional collaboration beyond the project boundaries, as well as to ensure the right civil society organizations are adequately engaged and human rights and gender equality are considered

World drug problem (thematic area 1)

Independent evaluations highlighted the quality and value of UNODC research and trend analysis on drugs and crime at the global level; however, there is a desire for more systematic generation of country-level evidence that can serve as a basis for national policy planning. The 2021 OIOS Audit of UNODC found that country-level data were collected only when donor interest and funding existed, though these projects have demonstrated results: the implementation of illicit crop monitoring projects contributed to increased cooperation at all levels and – through the provision of objective and reliable data – improved measures to prevent and measurably reduce or eliminate illicit cultivation for the

production of narcotic drugs and psychotropic substances within the framework of sustainable crop control strategies and measures. In Colombia, 37,000 ha of coca were eradicated and approximately 100,000 families supported through the alternative development programme.

Organized crime (thematic area 2)

The legitimacy and expertise related to the normative work of UNODC, as well as its role as the guardians of the United Nations Convention against Transnational Organized Crime (UNTOC) and its Protocols, contribute significantly to the organization's added value in comparison to other agencies. Facilitated by its ability to convene multi-stakeholder groups,

UNODC contributed to the strengthening of international and cross-border cooperation and collaboration through multilateral agreements, memorandums of understanding, joint programmes and institutional partnerships. However, evaluations also noted that the complexity of organized crime needed to be considered in any project framework and results measurement, with many external challenges, such as political instability, potentially impacting the scale and scope of results achieved. Given the highly complex nature of organized crime and various stakeholders/actors involved, evaluations recommended addressing this by engaging the right mix of experts and strengthening cooperative relationships with private sector organizations and civil society organizations to take on board cross-cutting aspects, such as increasing alternative livelihoods opportunities.

Corruption and economic crime (thematic area 3)

Most of the evaluations highlighted the positive impact of projects on the implementation of the United Nations Convention Against Corruption (UNCAC), notably the *Global Programme to prevent and combat corruption through effective implementation of UNCAC in support of SDG 16*. This effectively utilized regional platforms to harness common needs and characteristics among countries to “fast-track” the implementation of UNCAC. However, evaluations identified a great need to strengthen the mainstreaming of human rights and gender into anti-corruption programming. The Global Programme highlighted a notable global evidence and expertise gap in this regard, and presented an opportunity for UNODC to become a thought leader given its progressive consideration of these issues in its work.

Terrorism (thematic area 4)

Evaluations coded under the thematic area of “terrorism prevention” noted that the interventions were efficiently implemented and made effective use of cross-sectoral collaborations and partnerships, despite the challenges emanating from the COVID-19 pandemic. In these areas, programmes contributed to building effective national criminal justice systems for preventing and reducing terrorism through different mechanisms based on the rule of law. In the case of the Global Programme, it reportedly helped improve investigation, prosecution and adjudication of counter-terrorism cases. For example, in the case of Nigeria, at least 366 terrorism cases had led to convictions, while 882 cases had been discharged, with hearings led by project-trained defence lawyers, prosecutors and judges.

Crime prevention and criminal justice (thematic area 5)

Evaluators highlighted the role of UNODC as a neutral actor capable of organizing meetings, managing them and fostering trust by removing silos among various stakeholders. Crime prevention and criminal justice interventions at UNODC had strong gender equality and human rights components and impacts; for example, enabling legal aid providers to deliver more gender-responsive services and supporting innovative and technological solutions for managing violent extremist offenders in prison or violence against women cases.



I. INTRODUCTION

■ I.1 Background and context

In 2020, the COVID-19 pandemic emerged and drastically changed the world we live in. The resulting health, humanitarian and economic crises have put at risk the lives and livelihoods of people everywhere, and have exacerbated problems of inequality, fragility, crime and terrorism. The pandemic clearly demonstrated that the challenges humanity faces are global, and that the solutions must also be global. In this context, UNODC was urged to restructure and redefine the ways in which it will support global recovery and uphold its mission to contribute to peace and security, human rights and development, resulting in the UNODC Strategy 2021–2025.

Analysis, research and evidence are at the core of UNODC strategic frameworks in order to accelerate, track and report on progress towards the 17 Sustainable Development Goals (SDGs). As such, increased attention has been placed on the work of the Independent Evaluation Section (IES) to lead and guide independent evaluations in order to provide objective information on the Office's performance and to improve UNODC and partner countries' accountability and evaluation-based decision-making in the response to drugs, crime, corruption and terrorism. Specifically, the UNODC Strategy 2021–2025 states that: "UNODC (through the Independent Evaluation Section) will conduct evaluations in UNODC's mandated areas of work, as well as utilize evaluation and oversight results to provide information at an aggregate level, for example, through meta-synthesis."

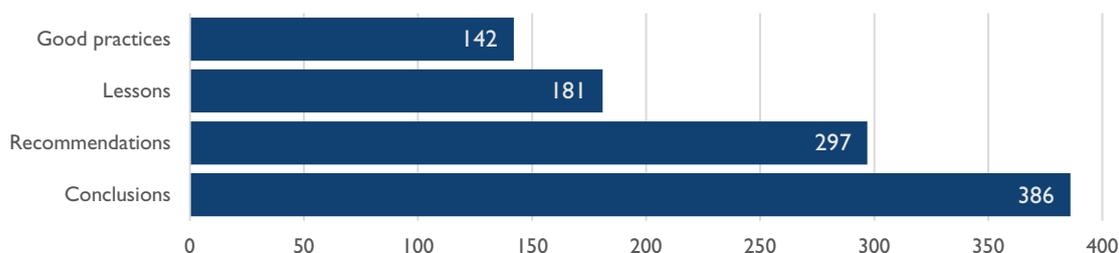
Against this backdrop, evaluations and other oversight and knowledge products offer insights into what works and what doesn't, ensuring that UNODC interventions can continue delivering in an efficient and effective manner. The UNODC Meta-Synthesis offers unique insight into the aggregate results of UNODC evaluations from 2019–2021, ensuring that lessons can be learned at a strategic and programmatic level to foster learning and accountability, despite the challenges posed by COVID-19. IES is building on its long experience in this regard, being one of the first United Nations entities to produce a comprehensive analysis of all their published evaluation reports in the form of meta-syntheses.¹ The approach to this analysis has been further strengthened compared to previous meta-syntheses, ensuring thereby that evaluative evidence is aggregated in response to the UNODC Strategy 2021–2025 to inform decision-making and reporting at all levels and offering valuable insights at an aggregate level for UNODC senior management and Member States.

■ I.2 Methodology

The overall objective of the meta-synthesis approach at UNODC is to provide useful information, which is tailored to the wide range of needs of different audiences – including Member States, senior management and staff at large – and to offer insights into current trends stemming from evaluations and based on the UNODC Strategy 2021–2025. The overarching approach remained

¹ IES has produced three Evaluation Meta-Syntheses (2011–2014, 2015–2016 and 2017–2018), as well as two thematic Meta-Syntheses (Evaluation and Oversight Results under the Global Counter-Terrorism Strategy; Preventing and Countering Crime and Violent Extremism) to support the demand for increased cohesiveness, cooperation and consolidation in the work of the United Nations within and among agencies and Member States.

FIGURE I. Independent Evaluation Reports (38): Count of conclusions, recommendations, lessons and good practices^a



^a“Recommendations” in independent evaluation reports were the only type of information clearly numbered, and there were 297 recommendations in total. However, many recommendations included subrecommendations, and these are not included in the total in this chart. Conclusions, lessons and good practices were not uniformly presented or numbered in evaluation reports, and therefore these were quantified in the above chart in order to display the type and quantity of the information analysed in evaluation reports. Each bulleted or numbered conclusion (etc.) was counted as one; and when presented as large summaries, each paragraph represented one conclusion.

similar to previous meta-syntheses, in particular the UNODC Meta-Synthesis (2017–2018), however a new codebook aligned with the UNODC Strategy 2021–2025 (See [annex II](#)) was tested and rigorously applied using the qualitative analysis software NVivo. The theory of change shown in figure III presents a visual representation of the UNODC Strategy 2021–2025 and the codebook used.

In addition, the scope of analysis was larger than previous meta-syntheses, expanding the focus of coding of independent evaluation reports from the recommendations section of reports, to also include findings (in the executive summary only), conclusions, lessons learned and good practices.

A robust primarily qualitative approach was used to conduct content analysis, qualitative analysis and quantitative analysis (based on coding frequency). Two team members were responsible for coding the documents in NVivo, with inter-coder reliability checks conducted to ensure quality, with the achieved agreement considered to be “good”. The main challenge, or limitation, was the presentation of results from the expanded scope, as up to four codes could be assigned to any one paragraph of information (which could, for example, represent one conclusion).

Therefore, it was not possible to communicate, for example, that 25 per cent of conclusions related to the “results-based management” code/criterion without diluting the analysis, as there were so many, and more nuanced codes. The analysis presented in the findings therefore shows the proportion of all references under one category referring to any one code/criterion, as well as the distribution of codes by information type (i.e., finding, conclusion, recommendation, etc.). For further information on the methodological approach, including a more detailed description of the inter-coder reliability checks and the limits to the expanded scope of analysis and their resolution, see [annex II](#).

This meta-synthesis utilized all 38 independent evaluation reports of UNODC projects, programmes and strategies issued from 2019 to 2021 and their evaluation quality assessments (EQA), as well as four OIOS audit reports, the OIOS Evaluation of UNODC (2021), the MOPAN Assessment of UNODC (2019) and the United Nations System-wide Independent Meta-synthesis of Evaluations under the United Nations Global Counter-Terrorism Strategy (See [annex I](#)). The independent strategic evaluation of *The Work of UNOV/UNODC to Promote Gender Equality and the Empowerment of Women* (GEEW 2022) was

also included given its organizational importance. Since 2019, all reports received “good” and “very good” ratings on the external evaluation quality assessments (with the exception of one “fair” report in 2020) and, as such, all published UNODC evaluations were in alignment with UNEG and UNODC norms and standards.

The independent evaluation reports included in the meta-synthesis cover more than US \$500 million in budget,² and the majority were independent project evaluations (IPE) (29), with some in-depth evaluations (9) and one strategic evaluation. Most IPEs focused on projects in Africa and the Middle East and Latin America and the Caribbean; and overall, the evaluations primarily focused on the thematic area of countering transnational organized crime. The in-depth evaluations include coverage of two regional programmes, i.e., the in-depth evaluation of *UNODC Programming in West and Central Asia*

TABLE I. Distribution of reports by type and geography

Region	#
Africa and Middle East	7
Europe and West/ Central Asia	3
Global	12
Latin America and the Caribbean	9
South Asia	3
South-East Asia and the Pacific	4
OIOS audits	4
Other evaluations and meta-syntheses	4
Total docs coded	46

and the final in-depth evaluation of the *Regional Programme South-East Asia*.

FIGURE II. Number of evaluations related to Sustainable Development Goals^a



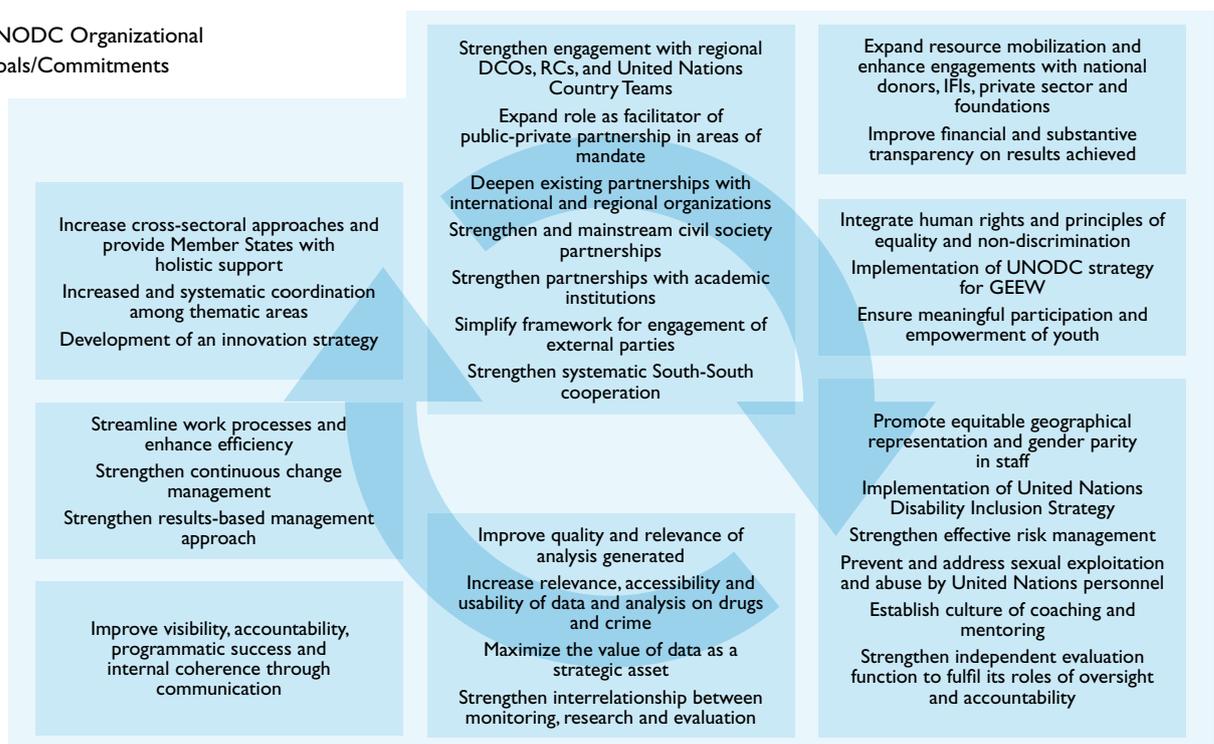
^a Each evaluation report can relate to more than one SDG.

² USD 520,208,687, to be exact.

FIGURE III. Theory of change (UNODC Strategy 2021–2025)



UNODC Organizational Goals/Commitments



The evaluations reviewed for the meta-synthesis relate to a range of SDGs, with numerous programmes and projects targeting multiple SDGs. Figure II shows that 33 evaluations are related to Goal 16 on peace, justice and strong institutions, followed by 18 reports to Goal 5 on gender equality, 11 reports to Goal 17 on partnerships for the goals, and 7 reports to Goal 8 on decent work and economic growth.



The 38 analysed reports include data collected from 1,859 survey respondents, 3,073 interview and focus group discussion respondents (1,751 male and 1,322 female), and 5,196 documents reviewed.

■ 1.3 Gender equality, disability inclusion and human rights in UNODC evaluation reports

All UNODC evaluations are guided by the principles of gender equality, human rights and leaving no one behind, being fully in line with the UNODC Evaluation Policy and Handbook, the UNEG Evaluation Norms and Standards, as well as the 2030 Agenda. Since 2015, when the first evaluation meta-synthesis was conducted, IES has taken numerous actions to continue to strengthen the integration of human rights and gender

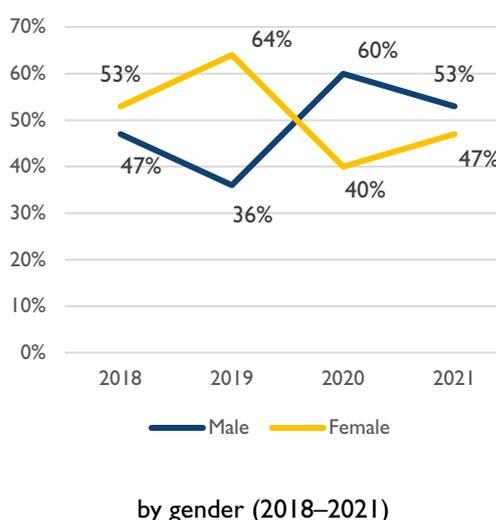
equality aspects into the entire evaluation process. IES actions were further bolstered by the first UNOV/UNODC Strategy for Gender Equality and the Empowerment of Women (GEEW) (2018–2021) and accompanying gender action and training plans, and the increasing focus on GEEW in interventions and evaluations is evidenced in the improved scores and proportions of evaluations that “meet requirements” for gender equality as measured by the United Nations System-wide Action Plan on GEEW (UN SWAP) Evaluation Performance Indicators.

FIGURE IV. Average GEEW scores by year, from baseline (2015)



IES has managed to maintain gender balance in its independent evaluators, with a total of 48 male and 45 female evaluators engaged between 2019 and 2021.

FIGURE V. Percentage of independent evaluators



A key challenge emerging from the *2019–2021 Syntheses of the Independent Quality Assessment of UNODC Evaluation Reports*, as well as this evaluation meta-synthesis, is the more limited systematic analysis of “leaving no one behind” and, specifically, “disability inclusion.” There is growing awareness of the importance of considering disability inclusion as a distinct human rights issue to be mainstreamed in evaluation processes and results; however, since 2019 only four evaluations (two in 2020 and two in 2021) specifically mentioned persons with disabilities, though larger numbers of evaluations referenced persons with

disabilities generally in the category of vulnerable groups. The 2021 EQA Synthesis Report³ notes that, unlike topics of human rights and gender equality, there is no clear direction available on mainstreaming disability inclusion into evaluations until January 2022 when UNEG released the “Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator.” The lack of guidance on mainstreaming of disability inclusion in evaluations has likely driven the limited reference and consideration of persons with disabilities in evaluations.

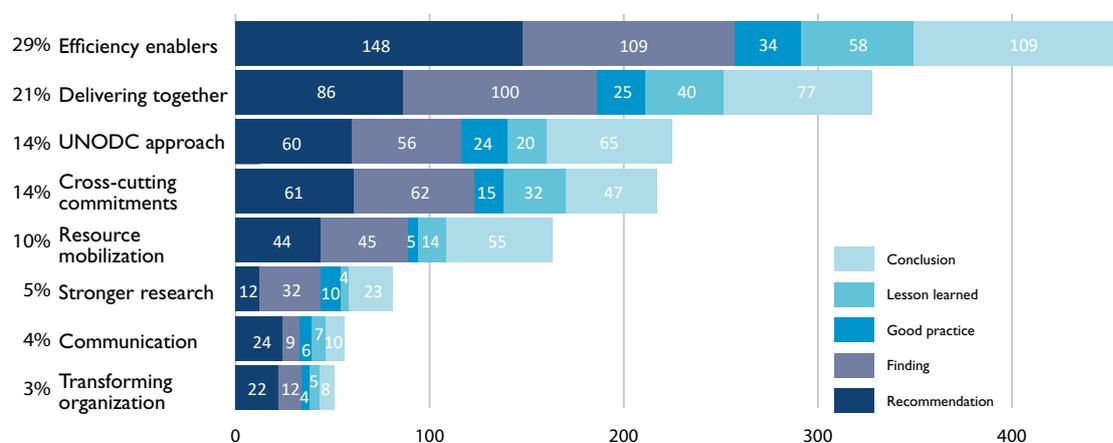
³ www.unodc.org/documents/evaluation/EvaluationQualityAssessments/UNODC_2021_EQA_Synthesis_Report.pdf

2. KEY RESULTS OF THE ORGANIZATIONAL AND STRUCTURAL ASPECTS

The UNODC Strategy 2021–2025 aims to equip UNODC to deliver effectively, efficiently and with accountability, elevating support to Member States to build just, inclusive and resilient societies that leave no one behind.⁴ The Strategy, as well as various regional and country-level strategic frameworks emerging from it,⁵ works to reinforce multilateral consensus and forge common solutions towards: balanced drug control; stronger measures against transnational organized crime, terrorism and violence; protection of our natural resources from illegal exploitation; safeguarding economies from corruption, economic crime and illicit financial flows; and more effective criminal justice systems and capabilities, paying special attention to human rights, protection of children, gender equality, and empowerment of women and youth.

The Strategy defines organizational and structural aspects and work streams intended to “sharpen UNODC’s value proposition” and make UNODC more effective, agile and responsive. The elements of the strategic plan – such as a review of key efficiency enablers to results delivery, which featured most prominently within evaluation findings and recommendations – are covered within this chapter. Other aspects, such as increased visibility through effective communication and strengthened capacity for analysis, research and evidence-based decision-making, while at the core of UNODC strategic frameworks in order to provide and share evidence-based interventions, were less frequently noted within evaluation reports. Key findings and analysis emerging from evaluation reports on UNODC progress in this regard are discussed.

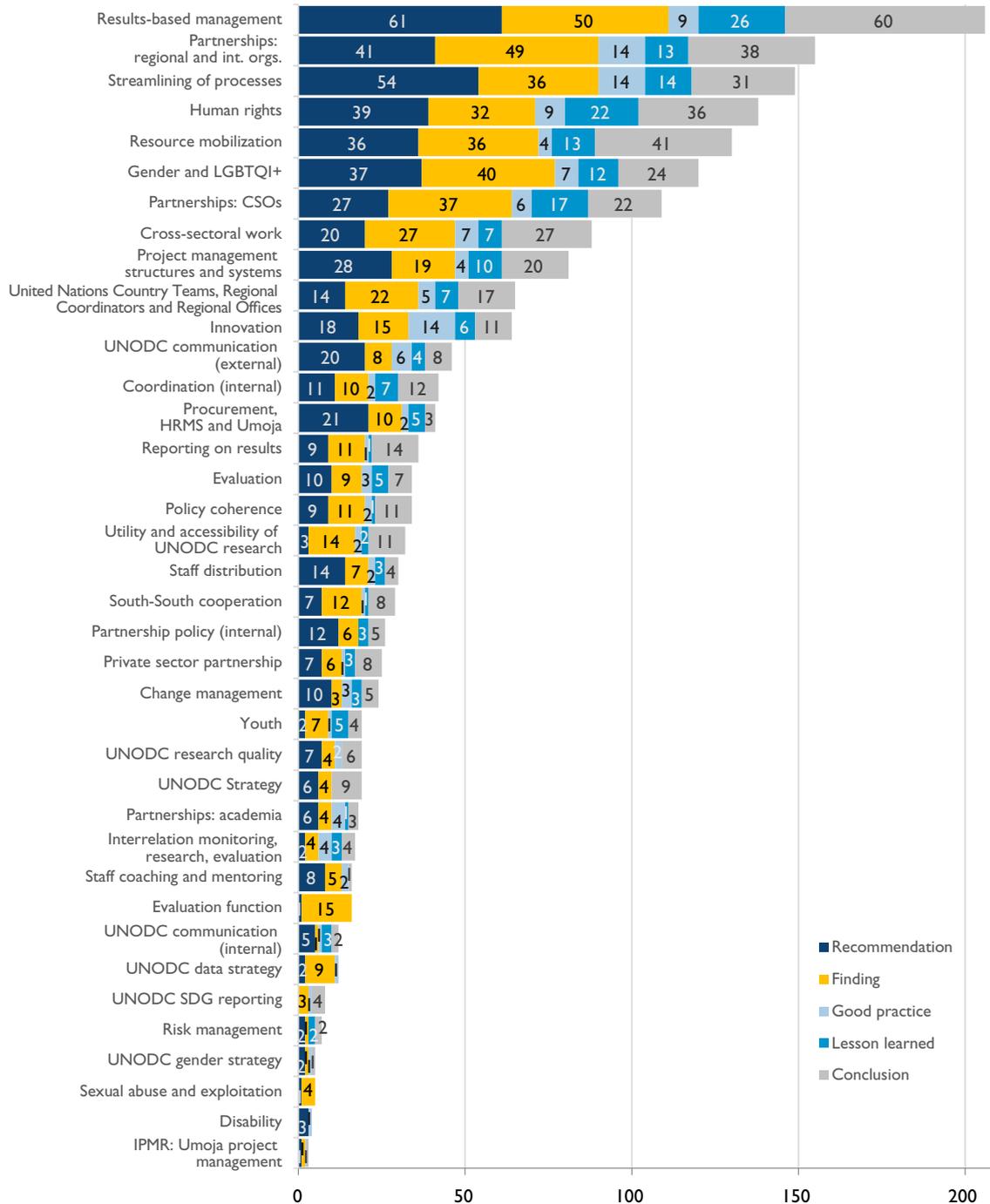
FIGURE VI. Organizational, structural aspects of the UNODC Strategy coding distribution



⁴ www.unodc.org/unodc/strategy/index.html

⁵ UNODC Strategic Vision for Africa 2030; UNODC Strategic Vision for Nigeria 2030; UNODC Programme Strategy for Central Asia 2022–2025; Visión Estratégica de UNODC para América Latina y El Caribe 2022–2025.

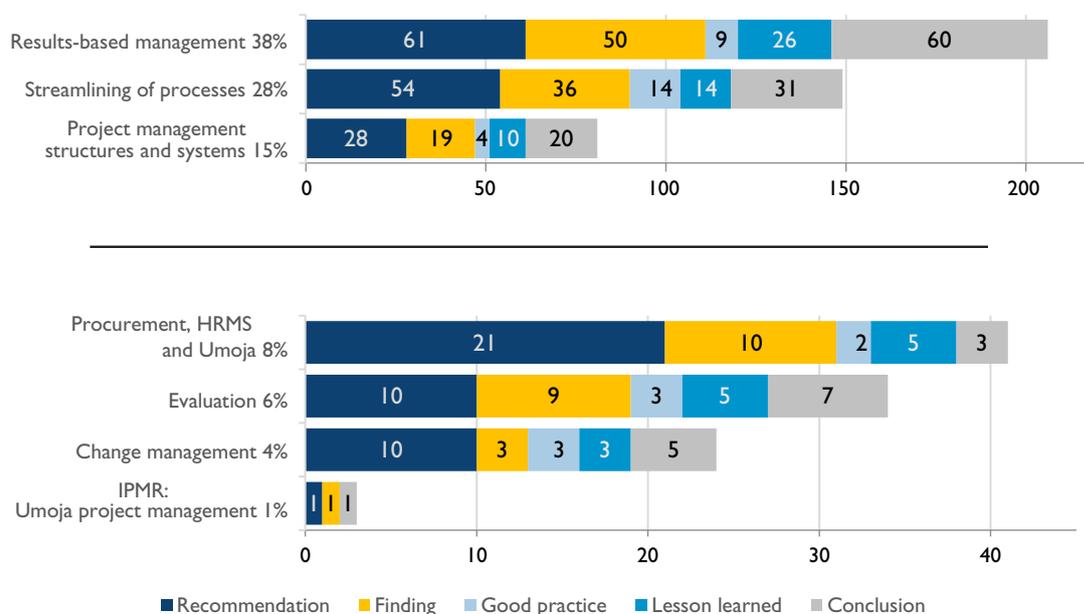
FIGURE VII. Codes broken down by type of information



2.1 Efficiency enablers

Key findings: The majority of references for any category relate to the various efficiency enablers (29 per cent), highlighting the substantial focus on streamlining work processes and enhancing efficiency delivering results at UNODC.⁶ Under the “efficiency enablers” category, the majority of references related to “results-based management” (38 per cent) and “streamlining of processes” (28 per cent) in independent evaluation findings, conclusions, recommendations and lessons/good practices. The UNODC Strategy 2021–2025 reaffirms the need to strengthen its results-based management approach to programming, which was similarly echoed in the evaluation lessons and recommendations. Results-based management systems were highlighted by evaluators as necessary for facilitating adaptive management, anticipating challenges and ensuring that all projects and programmes can clearly define, measure and report on operational and programmatic performance and contributions to the achievement of the Office’s strategic priorities. Most references related to “streamlining of processes” were findings and conclusions tied to recommendations for improving efficiencies and alignment between headquarters-based and field-based work processes, such as strategic planning, and programme/project design processes, as well as structures and systems for staffing and cost sharing. In terms of human resources, delays largely related to the recruitment of experts or selection of partners given the very specialized areas in which UNODC projects operate; high turnover of experts in either UNODC or partner institutions was also noted.

FIGURE VIII. Breakdown of codes under efficiency enablers by type of information



⁶ There was considerable overlap in coding for the streamlining of processes, project management structures and systems, Umoja project management, and procurement, HRMS and Umoja. As such, findings related to the above are consolidated under the streamlining of processes and procurement, HRMS and Umoja.

Results-based management (38%) and evaluation (6%)

“Results-based management” had the highest number of references under the “efficiency enablers” category, including 60 conclusions, 61 recommendations and 26 lessons learned. This is the highest frequency of coding under any one criterion, which is to be expected considering it is the standard reference point when assessing the relevance and quality of programme design and M&E systems in evaluations. The “evaluation” criterion was mostly referenced in relation to its limits without adequate results-based management systems in place, and therefore is included in this section, with only 7 conclusions, 10 recommendations and 5 lessons.

Most evaluations identified key factors for strengthening results measurement, including developing a comprehensive theory of change, clarifying logical frameworks and ensuring some rigour and standardization in data-collection tools. Several evaluations recommended that programmes develop more sophisticated theories of change clearly demonstrating how the various components interact as well as sufficiently robust logical frameworks with measurable indicators (GLOZ31, GLO565, GLOU68, UNDA, XACZ61, XAMX59, XEEZ84, GLOT60)[1]. It was also recommended that logical frameworks for longer-term projects be updated, especially after substantial project revisions (EGYZ33, GLOR25)[2] or that these frameworks are made sufficiently flexible and adaptable to highly complex, dynamic and unstable operating environments (BOLZ68)[3].

Several evaluations highlight critical gaps in data that could have been resolved with more substantial gender and conflict analyses in the planning and design phase, especially in relation to

monitoring and reporting on “leave no one behind” targets. Recommendations related to the mainstreaming of indicators that track progress against human rights and gender equality objectives and the SDGs (BOLW35, GLOU68, Support to Maldives on Counter-terrorism)[4] as well as the collection and analysis of data disaggregated by sex and intersectionality issues (BHUZ13, GLOU68)[5].

Stable, long-term funding for UNODC to deliver on its commitments and results was occasionally referenced as a limit to adequate application of results-based management practices and measurement of results. Specifically, the 2019 MOPAN Assessment concludes that the funding modality of UNODC impedes its ambitious goals towards becoming a results-oriented organization. In addition to providing more support to country offices on developing and implementing robust monitoring and evaluation strategies, it was also recommended to design more realistic M&E plans in collaboration with stakeholders, as well as consider expanding results-based management practices beyond the planning, monitoring and evaluation of individual projects to other areas, such as evaluation of thematic areas, types of technical assistance (e.g. all capacity-building activities), or partnership and gender mainstreaming strategies/policies (GEEW) to facilitate larger learning objectives.

The evaluation of the *Implementation of the Doha Declaration: Towards the Promotion of a Culture of Lawfulness* (GLOH82) highlights the value of long-term funding and its contributions to UNODC results and their measurement. According to evaluators, the programme has generated a number of outputs and methodically followed up on its outcomes as envisaged in its results framework through periodic surveys tracking training and capability growth and maintenance of an outcomes database. It has also

taken innovative steps, such as using experimental design processes, to determine the success of its initiatives.

Streamlining of processes (28%) and change management (4%)

GOOD PRACTICE

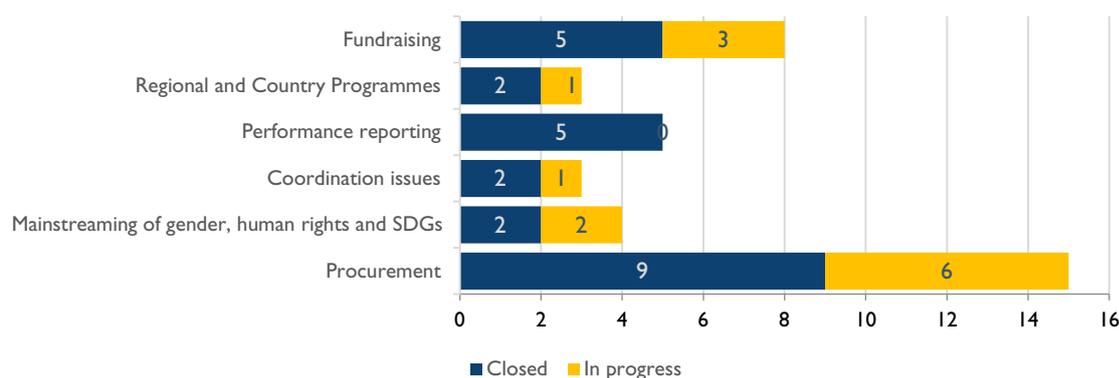
EVIDENCE-BASED INTERVENTIONS

“The evaluation found the developing use of evidence-based programming is of great benefit to counterparts as well as the programmes as they enable more refined programming and provided opportunities to demonstrate successes. The Pakistan rule of law roadmap projects reflect innovation in this respect.”

(Evaluation of UNODC Programming in West and Central Asia)

In total, 54 recommendations and 31 conclusions were coded under the criterion “streamlining of processes,” which detailed the required or actual changes in work processes, structures and systems, including relating to the field network.⁷ Most references were findings and conclusions tied to recommendations for improving efficiencies and alignment between headquarters-based and field-based work processes, such as strategic planning and programme/project design processes, as well as structures and systems for staffing and cost sharing. For example, the 2020 analysis of recommendations made in nine prior internal OIOS audit reports of UNODC field operations saw that most recommendations related to procurement processes, fundraising and performance reporting.⁸

FIGURE IX. Analysis of OIOS field operations recommendations by focus area^a



^aReconstructed graph from data available in OIOS Audit Report 2020/019.

⁷ These themes were similarly reflected in coding for the “change management” category, which had only 24 references in total, and so key recommendations, good practices and lessons related to change management will largely be mainstreamed in this section. Most change management recommendations emerged from evaluations of long-standing global programmes/projects coming to a close and requiring the participatory updating of project documents to be better aligned with Member State needs and the new UNODC Strategy 2021–2025.

⁸ <https://oios.un.org/file/8614/download?token=uH4avgrB> OIOS Audit Report 2020/019: Report on follow up of recurring recommendations pertaining to the United Nations Office on Drugs and Crime management of field offices: “The audit included a review of recommendations made in nine internal audit reports issued between 2015 and 2019.”

Most change management recommendations emerged from evaluations of long-standing global and regional programmes/projects closing and requiring the participatory updating of project documents to be better aligned and coherent with Member State needs, the new UNODC Strategy 2021–2025, or the United Nations Development System, broadly, or new pilot initiatives requiring more formalized structures and systems.

A recommendation made by OIOS and echoed in several country and regional evaluations was to create more time and/or more efficient mechanisms for engagement with country-level stakeholders, especially consultation between Member States, field and regional offices or headquarters, in the development and approval of regional and country planning documents for field operations, as well as making determinations on the use of regional versus country programmes. As quoted: “[t]here was a general view that although field offices developed well designed programmes and projects [...], the strategic planning at country and regional levels could be enhanced if UNODC had a more clearly defined long-term strategy that provided a clear pathway for the lower-level country and regional programming.”⁹ Other work processes noted by evaluations and related to headquarters, regional and field operations included establishing, applying and publicizing minimum preconditions for providing a specific package of technical assistance, including in-depth stakeholder consultations, risk analyses, strategy mapping and exit plans/sustainability assessments.

Other evaluations noted complex management arrangements, including cost-sharing staff and other resources among global, regional and country programmes and regular budget resources, which in some cases facilitated

efficiencies and outcome achievement and in others complicated results measurement, financial reporting and staff working relationships due to blurred lines of authority. The evaluation of *UNODC Programming in West and Central Asia* noted how the regional and country programme structures led to the duplication of efforts, while the geography-based pillar structure of *Strengthening the Legal Regime Against Terrorism* was reported to have limited the availability of thematic expertise and led to internal competition for resources between headquarters and field offices. Several global and regional evaluations noted the importance of having a strong field-based presence and sufficient time for project planning to clarify project structure and management in accordance with UNODC policies and strategic frameworks. For example, regarding the efficiency in delivery of the *Global Maritime Crime Programme (GMCP)*, activities were enhanced by having the GMCP Headquarters team based in the field (Sri Lanka), resulting in closer cooperation and trust building with stakeholder groups including donors, Member State partners and end-beneficiaries during all phases.

LESSON LEARNED



DIFFERENTIATION OF BUDGET

“Both staff paid by the GLO565 programme and staff paid by Regular Budget resources contribute interchangeably to the overall activities of the Precursors Control Section, making it difficult to differentiate and report them separately”

(Evaluation of INCB Databank for Precursor Control)

⁹ OIOS Audit Report 2020/019, p.4.

Project management structures and systems (15%), procurement, HRMS and UMOJA (8%)

Fewer conclusions and recommendations were generated on procurement, HRMS, Umoja and project management structures and systems. Procurement, as noted by the above-referenced 2020 OIOS audit, had the highest number of completed and in progress recommendations related to the management of field operations, and general evaluation recommendations related to procurement and human resources in 21 cases. While the *2019 MOPAN Assessment* and *OIOS Audit Report 2020/019*¹⁰ noted ongoing UNODC

initiatives to strengthen operational machinery, some reports evaluating longer-term or regional programmes still noted a continued need for improving management strategies for decision-making and disbursement of funds in a timely manner. Recommendations primarily related to addressing the clearing delays for procurement requests through the centralized Umoja system and delegating adequate levels of decision-making authority to project officers[6]. Other recommendations related to risk management and ensuring partners receiving procured goods have adequate asset management plans/policies to ensure the sustained benefit of the provided assets (EGYZ33)[7].

In terms of human resources, delays largely related to the recruitment of experts or selection of partners given the very specialized areas in which UNODC projects operate[8]. Relatedly, another challenge included the high turnover of experts in either UNODC or partner institutions. This is particularly true if experts are hired as temporary project-level staff or consultants, and as such, several evaluations included recommendations to create full-time posts or conduct staff training related to specific areas of expertise such as gender mainstreaming or monitoring and evaluation to build internal capacity and overcome recruitment challenges[9].

GOOD PRACTICE



UTILIZATION OF LOCAL CAPACITIES

“UDP effectively utilized infrastructure and local capacities that were already in place. This complementary approach was one of the best characteristics of the activities implemented within the UDP, which helped it be more efficient and effective.”

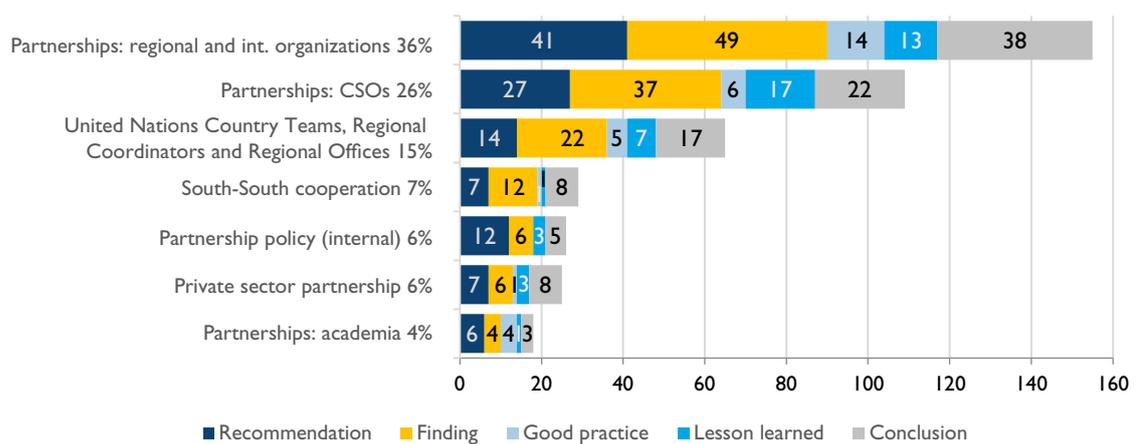
(Evaluation of Implementation of the Doha Declaration: Towards the promotion of a culture of lawfulness)

¹⁰ OIOS Audit Report 2020/019: Report on follow up of recurring recommendations pertaining to the United Nations Office on Drugs and Crime management of field offices.

2.2 Delivering together

Key findings: Given the globally and thematically interconnected nature of the work implemented by UNODC, it is unsurprising that the topic of “delivering together” is frequently identified by independent evaluators as an important mechanism for UNODC to improve its practices and project outcomes. Successful project implementation frequently hinges on partnerships built with relevant stakeholders at all levels of interaction, from international organizations and policymakers to civil society organizations and government representatives at local levels. Overall, 36 per cent of references under “delivering together” were related to partnerships with regional and international organizations and 26 per cent of references related to partnerships with civil society organizations. Moreover, examining references from the synthesized evaluations, “delivering together” was the second most commonly referenced category (21 per cent). However, evaluators also acknowledged that international partnerships, though essential to project performance, could be more optimally utilized and expanded, and were at times challenging to initiate and maintain over the course of project implementation. Recommendations thus highlighted the need for more systematic engagement of partners towards the goal of sustained regional and subregional collaboration beyond the project boundaries, including among other United Nations agencies and private sector partners. In terms of civil society organizations, evaluations highlighted the important role they play in ensuring UNODC projects are relevant, sustainably implemented and impactful at the grass-roots level, though a lack of involvement in project design and implementation processes occasionally led to an incomplete understanding of local context.

FIGURE X. Breakdown of codes under delivering together by type of information



Regional and international organizations

From a total of 39 reports, partnerships with regional and international organizations were

referenced 155 times, including 41 recommendations, 14 good practices and 13 lessons.

Evaluations mostly centred on international and regional projects that involved creating partnerships with multiple national or regional governance institutions, such as the police and prison

institutions, judicial offices and national commissions for women and children.¹¹ There were also notable collaborations between UNODC, government agencies and international and regional organizations and coalitions, including for example the Association for the Implementation of the United Nations Convention against Corruption, the European Union, the Economic Community of West African States (ECOWAS) or the United States Agency for International Development (USAID).

Several evaluations highlighted the important role played by UNODC in fostering relationships with external partners, facilitating regional cooperation as well as bringing relevant international and regional stakeholders together to identify common goals and practical paths for intervention. Some evaluations directly referenced these partnerships' vital role in the successful implementation of the project, particularly when the institutions had complementary agendas or shared action plans.

However, evaluators also acknowledged that international partnerships, though essential to project performance, could be more optimally utilized and expanded, and were at times challenging to initiate and maintain over the course of project implementation. Recommendations thus highlighted the need for more systematic engagement of partners towards the goal of sustained regional and subregional collaboration beyond the project boundaries. When implementing a project involving international and regional partnerships, it is important to have clear roles and responsibilities as well as a clear plan for communication between component parts. In the midterm independent project evaluation of the *Global Programme for Combating Wildlife and Forest Crime Analytic Toolkit (GLOZ31)*, the evaluators found

LESSON LEARNED



SYSTEMATIC APPROACHES FOR SUSTAINED PARTNER ENGAGEMENT

“The high-level political agreement among IISG Board members and beneficiary governments highlights the contribution of IISG to building partnerships and cooperation. However, IISG has not systematized the processes through which it identifies appropriate partners to deliver on its objectives. There was general agreement among interviewed stakeholders that the partnership and cooperation facilitated by the IISG has also worked well regarding the EU Action and its pre-accession objectives with respect to Western Balkan jurisdictions. Many of the partners engaged with the IISG noted the access the IISG had provided to regional partners as well as the appropriate EU institutions and expertise to drive forward progress in this area. However, feedback was less positive when it came to donor partnership, notably EU Heads of Delegations in Western Balkans states.”

(Evaluation of Western Balkans Counter-Serious Crime Initiative (WBCSCi) in the context of the Integrative Internal Security Governance (IISG) mechanism)

that participation of partners of the International Consortium on Combating Wildlife Crime during the assessment process of using the Wildlife and Forest Crime Analytic Toolkit was successful but there was a lack of follow-up of recommendations at national level. They concluded that project implementors should provide guidance for national partners on the ownership, implementation and follow-up of the action plan, identifying a need for the involvement of local government representatives to take ownership of the follow-up.

¹¹ While this category was intended to include information relating to new and existing partnerships with regional (e.g. ECOWAS, EU) and international organizations (e.g. INTERPOL), there was not a clear category for partnership with national governments and institutions outside of “cross-sectoral collaboration” – such as national police – and so national partnerships were also placed here with a high frequency of references.

Civil society organizations

The UNODC Strategy 2021–2025 notes renewed commitment by the Office to improved and better targeted development programmes, giving a voice to stakeholders at all levels by bringing together civil society and government representatives to jointly develop initiatives to counter corruption, terrorism and organized crime. Evaluations noted such partners, including a wide range of civil society organizations, from faith-based (countering emerging terrorism threats) to medical philanthropic bodies (promoting access to health in prisons). Through six good practices, 17 identified lessons and 27 recommendations (in 31 reports), evaluations highlighted the important role civil society organizations play in ensuring UNODC projects are relevant, sustainably implemented and impactful at the grass-roots level.

Frequently, however, independent evaluators pointed to a lack of involvement of civil society organizations in project design and implementation processes leading to an incomplete understanding of local context. In this regard, 10 lessons and 14 recommendations primarily related to improving partnership engagement policies to ensure the right civil society organizations are adequately engaged and with sufficient resources and monitoring mechanisms in place. This included increasing the use of situational analysis, needs assessments and political economy analyses in the planning phases to assess opportunities/barriers in civil society organization engagement, increasing financial support for such engagement, facilitating more cross-sectoral policy networks which systematically engage civil society organizations, and ensuring sufficient follow-up on cross-sectoral actions, such as law enforcement officers' referral of victims of human trafficking to social service providers.

Several evaluators and auditors also highlighted positive impacts where projects actively engaged

LESSON LEARNED



SUSTAINABLE FUNDING MODALITIES FOR CIVIL SOCIETY ORGANIZATION ENGAGEMENT

“One of the more challenging logistical aspects of the project was the delivery of small grants to civil society organizations on the ground, which involved high levels of bureaucratic project management with UNODC. Notwithstanding this, the small grants process was found to be extremely important for generating impact at the grassroots level and providing funds straight to the civil society organizations working on the ground. A greater focus on sustainability and a packaging of the grants as “seed funding” could be useful to ensure sustainability is built in as a principle from the outset.”

(Evaluation of Civil society in Africa contributes to UNCAC and its review mechanism to effectively fight corruption and support the Sustainable Development Goals (GLOU68))

with civil society actors. For instance, the 2020 *OIOS Audit of the Colombia Country Office* found that their use of implementing partners was beneficial as it contributed to empowerment and capacity-building of local institutions as well as ensuring access to remote communities. Others highlighted the importance of improved dialogue and networks between civil society organizations, government and the private sector.

Regional offices, resident coordinators and United Nations country teams

Overall, 30 reports were coded under this criterion, containing 17 conclusions, 14 recommendations, 5 good practices and 7 lessons. Evaluators identified several examples where UNODC collaborated successfully with other United Nations entities to improve the efficiency and effectiveness of their projects, share expertise and develop capacity

(GLOU68, GLOR35, 2019 MOPAN Assessment of UNODC, QZA-15/0519, XSPZ91)[10]. For example, in the United Nations Pacific Regional Anti-Corruption Project Phase II (UN-PRAC; XSPZ91), UNODC successfully cooperated with UNDP to maximize the use of its resources while gaining from the substantive inputs of other technical experts (XSPZ91)[11]. There is however scope for expanding partnerships with other United Nations agencies and a need to establish clear frameworks for engagement and common methodologies for implementation as well as efforts to align administrative and operational procedures (GLOZ82, GLOZ99, UNDA2019)[12]. The 2021 OIOS evaluation of UNODC recommended UNODC establish a clear road map of collaborations with United Nations agencies/country teams in order to plan for and jointly contribute to the implementation of SDGs in line with national development plans.

Partnership policies, private sector partnerships and other relevant relationships for delivering together

Partnerships with the private sector were mentioned in eight conclusions, seven recommendations and one good practice. They were identified as a good means for expanding the awareness and reach of UNODC projects to indirect and direct beneficiaries at the community level. For example, the evaluation of the *Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of SGD 16 (GLOZ99)* emphasized actions taken to engage with the private sector, “Efforts such as those with the private sector (e.g., Siemens) and partnerships with actors such the International Olympic Committee and FIFA are an excellent means to broaden the Programme’s reach.”[13] The mention of private sector partners also featured in evaluations in the thematic area of drug trafficking and included the engagement of coca farmers or

companies in the chemical industry for implementing effective narcotics controls. Several evaluations highlighted the need for more private sector involvement (BOLW35, GLO565, GLOR35, GLOZ99, RP SE Asia)[14].

References to South-South cooperation mainly focused on highlighting the importance of or recommendations to share information and establish regional partnerships related to the various project subjects. Likewise, references to academia were mainly in lists of stakeholders that the projects cooperated with during the course of implementation or recommendations for strengthened cooperation with academia (among other stakeholders) to enhance research products (GLOZ82, MEXK54, GLOZ99)[15]. The evaluation of the project on *Improving Access to Legal Aid for Women in Western Africa (1819U)* did highlight the effectiveness of partnerships with academia: “the project established partnerships with law faculties and law students. This is a win-win approach, as students gain practice while providing qualified paralegal aid at a reasonable cost.”

GOOD PRACTICE



EFFECTIVE PUBLIC-PRIVATE PARTNERSHIPS

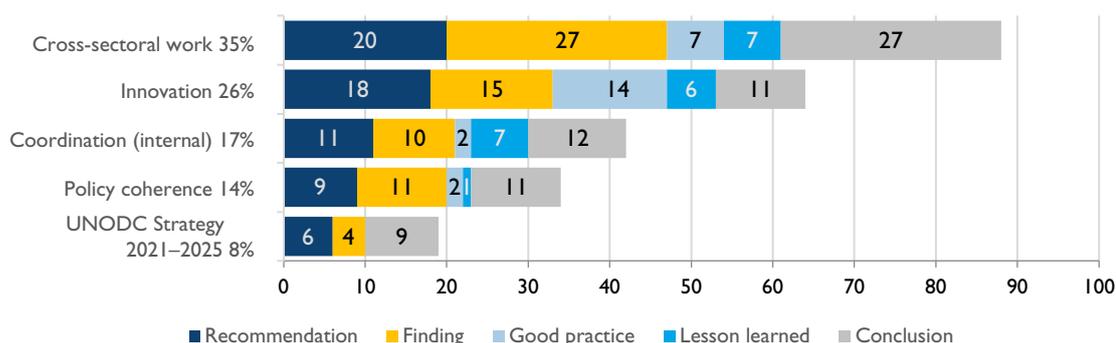
“The project to support the implementation of the Action Plan of the Strategy to Combat Drug Trafficking and Reduce Surplus Coca Crops established excellent partnerships with coca leaf producing families and their organizations and enabled them to continue with coca leaf production as their main source of income within the legal parameters. Evaluators expect that future projects will continue to support these families to explore alternatives for improving quality of life (income diversification, capacity-building).”

(Evaluation of Programa de Apoyo de la UNODC a la Implementación del Plan de Acción de la Estrategia de Lucha Contra el Narcotráfico y Reducción de Cultivos Excedentarios de Coca, 2011–2015 (ELCN-RCEC; BOLZ68).

2.3 UNODC approach

Key findings: Defined by UNODC strategy and supported within the evaluation findings, UNODC has a leading role in multilateral action related to the fight against drugs, crime, corruption and terrorism. UNODC value addition and approach to supporting Member States includes utilizing its wide field presence with multidisciplinary expertise to systematically facilitate cross-sectoral work, policy coherence and innovation within and among Member States. The approach of UNODC and its components accounted for 14 per cent of references in independent evaluation findings, conclusions, recommendations and lessons learned/good practices. Within the “UNODC approach” category, the majority of coding references related to “cross-sectoral work” (35 per cent) and “innovation” (26 per cent), with evaluations highlighting the ability of UNODC to quickly adapt to the COVID-19 pandemic through technological solutions facilitating the ongoing delivery of interventions, as well as its ability to build diverse governmental actors’ buy-in and trust, break down silos and convene multidisciplinary teams, sometimes using international conventions and policy coherence objectives as entry points for collaboration. Results facilitated by UNODC cross-sectoral work included alignment among ministries/government actors on key terms, priorities and paradigm shifts for complex issues of organized crime and drug dependence, and the development of guidelines for criminal investigations. The increased use of technology facilitated the sustainability and potential reach of remote capacity-building activities, as more participants could attend or access recorded online training at convenient times, potentially facilitating cross-cutting inclusivity and environmental sustainability objectives. In terms of internal coordination, evaluation reports highlighted both good practices and lessons to be drawn from strengthening internal coordination and coherence, particularly by working in unity across UNODC divisional geographic and thematic boundaries when delivering technical assistance.

FIGURE XI. Breakdown of codes under UNODC approach by type of information



Cross-sectoral work

The code “cross-sectoral work” produced the highest number of findings, conclusions and recommendations within the evaluation reports

under this category, highlighting the ways in which UNODC has supported, or could improve support, to the various ministries/government sectors of Member States by providing research, technical assistance as well as capacity-building.

FINDINGS AND CONCLUSIONS

CONVENING POWER

“The Project has been directed by national authorities, although the role of the Project has been necessary due to its role as a neutral actor capable of convening and coordinating meetings and generating trust by breaking down the silos between the different parties involved. Inter-institutional collaboration was key to being able to achieve the expected products, mainly the Quick Reference Guide for the Investigation of Forest Crimes (RRG), the Guide to Forensic Accounting Techniques Applied to Forest Crimes (GTCF), and the Guide to Recommended Practices for the Forensic Identification of Wood (GBP).”

(Evaluation of Criminal Justice Responses to Forest Crime in Peru (PERW77))

Most references highlighted strengths in the partnerships built by UNODC with various government agencies, especially in terms of UNODC capacity to build buy-in and trust with a range of governmental actors. Due to the complex dynamics, driving factors and multidimensional causes of crime, UNODC projects require the cooperation, interaction and interchange of ideas of a wide group of people with diverse experience and expertise, and the ability of UNODC to break down silos and convene multidisciplinary teams was noted as an enabling factor to results achievement and sustainability. Results facilitated by the cross-sectoral work of UNODC included alignment among ministries/government actors on key terms, priorities and paradigm shifts for complex issues of organized crime and drug dependence, and the development of guidelines for criminal investigations.

The evaluations also highlighted obstacles or areas of improvement in terms of strengthening UNODC cross-sectoral work. For example, when

the roles and responsibilities of the various government actors across ministries and levels (e.g., federal, state, etc.) were not clearly defined or assessed (BHUZ13, FINFLOWS, GLOR35, MEXX48)[16], key strategic government partners were not optimally engaged in project implementation. In the case of the *Final Independent Project Evaluation of Developing Indicator on Illicit Financial Flows and Monitoring them in Latin America (1617AL)*, a recommendation was thus oriented towards developing a long-term strategy to engage National Statistical Offices, to help the country construct the necessary internal alliances across sectors to transfer responsibilities for data collection and trend analysis. Or, as good practice in the case of the independent project evaluation of

LESSONS LEARNED

IMPORTANCE OF MULTI-SECTORAL COLLABORATION FOR GENDER-BASED VIOLENCE PREVENTION AND RESPONSE

In the evaluations of Support Project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime (XASV23), with the specific focus on Violence against Women and Children and Strengthening for the Security of Groups in a situation of vulnerability, there was insufficient collaboration amongst ministries, police, and women’s justice centres. In some cases, this resulted in the duplication of efforts with the other national organizations’ work, and a recommendation was made to collaborate further with relevant stakeholders, such as the Ministries of Health and Education. Evaluators also presented evidence that police’s knowledge was expanded on the impact of gender-based violence and the needs of survivors, however, were unable to show that coordination between the police and justice centres had improved.

Action on Measuring and Assessing Organized Crime in the Western Balkans (XEEZ84), necessary efforts were taken to assess the absorption capacities and institutional commitment of government agencies, including statistical agencies, who were subsequently engaged in implementation as focal points and as part of national technical working groups, preventing the duplication of efforts, enhancing local ownership and increasing opportunities to deepen the quality of outcomes related to cross-cutting and multisectoral commitments, such as human rights and gender equality.

Innovation

“Innovation” made up the second largest number of references under the “UNODC approach” category, with 18 related recommendations and, notably, 14 related good practices. Most codes under the innovation criterion were under the evaluation criteria of efficiency (45 per cent) and sustainability (16 per cent), reflecting the shift to the use of online and digital technologies for conducting training and collecting monitoring data during the COVID-19 pandemic. Coding under innovation largely reflected good practices in the ways UNODC was able to become agile, and adapt and continue to deliver programming during times of uncertainty.

The increased use of technology facilitated the sustainability and potential reach of long-distance/remote capacity-building activities, as more participants could attend, or access recorded and interactive online training at convenient times. The independent project evaluation of *Civil Society in Africa Contributes to UNCAC and its Review Mechanism to Effectively Fight Corruption and Support the Sustainable Development Goals (GLOU68)* and the final in-depth evaluation of *Implementation of the Doha Declaration: Towards*

GOOD PRACTICE AND RECOMMENDATIONS



DIGITAL LEARNING

“UNODC’s DOHA Programme (UDP) introduced innovative tools such as Forum Theater, hackathons and games. The webpages and tools used for digital learning are largely mobile-responsive, meaning they are accessible, functional and aesthetically pleasing across different devices. As much content produced by UDP should be designed with the mobile first approach to reach low income and vulnerable populations in the developing world. These innovations are also worthy of imitation by all programmes across UNODC.”

(Evaluation of Implementation of the Doha Declaration: Towards the promotion of a culture of lawfulness (GLOZ82))

the Promotion of a Culture of Lawfulness (GLOZ82) highlighted the use of hybrid training (online/in-person) and mobile-responsive training tools, respectively, as good practice for facilitating cross-cutting inclusivity and environmental sustainability objectives. Several evaluations provided recommendations for increasing the effectiveness of remote training through more interactive pedagogical approaches, including simulations, games and break-out groups.

WhatsApp and other online messaging platforms, such as Telegram, were also used to sustain connections to training participants, facilitating pathways for follow-up communication and evaluation, as well as developing virtual learning communities and networks of experts for continuous and timely advice in areas such as terrorism prevention (GLOR35)[17] and citizen participation in governance and anti-corruption (BOLW35)[18]. However, multiple evaluations simultaneously pointed to the need for careful monitoring of the effectiveness of remote

capacity-building activities, as the inherent benefits of technology also presented risks and limitations. These included considerable investment in human and financial resources, potential breaches of security and ethical safeguards, reduced participation and depth of engagement by some participants, and the potential to exclude participants based on the availability of hardware and connectivity (GLOS65, GLOU68, Maldives CT, GLOT60, Programming in West and Central Asia)[19].

Finally, there was evidence of advanced technologies used for the remote monitoring of project activities and results, particularly in relation to deforestation, wildlife crimes and drug trafficking. Remote monitoring mechanisms included Global Positioning System (GPS) reporting, satellite and drone imagery, or simply real-time record-keeping through electronic forms. The evaluation of *Law Enforcement and Demand Management of Wildlife in Asia Project (GLOZ31)* noted good practice in the use of relevant technologies to facilitate Member State buy-in and participation: after piloting a database management system accessible through a smartphone application, managers were able to see maps of elephant carcasses and understand patterns in their spatial distribution. This application was subsequently adopted by the Government of India and integrated into the national elephant monitoring system.

Coordination (internal)¹²

In total, 12 conclusions, 11 recommendations and 7 lessons were coded under the category “internal coordination”. Internal coordination has been noted as an area of weakness for UNODC in audits issued by the Office of Internal Oversight

¹² This coding category had some overlap with several others, including “streamlining of processes” and “UNODC communication (internal)”, which all touched on streamlining work processes, communication and coordination between headquarters and the field network.

Services (OIOS) since 2015, and a 2020 audit reviewed progress on recurring recommendations pertaining to the management of field offices. The 2020 audit noted that coordination between UNODC thematic and geographic programmes still required strengthening, especially between headquarters-based global programmes and the country and regional programmes, given growth in the volume of global programmes from about 10–15 a few years ago, to about 40–50 programmes in 2020. The *2019 Performance Assessment of UNODC by the Multilateral Organization Performance Assessment Network (MOPAN)* suggested that the donor-driven and earmarked funding model of UNODC had contributed to this fragmentation in UNODC coordination and drove “a harmful culture of internal competition.”

LESSONS LEARNED



REGIONAL COORDINATION MECHANISMS, FOCAL POINTS, CROSS THEMATIC PROGRAMMING

“The challenges encountered with respect to coherence can partially be explained by the historic development of the three Regional/Global Programmes/Projects (R/GPs) responsible for different outcome components. The consequence of the inclusion of segments of the project into these three R/GPs led to a situation where the project was managed by different managers, which led to some internal discomfort and competition and the promotion of the individual project identity instead of the one-UNODC flag towards external actors [...] Additionally, the different project segments showed the use of different approaches to planning, implementation and monitoring, and a lesson in that respect is that a focal point must be on site for quality control and project coordination.”

(Evaluation of Support to the Maldives on Counter-Terrorism (GLOR35, GLOW63, MDVAB9)).

LESSONS LEARNED**REGIONAL COORDINATION MECHANISMS, FOCAL POINTS, CROSS THEMATIC PROGRAMMING**

“UN reforms require joint-programming and the need for expertise to be closer to the field: UNODC RPs, CPs and HQ do not sufficiently explore cross-thematic programming internally and with other agencies. Such joint programming would seek to strengthen the nexus between development, peace and economic prosperity and address the UN mandates on TOC, UNCAC and drugs and health.”

(Evaluation of the Regional Programme for South-East Asia).

Evaluation reports highlighted both good practices and lessons to be drawn from to strengthen internal coordination and coherence, particularly by working in unity across UNODC Divisional, geographic and thematic boundaries when delivering technical assistance, such as normative support, research and capacity-building. Recommendations expanded on lessons and good practices, including developing inter-project/interdivisional and regional forums, restructuring and clarifying project management and reporting arrangements, and developing an organization-wide action plan for coherence between divisions, branches and sections.

Policy coherence

In total, nine recommendations were coded for “policy coherence” and while the criterion made up the smallest number of references (12 per cent) under the “UNODC approach” category, it featured prominently in results for global, regional and cluster evaluations. Policy coherence includes building consensus among Member States on areas of mandate as well as alignment of national

GOOD PRACTICE**CLEAR DELINEATION OF ROLES BASED ON EXISTING EXPERTISE TO SUPPORT EFFECTIVE DELIVERY OF HOLISTIC APPROACHES ACROSS THEMATIC AREAS OF FOCUS**

“The double-edged strategy of having, on the one hand, the HQs of UNODC doing research (especially for methodological development) and providing technical and expert assistance, and on the other having Country Offices implementing in the field, can also be considered a best practice. This strategy can take advantage of the expertise, global perspective and capacity of global engagement existing in HQs and, at the same time, use the regional and local knowledge of country offices to focalize and adapt the developed global tools to the realities of beneficiary countries.”

(Evaluation of Developing indicator on illicit financial flows and monitoring them in Latin America (1617AL)).

“UNODC’s internal cooperation between its various offices enabled the supply of expertise in human trafficking at the beginning of the project, which was directly needed as the region lacked adequate expertise in this field. These partnerships have strongly contributed to increasing the effectiveness of the project and its contribution to the SDGs.”

(Evaluation of the Arab Initiative to build National Capacities to combat Human Trafficking in the Arab Countries (XAMX59)).

policies and laws with global and regional conventions, instruments, as well as the Sustainable Development Goals (SDGs). Evaluation conclusions noted the importance of supporting policy coherence as a critical “first step” to ongoing technical assistance provided by UNODC, as international conventions and protocols provided a common benchmark for assessing and addressing policy/legislative gaps. For example, the independent in-depth evaluation of *Strengthening*

the Legal Regime Against Terrorism found that the project created a facilitative policy environment for implementing partners by providing a template for further legislative work to be taken on.

FINDINGS AND CONCLUSIONS



INTERNATIONAL CONVENTIONS AS ENTRY POINTS

“The focus on ratification and implementation of UN Convention Against Corruption (UNCAC), beyond its own core value, has been an entry point for the Project to engage government officials, non-State actors and national oversight institutions to develop the systems and culture, including transparency, inclusivity and participation, that are required to prevent and fight corruption.”

(Evaluation of United Nations Pacific Regional Anti-Corruption Project Phase II (UN-PRAC; XSPZ91))

Focusing on national and regional policy coherence with international conventions and protocols has also facilitated the mainstreaming of human rights into the legislative frameworks of Member States and the work of UNODC. These legal agreements between countries and the United Nations describe fundamental human rights and offer guidelines to Member States for committing to support people’s rights. The independent final evaluation of *Technical assistance to Mexico for the implementation of the Palermo Protocol (MEXX48)* against human trafficking, for example, noted how the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children under the United Nations Convention against Transnational Crime has contributed to laying a foundation of public policy instruments and minimum standards for the Mexican Government to fight trafficking in persons, with a focus on the most vulnerable. The final independent project evaluation of *Support to the ECOWAS*

Regional Action Plan on illicit drug trafficking, related organized crime and drug abuse in West Africa (XAWZ28) noted how the Economic Community of West African States (ECOWAS) Regional Action Plan has created space for discussion and consensus on the need for a paradigm shift, moving from a punitive to a rights-based approach to tackling drug use by emphasizing treatment and rehabilitation rather than imprisonment.

CONCLUSIONS AND RECOMMENDATIONS



COMPLEX NETWORKS OF LOCAL ACTORS CAN HINDER POLICY COHERENCE

“Maritime governance is complex. [...] This complexity is further aggravated by the large number of national and international actors in specifically West Africa [...] Much work needs to be done to get governments to institutionalize conventions, codes of conduct and policies which they have adopted or ratified [...] The West African maritime security architecture, which serves as an example for the continent, remains an untapped source to be harnessed by agencies such as the GMCP to align maritime policies, procedures, and activities. [...]”

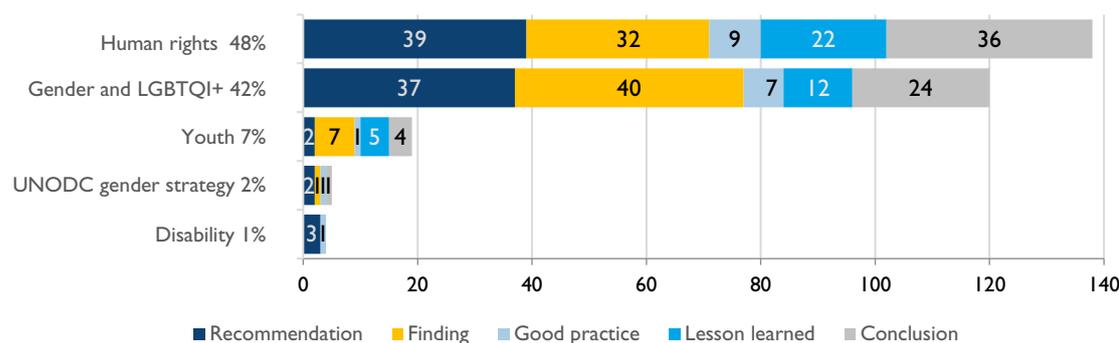
(Midterm Cluster Evaluation of Global Maritime Crime Programme (GMCP))

Conclusions and lessons were highly contextual given the varying complexity of international legislative frameworks and rates of ratification across countries and regions. Notable recommendations under policy coherence related to UNODC consideration of the unique histories and contexts of Member States, as well as consultation with the right mix of local actors, when providing normative support to ensure coherence while simultaneously acknowledging the needs of Member States.

2.4 Cross-cutting commitments

Key findings: The “cross-cutting commitments” category was the fourth most referenced, with 14 per cent of the total references. From within the category of cross-cutting commitments, a total of 43 reports were coded under gender and LGBTQI+, including 37 recommendations, and 40 reports coded for human rights, including 39 associated recommendations. Less coded categories included youth, UNODC gender strategy and disability. It was typically noted that UNODC did well to mainstream human rights and the rule of law into its projects, given this is a fundamental driver within its mission, and had also made progress in mainstreaming gender equality issues into projects and institutional systems. However, evaluations still cited a need for increased planning measures to ensure gender, human rights and the “leave no one behind” principle are mainstreamed from project design through to results measurement, ensuring adequate due diligence, needs assessments and stakeholder consultations take place, that highly vulnerable groups and areas are not excluded, and that proper gender and human rights expertise are budgeted for, mobilized, consulted and retained.

FIGURE XII. Breakdown of codes under cross-cutting commitments by type of information



Human rights

Thirty-six conclusions and 39 recommendations referred to the strengthening of the human rights dimension, which frequently co-referenced gender equality, making these codes/criteria some of the most frequently referenced. Evaluations cited the need for taking up and using rights-based approaches in project activities including needs assessments, stakeholder consultations and paying special attention to making sure highly vulnerable groups and areas are not excluded (GLOU68, XASV23, XACZ61, BHUZ13)[20]. Evaluations also recommended

that project management ensure formal human rights due diligence assessments are in place when dealing with non-United Nations security forces (OIOS 2019, GMCP)[21], engaging partners (OIOS 2020, GLOR35, GLO.ACT)[22], and in responding to requests for technical assistance (GLOR35, Support to the Maldives on Counter-terrorism)[23]. This requires the mobilization of proper gender and human rights expertise in programming, planning, execution and monitoring.

In terms of good practices, it was typically noted that UNODC did well to mainstream human

RECOMMENDATION AND GOOD PRACTICE



MAINSTREAMING HUMAN RIGHTS AND GENDER EQUALITY INTO PARTNERSHIP DECISIONS

The OIOS Audit of implementing partners at the United Nations Office on Drugs and Crime country office in Colombia highlighted some good practices COCOL could adopt including:

“(a) involving a gender specialist in the selection process; (b) providing training to COCOL staff, partners and beneficiaries on environmental, gender and human rights issues; and (c) use of indicators of achievement with gender and human rights aspects in the projects’ logical framework.”

This recommendation was accepted and UNODC COCOL had already submitted and received clearance by the UNOV/UNODC Gender Team for issued guidelines for the mainstreaming of gender and human rights issues in the selection and management of implementing partners.”

(OIOS 2020/024 Audit of implementing partners at the UNODC country office in Colombia)

Good practices of GLOR35 included the development of cutting edge tools, effective collaboration with a variety of partners across thematic areas, including UN agencies, and the long-term nature of some partnerships. This had a positive effect on relevance, efficiency, effectiveness and sustainability, which was visible in Nigeria where long-term funding had supported long-term engagement for a robust and responsive multi-dimensional CT intervention with a strong human rights and gender equality approach.

(Independent In-Depth Evaluation Strengthening the Legal Regime Against Terrorism (GLOR35)).

rights and the rule of law into its projects, given this is a fundamental driver within its mission. The mainstreaming of human rights considerations into

UNODC training materials and manuals was of frequent note, for example by focusing manuals on the rights of victims, witnesses and children. The perspective of vulnerable groups was also captured by engaging civil society organizations representing youth, gender and human rights issues in multi-stakeholder workshops.

Gender

Evaluations indicated that UNODC had made progress in mainstreaming gender equality issues into projects and institutional systems (OIOS Audit 2020_019, 1819U, BOLW35, GLOU68, UNDA, XACZ61, GEEW Evaluation, GLO.ACT, MEXK54, MEXZ93, NGAX60)[24]. At the institutional level, this included the creation of gender checklists and a network of gender focal points to provide ongoing guidance and training on integrating gender issues in the formulation of projects. In most cases, projects mainstreamed gender equality issues by seeking equal representation from both men and women in capacity-building activities, while few other projects were explicitly gender-specific and promoted the empowerment of women as a core objective. However, the 2021 OIOS Evaluation of UNODC found that, broadly, UNODC programmes “were not gender transformative”.

Nevertheless, evaluation recommendations still suggested further gender analysis was needed to inform project design (for example, analysing the gender root causes of project issues (GMCP)[25]; considering gender-related and other sociocultural factors that could affect project delivery and outcomes (EGYZ33)[26]; using gender-responsive approaches in methodologies and tools (XACZ61)[27].

Eighteen evaluations cited the need for strengthening gender mainstreaming in design as well as

GOOD PRACTICE AND LESSON LEARNED



EMBEDDING GENDER OBJECTIVES INTO COMMON APPROACHES FOR PEACEBUILDING AND JUSTICE

Human rights and gender equality are not only important as fundamental principles guiding the work of UNODC and the United Nations in general, their promotion through careful application in project activities can contribute significantly to achieving project objectives. For example, evaluators of the GMCP project point out that, “Promoting human rights and gender is effective when it is presented as contributing to law enforcement and justice, rather than as just an obligation. This requires the mobilization of proper gender and human rights expertise in programming, planning, execution and monitoring.” Similarly, the evaluation of 1819U highlighted the success of embedding a gender-sensitive rule of law project within a common United Nations peacebuilding approach in Liberia.

(Evaluations of Global Maritime Crime Programme (GMCP) and improving access to legal aid for women in Eastern Africa (1819U))

monitoring (XASV23, MEXZ93, GLOR35, GLOZ31 TOOLKIT, GLOT60, 1819U, SLKAB8, BOLZ68, GLO.ACT, PSEY13, RP SE, GMCP, GLOU68, XEEZ84, GLOY82, GLOZ99, GLOX34, GEEW)[28]. On a related note, several evaluations pointed to the need for more consistent collection of sex-disaggregated data for both outputs and outcomes to understand how projects impact men and women differently (BHUZ13, FINFLOWS, MEXK54, Maldives Counter Terrorism, MEXZ93, XCAX75)[29]. The evaluation of the *Global Programme Segment Asia-Pacific Joint Action Towards a Global Regime against Corruption (2016–2020; GLOZ99-segment)* recommends, “Gender issues should be

LESSON LEARNED



SUSTAINABLE FUNDING FOR GENDER PROGRAMMING

The evaluation of GEEW pointed out that expectations placed on teams to finance GEEW requirements (e.g., parental leave) from their regular budgets were a major obstacle. It stated that “UNOV/UNODC commit to and encourage GEEW at a policy level, but do not support or incentivise it at a practical level ... Although GEEW has been identified as a core function of UNOV/UNODC, it has been funded exclusively through voluntary and earmarked contributions from MS.”

(Evaluation of the Work of UNOV/UNODC to Promote Gender Equality and the Empowerment of Women, 2022)

Similarly, the MOPAN 2019 assessment specified that, “Reflecting on UNODC’s lack of core funding, its gender equality and mainstreaming work (staff and activities) is funded by extrabudgetary funds and is framed as a “global programme.” UNODC is dependent on future donor commitments for its gender work, and therefore its sustainability is not guaranteed.”

(2019 MOPAN Assessment)

monitored more closely relative to outputs and outcomes, and more strongly integrated in substantive outputs and also in line with the UNODC Strategy for Gender Equality and the Empowerment of Women (2018–2021).”

Most of the five references to the UNODC Gender Strategy, specifically, were in the evaluation of *The Work of UNOV/UNODC to Promote Gender Equality and the Empowerment of Women (GEEW 2022)* which found that the project successfully implemented actions planned to advance GEEW including the establishment of a Gender Team in the office of the Director-General/

FINDINGS AND CONCLUSIONS**FILLING A NICHE**

The programme contributes to the objectives set out in the Strategy for Gender Equality and Empowerment of Women 2018–2021. As the first UNODC programme to train police forces on gender-based violence, it helped the organization to position itself in the region in this specific area.

(Evaluation of Fortalecimiento para la Seguridad de Grupos Vulnerables (MEXZ93))

Executive Director and a network of gender focal points, as well as increasing GEEW capacity, awareness and understanding among staff. However, resources (both financial and human) were not sufficient to meet the expectations set by UNOV/UNODC or to establish an appropriate monitoring system (GEEW Evaluation)[30].

Disability (1%), youth (7%), and “leaving no one behind” (<1%)

Only three evaluations made explicit reference to Lesbian Gay Bisexual Transexual Queer Intersex (LGBTQI+) populations. Only the evaluation of *Enhance Government and Civil Society Responses to Counter Trafficking in Persons in Bhutan (BHUZ13)*

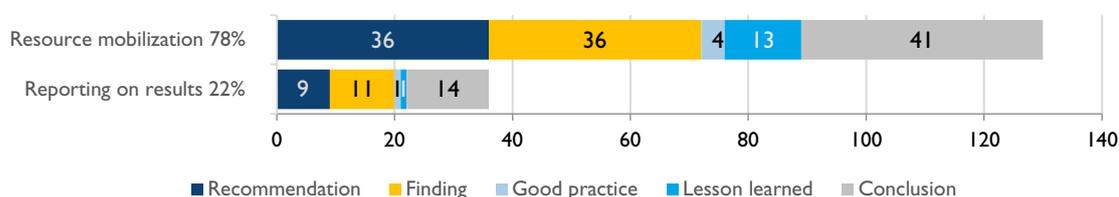
referenced LGBTQI+ as one of the targeted vulnerable groups of the project, while the other two reports indicated that this group was not sufficiently considered in project design (UNDA2019, MEXX48)[31]. Similar to gender, it was recommended to improve targeting efforts and ensure disaggregated data is collected so that the perspectives and experiences of diverse groups are captured.

Three recommendations and one good practice were coded under the criterion of disability inclusion. However, disability is largely taken up as part of vulnerability and not focused on exclusively. The 19 references made to the “youth” criterion were mostly related to youth crime prevention, inclusion of youth (as part of a vulnerable group) and preventing drug use among youth. The in-depth evaluation of the *Implementation of the Doha declaration: Towards the promotion of a culture of lawfulness (GLOZ82)* report most frequently analysed and referenced good practices and recommendations for engaging persons with disability and youth. The engagement of more than 13,000 youth was a notable result, and the evaluation recommends the project to extend the same considerations to other vulnerable groups, for instance internally displaced persons, refugees and persons with disabilities. In some evaluations, engagement of youth was linked to the sustainability of the project (GLOZ82, XSPZ21)[32].

2.5 Resource mobilization

Key findings: Thirty-six (36) reports were coded under “resource mobilization”, with coding making up 10 per cent of all references. In this category, 78 per cent of references refer to resource mobilization strategies and challenges, generally, and the remaining 22 per cent highlight opportunities for improved reporting on results. Independent evaluations highlighted how – with the right human and financial resources in place – project implementors can focus on activities, respond to the needs of the beneficiaries more effectively and ensure sustainability of actions, networks and interventions, etc. However, several references in this criterion pointed to a need for clearer resource mobilization strategies in order to secure future funding, including donor mapping activities and planned approaches to fundraising. One challenge that was commonly mentioned by evaluators was the dependency on external and earmarked funding, and identified the need for a more flexible use of resources to be more responsive to recipient Governments’ needs. In terms of reporting, evaluations stressed that it is important to streamline varying administrative, monitoring and reporting requirements to ensure efficient and effective project implementation for project staff and ensure accountability to donors, especially for joint programmes or projects with multiple donors.

FIGURE XIII. Breakdown of codes under resource mobilization by type of information



Resource mobilization

Several references in this criterion pointed to a need for clearer resource mobilization strategies in order to secure future funding, including donor mapping activities and planned approaches to fundraising (OIOS Audit 2019, Programming in West and Central Asia, XACZ61, RP SE ASIA)[33]. Recommendations emphasized that UNODC should integrate its strategic vision into funding models with a long-term strategy aligning its financing, rather than supporting individual programmes. Without doing so, there is a high risk of becoming donor-driven rather than being able to address the mandate of the organization (2019 MOPAN Assessment, OIOS Evaluation,

GOOD PRACTICE



TARGETING DONORS

It has been good practice to approach specific donors with requests for funding concrete activities that meet donor priorities. A good example for this is the pre-accession work in the Pacific region funded by Australia. With a view to a focus on UNTOC implementation and addressing countries’ needs as identified through the review mechanism, this approach can be replicated in the future.

(Evaluation of Support to the work of the Conference of the Parties to the UNTOC Convention (GLOT60))

Global CT Meta-synthesis)[34]. Visibility and enhanced fundraising also depend on demonstrating effective programming and impact. It is thus important to use project results to engage with project stakeholders and potential donors on future projects (GLOZ99, GLOT60, FINFLOWS)[35].

One challenge that was commonly mentioned by evaluators was the dependence on external funding. Governments may have low prioritization (EGYZ33, XACZ61)[36] or limited funding for certain activities (for example, social services for addressing violence against women or supporting the legal aid system). This was particularly noted in the final independent evaluation of the *Project for Improving Access to Legal Aid for Women in Western Africa (1819U)* and independent strategic evaluation of *The Work of UNOV/UNODC to Promote Gender Equality and the Empowerment of Women (GEEW)*. Thus, unsurprisingly several recommendations emphasized the importance of diversifying funding to ensure the sustainability of vital programming (BOLZ68, GLO565, GLOZ82)[37]. Evaluations identified the need for a more flexible use of resources to enable projects to respond to the needs of the beneficiaries more effectively. Earmarked funds were often cited as a hinderance to achieving project objectives. It was thus concluded that communicating the

importance of flexible funding in donor negotiations and striving for project design and budgets based on UNODC strategic priorities rather than specific activities was imperative.

Evaluators also reinforced the need for the development and implementation of a robust fundraising and partnership strategy to systematically collaborate with relevant entities and organizations at the global and field level to expand the funding base of UNODC to implement its plans and programmes. In this respect, to compensate for limited donor funding, some projects were intensifying collaborations with recipient Governments to jointly identify follow-up projects and donors that allow more flexible use of resources and lasting forms of management while making use of internal capacities within UNODC. In connection to this subject, “UNODC’s partnership with the Colombian Government in support of the peace process, funded up to 90 per cent by Colombian funds, is one example of a lasting relationship” (2019 MOPAN Assessment)[38].

Additionally, the evaluations recommended that projects consider small grants to match funding from other sources to support their sustainability. In this regard, the independent project evaluation of the *Law Enforcement and Demand Management of Wildlife in Asia Project (GLOZ31-segment)* managed to leverage their relationship with other stakeholders and actors in the field, reaching agreements for various activities and thereby bringing as much value for money as possible under the project’s umbrella.

LESSON LEARNED



EARMARKED FUNDING

“The low share of unearmarked funding UNODC receives limits its ability to deliver its mandate effectively. The lack of general-purpose funds prevents it from managing operations strategically and directing resources to where, in its own judgement, they are most needed.”

(2019 MOPAN Assessment of UNODC)

Reporting of results

Effective reporting of results begins at the design phase of the project. Without a clear theory of change or strategic approach, it is difficult to

RECOMMENDATION**STREAMLINE STANDARD REPORTING EARLY FOR MULTI-PARTNER PROJECTS**

The Country Office Management should improve the quality of reporting, both from a substantive and financial perspective, aligning donor communications to the expectations and information requirements of each respective donor. This means that the frequency and quality of donor communications and reporting should be fully aligned with each donor's expectations, information requirements and hence is contributing meaningfully to their accountability to taxpayers.

(Evaluation of Improving the Criminal Justice Response to Violence against Women in Egypt (EGYZ33))

communicate effectiveness and impact to relevant stakeholders, especially donors. For example, in the final independent project evaluation of

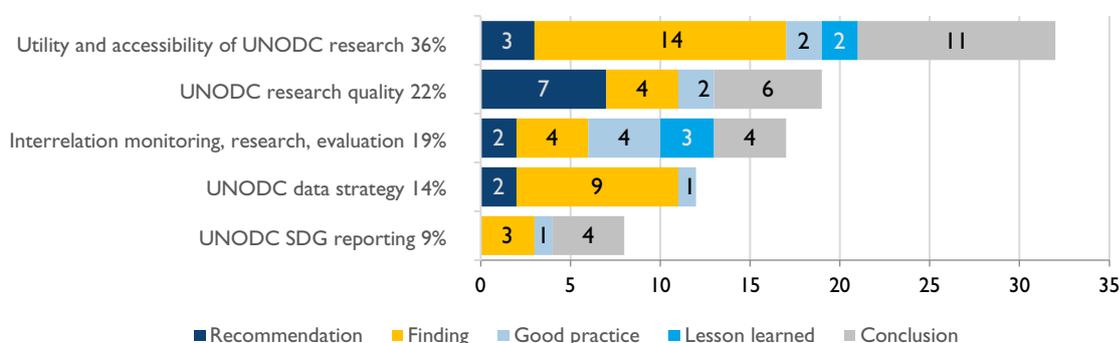
Support to the Work of the Conference of the Parties to the UNTOC Convention (GLOT60), the logframe was updated to respond to ad hoc realities of programme implementation rather than following a more strategic approach. As a result, there were overlaps with other projects and the project did not integrate mandated issues such as human rights and gender into its design. Evaluators pointed out that at times project reporting tended to focus more on the activities being implemented to satisfy donor requirements rather than on project contributions to achieving wider results.

Evaluations stressed that it is important to streamline varying administrative, monitoring and reporting requirements to ensure efficient and effective project implementation for project staff and ensure accountability to donors, especially for joint programmes or projects with multiple donors.

2.6 Stronger research, evidence-based policy and data analysis

Key findings: In independent evaluation reports, stronger research, evidence-based policy and data analysis only emerged in 5 per cent of all references. In this category, findings, conclusions, recommendations and lessons/good practices most frequently referenced the utility, accessibility (36 per cent) and quality (22 per cent) of UNODC research, as well as the interrelation between monitoring, research and evaluation (19 per cent). According to the 2021–2025 strategy, UNODC aims to enhance the quality, relevance and accessibility of data and analysis available on drugs and crime, leading to better-designed programmes and projects based on evidence. In this regard, evaluation reports highlighted good practices in increasing the usability of research products, notably, by taking a “bottom-up” approach for developing culturally relevant guidelines and tools through the involvement of local technical experts and the scientific community. Good practices also included ensuring that data and technical support from headquarters was made readily available to field offices to support evidence-based interventions. In line with the Office strategy, evaluations also reported the use of innovative solutions, in which UNODC integrates and visualizes data from traditional sources, such as project monitoring and evaluation data, with big data gathered through, for example, satellite imagery.

FIGURE XIV. Breakdown of codes under stronger research, evidenced-based policy and data analysis by type of information



UNODC research quality (22%), accessibility and utility (36%)

Coding under these criteria highlighted information about the reliability and usefulness of research produced or supported by UNODC. This includes ensuring that data as well as technical support from headquarters is readily available to field offices to support programme

delivery. Considering the core role and use of research in UNODC technical assistance activities, there was some overlap in this code with others, primarily “streamlining of processes”, which highlighted the need for improved coherence and information exchange between headquarters and the field.

Several evaluations cited the relevance and utility of research materials used in technical assistance

FINDINGS AND CONCLUSIONS**CULTURALLY SENSITIVE RESEARCH AND TOOLS**

“In cooperation with numerous experts from around the world, [the programme] has produced an impressive amount of materials and tools that are culturally sensitive. Many of these materials cover new innovative topics relating to UNODC mandates. These resources cover numerous topics that are of high relevance for the global public and for a multiple range of stakeholders ranging from young people, educators, judges and justice sector stakeholders, prison sector stakeholders, prisoners, coaches, policymakers and practitioners.”

(Evaluation of Implementation of the Doha declaration: Towards the promotion of a culture of lawfulness)

activities for end users, including toolkits, manuals and guidance material (EGYZ33, BOLZ68, FINFLOWS, GLOZ82, PERW77, XEEZ84, MEXK54)[39]. A notable result in this regard includes the development of a conceptual framework for the statistical measurement of illegal financial flows, which was consistent with the System of National Accounts and other statistical frameworks, and achieved international consensus on its validity (FINFLOWS)[40]. Taking a “bottom-up” approach for developing guidelines through the involvement of local technical experts and the scientific community was noted as a good research practice and recommendation for further enhancing research product relevance and quality. It was noted that research products did well to develop content which mainstreamed principles of gender equality, human rights and leaving no one behind, such as the handbooks on children’s rights and the gender dimensions of criminal justice responses to terrorism, and these elements were only further enhanced when more national or regional experts were engaged in the development of these resources.

Similarly, finding the ideal balance between the production and consumption of digital material was also highlighted, especially contextually adapted material. For example, in the case of the evaluation of the *Implementation of the Doha declaration: Towards the promotion of a culture of lawfulness (GLOZ82)*, it was recommended that “UDP needs to have a clear idea on how many expected users would make it worthwhile to create or translate a new eLearning module or a game.”

CONCLUSIONS AND GOOD PRACTICES**LOCALIZED KNOWLEDGE FOR ENHANCED RELEVANCE AND USE**

“The products generated by the Project, the Quick Reference Guide for the Investigation of Forest Crimes, the Forensic Accounting Guide, and the Timber Products Identification Guide, are being used by the institutions since they have been developed by themselves with the support of UNODC, which has played an important technical role by providing international expertise and building trust among institutions to share information and technical spaces.”

(Evaluation of Criminal Justice Responses to Forest Crime in Peru (PERW77))

UNODC data strategy (12 references) and the interrelation between monitoring, research and evaluation (17 references)

In total, 12 references were coded under “UNODC data strategy” and 17 under the category “interrelation monitoring, research, evaluation”, with both describing the ways in which UNODC has improved, or could improve, innovations in data visualization and strategies for

joint work between UNODC monitoring, research and evaluation. The generation and visualization of real-time information for use in project monitoring and research was consistently cited as good practice and recommended to be expanded on or have built in sustainability components as part of any “data strategy”, for example, ensuring national capacities are developed to maintain the system, analyse and use data (UNDA_2019, GLO.ACT, Global CT Strategy Meta-Synthesis, XAWZ28)[41]. Data collection, management and visualization strategies integrated into project designs have included an Offender Information Management System for maintaining data on offenders with non-custodial sentences (Evaluation of SLKAB8)[42], regional data repositories on organized crime (XEEZ84)[43], and incorporating, triangulating and interpreting satellite images and aerial photographs in crop identification (MEXK54)[44]. At the institutional level, and as noted in the evaluation of the *Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16 (GLOZ99)*, this includes the recently launched “UNODC Open Data for Partnerships and Funding” dashboard, which provides data visualizations for more effective sharing and improved understanding of UNODC partner contributions.

UNODC SDG reporting

Overall four conclusions, three recommendations and one good practice referenced “SDG reporting.” The 2021 OIOS Evaluation of UNODC reported that UNODC was viewed as the lead agency implementing and reporting on SDG 16. Most evaluations make reference to the relevance of the SDGs and describe the project/programme’s alignment with specific SDGs, however, only two evaluations clearly described a programme’s contribution towards the achievement of specific SDG targets and to what extent within the sections coded.

GOOD PRACTICE



IDENTIFYING AND REPORTING ON CONTRIBUTIONS TOWARDS SPECIFIC SDG TARGETS

Overall project activities to provide direct assistance to victims and vulnerable migrants, to improve identification and referral of trafficking victims to strengthen policies, legal frameworks and institutions to tackle trafficking and smuggling and to address particular forms of trafficking to which women and children are more vulnerable have contributed to achieving targets 5.2, 8.7 and 16.2 of the SDGs.

(Evaluation of Global Action against Trafficking in Persons and Smuggling of Migrants (GLO.ACT; GLOZ67))

2.7 Communication

Key findings: Ensuring effective channels of communication both internally among UNODC offices and externally with donors or other strategic partners was assessed as vital to the success of any project; however, fewer evaluations detailed significant findings related to communication (only 4 per cent of all references), which was similarly the case in the *2017–2018 Evaluation Meta-Synthesis*. In this category, 21 per cent of references related to internal communication, while 79 per cent related to external communication. References to external communication often highlighted the importance of specific budget allocation for raising project visibility and sharing project outcomes, while references to internal communication pointed to the need for more defined strategies to facilitate greater engagement of field staff, enhanced awareness of field and regional activities and their interconnections and increased joint programming.

FIGURE XV. Breakdown of codes under communication by type of information



External communication

References to external communication often highlighted the importance of strategic planning and specific budget allocation for raising project visibility and sharing project outcomes (BHUZ13, FINFLOWS, PERW77, GLOZ99, NGAX60, XASV23)[45]. Projects that were successfully promoted were able to raise awareness and influence policies in the countries where they were implemented and beyond (MEXX48, GLOZ31, GLOX34)[46]. As noted under “innovation”, UNODC leveraged the use of online tools such as websites, social media networks, WhatsApp and online meeting platforms during COVID-19 for information dissemination and exchange. The final independent project evaluation of *Support to the work of the Conference of the Parties to the UNTOC Convention (GLOT60)* highlighted

the need to scale up the use of online technology to make knowledge products more readily available by merging several other existing UNODC platforms with the information dissemination portal SHERLOC. Evaluations also emphasized the importance of informal consultations with donors and country-level stakeholders for increased awareness of ongoing projects, especially when mandates overlap with other United Nations agencies.

Internal communication¹³

References to internal communication pointed to the need for more defined strategies to ensure coherent and effective internal communication, greater engagement of field staff and increased joint programming (2019 and 2020 OIOS

¹³ There was some overlap between coding on internal coordination and communication, considering their direct relationship.

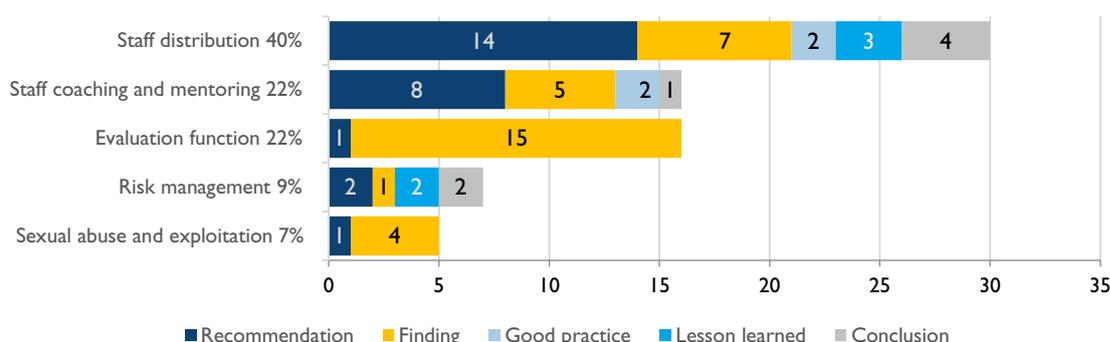
Audits, GMCP Evaluation)[47]. Efforts towards achieving this have already been mobilized by, for example, including field staff feedback in strategic planning processes.¹⁴ In addition, the evaluations recommended increasing coherence within the UNODC structure to enhance awareness of field and regional activities and their interconnections. In the independent project evaluation of *Civil*

Society in Africa Contributes to UNCAC and its Review Mechanism to Effectively Fight Corruption and Support the Sustainable Development Goals (SDGS) (GLOU68), it was suggested that the project “should model strategies used by the Gender Unit to ensure that efficient visibility of civil society units within the UNODC structure.”

2.8 Transforming organizational culture

Key findings: “Transforming organizational culture” was the least frequently assessed and referenced category within evaluation reports (3 per cent of all references), with coding focused on promoting diversity and inclusion in UNODC across institutional levels, as well as a safe and supportive work culture. Most references related to staff distribution and staff coaching and mentoring, which overlapped somewhat with other coding categories, and a few others, such as sexual abuse and exploitation, were not thoroughly assessed in any evaluation except the institutional gender equality and empowerment of women evaluation. In this evaluation, it found gender balance in key decision-making positions and suggests the obligations of top managers towards GEEW are apparent. However, the same report cautions of a probable gap between senior management’s commitment to GEEW and on-ground efforts to support it, with field-level disparities in males to females in P-5 and G personnel. Good practices and recommendations for supporting staff well-being included positive mentorship and collaboration with managers, reviewing working conditions and opportunities for advancement, training, and flexible working conditions to promote greater work-life balance, increased productivity and subsequently effective delivery of interventions.

FIGURE XVI. Breakdown of codes under transforming organizational culture by type of information



¹⁴ OIOS Audit on the management of Field Offices.

Staff distribution

The evaluation of *The Work of UNOV/UNODC to Promote Gender Equality and the Empowerment of Women (GEEW)* found gender balance in key decision-making positions and suggests the GEEW obligations of top managers are apparent. Intensive efforts by HRMS, and commitment from the Secretariat as well as UNODC higher management has led to an increase of women in professional (P)+ positions from 43 per cent to 50 per cent between 2017 and 2021. However, the same report cautions of a probable gap between senior management commitment to GEEW and on-ground efforts to support it. According to the evaluation, UNOV/UNODC lack collective ownership of GEEW headed by managers (mainly P-5) and senior managers (D-1+). In addition, the emphasis on gender parity has also led to some presumptions affecting confidence in the recruitment process with regard to giving gender more weight than merit. However, the evaluation indicated that the presence of GEEW-committed women in leadership positions had helped advance the organization in terms of GEEW.

References under “staff distribution” also related to the geographical representation of staff. Despite progress in gender equity in leadership, there are still gender discrepancies among grades, and between headquarters and UNODC field offices. Seventy per cent of P-5+ in UNODC field offices are males, whereas most G personnel are women (68 per cent). Lastly, there is a sense of power disparity in field offices due to discrepancies in working circumstances between foreign positions (especially P+) and the rest of the staff, which results in differing power dynamics for women and men. Several evaluations highlighted the importance of field-level staff across professional grades to the longer-term success of interventions, focusing on their contributions to building trust with local stakeholders due to shared cultural identities and competencies, as well as the ability to quickly respond and adapt technical assistance to changes in the operational environment (Maldives CT, Programming in West and Central Asia, RP SE Asia, GLOT60, GLOZ99, PSEY13, GLOX34, XAWZ28)[48].

Staff coaching and mentoring

In terms of good practices, evaluations noted that having positive rapport, collaboration and mentorship among managers and staff motivated staff and promoted outcome achievement (GLOX34, NGAX60, GMCP, GLO.ACT)[49]. Several evaluations indicated that projects/programmes needed to assess and build internal staff capacity on thematic areas as well as on human rights and gender equality to ensure that those cross-cutting areas were fully included in project formulation and implementation, as well as to strengthen project management, internal oversight and quality control capabilities (BOLZ68, RP SE Asia, GLOR35, GLOZ99, GLO.ACT)[50]. An outcome of “staff coaching and mentoring” is “staff well-being” which was

GOOD PRACTICE



STAFF CAPACITY-BUILDING

The progress of the GFP demonstrates the importance of supporting staff development. By recruiting highly skilled senior staff and exposing them to a range of challenges and strategies on the firearms issue, the programme has strengthened the skills and expertise of its staff, thereby enhancing the value of the programme to national stakeholders as well as its own learning capacity.

Evaluation of Global Firearms Programme: Countering Illicit Arms Trafficking and its Links to Transnational Organized Crime and Terrorism (GLOX34)

coded as an additional cross-cutting area, though found to have significant overlaps. In total, six reports were coded for “staff well-being” (GLOZ99, GMCP, GLOR35, EGYZ33, GLO.ACT, 2020 OIOS)[51] and recommendations included reviewing working conditions and opportunities for advancement, training and flexible working conditions to promote work-life balance, increased productivity and subsequently effective delivery of interventions.

Risk management

Seven references fell under the criterion of “risk management”. The 2019 MOPAN Assessment noted that UNODC has robust internal financial controls and management practices. However, some evaluations noted areas for increased attention and oversight at the field and project levels; for example, the 2019 and 2021 OIOS audits reported a need for a formal risk assessment on the use of service contractors and an anti-fraud framework and guidelines for implementing partners in Colombia, the latter having already been addressed.

Other internal oversight and accountability structures

In the evaluations, there were only 16 references to the independent evaluation function and 4 references to the prevention of sexual abuse and exploitation policies. The independent strategic evaluation of *The Work of UNOV/UNODC to Promote Gender Equality and the Empowerment of Women (GEEW)* referenced required training modules related to the prevention of sexual harassment and abuse and provided good practices and recommendations for field offices to adapt training and other products to fit the country contexts and their specific needs.

Only one report, the 2019 MOPAN Assessment of UNODC, was coded under the criterion of “evaluation function”. The assessment highlights that UNODC commitment to results-based management is encouraging, however, strong leadership support is required to implement it across the organization. Although the evaluation function of UNODC has also advanced significantly, increased operational and structural independence would be advantageous for the Independent Evaluation Section. To ensure that evaluation findings translate into better practice, UNODC requires an organization-wide monitoring mechanism. The assessment further found that the accountability system of UNODC has “improved with the introduction of Unite Evaluations” and “facilitate(s) the utilization of lessons.” It should be highlighted that the new UNODC Strategy 2021–2025 has placed increased emphasis on evaluation and results-based management.

■ 2.9 Additional cross-cutting factors: COVID-19, the environment and United Nations reforms

COVID-19

A total of 19 reports made reference to COVID-19. As a result of the COVID-19 pandemic, many programmes and projects adapted their methodology for implementing activities, using primarily remote learning methods and online platforms. The majority of evaluations point out that despite the COVID-19 pandemic, the programmes were usually able to adapt and adequately continue with activities, demonstrating relevance and increasing efficiencies and possible sustainability objectives. As noted previously, evaluation reports also show how COVID-19 pushed forward innovation through agility and the identification of cost-effective methods for delivering on outputs.

Other cross-cutting issues

Environment and United Nations reforms had three and five codes, respectively. Although environmental issues are not new to UNODC, they are becoming more prevalent as a result of the significance of environmental issues, including climate change and their relationship with crime prevention. For example, evaluators in the *Global CT Meta Synthesis* highlight that “there is a growing recognition of the role environment and climate change plays in disasters and radicalization (as in the case of Sahelian countries, such as Mali).” Similarly, the independent final evaluation of the project *UNODC Support Programme for the Implementation of the Action Plan of the Strategy to Fight Against Drug Trafficking and Reduction of Surplus Coca Crops, 2011-2015 (ELCN-RCEC) of the Plurinational State of Bolivia (BOLZ68)* noted

that losses due to climatic events and desertification processes have been markedly accentuated, not only affecting the sustainability of the impact but also the actions of the project itself.

The MOPAN Assessment highlights that although UNODC does not have an Office-specific policy statement on environmental sustainability and climate change, it is expected to implement a recent Secretariat policy framework, which it has done by implementing programmes that support environmental sustainability, subscribing to the Ten Principles of the United Nations Global Compact, three of which relate to the environment, and serving as a member of the inter-agency Issue Management Group on Environmental Sustainability, among other

GOOD PRACTICE



PROGRAMMES DIRECTLY ADDRESSING ENVIRONMENTAL SUSTAINABILITY

The UNODC alternative development interventions, which promote alternatives to illicit crop cultivation – notably in Colombia, Laos and Myanmar – aim to prevent forest degradation. They support the preservation and sustainable use of natural resources through land stabilization projects and by helping to build resilience in communities affected by climate change. The UNODC Global Wildlife and Forest Crime Programme also contributes to environmental sustainability by combating illegal threats to biodiversity – assisting countries to combat illegal logging, wildlife poaching and trafficking, and fisheries crime and corruption.

(2019 MOPAN Assessment)

committees. In addition, a UNODC Environment Team was established in the UNODC Border Management Branch in 2022, whose mandate is to assist Member States in preventing and responding to crimes that affect the environment, contributing to SDGs 3, 13, 14, 15 and 16.

In terms of United Nations reforms, references largely spoke to participation in United Nations country teams, further integrating projects into the United Nations Development Cooperation Frameworks, and measuring contributions to the Sustainable Development Goals. Evaluators in the final in-depth evaluation of the *Implementation of the Doha declaration: Towards the promotion of a culture of lawfulness (GLOZ82)* (UNODC Doha Programme (UDP)) note that the programme “focuses on how the results of each pillar and component contribute to the overall results of UDP in the larger context of currently ongoing United Nations reforms as well as the Sustainable Development Goals”. Additionally, it was

FINDINGS AND CONCLUSIONS



“Engagement in One UN processes, including UN reforms, UNDAFs and UNCTs, is visible, welcomed across the UN family and provides a strong basis for contributions to future success.”

(Evaluation of UNODC Programming in West and Central Asia)

recommended to nurture and expand partnerships with other United Nations agencies and development banks (e.g., World Bank) and agencies, particularly in the context of the United Nations reforms to help UDP scale up the size and scope of its impact. This recommendation was further supported within the *2021 OIOS Evaluation of UNODC*, which concluded that “while a member of United Nations country teams, [UNODC] had few instances of systematic collaboration with other agencies, because of asynchronous planning and funding cycles coupled with its limited presence on the ground.”



3. FOCUS ON RESULTS OF THE UNODC STRATEGY ACROSS THEMATIC AREAS AND THE SUSTAINABLE DEVELOPMENT GOALS

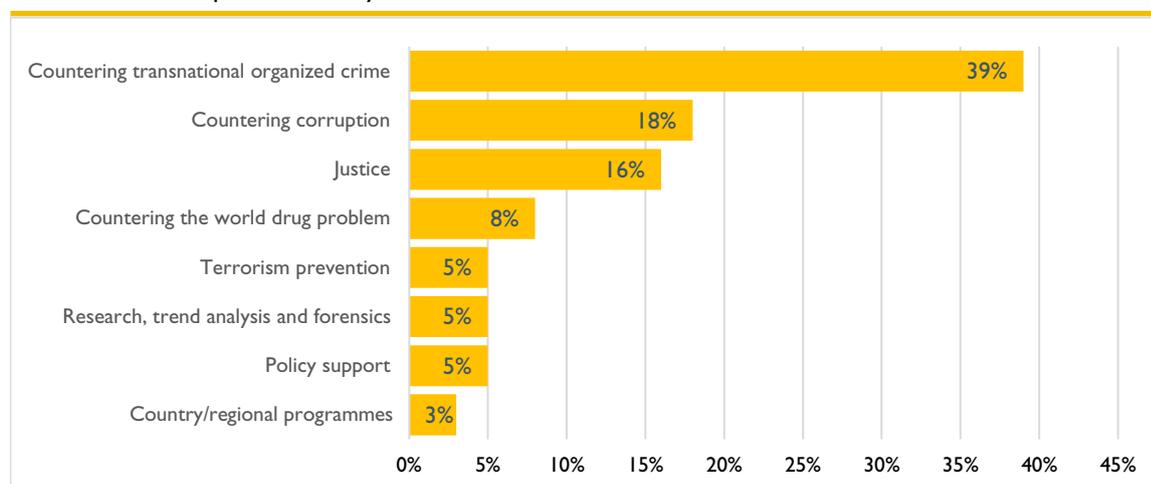
In line with the previous meta-synthesis, this chapter focuses on a qualitative analysis of evaluation results linked to the five thematic areas of focus in the UNODC strategy. As shown in figure XVII, the majority of the reports related to countering transnational organized crime, followed by those aimed at countering corruption and economic crime.

The evaluation coverage generally aligned with the breakdown of budget by subprogramme and management functions detailed in the 2021 OIOS *Evaluation of UNODC*, which showed that 34 per cent of budget was allocated to countering the world drug problem and 27 per cent to countering transnational organized crime.

3.1 World drug problem (thematic area I)

In the period 2019–2021, five independent project evaluations were conducted in the specific thematic area of addressing and countering the world drug problem, two of which are in Latin America and the Caribbean region. Projects largely focused on efforts to combat drug trafficking, from developing and maintaining a central databank on precursors, to monitoring production of coca crops and poppy planting, as well as providing technical expertise on drug abuse prevention and treatment. Independent evaluations highlighted the relevance of the project

FIGURE XVII. Reports coded by thematic area



UNODC: LEADERSHIP IN THE AREA OF HIV PREVENTION, TREATMENT AND CARE



The Office is also a co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS) and is the substantive leader in the area of HIV prevention, treatment and care among people who use drugs, including in prison settings.

(2019 MOPAN Assessment)

objectives to addressing related action plans, strategies and conventions, such as the 1988 United Nations Convention against Illicit Trafficking in Narcotic Drugs and Psychotropic Substances or the Strategy to Combat Drug Trafficking and Control of Surplus Coca Crops, 2016–2020. In addition, the 2021 OIOS *Evaluation of UNODC* highlighted the quality and value of UNODC research and trend analysis on drugs and crime at the global level; though there is a desire for more (and more varied) funding for the increased and systematic generation of country-level evidence which can serve as a basis for national policy planning.

The evaluation of the *UNODC support programme for the implementation of the Action Plan of the Strategy to Combat Drug Trafficking and Reduce Surplus Coca Crops, 2011–2015 (ELCN-RCEC) of the Plurinational State of Bolivia (PSB; BOLZ68)* highlighted that the project had been impactful at both the local and international level. It noted that at a local level, the project had “substantially contributed to strengthening the social pact between coca leaf producing families and their organizations with the PSB, by providing them with rigorously obtained reliable data, contributing to generate an environment of confidence in

the processes of coca crops eradication and rationalization”. The implementation of illicit crop monitoring projects contributed to increased cooperation at all levels and, through the provision of objective and reliable data, improved measures to prevent and significantly and measurably reduce or eliminate illicit cultivation for the production of narcotic drugs and psychotropic substances within the framework of sustainable crop control strategies and measures. In Colombia, 37,000 ha of coca were eradicated and approximately 100,000 families supported through the alternative development programme.¹⁵

Both evaluations focusing on monitoring the production of illicit substances noted good practices and recommendations on further developing mechanisms to exchange information between partner countries, promoting know-how and collaboration at the regional and international levels. The 2021 OIOS *Evaluation of UNODC* noted that the programmes supporting generation and use of local data and statistics in Colombia and Mexico were generally better resourced, while gaps existed in other regions due to lack of funding and donor interest.

The evaluation of the *Establishment of an evidence-based drug dependence treatment and rehabilitation system for the Palestine National Rehabilitation Centre (PSEY13)* notes that “PSEY13 was relevant, providing a strong starting point for the Palestinian government to respond to rising drug use and related risk behaviors by virtue of setting up the first drug treatment and rehabilitation centre of its kind (the PNRC) that is science, gender and human rights-based and fully integrated into the Palestinian health system”. The independent evaluation of *Support to the ECOWAS Regional Action Plan on Illicit Drug*

¹⁵ 2021 OIOS Evaluation of UNODC.

Trafficking, related Transnational Crime and Drug Abuse (XAW/Z28) project similarly noted progress towards shared understanding and use of human rights-based approaches to drug dependence, emphasizing treatment and rehabilitation rather than imprisonment. In both evaluations, the importance of local technical experts was highlighted, either for the purpose of increasing project efficiencies or for ensuring the cultural applicability of delivered training and clinical care.

■ 3.2 Organized crime (thematic area 2)

A total of 6 independent in-depth evaluations and 10 independent project evaluations were conducted of programmes targeting organized crime, including projects with a focus on human trafficking, environmental and wildlife crime, and countering illicit arms trafficking, supporting the work of the Conference of the Parties to UNTOC, research and trend analysis as well as regional and country programmes.

Evaluations mostly noted the relevance and need of the various projects, and the *2021 OIOS Evaluation* found that UNODC had been successful in addressing national capacity gaps in responding to transnational crime and illicit trafficking. UNODC contributed to the strengthening of international and cross-border cooperation and collaboration through multilateral agreements, memorandums of understanding, joint programmes and institutional partnerships.¹⁶ For example, the evaluation report of *Action on Measuring and Assessing Organized Crime in the Western Balkans* noted how there was a great need for better classification and

standardization of organized crime data, and that the project is noteworthy for its contributions to an overarching framework for previously fragmented data, which also serves as a key mechanism for cross-border cooperation.

Evaluations also noted that the complexity of organized crime needs to be considered in any results measurement; as noted by the evaluation of *WBCSCi*: “it should be further recognized that there are many factors outside the control of the IISG and European Union Action, which will ultimately determine the level of overall security in the region and Europe with respect to serious organized crime. Thus, the future measurement of impact (and the validity of the *WBCSCi*/IISG structure to facilitate that impact) on the overarching objective of reducing serious organized crime must be developed and anchored in those areas that are within *WBCSCi*/IISG control and remit.”

FINDINGS AND CONCLUSIONS

“GLOT60 has achieved concrete results that will continue to exist beyond the programme end, including capacities installed in Member States to implement UNTOC, large databases of knowledge and practical tools for international cooperation hosted on SHERLOC. The evaluation found that GLOT60 made use of its limited resources in a highly efficient manner to produce most of the expected outputs. The collaborative approach applied by the programme management enabled the creation of a dedicated team, pulling in resources from different sections and branches within UNODC and maximizing the impact of efforts. GLOT60 had been relevant to all stakeholders and to some extent to the promotion of the SDGs.”

(Evaluation of Support to the work of the Conference of the Parties to the UNTOC Convention)

¹⁶ Ibid.

In the same vein, the *2021 OIOS Evaluation* noted that many external challenges can impact the scale and scope of results achieved, including political stability and political will, the state of development and capacity of countries, and cultural norms and trust. In some reports, independent evaluators noted how projects focused on organized crime addressed such complexity by engaging the right mix of experts. Evaluators note in the evaluation of the *Global Firearms Programme (GLOX34)* that the programme brought together a strong group of experts with in-depth expertise and a long and credible record of work addressing firearms trafficking and related criminality, and that “the GFP team is viewed as a critical, trusted partner of expertise, successfully engaging MS in clearly effective and relevant initiatives and activities, with a wealth of outputs and outcomes achieved across all regions”. However, given the highly complex nature of organized crime, which ranges from combating illegal fishing to firearms trading, with multiple levels of stakeholders/actors involved, most evaluations still recommended strengthening cooperative relationships with private sector organizations and civil society organizations to address cross-cutting aspects, such as the protection of vulnerable populations in armed conflicts or increasing alternative livelihood opportunities.

The evaluation of *Global Action against Trafficking in Persons and Smuggling of Migrants (GLO.ACT; GLOZ67)* highlights that the initiative has contributed towards the achievement of several positive transformations in tackling trafficking in persons and the smuggling of migrants and assisting victims and vulnerable migrants across countries. Most notably, it had increased the capacity of key stakeholders and partner organizations while also having an effect on laws and

policies. In the Southern Africa Development Community (SADC), most countries had criminalized trafficking in persons by 2018 and SADC data facilitated a better understanding of the magnitude of forced labour in cases of trafficking in persons.¹⁷ The legitimacy and expertise related to the normative work of UNODC, as well as its role as guardians of the United Nations Convention against Transnational Organized Crime (UNTOC) and its Protocols, contribute significantly to the organization’s added value in comparison to other agencies.

■ 3.3 Corruption and economic crime (thematic area 3)

During the period 2019–2021, a total of seven evaluations (two in-depth, five independent projects) were conducted of programmes/projects targeting corruption and economic crime. Projects under this thematic area focused on supporting Member States in their efforts against corruption (NGAX60, BOLW35)[52], supporting regional anti-corruption efforts (XSPZ91, GLOU68, GLOZ99-ASIA)[53], and global programmes to combat corruption through effective implementation of international

RESULTS AND IMPACT



“The Project has been able to show its work has resulted in concrete and lasting systemic changes. Chief among these is the UNCAC accession of Niue and Samoa, the adoption of extensive anti-corruption legislation in Solomon Islands, and the establishment of a Right to Information system in Vanuatu.”

(Evaluation of United Nations Pacific Regional Anti-Corruption Project Phase II (UN-PRAC; XSPZ31))

¹⁷ Ibid.

GOOD PRACTICE**IDENTIFYING NEW AREAS OF RISK**

“The Programme has responded admirably in both identifying substantive issues and anticipating new risk areas of corruption, for instance in the procurement of personal protective equipment (PPE), vaccines and their distribution. Regional platforms have been used to advance the mandate of the Programme to foster the full implementation of UNCAC, harnessing common needs and characteristics amongst countries in specific regions to fast-track the implementation of the Convention.”

(Evaluation of Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16 (GLOZ99))

conventions and agreements (GLOZ99, GLOZ82)[54]. Evaluations highlighted the positive impact of projects on UNCAC implementation, yet also emphasized a great need to strengthen the mainstreaming of human rights and gender into anti-corruption programming (GLOZ99, XSPZ91, BOLW35, GLO68, GLOZ82)[55].

The opportunity for UNODC to become a thought leader on the issue of gender and corruption was emphasized by evaluators of the *Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16* (GLOZ99) owing to the programme’s progressive consideration of these issues in its work and a global evidence gap in this regard. Regarding human rights, initiatives are made to advance them in connection with criminal justice processes (such as the right to a fair trial and due process), and knowledge products integrate human rights

issues to further understanding between the nexus of human rights and anti-corruption. However, the programme did not satisfy UNODC requirements outlined in the Gender Mainstreaming Checklist, and it was recommended that these gaps be filled in subsequent programme revisions.

■ 3.4 Terrorism (thematic area 4)

Only two evaluations (GLOR35, Maldives Counter Terrorism)[56] were coded under the thematic area of “terrorism prevention”, while including the main vehicle for implementation of related work at UNODC (GLOR35)[57]. Both these evaluations noted that the interventions were efficiently implemented, despite the challenges emanating from the COVID-19 pandemic. They also noted that these interventions had made effective use of cross-sectoral collaborations and partnerships.

FINDINGS AND CONCLUSION

“The GP is highly relevant to UNODC mandates and stakeholders’ needs. It is aligned with relevant Security Council and General Assembly resolutions and responds to the UN Counter Terrorism Strategy. Evidence shows that GLO/R35 has been relevant across all outcome areas, and has addressed the needs of Member States, but is, however, not fully aligned with the UNODC Strategy 2021-2025 and the UNODC Vision for Africa 2030. The GP has been complementary to and aligned with other UNODC interventions in the field of CT, such as relating to money laundering, prison reform, prisoner rehabilitation, and violence against children.”

(Evaluation of Independent In-Depth Evaluation Strengthening the Legal Regime Against Terrorism).

The Global Programme on Strengthening the Legal Regime against Terrorism (GLOR35) is a flagship programme of UNODC on strengthening the legal regime against terrorism. As highlighted in the independent meta-synthesis under the global counter-terrorism strategy, GLOR35 was found to be highly relevant to achieving UNODC mandates and the goals of Member States. It was reportedly contributing to developing an effective national criminal justice system for preventing and reducing terrorism through different mechanisms based on the rule of law. It has helped improve investigation, prosecution and adjudication of counter-terrorism cases, such as in Colombia (2016) and Nigeria (2018–2019). In the case of Colombia, nine convictions were achieved on the financing and administration of terrorist assets, seven of which could be attributed to GLOR35. In the case of Nigeria, at least 366 terrorism cases have led to convictions, while 882 cases were discharged, with hearings led by project-trained defence lawyers, prosecutors and judges.

Additionally, the UNODC Terrorism Prevention Branch (TPB) has contributed to the United Nations Counter-Terrorism Implementation Task Force (UNCTITF) and the eight Working Groups of the Global Counter-Terrorism Coordination Compact. They were launched in 2019 to strengthen complementarity and coherence in the field of counter terrorism. TPB has continued to chair the Working Group on Countering the Financing of Terrorism with UNOCT, and the Working Group on Legal and Criminal Justice Responses to Counter Terrorism with CTED.

■ 3.5 Crime prevention and criminal justice (thematic area 5)

A total of seven reports were coded under the thematic area of crime prevention and criminal justice. Evaluators highlight in the final evaluation of the *Responses from the Criminal Justice to Forestry Crimes in Peru (PERW77)* report that the project is in line with the goals of the Global Programme to Combat Wildlife Crime (GLOZ31). The contribution of the project to the Programme is positively regarded, particularly in terms of the introduction of innovative work methodologies capable of being replicated throughout globe. The project, which has been overseen by national authorities, was deemed vital owing to the function of UNODC as a neutral actor capable of organizing meetings, managing them and fostering trust by removing silos among various stakeholders.

Similarly, evaluators in the final independent project evaluation of *Improving Access to Legal Aid for Women in Western Africa (1819U)* noted that the project was highly relevant to rightsholders and was able to adapt its modalities in the face of the COVID-19 pandemic to continue providing legal aid provision. However, the report also highlighted that without ongoing funding, its

FINDINGS AND CONCLUSIONS



“The project has made concrete contributions to SDG 16, and incipient effects are the humanisation of the justice system and reducing overcrowding in prisons through the promotion of non-custodial sanctions.”

(Evaluation of Support to the Prevention of Radicalization to Violence in Prisons and Probation Settings in the Kyrgyz Republic (XACZ61))

GOOD PRACTICE

“Working through established legal aid providers who already prioritized women multiplied results without dispensing energy on upgrading the vision or values of grantees. The relationship with them was fluid, and it legitimized them in the eyes of duty bearers.”

(Evaluation of Improving Access to Legal Aid for Women in Western Africa (1819U))

benefits would be limited in time. One of the good practices in the project was to increase capacity of legal aid providers to deliver appropriate, gender-sensitive, accessible legal aid to women. Additionally, the project had strengthened their ability and credibility to lobby for policy and legislation. The initiative introduced a degree of innovation to the country by bringing new methods and tools for management of violent extremist offenders in prison and probation.

The final evaluation of *Improving the Criminal Justice Response to Violence against Women in Egypt (EGYZ33)* also showed positive results; the project supported hardware and software and improved the Information Centre Database’s relevance and effectiveness in handling violence against women cases. The project contributed towards changing ideological notions about violence against women and how to treat victims. Prosecutors in the Public Prosecution Office noted, “We’ve switched from concentrating merely on bringing criminals to justice to safeguarding victims.” The training helped increase participants’ confidence, enabling them to bring up violence against women-related problems with higher ranking male officers.

3.6 UNODC and the Sustainable Development Goals

UNODC was identified as the “lead agency” on Sustainable Development Goal 16 by OIOS¹⁸ and as custodian, alone or jointly, for 15 Sustainable Development Goal indicators. Most evaluations mentioned that UNODC projects were primarily aligned with SDG 16 (Peace, justice and strong institutions) and SDG 5 (Gender equality), but also SDG 3 (Good health and well-being), SDG 11 (Sustainable cities and communities) and SDG 17 (Partnerships). However, evaluation reports did not describe how the project activities were contributing to the progress of those SDGs. In this regard, the final independent in-depth evaluation of *Global Action against Trafficking in Persons and Smuggling of Migrants (GLO.ACT; GLOZ67)* recommended to “review logframes of projects to make the connection between the work of UNODC and the SDGs more visible.”

In connection with the subject, the final independent project evaluation of *Evidence-based policies for improved community safety in Latin American and African cities* highlighted that the web portal for the UNODC Liaison and Partnership Office in Mexico “had selected key recommendations from the Safety Audit that can be mapped against SDGs, and where data on relevant indicators by municipality could be retrieved for better guidance to the local government and externals.”

¹⁸ OIOS Evaluation of UNODC 2021.



CONCLUSIONS

This fourth evaluation meta-synthesis report offers a strategic overview of the key findings, conclusions, good practices, lessons learned and recommendations identified in UNODC evaluations and external oversight results conducted over a three-year period. This report draws findings, lessons and good practices from an analysis of more than 46 studies, including 38 UNODC evaluations, in order to provide a comprehensive picture of the work of UNODC as it is now, while also offering directions for future programming in the light of the UNODC Strategy 2021–2025.

Overall, the meta-synthesis analysed eight organizational categories, structural elements of the UNODC Strategy, five UNODC thematic areas, as well as cross-cutting concerns. The report's distilled lessons, practices and recommendations point to ways to improve UNODC programming and make it more effective while ensuring that it incorporates issues of human rights, disabilities and gender equality.

There was sufficient evidence to conclude that programmes were working towards alignment with the UNODC Strategy 2021–2025, despite the strategy's recent launch, thus providing insight into its evidence-based foundations. For example, the UNODC Strategy 2021–2025 reaffirms the need to strengthen its results-based management approach to programming, which was similarly and prominently echoed in the independent evaluation lessons and recommendations from 2019–2021; in addition, it was also a primary recommendation within evaluations covered in the previous meta-synthesis. Results-based management systems have been, and continue to be, highlighted by evaluators as necessary to facilitating adaptive management, anticipating challenges and ensuring that all

projects and programmes can clearly define, measure and report on operational and programmatic performance and contributions to the achievement of the Office's strategic priorities.

Other "efficiency enablers" also featured prominently within the independent evaluation findings, conclusions, recommendations and lessons/good practices, and also cross-cut many of the other codebook categories, demonstrating their importance and facilitative role in UNODC work and results achievement. Most references related to "streamlining of processes" were findings and conclusions tied to recommendations for improving efficiencies and alignment between headquarters- and field-based work processes, such as strategic planning, and programme/project design processes, as well as structures and systems for staffing and cost sharing, which intersected with the "UNODC approach", "communication", "delivering together" and "resource mobilization". When divisions, branches and sections, as well as headquarters and field offices, have effectively communicated and collaborated on programme planning and implementation, UNODC has been able to present a "united front" to Member States and capitalize on its strength of building diverse governmental actors' buy-in, breaking down silos and convening multidisciplinary teams and diverse partnerships. This internal coherence simultaneously supported reporting and accountability to donors.

Independent evaluations also identified key strengths and opportunities related to "innovation", "cross-cutting commitments" and "transforming organizational culture". It was typically noted that UNODC did well to mainstream human rights and the rule of law into its projects,

given this is a fundamental driver within its mission, and had also made progress in mainstreaming gender equality issues into projects and institutional systems. Good practices in this regard included consulting localized knowledge, whether in academia, civil society organizations or other experts representing beneficiary groups, to enhance the relevance, quality and use of research products and tools, or the promotion of gender balance in key decision-making positions, and positive mentorship and collaboration among managers and personnel. The ability of UNODC to quickly adapt to the COVID-19 pandemic through technological solutions facilitated the ongoing delivery of interventions as well as cross-cutting inclusivity and environmental sustainability objectives by expanding the potential reach of remote capacity-building activities with limited resources and limiting environmental impacts related to bringing people together in-person.

Nevertheless, evaluations still cited a need for increased planning measures to ensure gender, human rights, and the “leave no one behind” principle are mainstreamed from project design through to results measurement, ensuring adequate due diligence, needs assessments and stakeholder consultations take place, that highly vulnerable groups and areas are not excluded, and that specialized gender and human rights expertise are budgeted for, consulted and retained. Stable, long-term and unearmarked funding was highlighted as an opportunity in this regard, to support UNODC to deliver on its cross-cutting commitments and results, and to respond to the priority needs of Member States.

The importance of research, evidence-based programming and partnerships to the work of UNODC emerged in the analysis of thematic areas. Independent evaluations highlighted the quality and value of UNODC research and trend analysis on drugs and crime at the global level, and

the positive effect of country-level evidence for national policy planning for countering illicit drug, human and wildlife trafficking. For example, the implementation of illicit crop monitoring projects contributed to increased cooperation at all levels and – through the provision of objective and reliable data – improved measures to prevent and measurably reduce or eliminate illicit cultivation for the production of narcotic drugs and psychotropic substances within the framework of sustainable crop control strategies and measures.

As the custodian of applicable conventions, their protocols and other instruments for addressing transnational crime, illicit trafficking and corruption, the legitimacy and relevance of UNODC normative work was enhanced. It was also found by evaluations to contribute to the Office’s added value in comparison to other agencies, and formed the basis of UNODC leadership on SDG 16. UNODC work on policy coherence served as an entry point for engagement. Independent evaluations highlighted various programme/project successes in convening multi-stakeholder groups and utilizing regional platforms to, for example, strengthen international and cross-border cooperation and collaboration on combating organized crime, fast tracking the implementation of the United Nations Convention Against Corruption, and contributing to building effective, gender-responsive and human rights based national criminal justice systems, able to prevent and respond to terrorism, violent extremism and violence against women.

By highlighting the most recurring themes of evaluations, the meta-synthesis report allows both internal and external stakeholders, as well as UNODC headquarters and field offices, to identify the major constraints related to programme implementation, while enabling them to detect similarities and look for mutually beneficial partnerships with a view to finding possible solutions.

ANNEXES

■ I. LIST OF DOCUMENTS REVIEWED

All UNODC evaluation reports are available here: www.unodc.org/unodc/en/evaluation/reports.html

2021 reports

- 1617AL Developing Indicator on Illicit Financial Flows and Monitoring them in Latin America
- 1819U Improving Access to Legal Aid for Women in Western Africa
- BOLZ68 Evaluación Final Independiente Programa de Apoyo de la UNODC a la Implementación del Plan de Acción de la Estrategia de Lucha Contra el Narcotráfico y Reducción de Cultivos Excedentarios de Coca, 2011–2015 (ELCN-RCEC) del Estado Plurinacional de Bolivia (EPB)
- BOLW 35 Transparencia Institucional y Participación Ciudadana para la Gobernabilidad Municipal
- GLOR35, GLOW63, MDVAB9 Support to Maldives on Counter Terrorism
- GLO565 INCB Databank for Precursor Control
- GLOU68 Civil Society in Africa Contributes to UNCAC and its Review Mechanism to Effectively Fight Corruption and Support the Sustainable Development Goals (SDGS)
- GLOX34 - Global Firearms Programme: Countering Illicit Arms Trafficking and its Links to Transnational Organized Crime and Terrorism
- GLOZ31 Law Enforcement and Demand Management of Wildlife in Asia Project
- GLOZ 99 Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16
- PERW77 Criminal Justice Responses to Forest Crime in Peru
- UNODC Programming in West and Central Asia
- XACZ61 Support to the Prevention of Radicalization to Violence in Prisons and Probation Settings in the Kyrgyz Republic
- GLO/R35 Independent In-Depth Evaluation Strengthening the Legal Regime Against Terrorism
- SLKAB8 Promoting the use of non-custodial measures in Sri Lanka
- UNODC/UNOV Gender Evaluation (2022 – exceptionally added, as first strategic evaluation at UNODC)

2020 reports

- GLOT60 Support to the work of the Conference of the Parties to the UNTOC Convention
- QZA-15/0519 Midterm Evaluation of the Fisheries Crime Initiative “FishNET” (GLOZ31 and GLOG80)
- GLO/Z82 Implementation of the Doha declaration: Towards the promotion of a culture of lawfulness
- Global Maritime Crime Programme GLOX99, GLOZ06, GLOW63, GLOZ81, GLOZ80, XEAX94
- Regional Programme for South-East Asia (including Country Programme Myanmar and Country Programme Indonesia)
- MEXX48 Asistencia técnica a México para la implementación del Protocolo de Palermo contra la trata de personas
- UNDA-2019-001 Evidence-based policies for improved community safety in Latin American and African cities
- XAMX59 The Arab Initiative to Build National Capacities to Combat Human Trafficking in the Arab Countries
- XEEZ84 Action on Measuring and Assessing Organized Crime in the Western Balkans
- XAW/Z28 Support to the ECOWAS Regional Action Plan on illicit drug trafficking, related organized crime and drug abuse in West Africa
- GLOZ31 Global Programme for Combating Wildlife and Forest Crime Analytic Toolkit

2019 reports

- Western Balkans Counter-Serious Crime Initiative (WBCSCi) in the context of the Integrative Internal Security Governance (IISG) mechanism including the European Union action: “Instrument for Pre-Accession Assistance (IPA II) Multi-Country Action Programme 2017 – Support to the Western Balkan Integrative Internal Security Governance”
- Global Action against Trafficking in Persons and Smuggling of Migrants (GLO.ACT) (GLOZ67)
- XCA/X75: Apoyo al A.B.1 Coordinación Interinstitucional y Regional para la seguridad fronteriza en Centroamérica
- XSP/Z91: United Nations Pacific Regional Anti-Corruption Project Phase II (UN-PRAC)
- EGY/Z33: Improving the Criminal Justice Response to Violence against Women in Egypt
- MEX/Z93: Fortalecimiento para la Seguridad de Grupos Vulnerables
- GLO/Z99-segment: Asia-Pacific Joint Action Towards a Global Regime Against Corruption (2016-2020)
- PSE/Y13: Supporting the establishment of an evidence-based drug dependence treatment and rehabilitation system for the Palestine National Rehabilitation Centre
- BHU/Z13: Enhance Government and Civil Society Responses to Counter Trafficking in Persons in Bhutan

- NGA/X60: Support to anti-corruption in Nigeria. (finalized in 2018)
- MEXK54: Sistema del Monitoreo de Cultivos Ilícitos en el Territorio Mexicano
- XAS/V23: Support Project for the SADC-UNODC Regional Programme on: Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence against Women and Children

Other evaluations

- Evaluation of the United Nations Office on Drugs and Crime: Report of the Office of Internal Oversight Services (2021)
- MOPAN Assessments: United Nations Office on Drugs and Crime (UNODC) 2019 Performance Assessment
- Learn Better, Together: Independent Meta-synthesis under the Global Counter-Terrorism Strategy

OIOS audits

- 2021/035 Audit of the use and management of service contractors at the United Nations Office on Drugs and Crime
- 2020/024 Audit of implementing partners at the United Nations Office on Drugs and Crime country office in Colombia
- 2020/019 Report on follow-up of recurring recommendations pertaining to the United Nations Office on Drugs and Crime management of field offices
- 2019/107 Audit of the United Nations Office on Drugs and Crime Regional Office for West and Central Africa

The documents below were included for background and context, though not included in coding.

UNODC strategic documents

- UNODC Strategy 2021–2025
- UNODC Strategic Vision for Africa 2030
- UNODC Strategic Vision for Nigeria 2030
- UNODC Programme Strategy for Central Asia 2022–2025
- UNODC *Visión Estratégica de UNODC para América Latina y El Caribe 2022–2025*

Guidance documents on expectations and good practices for conducting evaluations

- UNODC. Evaluation Handbook: Guidance for designing, conducting and using independent evaluation at UNODC. 2017

- UNODC. Evaluative Assessments and Corporate Strategies- Concept Paper. Feb. 2021
- UNODC. Rethinking Evaluation: Using Big Data and Other Innovative Tools Amidst Crises - Guidance Note. 2020
- UNODC. Evaluation Quality Assessment Synthesis Reports (2015–2020)
- IEO. Evaluation Guidelines, Evaluations during COVID-19: Useful Guidance, Documents and Blogs. 2020
- UNODC. Guidance Note for Managers and Evaluators: Planning and Undertaking Evaluations in UNODC During the COVID-19 Pandemic and Other Crises
- UNODC. Steps of a UNODC Independent Project Evaluation
- UNODC. Steps of a UNODC In-depth Project Evaluation
- GAGE. Virtual research toolkit: qualitative research with young people on their COVID-19 experiences. 2020
- IEO. Good Practices During COVID-19: IEO/UNDP and OECD/DAC Evalnet Joint Guidance Note for Evaluation Units. 2020
- UN. Inclusion Strategy. TECHNICAL NOTES: Accountability Framework. 2019
- UNEG. Integrating Human Rights and Gender Equality in Evaluations. 2014
- UNEG. Ethical Guidelines for Evaluations. 2020

Other documents:

- www.unodc.org/unodc/en/environment-climate/approach.html
- **UNODC 2020-2021 in Facts and Figures**

II. METHODOLOGICAL APPROACH

The overall objective of the meta-synthesis approach at UNODC is to provide useful information, which is tailored to the wide range of needs of different audiences – including Member States, senior management and staff at large—and offer insights into current trends stemming from evaluations and based on the UNODC Strategy 2021–2025. This is also the major difference to previous meta-syntheses, as the codebook was fully revised, thereby aligning it with the UNODC Strategy 2021–2025 to offer valuable insights at an aggregate level for UNODC senior management and Member States. This meta-synthesis has coded 38 independent evaluation reports of UNODC projects, programmes and strategies issued from 2019 to 2021 and their evaluation quality assessments (EQA), as well as four OIOS audit reports, the OIOS Evaluation of UNODC (2021), the MOPAN Assessment of UNODC (2019), and the United Nations system-wide Independent Meta-synthesis of Evaluations under the United Nations Global Counter-Terrorism Strategy. The independent strategic evaluation of *The Work of UNOV/UNODC to Promote Gender Equality and the Empowerment of Women (GEEW)* (2022) was also included given its organizational importance.

The overarching approach remained similar to previous meta-syntheses, in particular the *UNODC*

Meta-Synthesis (2017–2018), however a new codebook aligned with the UNODC Strategy 2021–2025 (see **annex III**) was tested and rigorously applied using the qualitative analysis software NVivo. In addition, the scope of analysis was larger than previous meta-syntheses, expanding the focus of coding of independent evaluation reports from the recommendations section of reports, to also include findings (in the Executive summary only), conclusions, lessons learned and good practices.

In alignment with the codebook co-developed with UNODC IES for this meta-synthesis, the findings, conclusions, lessons learned and good practices were coded at a maximum of three levels/chapters: (1) UNODC Strategy: organizational and structural elements; (2) UNODC Strategy: thematic areas; (3) Additional and cross-cutting categories

As noted, these chapters are defined in relation to the new UNODC Strategy 2021–2025 and related commitments and outcomes defined in the strategy. These chapters were further broken down into categories (for example, “delivering together” or “types of technical assistance”), which helped to organize the analysis of individual codes/criteria (for example, “private sector

FIGURE I. Independent Evaluation Reports (38): Count of conclusions, recommendations, lessons and good practices

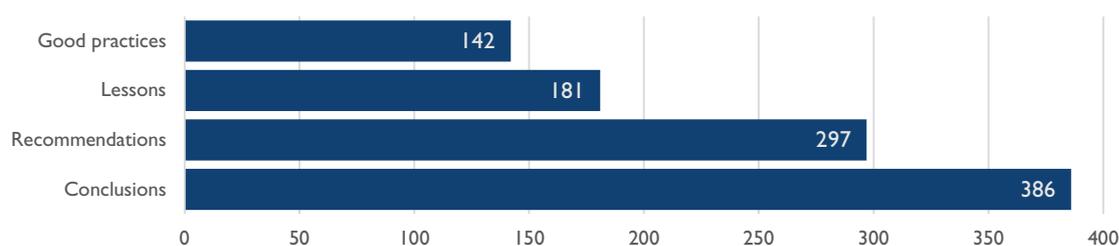
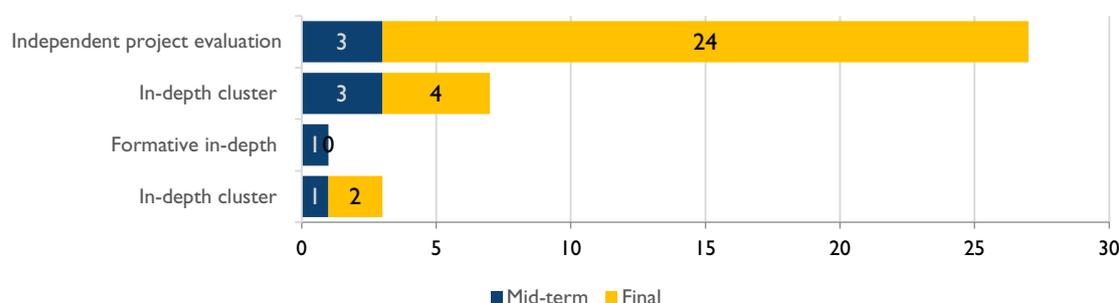


FIGURE II. Types of evaluations analysed



partnerships” or “civil society organization partnerships” codes under the “delivering together” category). Text segments in the various report sections were maximally assigned to four codes/criteria and minimally one code/criterion across categories in the “UNODC Strategy: organizational and structural elements” chapter.

A robust primarily qualitative approach was used to conduct content analysis, qualitative analysis and quantitative analysis (based on coding frequency). Two evaluation experts were responsible for coding the documents in NVivo, with a senior evaluation expert reviewing and validating the coding for consistency and conducting inter-coder reliability checks to ensure quality. The coding comparison was done in two ways to determine inter-coder reliability, or the degree of agreement between the coders: percentage agreement and the “Kappa coefficient”.¹ The achieved percentage agreement for selected codes between the team members was 80–90 per cent whereas the Kappa coefficient was between 0.55–0.75.²

The 38 independent evaluation reports included in the meta-synthesis cover a budget of more than \$500 million, and the majority were independent

project evaluations (IPEs) (27), with some in-depth evaluations (8) and cluster evaluations (3). Of the IPEs, most of them focused on projects in Africa, the Middle East and Latin America and the Caribbean; and overall, the evaluations primarily focused on the thematic area of countering transnational organized crime. The in-depth evaluations include coverage of two regional programmes, i.e., In-Depth Evaluation of UNODC Programming in West and Central Asia and Final In-Depth Evaluation of the Regional Programme South-East Asia.

Since 2019, all reports received “good” and “very good” ratings on the external evaluation quality assessments (with the exception of one “fair” report in 2020) and, as such, all published UNODC evaluations were in alignment with UNEG and UNODC norms and standards.

Several limitations were encountered when conducting the analysis, some of which were shared with previous meta-syntheses and others newly encountered as a result of the expanded scope of analysis. These include:

- (1) Despite the variety in types, regions covered and thematic areas of focus of the evaluations

¹ “Percentage agreement is the number of units of agreement divided by the total units of measure within the data item, displayed as a percentage (ii) Kappa coefficient is a statistical measure which takes into account the amount of agreement that could be expected to occur through chance.” (<https://help-nv.qsrinternational.com/20/win/Content/queries/coding-comparison-query.htm>).

² Below 0.40: poor agreement; 0.40–0.75: fair to good agreement; Over 0.75: excellent agreement (NVIVO guidelines for interpreting the value of Kappa).

and other reports covered, the analysis cannot be seen to cover the whole organization and the current strategic framework, especially given most evaluations were completed prior to the publishing of the UNODC Strategy 2021–2025. In addition, the evaluations are guided by UNEG norms and standards and focus on the OECD Development Assistance Committee criteria, presenting a further limitation on the type of information covered outside of those categories. This was mitigated by integrating OIOS audits and evaluations into the review, allowing for the triangulation of key results and bolstering the validity of findings. In addition, the first organization-wide gender analysis was integrated despite being published in 2022, which more systematically analysed key strategic results areas aligned with the new strategy, filling gaps in information.

- (2) By including findings, conclusions, lessons and good practices in the analysis, in addition to recommendations, more evidence of UNODC results were analysed and integrated into the report presentation. However, evaluations tended to enumerate a number of subrecommendations into any one recommendation; for example, highlighting a need for improved results-based management mechanisms, which would support various efficiency enablers, the mainstreaming of

gender and disability inclusion, or improve donor reporting, all of which had different codes tied to the updated codebook. Similarly, the findings in the executive summary were often very similar to the information provided in the conclusions; this resulted in similar results drawn from each section, and noticeably in the analysis, a similar number of references in “findings” and “conclusions” per code. As such, the presentation of results is a bit more complex, focusing on the number of references in total in a category (as the denominator). The analysis presented in the findings therefore shows the proportion of all references under one category referring to any one code/criterion, as well as the distribution of codes by information type (i.e., finding, conclusion, recommendation, etc.).

- (3) Similarly, the expanded codebook was also complex, and occasionally “codes” overlapped in terms of how the information was described in the report. Where this was the case, and analysis merged with other codes, it was noted through footnotes.

The 2019–2021 meta-synthesis trialled the use of a slightly different methodology, and its utility will be further explored and improved on in subsequent meta-syntheses and through the development of guideline for conducting meta-syntheses at UNODC.

III. CODEBOOK FOR UNODC META-SYNTHESIS, 2010–2021

Three main chapters:

- UNODC Strategy: organizational and structural aspects
- UNODC Strategy: thematic areas
- Additional categories

Organizational and structural aspects of the UNODC Strategy.

Main category/ code	UNODC Goal/ commitment	Code	Code definition
1. UNODC approach	Increase cross-sectoral approaches and provide Member States with holistic support packages that cater to their priorities. Including implementing a policy coherence approach	1.1. Cross-sectoral work	Information relating to UNODC support to work across ministries/ government sectors of Member States
		1.2. Policy coherence	Information relating to UNODC supporting the coherence of policy of Member States
	Increased and more systematic coordination among thematic areas	1.3. Coordination (internal)	Information relating to internal-UNODC coordination beyond divisional and thematic boundaries
	Development of an innovation strategy	1.4. Innovation	Information relating to innovative practices in the work of UNODC
	Cross-cutting for CODING ONLY	1.5. UNODC Strategy 2021–2025	Reference to the UNODC Strategy 2021–2025
2. Efficiency enablers: streamlining procedures, examining structures	Streamline work processes and enhance efficiency in the delivery of results	2.1. Streamlining of processes	Information relating to required or actual changes in work processes, structures and systems, including relating to the field network. This refers in particular to structures, synergies of processes, etc.
		2.2. Procurement, HRMS and Umoja	Information relating to procurement (companies; payments, etc.) and human resource processes (recruitment, staff training, etc.) as well as Umoja financial management
		2.3. Project management structures and systems	Information relating to structures for project management (e.g. management instructions) and project revision/approval processes

Main category/ code	UNODC Goal/ commitment	Code	Code definition
	Strengthen continuous change management	2.4. Change management	Information relating to change management at UNODC, including transformational efforts for UNODC
	Strengthen results-based management approach	2.5. Results-based management	Information relating to monitoring, logframes, indicators, theory of change, etc.
		2.6. Evaluation	Information relating to evaluation at UNODC
		2.7. IPMR/Umoja project management	Information relating to the project management part of Umoja (IPMR/UE2)
3. Delivering together	Strengthen engagement with regional development coordination offices, resident coordinators and United Nations country teams	3.1. United Nations country teams and resident coordinators, regional United Nations Offices	Information relating to UNODC linkage to country teams, resident coordinators or regional United Nations offices (e.g. ESCAP, ESCWA, etc.)
	Expand role as facilitator of public-private partnerships in drugs, crime, corruption and terrorism and expand private sector partnerships in the areas of organized crime, human trafficking, cybercrime, maritime crime, and corruption and economic crime	3.2. Private sector partnership	Information relating to PPP, partnership with private sector
	Deepen existing partnerships with international and regional organizations	3.3. Partnerships-regional and int. organizations	Information relating to new and existing partnerships with regional (e.g., ECOWAS, European Union) and international organization (e.g., INTERPOL, other United Nations agencies, etc.)
	Strengthen civil society partnerships and systematically mainstream partnerships with civil society across all UNODC workstreams	3.4. Partnerships-civil society organizations	Information relating to new and existing partnerships with civil society organizations across all UNODC work areas. This could also relate to engagement plans, etc.

Main category/ code	UNODC Goal/ commitment	Code	Code definition
3. Delivering together (continued)	Strengthen partnerships with academic institutions	3.5. Partnerships - Academia	Information relating to new and existing partnerships with academia across all UNODC work areas
	Simplify framework for engagement of external parties	3.6. Partnership policy (internal)	Information relating to UNODC policies on partnerships, engagement of external parties, etc.
	Strengthen systematic South-South cooperation	3.7. South-South cooperation	Information relating to the role of UNODC in South-South cooperation through networks, engagement, etc.
4. Stronger research, evidence-based policy and data analysis	Improve quality and relevance of analysis generated	4.1. UNODC research quality	Information relating to the quality and relevance of research developed or supported by UNODC
		4.2. UNODC SDG reporting	Information relating to UNODC work on reporting on the SDGs (including as custodian of SDG indicators)
	Increase relevance, accessibility and usability of data and analysis on drugs and crime	4.3. Utility and accessibility of UNODC research	Information on the utility, actual use, credibility and accessibility (incl. communication) of UNODC research
	Maximize the value of data as a strategic asset	4.4. UNODC data strategy	Information on UNODC data strategy, data visualization
	Strengthen interrelationship between monitoring, research and evaluation	4.5 Interrelation monitoring, research, evaluation	Information on the correlation and joint work between UNODC monitoring, research and evaluation
5. Communication	Improve visibility, accountability, programmatic success and internal coherence through communication	5.1. UNODC communication (internal)	Information on internal communication in UNODC, between headquarters and field offices, etc.
		5.2. UNODC communication (external)	Information on communication externally, communication plans, visibility of UNODC work, etc.

Main category/ code	UNODC Goal/ commitment	Code	Code definition
6. Resource mobilization	Expand resource mobilization and enhance engagements with national donors, IFIs, the private sector and foundations	6.1. Resource mobilization	Information relating to engagement with donors, fundraising, resource mobilization, mapping of donors, etc.
	Improve financial and substantive transparency on results achieved	6.2. Reporting on results	Information relating to reporting on results at organizational level, donor reporting, etc.
7. Cross-cutting commitments	Integrate human rights and the principles of equality and non-discrimination, participation and inclusion into programmes and projects	7.1. Human rights	Information relating to human rights in UNODC projects and programmes
		7.2. Gender and LGBTQI+	Information relating to gender equality and LGBTQI+ in UNODC projects and programmes
		7.3. Disability	Information relating to disability in UNODC projects and programmes
	Implementation of UNODC Strategy for Gender Equality and the Empowerment of Women (2018–2021)	7.4. UNODC gender strategy	Information relating mainly to gender equality and women's empowerment, in particular in the context of the UNODC strategy
	Ensure meaningful participation and empowerment of youth	7.5. Youth	Information relating to UNODC work with youth, related empowerment
8. Transforming organizational culture	Promote equitable geographical representation and gender parity in staff composition	8.1. Staff distribution	Information relating to geographical representation, gender parity within UNODC. This refers to UNODC internal structures and processes (but NOT including project/programme work)
	Implementation of the United Nations Disability Inclusion Strategy	8.2. Disability	Information relating in particular to disability. This refers to UNODC internal structures and processes (but NOT including project/programme work)

Main category/ code	UNODC Goal/ commitment	Code	Code definition
8. Transforming organizational culture (continued)	Strengthen effective risk management	8.3. Risk management	Information relating to managing risks, enterprise risk management, etc. This refers to UNODC internal structures and processes (but NOT including project/programme work)
	Prevent and address sexual exploitation and abuse by United Nations personnel	8.4. Sexual abuse and exploitation	Information relating to sexual exploitation, abuse and related policies. This refers to UNODC internal structures and processes (but NOT including project/programme work)
	Establish culture of coaching and mentoring	8.5. Staff coaching and mentoring	Information on UNODC-internal staff coaching and mentoring. This refers to UNODC internal structures and processes (but NOT including project/programme work)
	Strengthen independent evaluation function to fulfil its roles of oversight and accountability	8.6. Evaluation function	Information relating to evaluation structures, systems, etc. in UNODC. This refers to UNODC internal structures and processes (but NOT including project/programme work)

Thematic areas: focus on results, lessons and best practices in evaluations. The coding is only done at the “main category” level and note at individual commitment levels

Codes	Commitment (for information only)
A1. Addressing and countering the world drug problem	Research the interlinkages between the drug problem and various aspects of sustainable development, peace and security and human rights
	Provide support to Member States in the implementation of international drug policy commitments
	Strengthen access to treatment of drug use disorders, rehabilitation, recovery and social integration as well as the prevention, treatment and care of HIV/AIDS and hepatitis
	Address related human rights and gender considerations, especially among vulnerable populations
	Focus on understanding the interconnectedness of the drug problem and transnational organized crime, including cybercrime, corruption, illicit trafficking, financial flows and terrorism

Codes	Commitment (for information only)
	Expand the role and capacity of the UNODC laboratory to support the programmatic and policy responses of Member States in countering drug trafficking and providing related health services
	Strengthen national law enforcement capacity to address the problems caused by drugs in a sustainable manner
A2. Preventing and countering organized crime	Facilitate the transfer of expertise in implementing the mandates of the Conference of the Parties to the Organized Crime Convention and other governing bodies
	Intensify efforts to understand and share knowledge pertinent to preventing and tackling organized crime, including human trafficking and migrant smuggling, the smuggling of firearms, trafficking in cultural property, maritime crime, wildlife crime and new and emerging forms of transnational organized crime, including those that affect the environment
	Build the capacity of Member States for joint and parallel operations to detect, identify and dismantle organized crime groups
	Focus on providing in-country assistance to tackle cybercrime and its links with other forms of organized crime, corruption, financing of terrorism and illicit financial flows
	Help countries assist victims of organized crime and protect witnesses
	Support countries to develop their legislation and criminal justice systems to reduce impunity
A3. Preventing and countering corruption and economic crime	Fast-track effective measures in line with the United Nations Convention against Corruption in a practical, synergetic and mutually reinforcing way to produce tangible results
	Assist Member States at the global, regional and national levels by providing policy and legislative advice and building the capacity of anti-corruption and anti-money-laundering actors
	Facilitate the transfer of expertise in implementing the mandates of the Conference of the States Parties to the Convention against Corruption and other governing bodies
	Provide support to Member States to strengthen their knowledge on the magnitude, dynamics and risk factors related to corruption
	Foster innovative means for international cooperation to prevent and counter corruption, especially with international and regional financial institutions, including in the areas of anti-money-laundering and asset recovery

Codes	Commitment (for information only)
A4. Preventing and countering terrorism	Strengthen the criminal justice systems of Member States to address issues related to countering and preventing terrorism in a manner that complies with their human rights obligations
	Help in ensuring that the legal frameworks of Member States are in full and substantial compliance with the 19 international legal instruments against terrorism
	Strengthen mechanisms to counter the financing of and prosecuting acts of terrorism including through regional and global initiatives
	Work with relevant partners to prevent violent extremism that can lead to terrorism by addressing its root causes, especially among youth
	Expand the on-the-ground presence to ensure that Member States can respond to emerging issues, also as they relate to terrorism and provide support to victims
A5. Justice, crime prevention and criminal justice	Promote the application of crime prevention and criminal justice standards to achieve peaceful societies, access to justice and effective, accountable and inclusive institutions
	Provide technical assistance to Member States to strengthen criminal justice systems and establish the basis required for effective prevention of and responses to drug trafficking, cybercrime, organized crime, including maritime crime and terrorism
	Strengthen cooperation between criminal justice systems and other sectors of government and civil society to effectively prevent and respond to violence and crime and reduce vulnerabilities

Additional categories

Main category	Code	Description/definition
B1. Type of information (coding at paragraph level, not full sections)	B1.1. Recommendation	Evaluation recommendation
	B1.2. Finding	Finding section of the project/programme under evaluation
	B1.3. Result	Clearly identified result of the project/programme under evaluation (usually a finding)
	B1.4. Good practice	An identified good practice in the respective chapter
	B1.5. Lesson learned	An identified lesson learned in the respective chapter
	B1.6. Conclusions	An identified conclusion in the respective chapter

Main category	Code	Description/definition
B2. Technical assistance (if more than one code applies, code with main category)	B2.1. Capacity-building	Everything related to building capacity of Member States, partners, etc.
	B2.2. Normative support	Legislative support to Member States, which does not include capacity-building
	B2.3. Research	Provision of research and evidence to Member States and others
	B2.4. Cooperation	Supporting Member States in strengthening networks, cooperation between institutions, etc.
B3. DAC criteria ^a (only include information that is already categorized by the evaluation as respective DAC criteria)	B3.1. Design	Findings, conclusions, etc. clearly identified as “design”
	B3.2. Relevance	Findings, conclusions, etc. clearly identified as “relevance”
	B3.3. Efficiency	Findings, conclusions, etc. clearly identified as “efficiency”
	B3.4. Effectiveness	Findings, conclusions, etc. clearly identified as “effectiveness”
	B3.5. Impact	Findings, conclusions, etc. clearly identified as “impact”
	B3.6. Sustainability	Findings, conclusions, etc. clearly identified as “sustainability”
	B3.7. Partnership and coherence	Findings, conclusions, etc. clearly identified as “coherence”, as well as “partnerships and cooperation”
	B3.8. Human rights, gender equality, disability	Findings, conclusions, etc. clearly identified as “human rights, gender equality, disability, no one left behind, LGBTQI+”
B4. SWOT	B4.1. Strength/results	Any achievement, strength of the project/programme/organization. This includes also positive results achieved by the project/programme
	B4.2. Weakness	Any weakness or failures of project/programme implementation or the organization, e.g. evaluation refers to “weakness”, “area for improvement”, etc.
	B4.3. Opportunities	Any possible opportunities identified in the project/programme, as clearly defined in the evaluation report
	B4.4. Threats/challenges	Any challenges and threats identified, e.g. threats to the project/programme or to the organization at large; clearly spelled out in the report

Main category	Code	Description/definition
B5. Region	B5.1. LAC_Latin America and Caribbean	Evaluation results directly relating to regional or country findings, in particular in global evaluations
	B5.2. AME_Africa and Middle East	Evaluation results directly relating to regional or country findings, in particular in global evaluations
	B5.3. WCA_West and Central Asia	Evaluation results directly relating to regional or country findings, in particular in global evaluations
	B5.4. SA_South Asia	Evaluation results directly relating to regional or country findings, in particular in global evaluations
	B5.5. SEA_South-East Asia and Pacific	Evaluation results directly relating to regional or country findings, in particular in global evaluations
	B5.6. EUR_Western Europe and Balkans	Evaluation results directly relating to regional or country findings, in particular in global evaluations
	B5.7. GLO_Global	Evaluation results that refer explicitly referring to UNODC programming at the international/global level applicability of UNODC work
B6. Cross-cutting	B6.1. SDGs	Containing reference to any of the SDGs
	B6.2. United Nations reforms	Referring to the United Nations reforms, including management paradigm
	B6.3. COVID	Any finding, recommendation, conclusion or lesson related directly to COVID-19
	B6.4. Environment	Referring to environmental impact of UNODC operations (e.g., travel, equipment, etc.) This does not refer to the substantive topic of the environment (e.g. wildlife crime)
	B6.5. Staff well-being	Referring to staff satisfaction, workloads, health, etc.

^aNote: no interpretation by the coders, only taking the categorization as per the analysed evaluation report.

IV. CODES AND ASSOCIATED REPORTS

Code name	Associate reports
1.1. Cross-sectoral work	2020_024_OIOS, BHUZ13, I819U, FINFLOWS, PERW77, UNDA_2019, XEEZ84, GEEW, GLO.ACT, GLOR35, GLOT60, RP SE, MEXX48, MEXK54, MEXZ93, GMCP, GLOZ31 Toolkit, GLOZ99, MOPAN_2019_UNODC_Report, NGAX60, PSEY13, IISG_WBCSCi_EU, FISHNET, GLOX34, XASV23, XSPZ91, XAWZ28
1.2. Policy coherence	BOLZ68, GLOZ31_Asia, GLOZ82, PERW77, SLKAB8, Maldives CT, UNDA_2019, GLO.ACT, GLOR35, MEXX48, GMCP, GLOZ31 Toolkit, GLOZ99, XASV23, XAWZ28
1.3. Coordination (internal)	2020_019_OIOIS, FINFLOWS, GLOZ31_Asia, GLOZ82, PERW77, SLKAB8, Maldives CT, UNDA_2019, XAMX59, XEEZ84, GLO.ACT, Global CT Strategy - Meta-Synthesis, GLOR35, GLOT60, GLOZ99-segment, RP SE, GMCP, GLOZ31 Toolkit, MOPAN_2019_UNODC_Report, NGAX60, IISG_WBCSCi_EU, XAWZ28
1.4. Innovation	2020_024_OIOS, BHUZ13, I819U, BOLW35, BOLZ68, FINFLOWS, GLO565, GLOU68, GLOZ31_Asia, GLOZ82, PERW77, Maldives CT, UNDA_2019, Programming in West and Central Asia, XEEZ84, GLO.ACT, GLOR35, GLOT60, MEXK54, GLOZ99, NGAX60, IISG_WBCSCi_EU, XASV23, XAWZ28
1.5. UNODC Strategy 2021–2025	2019_107_OIOS, 2020_019_OIOIS, BOLZ68, Programming in West and Central Asia, GLOR35, RP SE, GLOZ99, MOPAN_2019_UNODC_Report, XSPZ91
2.1. Streamlining of processes	2019_107_OIOS, 2020_019_OIOIS, 2020_024_OIOS, 2021_035_OIOS, BHUZ13, EGYZ33, FINFLOWS, GLO565, GLOU68, GLOZ82, PERW77, UNDA_2019, Programming in West and Central Asia, XACZ61, XAMX59, XEEZ84, GLO.ACT, GLOR35, GLOZ99-segment, RP SE, MEXK54, MEXZ93, GMCP, GLOZ31 Toolkit, GLOZ99, NGAX60, PSEY13, IISG_WBCSCi_EU, XSPZ91, XAWZ28
2.2. Procurement, HRMS and Umoja	2020_019_OIOIS, 2020_024_OIOS, 2021_035_OIOS, EGYZ33, BOLW35, FINFLOWS, UNDA_2019, XEEZ84, GEEW, GLO.ACT, RP SE, MEXK54, GMCP, GLOZ99, MOPAN_2019_UNODC_Report, NGAX60, PSEY13, XASV23, XAWZ28
2.3. Project management structures and systems	2020_019_OIOIS, BHUZ13, EGYZ33, I819U, BOLZ68, FINFLOWS, GLOU68, GLOZ31_Asia, GLOZ82, Maldives CT, UNDA_2019, Programming in West and Central Asia, XAMX59, XEEZ84, GLO.ACT, GLOR35, GLOT60, GLOZ99-segment, RP SE, MEXX48, MEXZ93, MOPAN_2019_UNODC_Report, NGAX60, PSEY13, IISG_WBCSCi_EU, FISHNET, XAWZ28
2.4. Change management	FINFLOWS, GLO565, GLO.ACT, GLOR35, RP SE, MOPAN_2019_UNODC_Report, IISG_WBCSCi_EU

Code name	Associate reports
2.5. Results-based management	2019_107_OIOS, 2020_019_OIOIS, 2020_024_OIOS, 2021_035_OIOS, BHUZ13, EGYZ33, BOLW35, BOLZ68, FINFLOWS, GLO565, GLOU68, GLOZ31_Asia, GLOZ82, SLKAB8, Maldives CT, UNDA_2019, Programming in West and Central Asia, XACZ61, XAMX59, XEEZ84, GEEW, GLO.ACT, Global CT Strategy - Meta-Synthesis, GLOR35, GLOT60, GLOZ99-segment, RP SE, MEXX48, MEXZ93, GMCP, GLOZ31 Toolkit, GLOZ99, MOPAN_2019_UNODC_Report, NGAX60, OIOS Evaluation of UNODC (2021), IISG_WBCSCi_EU, FISHNET, GLOX34, XASV23, XCAX75, XAWZ28
2.6. Evaluation	2020_024_OIOS, GLOU68, GLOZ82, XAMX59, GEEW, Global CT Strategy - Meta-Synthesis, GLOR35, GMCP, GLOZ99, MOPAN_2019_UNODC_Report, NGAX60, PSEY13, IISG_WBCSCi_EU, XCAX75, XAWZ28
2.7. IPMR~UMOJA project management	2021_035_OIOS, EGYZ33, XAMX59, XSPZ91
3.1. United Nations country teams and resident coordinators, regional United Nations offices	2019_107_OIOS, 2020_019_OIOIS, 2020_024_OIOS, BHUZ13, FINFLOWS, GLO565, GLOU68, GLOZ82, SLKAB8, Maldives CT, UNDA_2019, Programming in West and Central Asia, XACZ61, XAMX59, GEEW, GLO.ACT, Global CT Strategy - Meta-Synthesis, GLOR35, GLOT60, GLOZ99-segment, RP SE, GLOZ99, MOPAN_2019_UNODC_Report, NGAX60, OIOS Evaluation of UNODC (2021), PSEY13, FISHNET, XASV23, XSPZ91, XAWZ28
3.2. Private sector partnership	BHUZ13, BOLW35, BOLZ68, GLO565, GLOU68, XACZ61, Global CT Strategy - Meta-Synthesis, GLOR35, GLOZ99-segment, RP SE, MEXX48, GMCP, GLOZ31 Toolkit, GLOZ99, FISHNET, XCAX75
3.3. Partnerships-regional and international organizations	2021_035_OIOS, BHUZ13, EGYZ33, I819U, BOLZ68, FINFLOWS, GLO565, GLOU68, GLOZ31_Asia, GLOZ82, PERW77, SLKAB8, Maldives CT, UNDA_2019, Programming in West and Central Asia, XACZ61, XAMX59, XEEZ84, GEEW, GLO.ACT, Global CT Strategy - Meta-Synthesis, GLOR35, GLOT60, GLOZ99-segment, RP SE, GMCP, GLOZ31 Toolkit, GLOZ99, MOPAN_2019_UNODC_Report, NGAX60, OIOS Evaluation of UNODC (2021), PSEY13, IISG_WBCSCi_EU, FISHNET, GLOX34, XCAX75, XSPZ91, XAWZ28
3.4. Partnerships-civil society organizations	2020_024_OIOS, BHUZ13, EGYZ33, I819U, BOLW35, GLOU68, GLOZ31_Asia, GLOZ82, PERW77, Maldives CT, UNDA_2019, XACZ61, XAMX59, XEEZ84, GEEW, GLO.ACT, Global CT Strategy - Meta-Synthesis, GLOR35, GLOT60, GLOZ99-segment, RP SE, MEXX48, GMCP, GLOZ31 Toolkit, NGAX60, PSEY13, IISG_WBCSCi_EU, FISHNET, GLOX34, XASV23, XSPZ91
3.5. Partnerships -academia	BHUZ13, I819U, FINFLOWS, GLOZ82, UNDA_2019, XACZ61, XAMX59, XEEZ84, GLOR35, GLOT60, MEXK54, GLOZ99, NGAX60, GLOX34, XSPZ91
3.6. Partnership policy (internal)	2019_107_OIOS, 2020_024_OIOS, BHUZ13, BOLZ68, Maldives CT, XACZ61, GLOR35, GLOT60, GMCP, GLOZ99, NGAX60, IISG_WBCSCi_EU, GLOX34, XAWZ28

Code name	Associate reports
3.7. South-South cooperation	2020_019_OIOIS, BOLZ68, FINFLOWS, PERW77, XEEZ84, GLOR35, GLOZ99-segment, MEXX48, MEXK54, MEXZ93, IISG_WBCSCi_EU, XCAX75, XAWZ28
4.1. UNODC research quality	2020_019_OIOIS, FINFLOWS, GLOZ82, MEXK54, GLOZ3 I Toolkit, PSEY13, XAWZ28
4.2. UNODC, SDG reporting	FINFLOWS, UNDA_2019, GLO.ACT, GLOR35, GLOZ3 I Toolkit, FISHNET
4.3. Utility and accessibility of UNODC research	EGYZ33, BOLZ68, FINFLOWS, GLOU68, GLOZ82, PERW77, Programming in West and Central Asia, XEEZ84, GLOR35, MEXK54, XAWZ28
4.4. UNODC data strategy	FINFLOWS, SLKAB8, XEEZ84, GLOR35, MEXK54, GLOZ99, XAWZ28
4.5. Interrelation monitoring, research, evaluation	BOLZ68, UNDA_2019, XEEZ84, GLO.ACT, Global CT Strategy - Meta-Synthesis, GLOR35, MEXX48, MEXK54, GMCP, XAWZ28
5.1. UNODC communication (internal)	2019_107_OIOS, 2020_019_OIOIS, GLOU68, UNDA_2019, GLO.ACT, GLOR35, MEXZ93, GMCP
5.2. UNODC communication (external)	BHUZ13, FINFLOWS, GLO565, GLOU68, PERW77, Maldives CT, UNDA_2019, XEEZ84, GLO.ACT, GLOR35, GLOT60, RP SE, MEXX48, MEXK54, MEXZ93, GMCP, GLOZ3 I Toolkit, GLOZ99, NGAX60, IISG_WBCSCi_EU, GLOX34, XASV23, XCAX75, XAWZ28
6.1. Resource mobilization	2019_107_OIOS, 2020_019_OIOIS, 2020_024_OIOS, 2021_035_OIOS, BHUZ13, EGYZ33, I819U, BOLZ68, FINFLOWS, GLO565, GLOU68, GLOZ3 I_Asia, GLOZ82, PERW77, SLKAB8, UNDA_2019, Programming in West and Central Asia, XACZ61, XEEZ84, GEEW, GLO.ACT, Global CT Strategy - Meta-Synthesis, GLOR35, GLOT60, GLOZ99-segment, RP SE, MEXK54, GMCP, GLOZ99, MOPAN_2019_UNODC_Report, NGAX60, OIOS Evaluation of UNODC (2021), PSEY13, IISG_WBCSCi_EU, GLOX34, XAWZ28
6.2. Reporting on results	2020_019_OIOIS, 2020_024_OIOS, EGYZ33, SLKAB8, Maldives CT, Programming in West and Central Asia, XACZ61, GLO.ACT, GLOR35, GLOT60, MEXZ93, GMCP, GLOZ3 I Toolkit, GLOZ99, NGAX60, IISG_WBCSCi_EU, FISHNET, XSPZ91, XAWZ28
7.1. Human rights	2019_107_OIOS, 2020_019_OIOIS, 2020_024_OIOS, BHUZ13, EGYZ33, I819U, BOLW35, BOLZ68, FINFLOWS, GLO565, GLOU68, GLOZ3 I_Asia, GLOZ82, PERW77, SLKAB8, Maldives CT, UNDA_2019, Programming in West and Central Asia, XACZ61, XAMX59, XEEZ84, GEEW, GLO.ACT, Global CT Strategy - Meta-Synthesis, GLOR35, GLOT60, GLOZ99-segment, RP SE, MEXX48, GMCP, GLOZ3 I Toolkit, NGAX60, OIOS Evaluation of UNODC (2021), PSEY13, IISG_WBCSCi_EU, FISHNET, GLOX34, XASV23, XCAX75, XAWZ28

Code name	Associate reports
7.2. Gender and LGBTQI+	2020_019_OIOIS, 2020_024_OIOS, 2021_035_OIOS, BHUZI3, EGYZ33, I819U, BOLW35, BOLZ68, FINFLOWS, GLOU68, GLOZ31_Asia, GLOZ82, PERW77, SLKAB8, Maldives CT, UNDA_2019, XACZ61, XAMX59, XEEZ84, GEEW, GLO.ACT, Global CT Strategy - Meta-Synthesis, GLOR35, GLOT60, GLOZ99-segment, RP SE, MEXX48, MEXK54, MEXZ93, GMCP, GLOZ31 Toolkit, GLOZ99, MOPAN_2019_UNODC_Report, NGAX60, OIOS Evaluation of UNODC (2021), PSEY13, IISG_WBCSCi_EU, FISHNET, GLOX34, XASV23, XCAX75, XSPZ91, XAWZ28
7.3. Disability	GLOU68, GLOZ82, PERW77, GLO.ACT
7.4. UNODC gender strategy	GLOU68, Programming in West and Central Asia, GEEW, GLOR35, MEXZ93, MOPAN_2019_UNODC_Report
7.5. Youth	BOLW35, GLOZ82, XACZ61, Global CT Strategy - Meta-Synthesis, PSEY13, XSPZ91
8.1. Staff distribution	2020_024_OIOS, 2021_035_OIOS, Maldives CT, Programming in West and Central Asia, XACZ61, GEEW, GLOT60, GLOZ99-segment, RP SE, MEXK54, GLOZ99, NGAX60, PSEY13, GLOX34, XASV23, XAWZ28
8.2. Disability	
8.3. Risk management	2019_107_OIOS, 2021_035_OIOS, Global CT Strategy - Meta-Synthesis, GLOR35, MEXX48, MOPAN_2019_UNODC_Report, IISG_WBCSCi_EU
8.4. Sexual abuse and exploitation	GEEW, MOPAN_2019_UNODC_Report
8.5. Staff coaching and mentoring	2020_019_OIOIS, BHUZI3, BOLZ68, GLO.ACT, GLOR35, GLOZ99-segment, RP SE, GMCP, NGAX60, PSEY13, GLOX34
8.6. Evaluation function	MOPAN_2019_UNODC_Report

V. Gender equality, disability inclusion and human rights in UNODC evaluation reports

All UNODC evaluations are guided by the principles of gender equality, human rights and leaving no one behind, being fully in line with the UNODC Evaluation Policy and Handbook, the UNEG Evaluation and Norms and Standards, as well as the 2030 Agenda. Since 2015, when the first evaluation meta-synthesis was conducted, IES has taken numerous actions to continue to strengthen the integration of human rights and gender equality aspects into the entire evaluation process, including:

- Implementing mandatory evaluation criteria on gender equality, human rights and leaving no one behind, and ensuring the evaluation external quality assurance process assesses and reports on the extent to which these themes were distinctly considered as part of the evaluation process
- Reviewing and updating evaluation guidance materials, including developing specific guidance and toolkits on challenges and good practices on conducting gender-responsive and inclusive evaluations in the context of COVID-19¹ and of interventions on preventing and countering crime and terrorism²
- Continuing to focus on gender balance in the composition and expertise of the evaluation teams and in the evaluation stakeholders
- Completing a highly participatory and strategic evaluation of *UNOV/UNODC institutional work to advance Gender Equality and the Empowerment of Women (GEEW)*

The increasing focus on gender equality and the empowerment of women in interventions and evaluations since the 2018 meta-synthesis was bolstered by the first UNOV/UNODC Strategy for Gender Equality and the Empowerment of Women (GEEW) (2018–2021) and accompanying gender action and training plans and evidenced in the improved scores and proportions of evaluations that “meet requirements” for gender equality as measured by the United Nations System-wide Action Plan on GEEW (UN SWAP) Evaluation Performance Indicators. In 2019 and 2020, 82 per cent of evaluations met requirements for gender equality, which increased to 87 per cent in 2021, and the average assessed SWAP score jumped from 7 to nearly 8.

FIGURE I. Average GEEW scores by year, from baseline (2015)

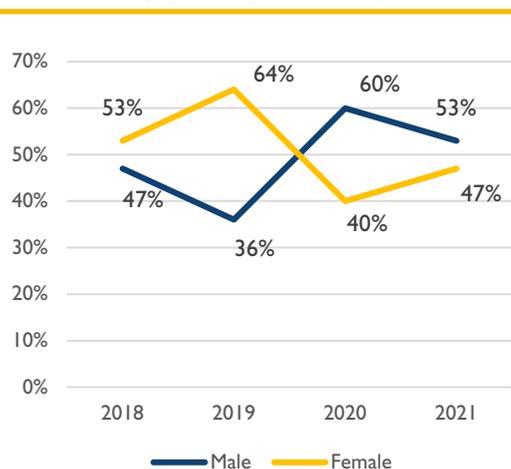


IES has managed to maintain gender balance in its independent evaluators, with a total of 48 male and 45 female evaluators engaged between 2019 and 2021, although a shift was seen in the proportion of females engaged relative to males in 2020 at the onset of the COVID-19 pandemic. In 2019, evaluations conducted of global programmes or country-level and regional-level projects in Africa and the Middle East used entirely female evaluator teams.

¹ www.unodc.org/documents/evaluation/Guidelines/COVID-19_Guidance_document.pdf

² www.unodc.org/documents/evaluation/Tools/UNODC_Toolkit_for_Evaluating_Interventions_on_Preventing_and_Countering_Crime_and_Terrorism.pdf

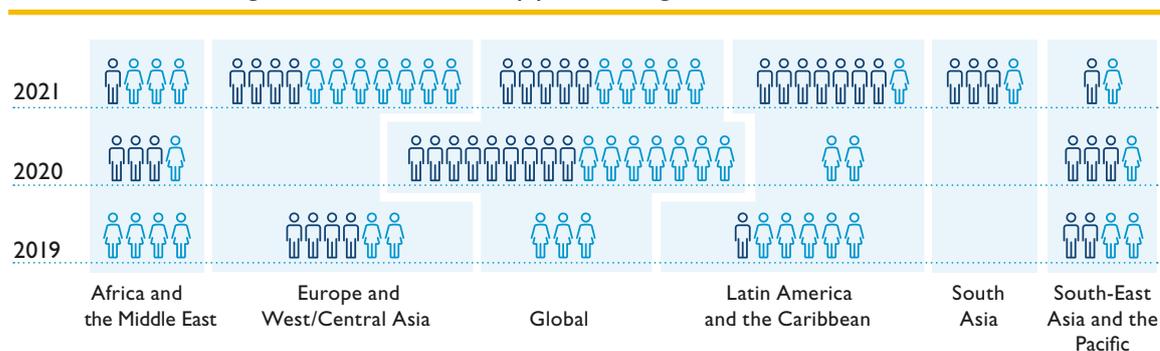
FIGURE II. Percentage of independent evaluators by gender (2018–2021)



A key challenge emerging from the 2019–2021 Syntheses of the Independent Quality Assessment of UNODC Evaluation Reports, as well as this evaluation meta-synthesis, is the more limited systematic analysis of “leaving no one behind” and, specifically, “disability inclusion”.

There is growing awareness of the importance of considering disability inclusion as a distinct human rights issue to be addressed and mainstreamed in evaluation processes and results; however, since 2019 only four evaluations (two in 2020 and two in 2021) specifically mentioned persons with disabilities, though larger numbers of evaluations referenced persons with disabilities generally in the category of vulnerable groups. The 2021 EQA Synthesis Report³ notes that, unlike topics of human rights and gender equality, there is no clear direction available on mainstreaming disability inclusion into evaluations until January 2022 when UNEG released the “Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator.” The lack of guidance on mainstreaming of disability inclusion in evaluations is likely to have driven the limited references to and consideration of persons with disabilities in evaluations.

FIGURE III. Percentage of female evaluators by year and region



³ www.unodc.org/documents/evaluation/EvaluationQualityAssessments/UNODC_2021_EQA_Synthesis_Report.pdf

ENDNOTES

- [1] Evaluations of: "Law Enforcement and Demand Management of Wildlife in Asia Project", "INCB Databank for Precursor Control", "Civil Society In Africa Contributes to UNCAC and its Review Mechanism to Effectively Fight Corruption and Support the SDGs", "Evidence-Based Policies for Improved Community Safety in Latin American and African Cities", Support To The Prevention Of Radicalization To Violence In Prisons And Probation Settings In The Kyrgyz Republic, The Arab Initiative to Build National Capacities To Combat Human Trafficking In The Arab Countries, Action On Measuring And Assessing Organized Crime In The Western Balkans, Support To The Work Of The Conference Of The Parties To The UNTOC Convention.
- [2] Evaluation of "Improving the Criminal Justice Response to Violence against Women in Egypt".
- [3] Evaluation of "UNODC Support Programme for the Implementation of the Action Plan of the Strategy to Fight Drug Trafficking and Reduction of Excess Coca Crops, 2011–2015 (ELCNYRCEC) of the Plurinational State of Bolivia (EPB)".
- [4] Evaluations of "Institutional Transparency and Citizen Participation for Municipal Governance", "Civil Society in Africa Contributes to UNCAC and its Review Mechanism to Effectively Fight Corruption and support SDGs", and "Support to Maldives on Counter-terrorism".
- [5] Evaluations of "Enhance Government and Civil Society Responses to Counter Trafficking in Persons (TIP) in Bhutan" and "Civil Society In Africa Contributes to UNCAC and its Review Mechanism to Effectively Fight Corruption and Support the SDGs".
- [6] Evaluations of "Enhance Government and Civil Society Responses to Counter Trafficking in Persons (TIP) in Bhutan", "Institutional Transparency and Citizen Participation for Municipal Governance", "Action on Measuring and Assessing Organized Crime in the Western Balkans", "Support to Anti-Corruption in Nigeria", and "Regional Programme in South-East Asia".
- [7] Evaluation of "Improving the Criminal Justice Response to Violence against Women in Egypt".
- [8] Evaluations of "Supporting the establishment of evidence-based drug dependence treatment and rehabilitation system for the Palestine National Rehabilitation Centre" and Developing indicator on illicit financial flows and monitoring them in Latin America".
- [9] Evaluations of "Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16", "Supporting the establishment of evidence-based drug dependence treatment and rehabilitation system for the Palestine National Rehabilitation Centre", "Support Project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence against Women and Children", "Global Action against Trafficking in Persons and Smuggling of Migrants (GLO. ACT)", and The Work of UNOV/UNODC to Promote Gender Equality and the Empowerment of Women (GEEW)".
- [10] Evaluations of "Civil Society In Africa Contributes To UNCAC and its Review Mechanism to Effectively Fight Corruption And Support The SDGs", "Strengthening the Legal Regime Against Terrorism", 2019 MOPAN Assessment of UNODC, "Fisheries Crime Initiative 'FishNET'", and "United Nations Pacific Regional Anti-Corruption Project (UN-PRAC)".
- [11] Evaluation of "United Nations Pacific Regional Anti-Corruption Project (UN-PRAC)".
- [12] Evaluations of "Implementation of the Doha declaration: Towards the promotion of a culture of lawfulness", "Global Programme segment Asia-Pacific Joint Action Towards a Global Regime against Corruption (2016–2020)", and "Evidence-based policies for improved community safety in Latin American and African cities".
- [13] Evaluation of "Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16".
- [14] Evaluations of "Institutional Transparency and Citizen Participation for Municipal Governance", "INCB Databank for Precursor Control", "Strengthening the Legal Regime Against Terrorism", "Global Programme segment: Asia-Pacific Joint Action Towards a Global Regime against Corruption (2016–2020)", and "Regional Programme for South-East Asia".
- [15] Evaluations of "Implementation of the Doha declaration: Towards the promotion of a culture of lawfulness", "Illegal Crop Monitoring System in Mexican Territory", and "Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of SDG 16".
- [16] Evaluations of "Enhance Government and Civil Society Responses to Counter Trafficking in Persons in Bhutan", "Developing Indicator on Illicit Financial Flows and Monitoring them In Latin America", "Strengthening the Legal Regime Against Terrorism", and "Technical assistance to Mexico for the implementation of the Palermo Protocol against human trafficking".
- [17] Evaluation of "Strengthening the Legal Regime Against Terrorism".
- [18] Evaluation of "Project: Institutional Transparency and Citizen Participation for Municipal Governance".
- [19] Evaluations of "INCB Databank for Precursor Control", "Civil Society in Africa Contributes to UNCAC and its Review Mechanism to Effectively Fight Corruption and Support the SDGs", "Support to Maldives on Counter Terrorism", "Support to the work of the Conference of the Parties to the UNTOC Convention", and "Programming in West and Central Asia".
- [20] Evaluations of "Civil Society in Africa Contributes To UNCAC and its Review Mechanism to Effectively Fight Corruption and Support SDGs", "Support Project for the SADC-UNODC Regional Programme on: Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence against Women and Children", "Support to the Prevention of Radicalization to Violence in Prisons and Probation Settings in the Kyrgyz Republic", and "Enhance Government, Civil Society Responses to Counter Trafficking in Persons in Bhutan", and "The Work of UNOV/UNODC to Promote Gender Equality And The Empowerment Of Women (GEEW)".
- [21] OIOS 2019 Audit, evaluation of "Global Maritime Crime Programme".
- [22] OIOS 2020 Audit, evaluations of "Strengthening the Legal Regime Against Terrorism" and "Global Action against Trafficking in Persons and Smuggling of Migrants".
- [23] Evaluations of "Strengthening the Legal Regime Against Terrorism" and "Support to the Maldives on Counter-terrorism".

- [24] OIOS Audit 2020_019, evaluations of “Improving Access to Legal Aid for Women in Western Africa”, “Institutional Transparency and Citizen Participation for Municipal Governance”, “Civil Society in Africa Contributes To UNCAC and its Review Mechanism to Effectively Fight Corruption and Support The SDGs”, “Evidence-based policies for improved community safety in Latin American and African cities”, “Support to the Prevention of Radicalization to Violence in Prisons and Probation Settings in the Kyrgyz Republic”, “Global Action against Trafficking in Persons and Smuggling of Migrants”, “System for the Monitoring of Illicit Crops in the Mexican Territory”, “Strengthening for the Security of Groups in a situation of vulnerability”, and “Support to anti-corruption in Nigeria”.
- [25] Evaluation of “Global Maritime Crime Programme”.
- [26] Evaluation of “Improving the Criminal Justice Response to Violence against Women in Egypt”.
- [27] Evaluation of “Support to the Prevention of Radicalization to Violence in Prisons and Probation Settings in the Kyrgyz Republic”.
- [28] Evaluations of “Support Project for the SADC-UNODC Regional Programme on: Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence against Women and Children”, “Strengthening for the Security of Groups in situation of vulnerability”, “Strengthening the Legal Regime Against Terrorism”, “Global Programme for Combating Wildlife and Forest Crime Analytic Toolkit”, “Support to the work of the Conference of the Parties to the UNTOC Convention”, “Improving Access to Legal Aid for Women in Western Africa”, “Promoting the use of non-custodial measures in Sri Lanka”, “UNODC Support Programme for the Implementation of the Plan of Action of the Strategy to Fight Drug Trafficking and Reduction of Excess Coca Crops, 2011–2015 (ELCN-RCEC) of the Plurinational State of Bolivia (EPB)”, “Global Action against Trafficking in Persons and Smuggling of Migrants”, “Supporting the establishment of an evidence based drug dependence treatment and rehabilitation system for the Palestine National Rehabilitation Centre”, “Regional Programme for South-East Asia”, “Global Maritime Crime Programme”, “Civil Society in Africa Contributes to UNCAC And Its Review Mechanism To Effectively Fight Corruption And Support SDGs”, “Action on Measuring and Assessing Organized Crime in the Western Balkans”, “Implementation of the Doha declaration: Towards the promotion of a culture of lawfulness”, “Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16”, “Global Firearms Programme: Countering Illicit Arms Trafficking and its Links to Transnational Organized Crime and Terrorism”, “The Work of UNOV/UNODC to Promote gender Equality and the Empowerment of Women (GEEW)”.
- [29] Evaluations of “Enhance Government and Civil Society Responses to Counter Trafficking in Persons in Bhutan”, “Developing Indicator on Illicit Financial Flows and Monitoring Them in Latin America”, “System for the Monitoring of Illicit Crops in the Mexican Territory”, “Support to Maldives on Counter Terrorism”, “Strengthening for the Security of Groups in a situation of vulnerability” and “Support to A.B.1 Interinstitutional and Regional Coordination for Border Security in Central America”.
- [30] Evaluation of The Work of UNOV/UNODC to Promote Gender Equality and The Empowerment of Women (GEEW).
- [31] Evaluations of “Evidence-based policies for improved community safety in Latin American and African cities” and “Technical assistance to Mexico for the implementation of the Palermo Protocol against human trafficking”.
- [32] Evaluations of “Implementation of the Doha declaration: Towards the promotion of a culture of lawfulness” and “United Nations Pacific Regional Anti-Corruption Project (UN-PRAC)”.
- [33] OIOS Audit 2019, evaluations of “UNODC Programming West and Central Africa”, “Support to the Prevention of Radicalization to Violence in Prisons and Probation Settings in the Kyrgyz Republic”, and “Regional Programme for South-East Asia”.
- [34] 2019 MOPAN Assessment, OIOS Evaluation of UNODC, Global CT Meta-synthesis.
- [35] Evaluations of “Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of SDG16”, “Support to the work of the Conference of the Parties to the UNTOC Convention”, and “Developing Indicator on Illicit Financial Flows and Monitoring Them in Latin America”.
- [36] Evaluations of “Improving the Criminal Justice Response to Violence against Women in Egypt” and “Support to the Prevention of Radicalization to Violence in Prisons and Probation Settings in the Kyrgyz Republic”.
- [37] Evaluations of UNODC Support Programme for the Implementation of the Plan of Action of the Strategy to Fight Drug Trafficking and Reduction of Excess Coca Crops, 2011–2015 (ELCN-RCEC) of the Plurinational State of Bolivia (EPB); “INCB Databank for Precursor Control”, “Implementation of the Doha declaration: Towards the promotion of a culture of lawfulness”.
- [38] 2019 MOPAN Assessment of UNODC.
- [39] Evaluations of “Improving the Criminal Justice Response to Violence against Women in Egypt”, “UNODC Support Programme for the Implementation of the Plan of Action of the Strategy to Fight Drug Trafficking and Reduction of Excess Coca Crops, 2011–2015 (ELCN-RCEC) of the Plurinational State of Bolivia (EPB)”, “Developing Indicator on Illicit Financial Flows and Monitoring Them in Latin America”, “Implementation of the Doha declaration: Towards the promotion of a culture of lawfulness”, “Criminal Justice Responses to Forest Crime in Peru”, and “Action on Measuring and Assessing Organized Crime in the Western Balkans”, and “Illegal Crop Monitoring System in Mexican Territory”.
- [40] Evaluation of “Developing Indicator on Illicit Financial Flows and Monitoring Them in Latin America”.
- [41] Evaluations of “Evidence-based policies for improved community safety in Latin American and African cities”, “Global Action against Trafficking in Persons and Smuggling of Migrants”, “Independent Meta-Synthesis under the Global Counter-Terrorism Strategy”, and “Support to the ECOWAS Regional Action Plan on illicit drug trafficking, related organized crime and drug abuse in West Africa”.
- [42] Evaluation of “Promoting the Use of Non- Custodial Measures in Sri Lanka”.
- [43] Evaluation of “Action on Measuring and Assessing Organized Crime in the Western Balkans”.
- [44] Evaluation of “Illegal Crop Monitoring System in Mexican Territory”.
- [45] Evaluations of “Enhance Government and Civil Society Responses to Counter Trafficking in Persons in Bhutan”, “Developing Indicator on Illicit Financial Flows and Monitoring Them in Latin America”, “Criminal Justice Responses to Forest Crime in Peru”, “Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of SDG 16”, “Support to Anti-Corruption in Nigeria”, and “Support Project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence against Women and Children”.
- [46] Evaluations of “Technical assistance to Mexico for the implementation of the Palermo Protocol against human trafficking”, “Law Enforcement and Demand

Management of Wildlife in Asia Project”, and “Global Firearms Programme: Countering Illicit Arms Trafficking and its Links to Transnational Organized Crime and Terrorism”.

- [47] 2019 and 2020 OIOS Audits, evaluations of “Strengthening the Legal Regime Against Terrorism”, “Civil Society in Africa Contributes to UNCAC and its Review Mechanism to Effectively Fight Corruption and Support the SDGs”, and “Global Maritime Crime Programme”.
- [48] Evaluations of “Support to Maldives on Counter Terrorism”, Regional Programme for South-East Asia”, “Regional West and Central Asia”, “Support to the work of the Conference of the Parties to the UNTOC Convention”, “Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of SDG 16”, “Supporting the establishment of evidence-based drug dependence treatment and rehabilitation system for the Palestine National Rehabilitation Centre”, “Global Firearms Programme: Countering Illicit Arms Trafficking and its Links to Transnational Organized Crime and Terrorism”, and “Support to the ECOWAS Regional Action Plan on illicit drug trafficking, related organized crime and drug abuse in West Africa”.
- [49] Evaluations of “Global Firearms Programme: Countering Illicit Arms Trafficking and its Links to Transnational Organized Crime and Terrorism”, “Support to Anti-Corruption in Nigeria”, “Global Maritime Crime Programme”, and “Global Action against Trafficking in Persons and Smuggling of Migrants”.
- [50] Evaluations of “UNODC Support Programme for The Implementation of the Action Plan of the Strategy of Fight Against Drug Trafficking and Reduction of Surplus Crops of Coca, 2011–2015 (ELCN-RCEC) of the Plurinational State of Bolivia”, “Regional Programme for South-East Asia”, “Strengthening the Legal Regime Against Terrorism”, “Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of SDG 16”, and “Global Action against Trafficking in Persons and Smuggling of Migrants”.
- [51] 2020 OIOS Audit, evaluations of “Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of SDG 16”, “Global Maritime Crime Programme”, “Strengthening the Legal Regime Against Terrorism”, “Improving the Criminal Justice Response to Violence against Women in Egypt”, and “Global Action against Trafficking in Persons and Smuggling of Migrants”.
- [52] Evaluations of “Support to Anti-Corruption in Nigeria” and “Institutional Transparency and Citizen Participation for Municipal Governance”.
- [53] Evaluations of United Nations Pacific Regional Anti-Corruption Project (UN-PRAC), “Civil Society In Africa Contributes To Uncac And Its Review Mechanism To Effectively Fight Corruption And Support The SDGS”, and “Global Programme segment: Asia-Pacific Joint Action Towards a Global Regime against Corruption (2016-2020)”.
- [54] Evaluations of “Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of SDG 16” and “Implementation of the Doha declaration: Towards the promotion of a culture of lawfulness”.
- [55] Evaluations of “United Nations Pacific Regional Anti-Corruption Project (UN-PRAC)”, “Institutional Transparency and Citizen Participation for Municipal Governance”, “Civil Society In Africa Contributes To UNCAC and its Review Mechanism To Effectively Fight Corruption And Support The SDGs”, and “Implementation of the Doha declaration: Towards the promotion of a culture of lawfulness”.
- [56] Evaluations of “Global Programme on Strengthening the Legal Regime against Terrorism” and “Support To Maldives On Counter Terrorism”.
- [57] Global Programme on Strengthening the Legal Regime against Terrorism.

Independent Evaluation Section
United Nations Office on Drugs and Crime
Vienna International Centre
P.O. Box 500
1400 Vienna, Austria
Telephone: (+43-1) 26060-0
Email: unodc-ies@un.org
Website: www.unodc.org