

UNITED NATIONS OFFICE ON DRUGS AND CRIME  
Vienna

Independent Evaluation Unit

**Meta-Analysis of Evaluation Reports**  
**01/2015-12/2016**



UNITED NATIONS

New York, 2017

This meta-analysis report was prepared by the Independent Evaluation Unit (IEU) of the United Nations Office on Drugs and Crime (UNODC). Without the financial support of Sweden, Norway and the United States of America this analysis could not have been prepared.

The Independent Evaluation Unit 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: [ieu@unodc.org](mailto:ieu@unodc.org)  
Website: [www.unodc.org](http://www.unodc.org)

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This publication has not been formally edited.

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# Acronyms

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AML	Anti-Money Laundering	IEU	Independent Evaluation Unit
AMLID	Anti-Money Laundering Information Network	IOM	International Organization for Migration
BLO	Border Liaison Office	IPA	Integrated Programming Approach
BPU	Border Police Units	IPE	Independent Project Evaluation
CBT	Computer-based training	ITS	Information Technology Services
CCPCJ	Commission on Crime Prevention and Criminal Justice	JAITF	Joint Airport Interdiction Task Force
CFT	Countering the Financing of Terrorism	LAS	League of Arab States
CND	Commission on Narcotic Drugs	MCP	UNODC Maritime Crime Programme
CNP	Counter Narcotics Police	MS	Member States
COPAK	UNODC Country Office Pakistan	OECD	Organisation for Economic Co-operation and Development
CP	Country Programme	OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
CPP	Counter Piracy Programme	OIOS	UN Office for Internal Oversight Services
CPS	Co-financing and Partnership Section	RBM	Results Based Management
CSO	Civil Society Organisation	ROMENA	UNODC Regional Office for the Middle East and North Africa
CST	Civil Society Team	RP	Regional Programme
DAC	Development Assistance Committee	RPF	Regional Programme Framework
EPI	UN-SWAP evaluation performance indicator	SAARC	South Asian Association for Regional Cooperation
EQA	Evaluation Quality Assessment	SDG	Sustainable Development Goal
EWA	Early Warning Advisory	SMART	Specific, Measurable, Achievable, Relevant and time-bound
FCR	Full Cost Recovery	ToR	Evaluation Terms of Reference
FRMS	UNODC Financial Resources Management Service	TPB	UNODC Terrorism Prevention Branch
GEP	Global eLearning Programme	UN	United Nations
GP	Global Programme	UNDP	United Nations Development Programme
GPML	Global Programme against Money Laundering	UNEG	United Nations Evaluation Group
HQ	UNODC Headquarter	UNFPA	United Nations Population Fund
HR&G	Human Rights and Gender	UNICEF	United Nations Children's Fund
ICE	International Collaborative Exercises	UNODC	United Nations Office on Drugs and Crime
IDE	Independent In-Depth Evaluation	UNSWAP	United Nations System-wide Action Plan

# Preface

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The United Nations Secretary-General Antonio Guterres has repeatedly paid explicit attention to evaluation as a tool of accountability requiring “effective and independent evaluation mechanisms” not only at programme, but also at strategic levels, encompassing the SDGs and related targets. Nothing less than a paradigmatic change is called for: while in the past accountability rested predominantly at the granular, or project level, the attention has shifted fully to the country level, with respective governments assessing whether or not multilateral investments reach their planned objectives - from a government perspective. General Assembly Resolution A/RES/69/237 calls exactly for international actors to combine efforts to strengthen evaluation capacity at country level, within governments’ jurisdictions.

Furthermore, and in resonance with the United Nations reform processes which calls, i.a., for consolidation, cohesiveness and inter-linkages, in particular in the context of 2030 agenda, UNODC, through its Independent Evaluation function, presents herewith an analysis performed at a high level of abstraction, generating consolidated information on project and programme performance.

We have applied a systematic technique for reviewing, analysing, and summarising evaluation reports and ensured that all reports meet UNEG standards, in addition to submitting them to the scrutiny of an independent company for additional quality assurance. Having said that, an important limitation of this meta-analysis is that its results are to be read within the limitations of Evaluation ToR following DAC criteria.

Having utilised the first meta-analysis of evaluation reports as a reference, the Independent Evaluation Unit is pleased to present the second meta-analysis, which once again sheds light on the aggregate recommendations of all evaluation conducted in the course of two years, 2015-2016. This analysis was carried out entirely within the capacity of IEU, applying an inductive and deductive approach by labelling 542 recommendations stemming from 41 evaluations, which were conducted globally by 74 independent evaluation experts and backstopped by IEU.

Even more so than in the first Meta-Analysis, independent evaluators stress that the ability to manage for results critically depends on the development of a sound design. Frontloading the investments was already a strong recommendation in the First Meta-Analysis, which has received visibility by multiple stakeholders, including oversight bodies and was highlighted as best practice in the UNEG Peer Review of the UNODC Evaluation Function (2016). Yet again, investments in this area have not yet fully translated in changes that evaluators could have captured.

What are possible reasons? The most apparent one is that those new programmes and projects that could have taken on solid investments into designing result-oriented projects and programmes, have not yet been evaluated. Typically, an evaluation takes place three to four years into the life span of a project or programme. This means, that change in this area could not have been recorded yet.

Still, the finding warrants attention. Also, the upcoming JIU report on Results Based Management in the UN, aimed to be public by 2017, should illuminate the barriers to investing at the design stage of projects and programmes. In this sense, multiple directives will emerge, which is encouraging.

Having said that, this meta-analysis shows that the design phase serves as a foundation of implementation - ranging from a clear definition of objectives and changes to be observed, to a fully integrated approach to human rights and gender equality, a full analysis of the political and social context, to building ownership, which in turn has an impact on sustainability of investments.

As mentioned also in the first Meta-Analysis, responsibility for these shortcomings is a shared one with Member States. Short-lived and earmarked funding patterns impede investments into results-orientation

and planning at the onset. Funding that needs to be spent quickly directs to the focus to disbursement rather than planning. Therefore, joint efforts are needed to address, contain and revert this trend.

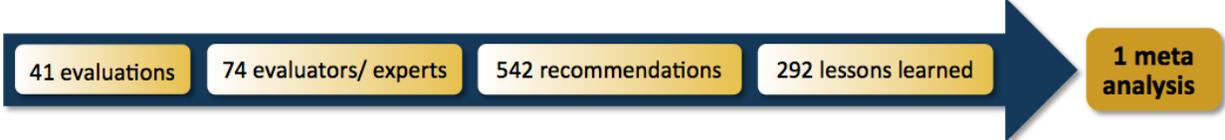
In line with the above and given that the focus of many projects and programmes is placed on implementation rather than results-oriented planning, IEU argues - because it has seen many excellent practices - that RBM plays also a crucial role during the course of the project. While logframes, baselines and indicators are crucial, these are not the only instruments to support accountability requirements. As this report shows, many excellent practices in building RBM into capacity-building exist within UNODC, capturing, for example how a strategy to training can really make a difference to local institutions and respective trainees. Capturing in this context gender dimensions, both in terms quantity and quality has also improved in UNODC, showing a pattern of change, upon which stronger investments in “leaving no one behind” can be made. In this context, IEU invested in conducting an analysis of UNODC best practices in the area of capacity-building, as identified in evaluation results. This report is attached to the Meta-Analysis in Annex 1 and provides findings and recommendations, highlighting best practices and lessons learned.

Another pattern that emerges through the practice of evaluation is that of critical thinking. This report therefore starts with a critical self-reflection of IEU, which had fallen short of integrating human rights and gender dimensions into its own work. Detecting the conscious and unveiling the unconscious bias has now become a prerogative within IEU, and we very much thank Senior Management as well as Member States in their support of enabling an evaluation function that is fully equipped to play its role in this important regard.

We wish you an interesting reading of this report, which was entirely produced within existing IEU internal staff capacity and look forward to your feedback, for which a survey can be accessed under: <http://icts-surveys.unog.ch/index.php/487989?lang=en>

Katharina Kayser, Chief, Independent Evaluation Unit

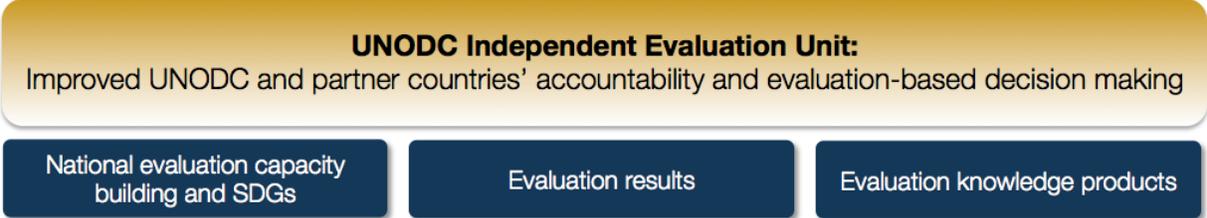
# Executive Summary



## Background information

The Independent Evaluation Unit (IEU) is leading and guiding evaluations in order to provide objective information on the performance of UNODC. IEU was re-established in 2010 following the Commission on Narcotic Drugs (CND) resolution 52/14 and the Commission on Crime Prevention and Criminal Justice (CCPCJ) resolution 18/6 as an independent unit, reporting directly to the Executive Director and Member States. IEU has developed a results framework which is based on three main pillars: national evaluation capacity-building and SDGs, evaluation results, and evaluation knowledge products.

The three main pillars of IEU



As a follow-up to the first meta-analysis of evaluation findings undertaken in 2015<sup>1</sup> and recommendations derived from evaluation reports between January 2011 and December 2014, this second meta-analysis uses the same methodology and analytical approach, tracking the changes within UNODC as regards evaluation - contributing thereby to UNODC's accountability framework. The meta-analysis contributes to Outcome 2 and 3, building on the positive reception by internal as well as external stakeholders of the previous meta-analysis. Following the same methodological approach also enabled IEU to discuss the 41 evaluation reports analysed for the current meta-analysis in the same format, further ensuring comparability.

The result of this second meta-analysis<sup>2</sup> is to serve as a reference for a continuous discussion with internal and external stakeholders, especially in the dialogue with Member States, and be presented at the "Standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime" as well as to Oversight Bodies in the form of various references, with the aim of further enhancing UNODC's transparency and accountability.

<sup>1</sup> [http://www.unodc.org/documents/evaluation/Meta-Analysis/UNODC\\_Evaluation\\_Meta-Analysis\\_2011-2014.pdf](http://www.unodc.org/documents/evaluation/Meta-Analysis/UNODC_Evaluation_Meta-Analysis_2011-2014.pdf)

<sup>2</sup> In line with Evaluation meta-analysis published in Evaluation Functions in the UN System (e.g. UN Women; UNFPA), IEU refers to this synthesis of evaluation recommendations and lessons learned as "meta-analysis."

### Objective of the Meta-Analysis

Undertake on a biennial basis, a meta-analysis of the findings and recommendations of evaluation reports, tracking the changes within UNODC as regards evaluations – contributing thereby to UNODC’s accountability framework.

The OECD/DAC-United Nations Evaluation Group (UNEG) Professional Peer Review of the Evaluation Function at UNODC in 2016 concluded that the first Meta-Analysis in 2015 was “well received by both Senior Management and Member States and generated interest and discussions” (UNEG Peer Review 2016: 34) - the full assessment is provided as a reference in the table below.

### Assessment of the Meta-Analysis by the OECD/DAC-UNEG Peer Review

“The Peer Review Panel found full evidence that it had been well received by both Senior Management and Member States and generated interest and discussions. With some adjustments, the Meta-analysis represents an excellent model for the biennial report on the status of the evaluation function in UNODC to be presented to the Governing Bodies and Senior Management (see Section 4.2), as well as for other analyses of evaluation findings.” (UNODC Peer Review 2016: 34).

“The document is well structured, with extensive infographics that easily convey the messages, including on Good Practices to encourage organizational learning. The document also takes the opportunity to conduct some self-assessment of IEU’s performance in integrating a Gender Equality perspective in evaluations. This effort, that would deserve more visibility in the Executive Summary and Overall Conclusions, enhances the credibility and robustness of the analysis. Similar self-assessments could be conducted of other aspects of the evaluation process and its products, for example, how recommendations and Lessons Learned are formulated, etc.” (UNEG Peer Review 2016: 34).

## *Purpose of the meta-analysis*

As a follow-up to the recommendations of the Professional Peer Review of the Evaluation Function at UNODC in 2016, the aim of this second meta-analysis is to contribute to increased accountability and learning for the organisation and its internal and external stakeholders, as well as serve as a self-reflection on the previous years of evaluation in UNODC. Therefore, this meta-analysis is following the proposal of the UNEG Peer Review to increase its visibility and highlight the assessment of human rights and gender considerations as well as best practices in the Executive Summary and Conclusions. This is also in line with IEU’s approach to further increase the utility of evaluation results - not only through IEU’s recommendations and lessons learned database, but in particular through highlighting the most recurring topics through this meta-analysis and through other means.

Throughout the development of the first meta-analysis in 2015, covering evaluation recommendations for 2011-2014 and now subsequently a second one for 2015-2016, IEU has further engaged in change processes. These range from mainstreaming gender and human rights perspectives into the whole evaluation cycle to seeking synergies with other evaluation units in the UN system, in particular through UNEG. For example, this includes building national evaluation capacity to instigate accountability processes within Member States’ institutions, in line with the review mechanism of the SDGs.

## Gender considerations in the meta-analysis

One of the key challenges in the first meta-analysis related to the limited integration of human rights and gender considerations in UNODC Evaluation norms and standards until 2014. As a result of this finding, IEU has strengthened its investment into mainstreaming human rights and gender aspects throughout the entire evaluation process, in line with the guiding principles of UNEG. Furthermore, based on the results of the first meta-analysis, IEU has revised its consultants database and actively reached out to female evaluators to apply for respective evaluation consultancies. As a direct result of those efforts, IEU has increased the percentage of female evaluators from 28.7 (2011-2014) to 40.5 per cent (2015-2016). Please see the graph below in this regard.

Independent Evaluators - gender disaggregated data, in percent



Moreover, IEU has followed UN WOMEN's recommendation for greater comparability and began in 2016 to include the UN-SWAP criteria on gender equality and the empowerment of women as part of the annual independent Evaluation Quality Assessments (EQA). Those are conducted by an independent external company in order to assess the quality of mainstreaming gender into UNODC's evaluation process, data collection and analysis. From the data available, it is evident that the investments of IEU have clearly strengthened gender-related aspects in UNODC's evaluations. The UN-SWAP evaluation performance indicator (EPI) score clearly increased from 4 points in 2015 to 7 in 2016, approaching the SWAP requirements (a score of 8 indicates that requirements are met) and leading to positive feedback from UNWOMEN on IEU's investments in this regards. Further investments are however crucial.

## Methodology used in the meta-analysis

Over the past years, IEU has invested in developing a wide range of high-quality norms, standards, tools, templates, online applications and databases to further strengthen the quality of all independent evaluation reports-including in particular In-Depth Evaluations-of UNODC programmes and projects and to increase comparability and data. Thus, IEU has contracted an independent external company to assess the quality of all published UNODC evaluation reports, in line with best practices in the UN system (e.g. UNFPA, UNICEF, etc.). All published evaluation reports for 2015 and 2016 meet the UNEG as well as UNODC evaluation norms and standards. They were quality assessed by an independent company and therefore build a solid basis for this second meta-analysis. This analysis synthesises the key recommendations and lessons learned of these reports.

The methodological approach for the first meta-analysis was based on inductive category development. All 1003 recommendations as well as 445 lessons learned were analysed and categorized in accordance with the developed coding scheme, outlining 83 categories. The review and analysis of all recommendations and lessons learned, which lead to developing the categories, was conducted by two IEU staff members.

The categories were applied to the second meta-analysis and include all 542 recommendations as well as 292 lessons learned issued between 01 January 2015 to 31 December 2016 to ensure comparability. Each recommendation and lesson learned was labelled with up to three categories, ensuring that all spheres of the recommendation/lesson learned were reflected in the analysis, resulting in 806 references being assigned to 542 recommendations. The synthesis-process applied both qualitative analysis and a

quantitative assessment in form of a frequency analysis in Excel. Moreover, the results of published audits and other oversight reports relating directly to UNODC between January 2015 to December 2016 were reviewed and relevant findings referenced throughout this meta-analysis to further strengthen the evidence basis of this analysis.

## *Results: changes compared to first meta-analysis*

The analysis of the 542 recommendations showed similar patterns to the results from the first meta-analysis in 2015. The category of Project/Programme Cycle continues to be the most referenced, accounting for 36 per cent of all recommendations (+1 per cent in comparison to the previous meta-analysis). However, the key changes are as follows:

- Capacity-building: An increase from 10 to 14 per cent shows an increased focus on UNODC's approach to building capacity.
- UNODC thematic, regional and service strategy: A decrease from 17 to 8 per cent was evident regarding UNODC thematic, regional and service strategies.
- Human Rights and Gender: Based on the changes in IEU's approach to strengthen the focus on human rights and gender, this category doubled from 2 to 4 per cent.
- Advocacy and Brokering Role: A decrease from 9 to 4 per cent, shows less focus on advocacy efforts and the brokering role of UNODC.

The various categories will be discussed in more detail in the main body of this report.

## *Main findings*

**Project/ Programme Cycle (36%):** A large number of recommendations refers, in a similar way to the first meta-analysis, to specific aspects in the project/programme cycle.<sup>3</sup> Evaluation reports show that the development and design of projects and programmes would benefit from further investments, including the development of SMART<sup>4</sup> indicators, clear definitions of specific goals as well as baselines, stakeholder engagement, and human rights & gender analysis. In particular, measuring results of UNODC interventions is identified as one of the major areas that requires improvement. Increased investments into monitoring and evaluation systems, including the mainstreaming of gender considerations in the project/programme cycle, are further recommended. This also has a direct implication for sustainability, as sufficient time needs to be invested in the planning of projects/programmes to identify good practices, fully understanding the local context and implementing sustainability strategies.

**Cooperation and Coordination (14%):** An increased number of recommendations referred to cooperation and coordination. In particular the need to promote closer coordination as well as planning with other UN agencies, Member States and potential other partners, including CSOs and private sector, was highlighted. Moreover, better cooperation with academia and national institutions was regarded as important since it could lead to improved implementation of projects/programmes through peer review mechanisms, etc. Independent evaluators recommend strengthening the partnership with private companies, especially with large umbrella organisations. In a related area, internal cooperation, in particular between Global Programmes and field-based projects/programmes, was recommended to be further strengthened in order to avoid duplication. UNODC's convening power could further be used to foster cooperation at the regional level between various actors and some evaluations already identified a priority to provide training on the UN Sustainable Development Goals within UNODC's mandated area.

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<sup>3</sup> As this is a rather broad category, it is to some extent inherent that it reflects many recommendations and references.

<sup>4</sup> SMART refers to indicators that are Specific, Measurable, Achievable, Relevant and time-bound.

**Capacity-building (14%):** A salient aspect in the third largest category is the linkage between capacity-building and measuring results at the outcome/objective level. Further investments are needed to measure the behavioural change and link it to UNODC's interventions. Moreover, the needs of trainees, including their profile, level as well as type of training, should be assessed in a structured and more coherent manner to meet the specific needs of the audience and improve the benefit of the trainings. Evaluators recommended to continue the capacity-building efforts by developing and implementing a multi-year training strategy comprising tailored capacity-building activities, including online trainings (eLearning), especially for beginners.

**Human Rights and Gender Equality (4%):** IEU's investments in further mainstreaming these topics contributed to an increased number of recommendations in this regard. In line with the results of the first meta-analysis, recommendations showed that human rights and gender equality need to be fully embedded in all projects and programmes. On the one hand this relates to the project cycle (for instance at the design stage or as part of an improved outreach strategy for training participants) and on the other hand relating to UNODC's mandated area of work (e.g. analysing the interlinkages and rights of different groups in society related to the area of terrorism prevention or embedding human rights considerations in training curricula on topics specific to UNODC).

**Remaining categories (32%):** The recommendations in this overarching category relate to UNODC offering more targeted services and expertise in line with the recipient's needs and developing policy or position papers on emerging threats on a more regular basis (e.g. terrorism prevention). Moreover, many evaluations recommended UNODC review its funding model and ensure that full cost recovery is communicated clearly, as a direct consequence of the lack of core or seed funding. This should be supported by project- or office-specific fundraising strategies and dedicated communication and advocacy strategies, developed together with key stakeholders.

## Conclusions

The analysis of all recommendations highlights that the development and design of projects and programmes need to be improved, including measuring results above the output-level, which would lead to improved visibility and measurability of results. Furthermore, implementation of projects/programmes would benefit from closer cooperation and coordination with other international organisations, Member States, the private sector and CSOs. The recommendations also revealed that UNODC should invest in measuring the actual results of capacity-building initiatives, as well as ensure that a multi-year training strategy is developed.

Once again, the importance of the review of UNODC's funding model as well as more targeted communication about full cost recovery, which is a direct consequence of the lack of core or seed funding, was highlighted in the analysed evaluations. An improved approach to communication, including a dedicated communication and fundraising strategy, was highlighted in numerous evaluations.

The importance of mainstreaming human rights and gender considerations into the full project cycle was once again highlighted, showing the importance for outreach activities to be conducted and under-represented groups to be included in the project/programme implementation.

Overall, the results of this meta-analysis point to the role of evaluations as an agent of change, leading to increased visibility of specific topics. The positive reception of the first meta-analysis by Member States, Senior Management as well as Oversight Bodies highlighted once more the transformative role evaluation can play.

# Recommendations and best practices

Project/Programme Cycle	
Synthesised recommendations	Best practice
<p>Projects/programmes should:</p> <ul style="list-style-type: none"> <li>• develop a theory of change, including SMART and gender sensitive indicators and solid baseline data;</li> <li>• focus on measuring outcome and impact-level data to provide information for managerial decision-making;</li> <li>• fully include local circumstances in strategic information and participatory planning;</li> <li>• invest more time at the design stage to improve sustainability.</li> </ul> <p>UNODC would benefit from:</p> <ul style="list-style-type: none"> <li>• further investing in evaluation as well as monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing an inception report before the implementation to “conduct a technical needs assessment greatly helped shape the design of the assistance and ensured that the needs of the BPU were fully taken into account from the start (...)” (TIL/X78)</li> <li>• “UNODC has made great efforts to localize, or at least translate, a significant portion of its [eLearning] content into languages that its clients prefer. This makes UNODC’s platform uniquely useful for the intended beneficiaries” (GLO/U61)</li> <li>• “A robust mechanism has been established in Nigeria to ensure the application of the Paris Principles on aid delivery, in particular with regard to alignment and sustainability. In addition to jointly designing interventions (...). ” (RP West Africa)</li> </ul>

Cooperation and Coordination	
Synthesised recommendations	Best practice
<p>UNODC would benefit from:</p> <ul style="list-style-type: none"> <li>• closer coordination and planning with other UN and International agencies, donors, recipient governments, CSOs, academia and other potential partners to avoid duplication and increase efficiency;</li> <li>• utilising its convening power for regional cooperation;</li> <li>• developing a comprehensive partnership strategy to ensure synergies are strengthened and cooperation is improved;</li> <li>• further strengthening its engagement with the private sector, e.g. in countering corruption;</li> <li>• investing in cooperation with different partners in light of the SDGs;</li> <li>• strengthening internal cooperation between global programmes and field projects/programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• “A close collaboration with the office of the UN Resident Coordinator facilitates the work of UNODC in securing meetings and channelling correspondence to high level government officials” (RP West Africa)</li> <li>• “The work of the RP has been backed-up and supported by research work in co-operation with the UNODC research team. (...) This research input has been crucial for the mapping of crime problems and targets for crime-prevention action in the region. (...)” (RP South Eastern Europe)</li> <li>• “ICE operated by GLOU54 and EWA by GLOJ88 are both examples of best practices. Both these components involve extensive stakeholder engagement. They have been very successful at it, as is evident from stakeholder feedback.” (GLO/U54; GLO/J88)</li> </ul>

Capacity-building	
Synthesised recommendations	Best practice

<p>UNODC would benefit from:</p> <ul style="list-style-type: none"> <li>• further investing in measuring behavioural change and results of capacity-building activities, including in e-learning;</li> <li>• fostering the inclusion of online training - as a cost-effective modality - into its overall approach to building capacity, especially at the beginner-level.</li> </ul> <p>Projects/Programmes should:</p> <ul style="list-style-type: none"> <li>• strengthen the initial as well as ongoing needs assessment of recipient countries, partner institutions, etc. for tailored capacity-building activities.</li> </ul>	<ul style="list-style-type: none"> <li>• “Regional conferences and workshops (...) were recognized as valuable for sharing lessons learned and best practices amongst MS.” (RP Arab States)</li> <li>• “Using experts from other common law countries based in Africa to support intra-continental cooperation and facilitate greater receptiveness.” (GLO/R35-Nigeria)</li> <li>• “(...) In particular, the combination of training, operational action and cross-border cooperation within an intelligence-driven target area is a good way of both developing and testing new capacity.” (RER/E29)</li> <li>• “(...) the use of external consultants to undertake assessments of laboratory staff undergoing training to examine progress made, and identify areas that need further attention.” (PSE/X02)</li> <li>• “Pairing personnel of implementing institutions together with UNODC personnel, seconding experts and embedding them in the partner institutions, (...) have been extremely effective in building capacity of partner institutions.” (RP West Africa)</li> </ul>
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Human Rights and Gender	
Synthesised recommendations	Best practice
<p>Projects and Programmes should:</p> <ul style="list-style-type: none"> <li>• further integrate human rights and gender equality considerations into all aspects of project/programme design and implementation;</li> <li>• ensure a detailed understanding of human rights and gender priorities when engaging with governments and CSOs;</li> <li>• fully mainstream gender considerations into the project goals, indicators, outputs, outcomes, monitoring and evaluation;</li> <li>• foster the participation of under-represented groups in trainings and other capacity-building initiatives and fully mainstream those considerations in training materials.</li> </ul>	<ul style="list-style-type: none"> <li>• “(...) to continue its successful outreach and involvement of female participants and beneficiaries; and to mainstream a broad-based approach on women and other under-represented groups into the project training sessions specifically devoted to the effects of corruption on under-represented groups, and gender-related human rights.” (GLO/U68)</li> <li>• “Unscheduled positive impacts such as Women in Uniform in Mauritius should be recognized as a link to future engagement by other UN agency.” (GMCP)</li> <li>• “In the development of human rights training, it is commended to stick to a “work in progress” model to give adequate time to include practitioners’ perspective in different modules to complement a more theoretical, academic orientation of current drafts.” (GLO/R35-Nigeria)</li> </ul>

## Remaining categories

Synthesised recommendations	Best practice
<p>UNODC would benefit from:</p> <ul style="list-style-type: none"> <li>• reviewing its funding model, developing dedicated fundraising strategies and better explaining full cost recovery and clearly relate it to the lack of core funding;</li> <li>• focusing on the most important services and expertise in particular countries and regions and not offering its full line of services;</li> <li>• offering more frequent position papers, updates, etc. on emerging threats (e.g. terrorism);</li> <li>• further investing in continuity of staff to ensure lower turnover and better knowledge management.</li> </ul> <p>Projects /programmes should:</p> <ul style="list-style-type: none"> <li>• involve key stakeholders in developing a communication and advocacy strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• “Soft-earmarked funding enabled ROMENA to draft concept notes, pilot projects, support additional fund raising efforts, sponsor Programme/Project Offices and respond to countries needs more efficiently.” (RP Arab States)</li> <li>• “The reliance of UNODC for voluntary donor contribution in 90% of its interventions’ portfolio is an impediment for optimum efficiency leading management to constantly seek bridging funding capacities and follow-up funds to secure impact and enhance sustainability of results. In addition, this situation has lead UNODC to accept ‘micro-funds’ that can divert it from its main objectives or add administrative burden to its already overwhelmed staff for little anticipated impact.” (RP West Africa)</li> </ul>

# Background and context

The meta-analysis is one of IEU’s main efforts to strengthen evaluation-based knowledge management in UNODC, thereby fostering a culture of evaluation, learning and accountability. In line with its investments ranging from online databases to dedicated evaluation-based analyses, this report brings to light key results of two years of evaluations in a synthesized format. Therefore, evaluation-based knowledge products support corporate-level decision making by extracting the key results and lessons of a large number of independent evaluations.

The objective of this second UNODC meta-analysis is to increase knowledge and awareness of recurring recommendations and lessons learned contained in UNODC evaluation reports. In addition, the report will provide added value to management at large by presenting overall patterns in evaluation reports to be taken into consideration when developing and implementing UNODC projects and programmes, thereby ensuring that evaluation results are available on an aggregate level.

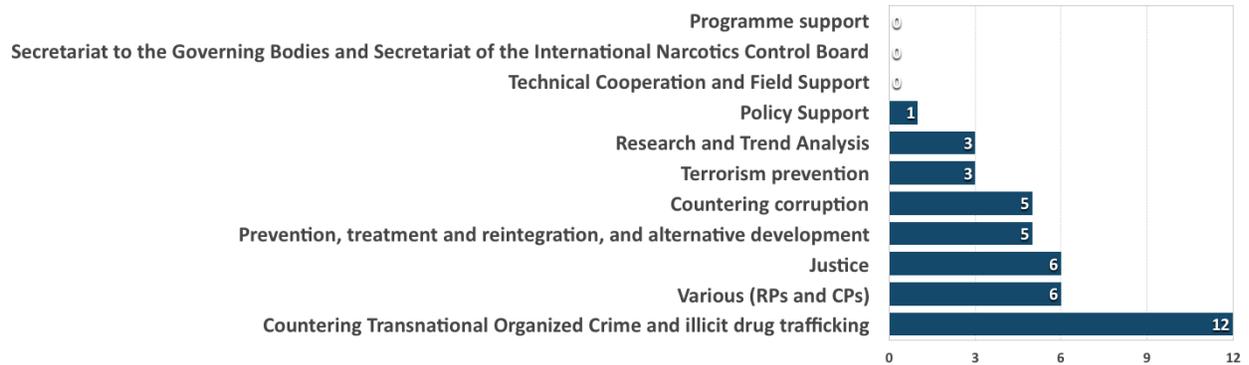
This second meta-analysis, conducted by the UNODC Independent Evaluation Unit (IEU) in 2017 is based on 41 evaluation reports, i.e. 27 Independent Project Evaluations (IPEs) and 14 In-Depth Evaluations (IDEs), published in the time-period of 01 January 2015 to 31 December 2016 (please see Annex II for a list of all evaluations). These reports contain 542 recommendations as well as 292 lessons learned (please see the table below for detailed information).

Overview number of evaluations and evaluation results			
Evaluations	Number of evaluations	Recommendations	Lessons learned
Independent Project Evaluations (IPE)	27	334	189
In-Depth Evaluations (IDE)	14	208	103
Overall	41	542	292

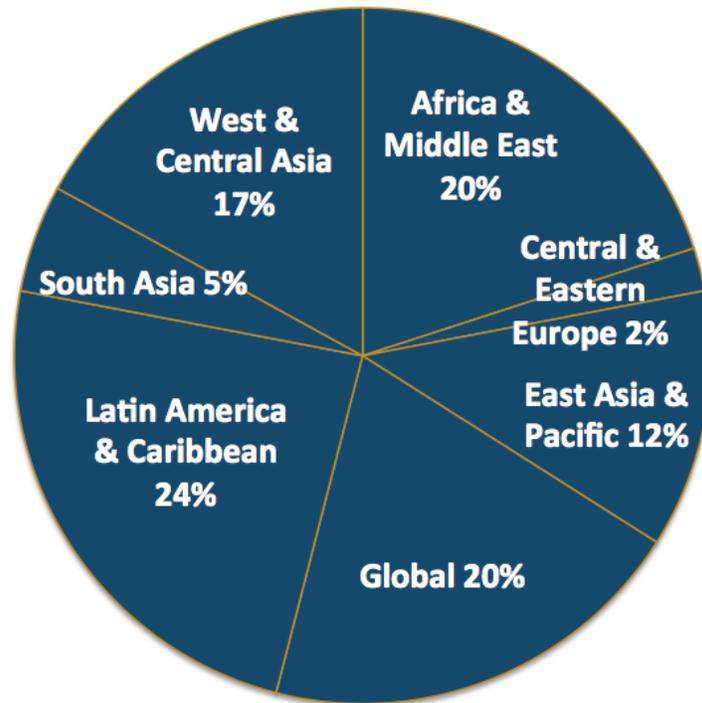
The thematic coverage of this meta-analysis, based on the nine UNODC strategic framework sub-programmes 2016/2017<sup>5</sup>, shows that the majority of the twelve evaluation reports reviewed are related to Countering transnational organized crime and illicit drug trafficking. The category “various” includes the Regional Programmes (RP) for Eastern Africa, Western Africa, Arab States, Central America, Afghanistan and Neighbouring Countries as well as the Country Programme (CP) Paraguay.

<sup>5</sup> UNODC Strategic Framework contains of following Sub-Programmes: 1) Countering transnational organized crime and illicit trafficking and illicit drug trafficking; 2) Prevention, treatment and reintegration, and alternative development; 3) Countering corruption; 4) Terrorism prevention; 5) Justice; 6) Research and trend analysis and forensic; 7) Policy support; 8) Technical cooperation and field support; 9) Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board (available online: [https://www.unodc.org/documents/commissions/CND/CND\\_Sessions/CND\\_57/E-CN7-2014-CRP04\\_V1400522\\_E.pdf](https://www.unodc.org/documents/commissions/CND/CND_Sessions/CND_57/E-CN7-2014-CRP04_V1400522_E.pdf))

Number of evaluations by UNODC Strategic-Framework Sub-Programme (2015-2016)



Analysed evaluation reports by Region (2015-2016)



# Gender mainstreaming in evaluation

## Gender disaggregated data for evaluators in UNODC: Comparison Meta-Analysis 2011-2014 with 2015-2016<sup>6</sup>

Evaluators - Gender disaggregated data	2011-2014	2015-2016
Male	77	44
Female	31	30
Overall	108	74
Percentage female evaluators	28.7%	40.5%

Based on the guiding principles of the United Nations Evaluation Group (UNEG), human rights as well as gender are mainstreamed in all UNODC evaluations as key criteria (supplementing the OECD Development Assistance Committee (DAC) criteria), starting from the Terms of Reference (TOR) to the Final Evaluation Report with both topics included in the middle of 2014. In order to provide gender disaggregated data of the UNODC evaluators, IEU is monitoring this information very closely.

### Independent Evaluators - gender disaggregated data, in percent

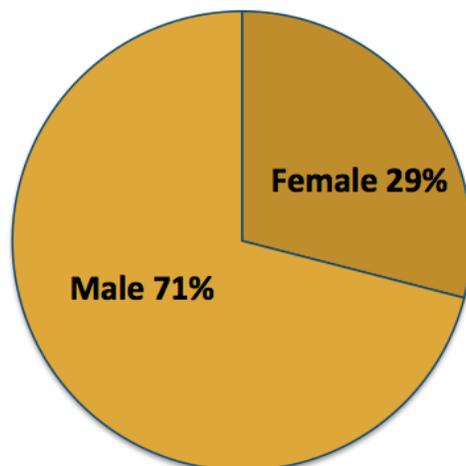


The data extracted from the 41 evaluation reports (please see graph above) shows that 40.50 per cent of evaluators as well as experts contracted for UNODC evaluations between 2015-2016 were female. This is a clear increase compared to 28.70 per cent between 2011-2014<sup>7</sup>. Based on the results of the first meta-analysis, IEU has revised its consultants database and actively reached out to female evaluators to apply for respective consultancies. Therefore, the initiatives of IEU have contributed to a clear increase of the percentage of female evaluators compared to the previous meta-analysis. Based on this very positive development, IEU will continue strengthening its outreach activities to increase this ratio even further.

Moreover, IEU has started recording gender disaggregated data of interviewed internal and external stakeholders during the entire evaluation process. This initiative was piloted in 2015 and fully implemented in the evaluation report template in 2016. Therefore, only partial data is available. However, based on 19 evaluation reports (46 per cent of all analysed evaluations), 71 per cent of interviewees were male and 29 per cent female. To some extent this can be explained by the fact that a large number of, for example, government counterparts or interviewees in the area of Law Enforcement are male.

<sup>6</sup> INFORMATION - Gender counted for every evaluation, also if one evaluator conducted more than 1 evaluation - e.g. 1 male evaluator conducted 3 evaluations, counted as 3; 1 female evaluator conducted 4 evaluations, counted as 4.

<sup>7</sup> This data is reported in an aggregate manner, as it compares the data of all evaluation reports included in the meta-analysis between 2011-2014 and 2015-2016.

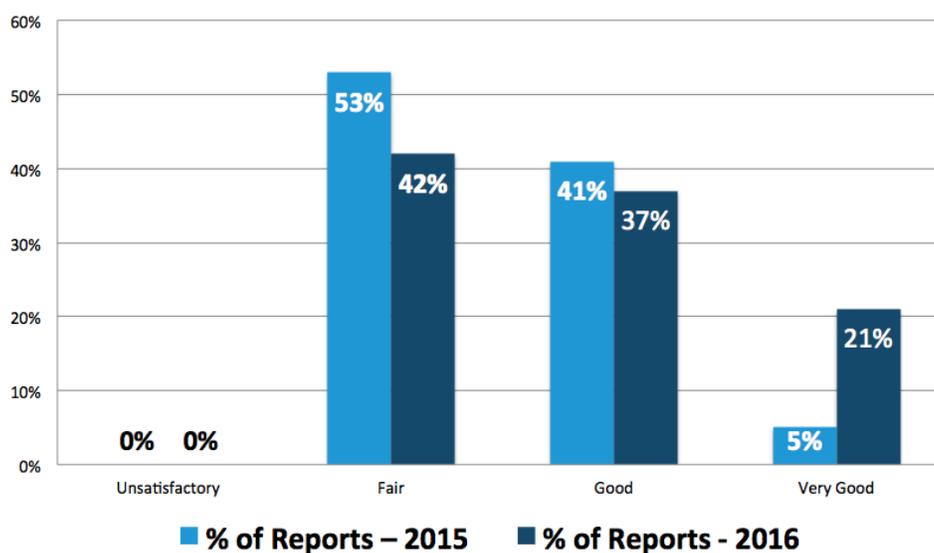


However, in line with international best practices, IEU has introduced gender-sensitive methodologies, thereby strengthening the involvement of under-represented groups throughout the evaluation process. Over the coming years, this approach to gender-responsive evaluations should support the mitigation of this imbalance and ensure that female stakeholders are encouraged to engage in independent evaluation processes in UNODC. IEU will further invest in improving its evaluation approach to reaching under-represented groups and to ensure that no one is left behind, especially in light of the UN Sustainable Development Goals. In this regard, IEU follows UN WOMEN's recommendation for greater objectivity as well as comparability in the SWAP reporting and includes the UN-SWAP evaluation performance indicator (EPI) on gender equality and the empowerment of women into the annual independent Evaluation Quality Assessments (EQA). The EQA is conducted by an independent external company to assess the quality of mainstreaming gender into UNODC evaluation processes, data collection, and analysis as of 2016. From the data available, it is evident that the investments of IEU have strengthened gender-related aspects in UNODC's evaluations. The UN-SWAP EPI score clearly increased from 4 points in 2015 to 7 in 2016 (a score of 8 indicates that requirements are met).

## *Methodology*

Over the past years, IEU has invested in developing a wide range of high-quality norms, standards, tools and templates to further improve the quality of evaluation reports in UNODC. This includes contracting an independent external company to assess the quality of all published UNODC evaluation reports, in line with best practices in the UN system (e.g. also undertaken by UNFPA, UNICEF, etc.). The assessment shows that all published evaluation reports meet the UNEG as well as UNODC norms and standards.

## Independent UNODC Evaluation Quality Assessments 2015 and 2016



All reports published in 2015 and 2016 were fully in line with UNEG and UNODC norms and standards. The above figure shows that there are substantial improvements in the rating of published UNODC evaluation reports in 2016 compared to 2015 with an increased number of Very Good and fewer rated as Fair. Based on this assessment, all published evaluation reports for 2015 and 2016 qualified to be used in this meta-analysis as data source.

The methodological approach for the first meta-analysis was based on inductive category development. All 1003 recommendations as well as 445 lessons learned were analysed and categorized in accordance with the developed coding scheme, outlining 83 categories. The review and analysis of all recommendations and lessons learned, which lead to developing the categories, was conducted by two IEU staff members.

This second meta-analysis of all UNODC evaluation reports published from January 2015 to December 2016 follows the same methodological approach as the first one to ensure comparability. The analysis is based on a robust social-research methodology, described in detail in Annex I. All 542 recommendations and 229 lessons learned of 41 published evaluation reports were used as data sources for this analysis, as all reports were assessed as meeting the UNEG and UNODC Evaluation norms and standards. The synthesis-process applied both qualitative analysis and a quantitative assessment in the form of a frequency analysis in Excel.

To ensure comparability with the first meta-analysis, the already developed categories<sup>8</sup> were used for this analysis, for recommendations as well as lessons learned. The categories were reviewed continuously in the process and a final check of the reliability of the categories was conducted to ensure full relevance.

All recommendations were anonymized for the labelling process in order to avoid influences on the type, topic or scope of the evaluation. Each recommendation and lesson learned was labelled with up to three

<sup>8</sup> In the first meta-analysis, an inductive category-building approach was used. This approach was based on categorizing all recommendations through an inductive category-building approach, which ensured that the labelling of recommendations was based on the material itself, thereby minimizing the subjectivity of the labelling-process. As part of this approach the categories are not developed in advance (deductive approach), but rather during the analysis of the data. The inductive categories were reviewed continuously during the process and a final check of the reliability of the categories was conducted.

categories, ensuring that all spheres of the recommendation/lesson learned were reflected. As a result, 806 references were assigned to 542 recommendations.

Subsequently, the 83 categories identified were hierarchically clustered and merged into two levels, “main categories” and “sub-categories.” In the present report, primarily the sub-categories are used for the detailed analysis (please refer to Annex 4 for a list of all categories).

After finalising the combined qualitative and quantitative assessment in the form of a frequency analysis based on the 83 categories, an exclusively qualitative analysis was conducted based primarily on recommendations of major programmatic IDEs in order to combine the quantitative with the qualitative analysis. Recommendations and lessons learned were identified based on their wider applicability for UNODC at large and highlighted throughout this report.

Furthermore, the analysis was based on the recommendations in all published UNODC evaluation reports, which are based on Evaluation Terms of Reference. Subsequently, the limitations inherent in the TOR, based on the focus of the DAC criteria, as well as partnership, human rights and gender must therefore be taken into account in the information contained in this analysis.

## Limitations

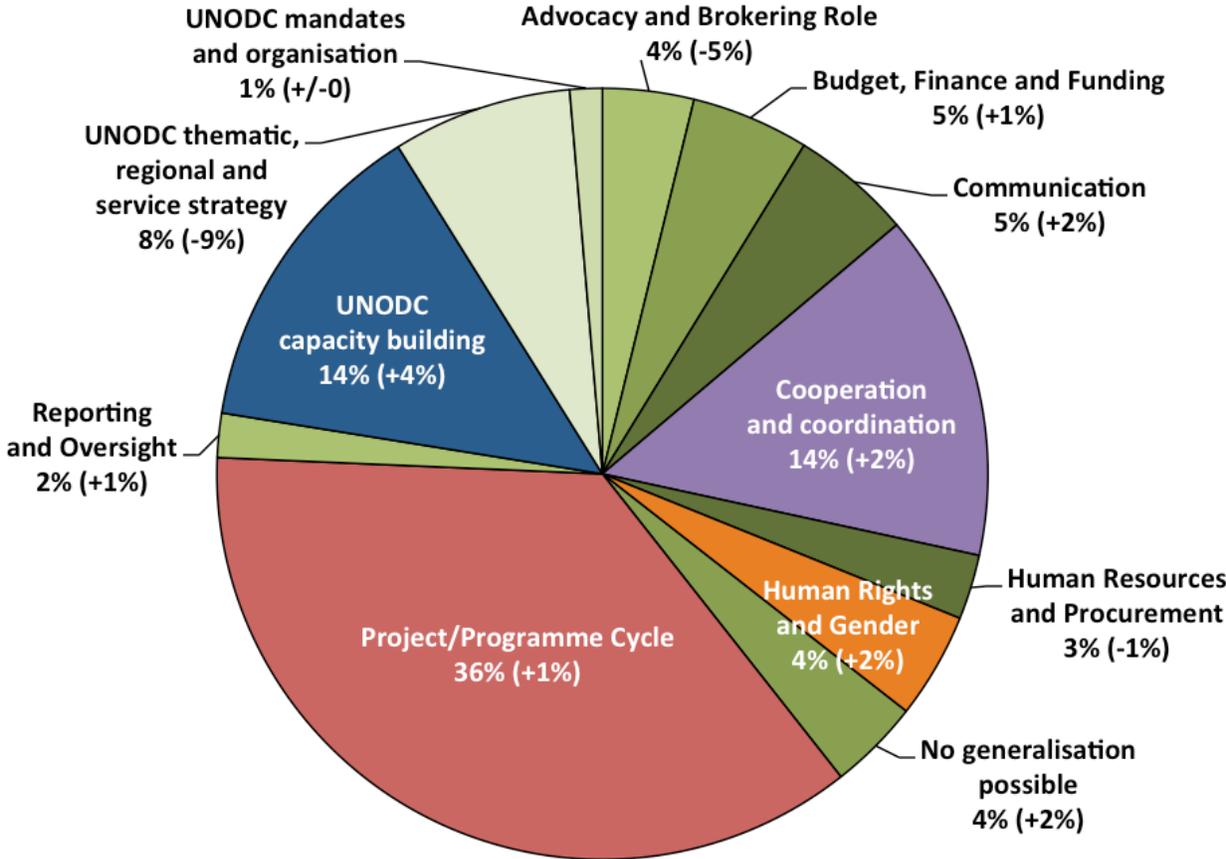
One of the key limitations of qualitative research relates to the subjectivity of labelling and category building, as many recommendations, as well as lessons learned, leave room for interpretation. In order to mitigate this limitation, recommendations and lessons learned were labelled with up to three categories and the development of the categories for the first meta-analysis involved two IEU staff members in identifying the categories. This not only reduced the subjectivity of the rating, it also ensured that all aspects of the recommendations and lessons learned were covered in the category-system and this lead to an even more detailed analysis.

Furthermore, the conducted analysis is based on the available material and therefore some areas are not covered that are not reflected in the recommendations or lessons learned at hand. As all evaluations are based on evaluation TORs in line with UNEG norms and standards and the OECD DAC criteria, the scope of evaluations is focussed on those categories which introduces some limitations in this meta-analysis.

Moreover, the limited financial and human resources of IEU to conduct this analysis limited the depth and scope of the report. However, this was overcome to some extent with various rounds of feedback from different team members to ensure a high quality product.

# Analysis of recommendations 2015-2016

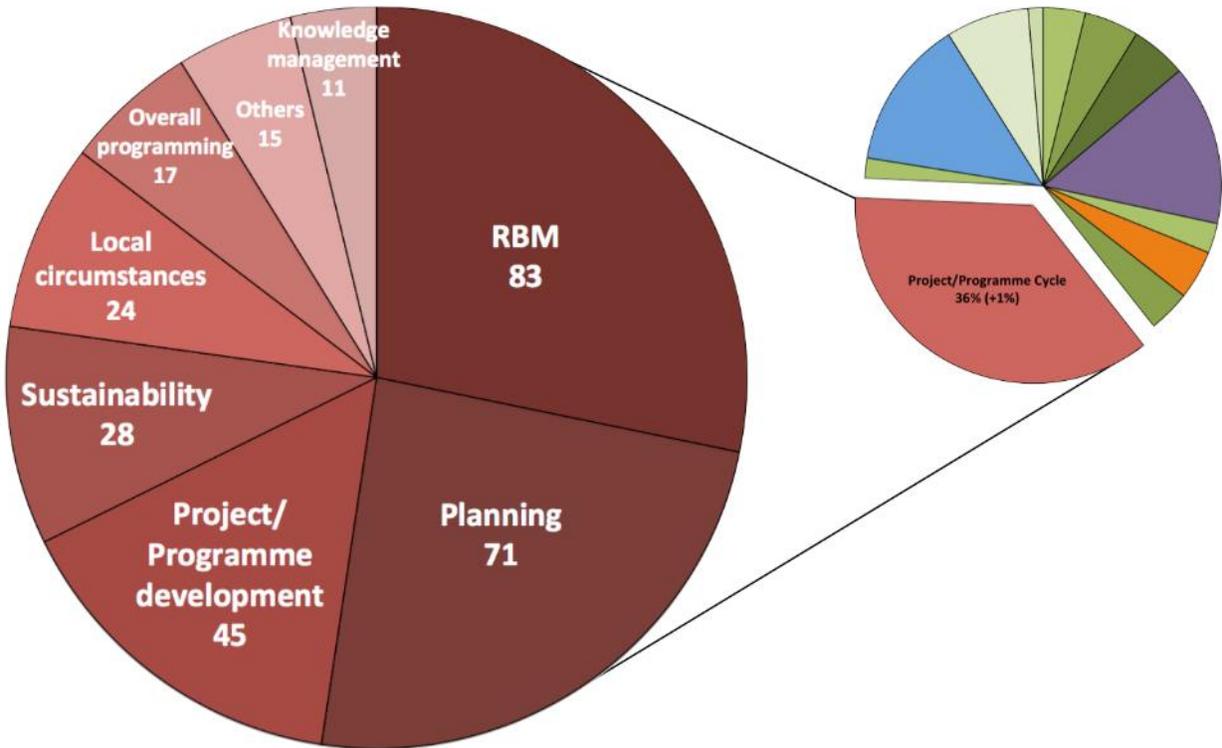
References in UNODC evaluation recommendations 2015-2016



The figures in brackets are the changes in comparison to the results of the previous Meta-Analysis (2011-2014).

# Meta-analysis findings<sup>9</sup>

## Project/Programme Cycle (36%)<sup>10</sup>



Results Based Management (RBM) is once again the topic with the highest number of references in the evaluation recommendations. Based on the analysis of numerous evaluation results, it is evident that the development and design of projects and programmes merits attention and should be analysed in the context of UNODC’s funding model. In many evaluation reports, including various Regional Programmes, it is recommended to “draft indicators and outcomes that are SMART<sup>11</sup>, mutually exclusive and linked to targets/milestones” (RP Arab States) and subsequently that “any initiative and project has a clear definition of specific goals and measurable indicators and baselines” (RP Central America). It is evident from the analysis that the focus on measuring outcome and impact-level data could be further strengthened throughout many of the evaluated projects. For example, in the evaluation of the Global Maritime Crime Programme it was recommended to “develop a methodology for capturing measurable

<sup>9</sup> Please note, as pointed out in the Introduction, that the Guidelines for Evaluation Terms of References in UNODC include the OECD-DAC criteria as mandatory (Relevance, Efficiency, Effectiveness, Impact and Sustainability) as well as “Partnerships and Cooperation” and “Human Rights and Gender.” Further criteria can be added (depending on the nature of the project).

<sup>10</sup> The category of Project/Programme Cycle accounted for 36% of all references (equals 294 references) in the analysed recommendations and is therefore by far the most noteworthy category. In comparison to the previous meta-analysis, the references even further increased by 1%. As visible in the graph, the major directives in this category are Results Based Management (RBM; 28%), Planning (24%), Project/Programme development (15%) as well as Sustainability (10%). Furthermore, the consideration of local circumstances (8%), overall programming (6%) and Knowledge Management (4%) were raised in recommendations.

<sup>11</sup> SMART refers to indicators that are Specific, Measurable, Achievable, Relevant and time-bound.

outcome and impact data and include it as an integral part of the project design” (GMCP) and in the GLO/J88 and GLO/U54 evaluation it was recommended to “review planning, monitoring & evaluation systems, and in particular data collection strategies with a view to generate and provide more granular information needed for managerial decision-making.” Those considerations are also visible in the OIOS audit of UNODC operations in Peru, where UNODC is recommended to “establish requirements for all country offices with several projects and areas of interventions above a predefined level to develop an integrated programme plan with measurable outcomes and baselines” (OIOS audit of UNODC operations in Peru, 2015). A potential way to overcome this is, for example, to introduce the practice of developing “theor[ies] of change for its interventions, which would explain the logical path from activities/outputs through intended outcomes/objectives to anticipated impacts” (TKM/X57). At the same time, further elaboration “on indicators, including gender-sensitive, might also be explored” (TKM/X57).

### Synthesised Recommendations

UNODC would benefit from:

- further investing in evaluation as well as monitoring

Projects/programmes should:

- develop a theory of change, including SMART and gender sensitive indicators and solid baseline data.
- focus on measuring outcome and impact-level data to provide information for managerial decision-making.
- Fully include local circumstances in strategic information and participatory planning.
- Invest more time at the design stage to improve sustainability.

Moreover, it is recommended to further increase investments in monitoring as well as evaluation (e.g. RP Eastern Africa) and also explore the idea of “replicating a dedicated Sub-Programme on research, monitoring, reporting and evaluation for other Regional Programmes” (RP Afghanistan and Neighbouring Countries). This also resonates with other recommendations to strengthen planning and project development processes, that “sufficient attention is paid to including adequate capacity and time in the logical framework, milestones (...) and develop SMART indicators” (GLO/X30-32). The need for further investment into monitoring is also evident in the OIOS audit of UNODC operations in Iran: “UNODC Country Office in Iran should ensure that targets are defined for all planned outputs and utilize the annual programme performance report to identify and explain gaps between targeted and actual outcomes and outputs” (OIOS audit in Iran, 2015).

### Best practices

- “The inception report, which occurred before the project was implemented, was a great success. The ability to conduct a technical needs assessment greatly helped shape the design of the assistance and ensured that the needs of the BPU were fully taken into account from the start (...)” (TIL/X78)
- “UNODC has made great efforts to localize, or at least translate, a significant portion of its [eLearning] content into languages that its clients prefer. This makes UNODC’s platform uniquely useful for the intended beneficiaries” (GLO/U61)
- “A robust mechanism has been established in Nigeria to ensure the application of the Paris Principles on aid delivery, in particular with regard to alignment and sustainability. In addition to jointly designing interventions, the leadership of national institutions should also be engaged throughout project implementation to ensure that the project is relevant, aligned with national partner priorities and jointly owned by the beneficial/implementing partner institution. ” (RP West Africa)

Overall, recommendations show that planning “should be based on strategic information and participatory planning” (RP Eastern Africa). Another related aspect is to fully take into consideration

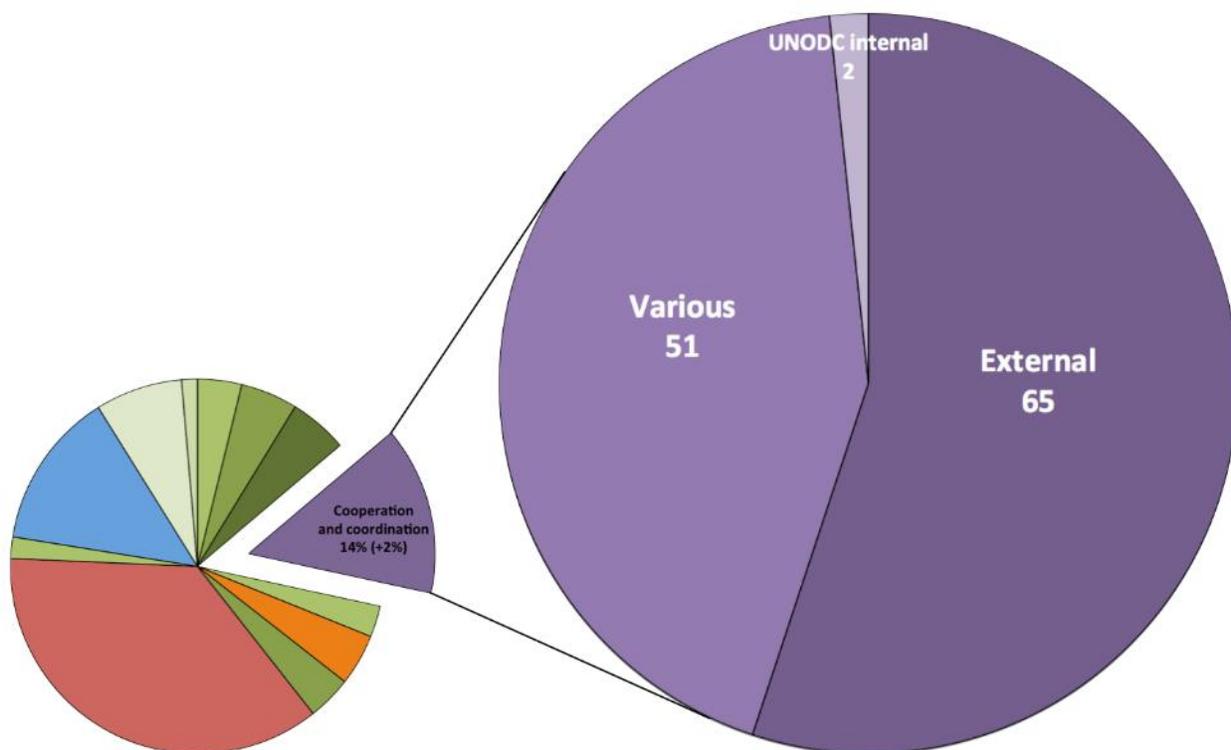
local circumstances into the full project/programme cycle. Member States could, for example, be invited to “appoint representatives to act as focal points and to work together on planning, coordinating implementation in country, monitoring and evaluation” (RP Eastern Africa). It is evident from various evaluations that those considerations are crucial to ensure that “objectives and subsequent design of activity programming are (...) specific to the risk group targeted, their needs and desires, and their socio-economic and cultural contexts” (XAF/K45). Moreover, “the intervention logic [should] correspond with the legal framework and political system in beneficiary states” (GLO/X30-32).

Another, related recurring topic is sustainability. Several of the analysed evaluations also provided recommendations in this regard, including to invest “more time at the design stage of project development placing particular emphasis on sustainability within the context of their priority countries” (GMCP). An important step in this regard could be for projects and programmes “to review their current sustainability strategies (...), identify good practice and create guidelines on implementing sustainability strategies that should be incorporated into the programming of the delivery of future activity and, where possible, to retroactively deploy these strategies into current activities” (GLO/R35).

### Lessons Learned

- “With any programme that looks to bring about positive change it is vitally important to understand the situation before the programme begins. To this end an in-depth baseline situational assessment is a necessary pre-requisite if change is to be determined. Continuous re-assessment throughout the life of the RP and sufficient programmatic flexibility will allow staff to respond to newly emerging issues (e.g. terrorism in EA)” (RP Eastern Africa)
- “Individual projects integrated in global projects (...) must have clearly developed logical frameworks linked to the one given in global project. Expected objectives and outcomes must be aligned, and related indicators must be the same, or interrelated in order to support performance management at different levels.” (GLO/R35)
- “The lesson learned is that it is critical to obtain political will from the onset in order for the project to be within its timeframe and for all parties to meet their respective obligations.” (XAW/U72)
- “The anti-corruption component of the programme (...) has produced valuable lessons learned through the six years of implementation. Yet, the most important one is related to the lack of a systematic way to identify lessons learned and good practices, as well as the means to transfer the experience and best practice through a knowledge management system. In spite of this, the module is learning from the project as they are implemented. “ (GLO/U68)
- “Close collaboration between HQs and the regional and field offices enhances the effective delivery of the activities. The importance of understanding the local context when delivering technical assistance cannot be understated as is the need to ensure a sustainability strategy has been explicitly developed. In this aspect the engagement with all stakeholders including civil society and the private sector are key.” (GLO/R35)

## Cooperation and coordination (14%)<sup>12</sup>



The analysis of evaluation results from 2015-2016 suggests that cooperation, especially with various external partners, including the private sector, could be further strengthened. Independent evaluators recommend to “promote closer coordination and planning among UN Agencies, donors and other potential partners (...). Such coordination would avoid duplication and maximize chances to cost-share and strengthen synergies amongst them” (XAW/U72), as well as to “improve its coordination with UN agencies, regional centres of excellence, CSOs, universities and private organizations” (RP West Africa). In particular, the cooperation with UN agencies was highlighted in various evaluations, proposing, for example, in relation to border control, “to work even more closely with other UN agencies; particularly UNDP and IOM. Full stakeholder analysis during any design phase is critical” (TIL/X78). In this regard, independent evaluators recommended “to develop a comprehensive partnership strategy explicating the selection of partners, conditions and reasons of selection, expected levels of involvement [...]” (GLO/R35-Nigeria).

Further considerations should also be given to increase the cooperation with academia and civil society at large to foster sustainability. Regarding the Peru illicit crop monitoring systems, the evaluation recommended “to make the necessary efforts in order to seek and consolidate partnerships with national institutions, aimed at the coordination of technical aspects, but also to seek conditions for sustainability of the project” (PER/G34). Another evaluation recommended that “the project should build partnerships with academic and civil society organizations for peer review of resource materials” (RAS/H13). Projects

<sup>12</sup> The category of UNODC cooperation and coordination accounted for 14% of all references (equals 118 references) in the analysed recommendations and is therefore the category with the second highest number of references in recommendations. In comparison to the previous meta-analysis, the references further increased by 2%. As visible in the graph, the major directives in this category are relating to external cooperation/coordination (55%), 43% were collected under “various” and 2% were targeting specifically UNODC internal cooperation/coordination.

and Programmes with a focus on youth are therefore also recommended in few evaluations to ensure that “future cooperation (...) should include these meetings with youth as a way to broaden the dialogue with young people, families, community leaders, public officials and local administrators” (BRA/X16).

### Synthesised Recommendations

UNODC would benefit from:

- closer coordination and planning with other UN and International agencies, donors, recipient governments, CSOs, academia and other potential partners to avoid duplication and increase efficiency;
- utilising its convening power for regional cooperation;
- developing a comprehensive partnership strategy to ensure synergies are strengthened and cooperation is improved;
- further strengthening its engagement with the private sector, e.g. in countering corruption;
- investing in cooperation with different partners in light of the SDGs;
- strengthening internal cooperation between global programmes and field projects/programmes.

Another key aspect for UNODC is the private sector as well as cooperation in light of the implementation of the SDGs, as identified by several evaluations - “CST should (...) increase efforts in including private sector representatives in trainings and provide more in-depth training sessions on the UN Sustainability Development Goals (Goal 16 and 17) and the UN Global Compact” (GLO/U68). In this regard, UNODC was recommended to “continue to target efforts to partner with the private sector by dedicating staff capacity to undertake [...] activities (providing that funding is available), with a focus on private sector umbrella organizations and large companies” (GLO/X30-32).

### Best Practices

- “A close collaboration with the office of the UN Resident Coordinator facilitates the work of UNODC in securing meetings and channelling correspondence to high level government officials” (RP West Africa)
- “The work of the RP has been backed-up and supported by research work in co-operation with the UNODC research team. In the course of this work, national and statistical mechanisms have been brought closer to international and EU standards [...] This research input has been crucial for the mapping of crime problems and targets for crime-prevention action in the region. [...] It has proven to be powerful in increasing general awareness of the importance and extent of the corruption problem among the public and policy makers. It has also given important support for counterparts in the development of their national strategic documents and related action plans.” (RP South Eastern Europe)
- “ICE operated by GLOU54 and EWA by GLOJ88 are both examples of best practices. Both these components involve extensive stakeholder engagement. They have been very successful at it, as is evident from stakeholder feedback. Other programmes and projects looking for examples of successful engagement should consult these programmes for more information.” (GLO/U54; GLO/J88)

Moreover, evaluations refer to UNODC’s convening power to foster cooperation at the regional level. It was recommended to “replicate networks such as the Asian Forensic Sciences Network (AFSN) to promote greater exchange of information and impact on the ground situation” (GLOJ88; GLOU54) and to build “on the success by the RP by further increasing activities to enhance knowledge, co-operation and coordination throughout the region” (RP South Eastern Europe).

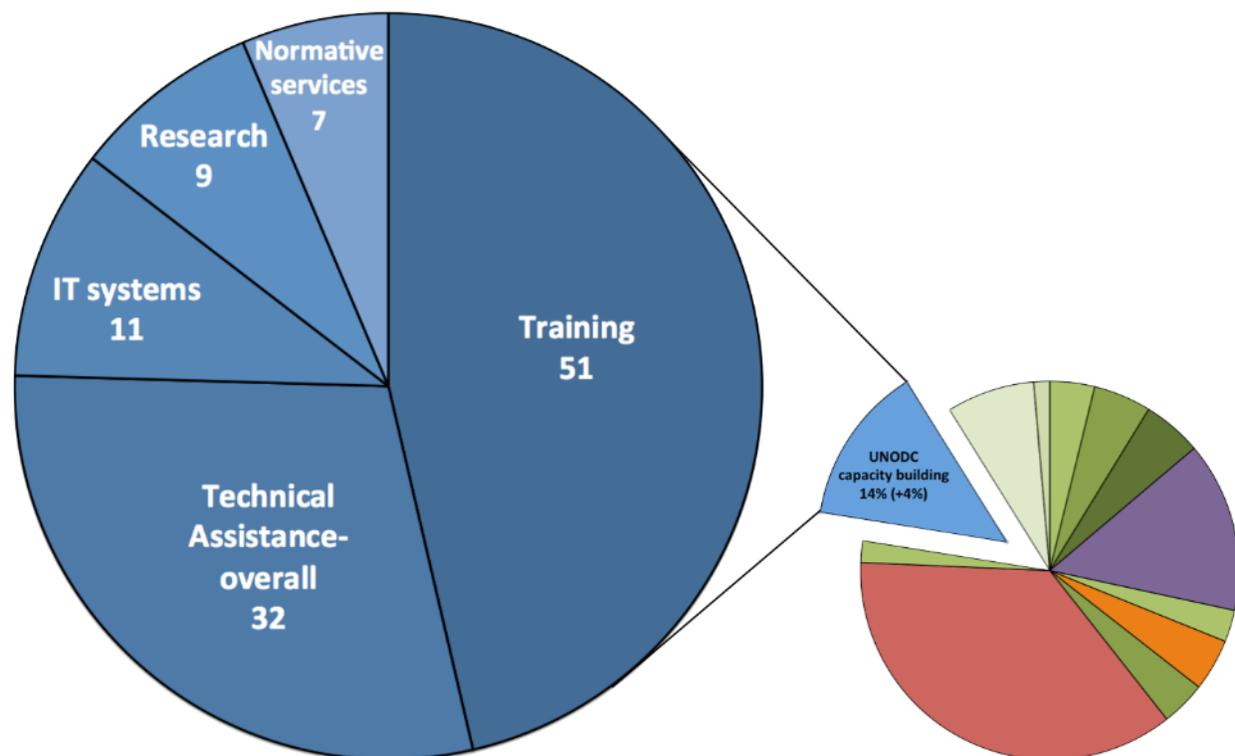
Regarding internal cooperation and coordination, some evaluations referred to the need to “implement a systemic process to ensure the relevant thematic Global Programmes based in HQs such as Anti-Corruption, Anti-Money Laundering and Wildlife and Forest Crime can be utilised by the Project thereby ensuring integration of UNODC work across thematic and Country / Regional Programming” (IND/A02). This is also evident from a recommendation by OIOS in the Audit of UNODC operations in the Middle East and North Africa: “UNODC should assess the risk of inadequate coordination and establish appropriate

measures to strengthen coordination between UNODC Headquarters global programmes and field offices, regional programmes and country programmes” (OIOS audit of UNODC in Middle East and North Africa, 2016).

#### Lessons Learned

- “UNODC has convening power and a role to play in multi-stakeholder projects as an initiator and convener of public-private partnerships, to create opportunities for confidence-building on sensitive issues, such as in the field of corruption, and to promote dialogue between public and private sectors.” (GLO/X30-32)
- “Links between institutions in countries, networking between PICs, and engagement with international partners on AC also appears to be chronologically young. In such conditions, CLPs valued support that helped integrate institutions in individual countries, brought them together with counterparts from other PICs, and provided ideas about what has been attempted in countering corruption in similar societies in the region. Learning from counterparts and South-South methods may be a best practice for anti-corruption.” (XSP/X70)
- “Being aware of possible synergies between Sub Programmes in terms of activities (above and beyond the collaboration between the RP-CP-GP and other regions too) can lead to increased programme efficiencies and mutually reinforcing interventions.” (RP Afghanistan and Neighboring Country)
- “Partnerships with the LAS (League of Arab States) is critical to get the political ‘buy in’, raise the RP’s visibility and maintain MS’ interested through the annual Steering and Follow up Committee meetings. This partnership also helped implement the preliminary consultation process that led to the declaration of Cairo to endorse the structure of the RP.” (RP Arab States)

## UNODC capacity-building (14%)<sup>13</sup>



The reference to UNODC’s capacity-building approach increased from 10 to 14 per cent as compared to the first meta-analysis. IEU recognised the importance of the topic and has therefore conducted, together with an international expert, a special, evaluation-based analysis on approaches and best practices to building capacity inside and outside of UNODC (please refer to the IEU website for this analysis <http://www.unodc.org/unodc/en/evaluation/meta-analyses.html>). The results of this analysis highlight the differences in UNODC’s capacity-building approach and also display key best practices.

A salient aspect in a majority of recommendations is the linkages between capacity-building, especially training, with RBM, project/programme cycle and measuring behavioural change. Independent evaluators therefore recommended to improve the “measurement of actual increase in knowledge gained during the courses [...] [and] develop databases of trainees [...] to be able to undertake assessment of the long-term impact of capacity-building activities” (TKM/X57). In particular the linkages of measuring the long-term effects of training are essential to “look beyond the initial recipient and gauge what trainees do with their new found knowledge” (TIL/X78). The independent evaluators also offered examples on how to measure this, for example through “follow-up interviews, questionnaires, and examining training curriculum to identify knowledge transfer” (TIL/X78). This measurement of progress would also be crucial for online trainings - “GEP should institute a procedure for systematic data collection from CBT centres. Pakistan offers an example of systematic training data collection that can be considered for replication (with an additional follow-up section on training use)” (GLO/U61).

<sup>13</sup> The category of UNODC capacity-building accounted for 14% of all references (equals 110 references) in the analysed recommendations and is therefore the category with the third highest number of references in recommendations. In comparison to the previous meta-analysis, the references further increased by 4%. As visible in the graph, the major directives in this category are Training (47%), Technical Assistance overall (29%), IT systems (10%), Research (6%) and Normative services (6 %).

### Synthesised Recommendations

UNODC would benefit from:

- further investing in measuring behavioural change and results of capacity-building activities, including in e-learning;
- fostering the inclusion of online training - as a cost-effective modality - into its overall approach to building capacity, especially at the beginner-level.

Projects/Programmes could:

- strengthen the initial as well as ongoing needs assessment of recipient countries, partner institutions for tailored capacity-building activities.

Another essential aspect to developing a more coherent approach to building capacity is to ensure that the needs of trainees are clearly identified. Evidenced by numerous recommendations, Project Management could, for instance, “obtain their specific training requirement needs from each JAITF every six months in order to understand their needs” (XAW/U72) as well as “review training needs of CNP, and discuss and agree on the level of training, profile of participants, necessary training curricula etc.” (RER/V07-segment). Taking into consideration local circumstances is not only essential for project/programme development, but especially for capacity-building initiatives - “focus on capacity-building through training and workshops delivered locally with - as far as possible - local trainers and experts should continue” (IND/A02).

Recommendations in this category also highlight the importance of including online trainings in the overall approach to building capacity, in particular in order to increase efficiency and effectiveness. “LSS should exploit the opportunities created by newly developed eLearning platform to further limit the need for conventional face-to-face methods, which should generally only be used for advanced mentoring and train-the-trainers purposes” (GLOJ88; GLOU54) and UNODC at large should “use increased focus on eLearning as a mechanism to deliver technical assistance (TA) on capacity-building” (GLO/U61). Using online learning in particular for beginners would moreover be one building block to ensure that “several levels of courses should be offered - i.e. basic techniques or more refined techniques, such as drug profiling, interviewing techniques and language courses (basic)” (XAW/U72). On a different note, independent evaluators recommend to more frequently use other forms of capacity-building - “Finally, further mentoring and joint operations should be budgeted and perhaps cost-shared across different projects (under the CRP), and even with other partners operating in the same countries as the JAITFs” (XAW/U72).

### Best Practices

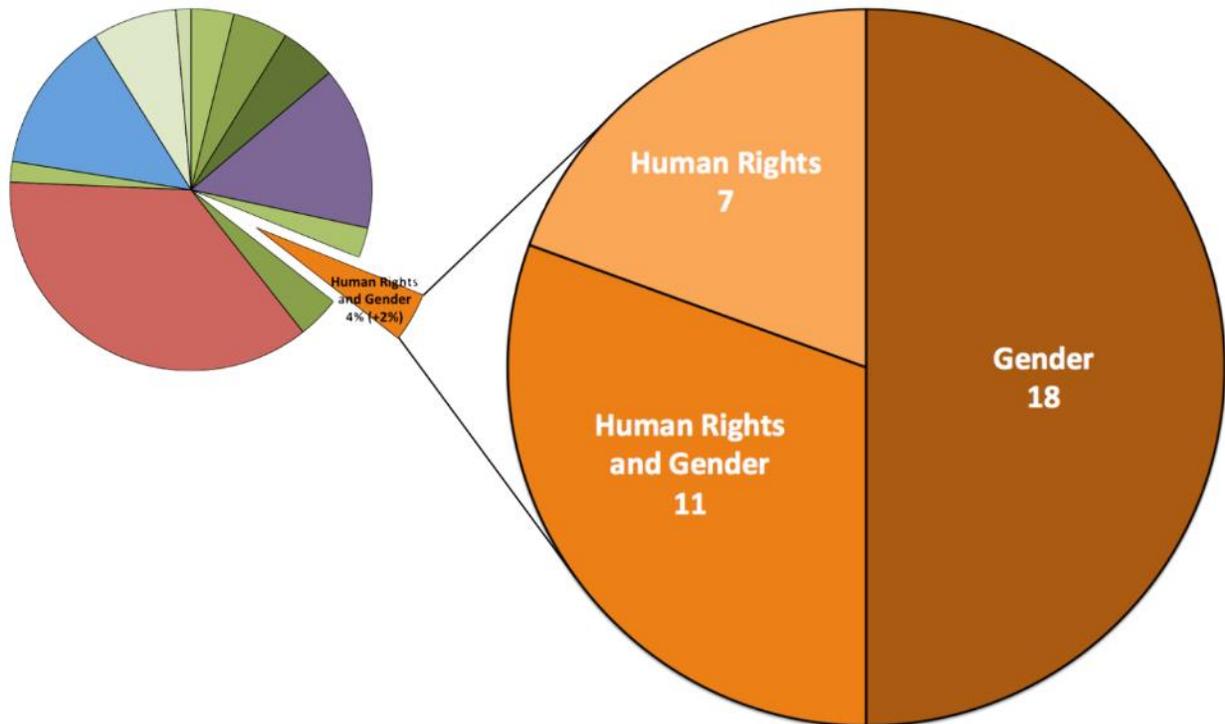
- “Regional conferences and workshops [...] were recognized as valuable for sharing lessons learned and best practices amongst MS. It helped raise awareness amongst MS about the added value of data sharing.” (RP Arab States)
- “Using experts from other common law countries based in Africa to support intra-continental cooperation and facilitate greater receptiveness to capacity-building activities can be commended.” (GLO/R35-Nigeria)
- “[...] In particular, the combination of training, operational action and cross-border cooperation within an intelligence-driven target area is a good way of both developing and testing new capacity.” (RER/E29)
- “Another good practice has been the use of external consultants to undertake assessments of laboratory staff undergoing training to examine progress made, and identify areas that need further attention.” (PSE/X02)
- “The eLearning modules are an effective way to codify and preserve learning even in presence of turnover of staff at UNODC and its partner institutions. Moreover, UNODC has made great efforts to localize, or at least translate, a significant portion of its content into languages that its clients prefer. This makes UNODC’s platform uniquely useful for the intended beneficiaries.” (GLO/U61)
- “Jointly developing interventions with national partners and the definition of assigned responsibilities has especially worked well for ongoing projects in Nigeria. [...] Pairing personnel of implementing institutions together with UNODC personnel, seconding experts and embedding them in the partner institutions, as well as having institutional partners work with consultants during assessments have been extremely effective in building capacity of partner institutions.” (RP West Africa)

To conclude, the following recommendation summarises various of the highlighted issues: “Training of trainers requires more planning and monitoring including by producing more ready-made user-friendly materials and manuals that national trainers can readily use; more use of online training packages that can be updated and delivered more easily; the development of more standardised regional level master copies of training materials which can then be tailored to specific countries and contexts” (XAP/X37). Overall, UNODC would benefit from continuing with capacity-building “efforts by means of developing and implementing a comprehensive multi-year training strategy comprising different types of training techniques for the different criminal justice actors, with due consideration for professional hierarchies, and which includes on-the-job training and mentoring - in close coordination with relevant stakeholders” (GLO/R35-Nigeria segment).

### Lessons learned

- “A more comprehensive project strategy to enhance the capacity of public defenders would have to be supported by a training strategy [...] at the country level, developed - in this case - in close collaboration with the PDO and the James A.A. Pierre Judicial Institute to enhance ownership of activities, results and process at that level.” (ROA-204-7B)
- “Training and other capacity interventions need to be institutionalized and integrated into the mainstream training programmes of the organization. This approach [inclusion of training in the institutional setting of recipients; IEU] will likely have high outcome of training to be sustainable in the long run.” (BGD/X79)
- “Training programmes preceded by a training needs analysis assist in determining the necessity of the training, the objective of the training, identifying the content of the training, the training materials and the participants. It ensures that the participants who attend the training have the correct skills and experience and utilise the training provided within their own agencies.” (TKM/X57)

## Human Rights and Gender Equality (4%)<sup>14</sup>



References to Human Rights and Gender increased from 2 to 4 per cent as compared to the first meta-analysis. IEU has invested heavily over the past years in further mainstreaming human rights and gender equality into evaluations - leading to an increase in related recommendations. IEU is furthermore currently investing into integrating gender experts into evaluation processes to further advance this important issue.

### Synthesised Recommendations

Projects and Programmes should:

- further integrate human rights and gender equality considerations into all aspects of project/programme design and implementation;
- ensure a detailed understanding of human rights and gender priorities when engaging with Governments and CSOs;
- fully mainstream gender considerations into the project goals, indicators, outputs, outcomes, monitoring and evaluation;
- foster the participation of under-represented groups in trainings and other capacity-building initiatives and fully mainstream those considerations in training materials.

The key recommendation emerging from the analysed evaluations is the need to further “expand integration of gender equality and human rights perspectives through continuous mainstreaming of these

<sup>14</sup> The category of human rights and gender accounted for 4% of all references (equals 36 references) in the analysed recommendations. In comparison to the previous meta-analysis, the references further increased by 2%. As visible in the graph, the major directives in this category are Gender (50%), Human Rights and Gender (31%) and Human Rights (19%).

dimensions into all aspects of programme design and implementation” (RP South Eastern Europe). The independent evaluators recommended a more “nuanced approach that moves away from simply stating high level principles to looking at how the rights of different groups in society interplay with the issue of terrorism would better serve both the human rights and gender equality agendas” (XAP/X37). Those aspects need to be fully considered also when engaging with Government and civil society organisations in the project development phase to ensure a “detailed understanding of human rights priorities, including a specific gender focus, (that) is needed in design documentation, implementation processes and reporting” (LAO/X26) .

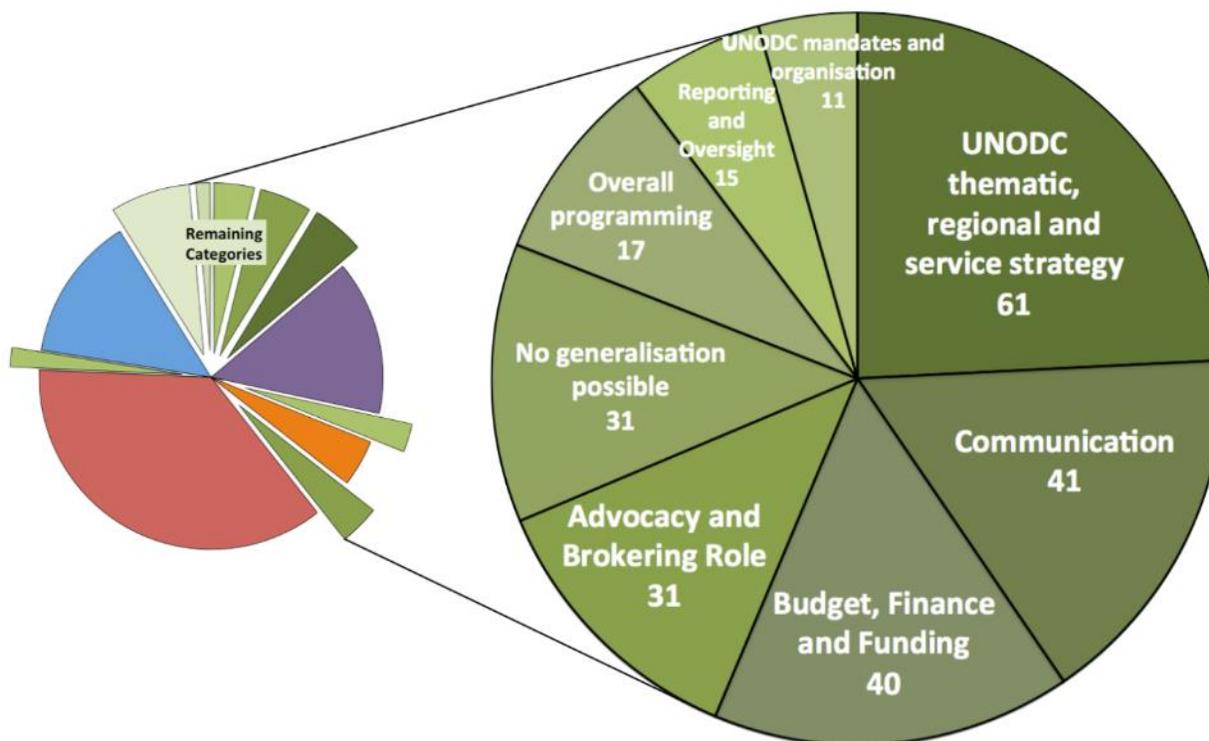
In particular, gender considerations need to be mainstreamed already in the planning and inception phases of projects, for example “in the situation analysis, the project goals, outputs, indicators, and monitoring and evaluation framework [at] the stage of the project design” (TKM/X57). However, those considerations do not only relate to the project cycle, but also to the actual implementation, for example when it is recommended to “get more clarity on the application of standards, such as unhindered access to the forensic medicine space in the Hospital in Ramallah, security and the protection of victims of SGBV” (PSE/X02). Therefore, evaluators recommended to “ensure that future projects conduct a gender baseline study and ascertain if there is anything that UNODC projects can positively achieve unilaterally or in direct support of other UN agencies” (TIL/X78) and to “improve outreach strategy by including the criterion of gender during the selection of trainees for future capacity-building activities” (TKM/X57). Those recommendations are also in line with the one provided by OIOS in the Audit of UNODC operations in Iran: “The UNODC Country Office in Iran should establish a mechanism to ensure that the tools included in the UNODC guidance notes are used to mainstream gender in its projects and programmes and request support from UNODC headquarters whenever necessary” (OIOS audit in Iran, 2015).

Numerous evaluations refer to the importance of fully mainstreaming “human rights into the project design (including indicators) and to embed and implement human rights considerations in the training curricula (e.g. on the link between corruption and human rights violations/ Member States’ human rights obligations and anti-corruption efforts as well as on the collaboration between anti-corruption agents and human rights defenders, investigative journalists and whistle-blowers)” (GLO/U68). It is essential to comprehensively “mainstream human rights [...] in the project, including in the expected outcomes, objective, and corresponding indicators to strengthen focus and support performance management” (PSE/X02). Moreover, independent evaluators proposed to “include a human rights risk assessment in line with the Secretary General’s “Human Rights due diligence policy on UN support to non-UN security forces (HRDDP)” promulgated in 2011 to ensure that activities are conducted under the principle of proper due diligence” (GMCP).

### Lessons Learned and Best Practices

- “The evaluation recommends project management to continue its successful outreach and involvement of female participants and beneficiaries; and to mainstream a broad-based approach on women and other under-represented groups into the project training sessions specifically devoted to the effects of corruption on under-represented groups, and gender-related human rights.” (GLO/U68)
- “Unscheduled positive impacts such as Women in Uniform in Mauritius should be recognized as a link to future engagement by other UN agency.” (GMCP)
- “When developing tools such as training manuals or guidelines, then getting a group of international and national experts involved from the very beginning to provide advice and/or research and write certain parts of these documents to speed up the process (...), could build ownership of a more integrated approach at an earlier stage. Including gender justice expertise from the early design stage onwards is key in such an undertaking.” (ROA-204-7B)
- “Respect for human rights is key in counter-terrorism response strategies. In several of the states where the Branch provides technical assistance, respect for human rights is not high on the agenda as the fight against terrorism is seen as ‘war’ and thus those caught in the net do not need to have ‘rights’. It is, therefore, of critical importance that human rights is placed at the centre of the delivery of technical assistance interventions and the collaboration among different domestic stakeholders to strengthen the hands of the prosecution.” (GLO/R35)
- “In the development of human rights training, it is commended to stick to a ‘work in progress’ model to give adequate time to include practitioners’ perspective in different modules to complement a more theoretical, academic orientation of current drafts. This must be replicated in other contexts to facilitate ownership and future usage of these modules.” (GLO/R35-Nigeria)
- “Design and implementation would have been strengthened with a greater emphasis on mainstreaming gender and human rights into the project document and on-going planning and implementation. While human rights underpin the project’s intent, this is not well-enough stated, nor is such a focus visible enough in design, implementation or reporting. As a result, while stakeholders and project staff have a sense of the importance of rights-based considerations, the depth and strength of understanding could be significantly strengthened.” (LAO/X26)

## Key results of remaining categories (32%)<sup>15</sup>



This category refers to all outstanding recommendations and references that are not covered in a dedicated section. The remaining categories represent 32 per cent of references in UNODC evaluation reports from 2015-2016.

One of the recurring recommendations regarding UNODC’s thematic, regional and service strategy relates to the identification and targeting of key areas for UNODC assistance - “ROMENA, in close consultation with MS of the region and LAS, should identify key thematic areas relevant to MS and the region and focus on legislative support and policy change (such as harm reduction, second cycle of the review process of UNCAC) rather than offer its full array of services and expertise” (RP Arab States). Moreover, UNODC’s specific role in relation to the review-mechanism of the UN Convention against Corruption is highlighted and recommended to “work more actively to support the political process to establish a mechanism for the review of the implementation of the Convention and the Protocols, including by proposing a concrete action plan” (GLO/T60). This also closely relates to targeted recommendations for particular thematic programmes and approaches in UNODC, for example ” to design and regularly review an overall strategy on anti-corruption at UNODC to facilitate a coherent approach to planning and implementation” (GLO/X69). In relation to another substantive topic-HIV/AIDS in the SAARC region-an independent evaluation team recommended that “given the resource constraints, the project may need to focus greater attention to countries and states with high HIV/AIDS prevalence, while countries and states with (very) low prevalence are best served by other UNODC drugs-related programmes” (RAS/H13).

<sup>15</sup> All remaining categories accounted for 32% of all references (equals 252 references) in the analysed recommendations. As visible in the graph, the major topics in this category are UNODC thematic, regional and service strategy (24%), Communication (16%), Budget, Finance and Funding (16%), Advocacy and Brokering Role (12%), Human Resources and Procurement (9%), Reporting and Oversight (6%), UNODC mandates and organization (5%) as well as references where generalization was not possible (12%).

Communication as a key tool for advocacy and raising awareness was referred to in a large amount of recommendations: “It is important to jointly develop a communication and advocacy strategy with counterparts. This implies: Produce specific communication material for the media; Raise awareness among communicators about the programme; Foster coverage of media for programme actions; Promote the use of social networks and technology to disseminate the programme and its achievements” (CP Paraguay) and also in relation to the frequency of communication: “In the next phase, LSS should focus on increasing the speed and frequency with which it provides local and regional (i.e. actionable) information to policymakers and other stakeholders” (GLO/J88; GLO/U54). This increased frequency of information is also in line with the recommendation to the Terrorism Prevention Branch to “establish a rapid response team of UNODC and non-UNODC members with a remit to produce position papers on current, evolving terrorism trends with options on how the GP could respond” (GLO/R35). In relation to Advocacy activities, independent evaluators recommended to continue with successful approaches such as the “outreach and involvement of female participants and beneficiaries” (GLO/U68) to promote “intra-agency cooperation/operations with established BLOs” (XAC/K22).

### Synthesised Recommendations

UNODC would benefit from:

- reviewing its funding model, developing dedicated fundraising strategies and better explaining full cost recovery and clearly relating it to the lack of core funding;
- focusing on the most important services and expertise in specific countries and regions and not offering its full line of services;
- offering more frequent position papers, updates, etc. on emerging threats (e.g. terrorism);
- further investing in continuity of staff to ensure lower turnover and better knowledge management.

Projects/programmes should:

- involve key stakeholders in developing a communication and advocacy strategy.

Numerous evaluations referred to Budget, Finance and Funding of UNODC, including recommendations targeted at better explaining the “full cost recovery system [...] to potential donors and member states as it is a direct consequence of the lack of core/seed funding” (RP West Africa). Moreover, designing and developing “project-specific fundraising strategy[ies] [...] to attract a wide range of donors [sic] and different donors and add local follow up activities (such as conferences, meetings in close cooperation with field offices) as a new, innovative project component to any future intervention (including a budget line)” (GLO/U68) was recommended. This is also evident in oversight reports; an OIOS audit (on UNODC operations in the Middle East and North Africa) recommended UNODC (the Regional Office for the Middle East and Northern Africa) to “prepare a donor assessment and fundraising plan” (OIOS Middle East and North Africa 2016). This aspect is again reiterated in the OIOS audit of UNODC operations in Peru: “The UNODC Country Office in Peru should develop a fund-raising strategy with updated estimation of funding needs based on its project capacity and financial requirements” (OIOS audit UNODC in Peru, 2015).

On a related topic, the importance of continuity in UNODC’s staffing is highlighted: “Given the struggle against crime and drugs is a very long term endeavour should UNODC want to be effective it should try to increase the effort to convince senior management at UN level to ensure that positions are long term reducing the turnover and reducing knowledge loss” (RP West Africa). In particular adequate field capacity in post-conflict settings is essential for effective implementation (ROA-204-7B).

## Lessons Learned and Best Practices

### Funding

- “Soft-earmarked funding enabled ROMENA to draft concept notes, pilot projects, support additional fund raising efforts, sponsor Programme/Project Offices and respond to countries needs more efficiently.” (RP Arab States)
- “The reliance of UNODC for voluntary donor contribution in 90% of its interventions’ portfolio is an impediment for optimum efficiency leading management to constantly seek bridging funding capacities and follow-up funds to secure impact and enhance sustainability of results. In addition, this situation has lead UNODC to accept ‘micro-funds’ that can divert it from its main objectives or add administrative burden to its already overwhelmed staff for little anticipated impact.” (RP West Africa)
- “The funding modality of UNODC often causes problems. Firstly it can mean that GPs with a global strategic vision find difficulty in pursuing that vision as a pragmatic approach to gathering funds often leads to the GP accepting donor priorities. (...) This funding model encourages unproductive competition between different units in UNODC, and between Vienna and the regional offices.” (GLO/R35)

### Human Resources

- “It is of utmost importance to have fulltime international experts on the ground to manage and coordinate project implementation. Although UNODC HQ team made up for this shortage, more on the spot management of activities, support provided to local staff and engagement with different stakeholders could possibly have had a positive effect on efficiency and effectiveness.” (GLO/R35-Nigeria)

### Advocacy/Communication

- “A number of project beneficiaries have a distorted perception of UNODC as a wealthy organisation with financial capacities to fund local advocacy campaigns and other activities. Additional explanations to beneficiaries regarding UNODC capacity limitations are therefore needed to manage the relations with the project beneficiaries and to create more realistic expectations for collaboration, which may be best achieved by designing a clear and effective communication strategy.” (GLO/U68)
- “New projects should include initiatives aimed at promoting forums for dialogue between public and private players, NGOs, civil society organizations, and projects that benefit from social investment in order to build collaborative arrangements and joint actions.” (BRA/X16)
- “Some stakeholders prefer to receive printed annual reports on drug situation, but more as a reminder or a ‘prop’ to catch someone’s attention. An important lesson to emerge from the evaluation is that these are generally not in consonance with the needs of the time. When stakeholders ask for more frequent and actionable ‘reports’, they are generally demanding shorter and more relevant information tailored to their needs. This is generally better served by way of website articles, blogs, podcasts and newsletters. While programmes may print a few hard copies, in general they are wasteful economically and environmentally and as such are no longer required.” (GLO/U54; GLO/J88)
- “Lack of visibility and knowledge of the RP - few local counterparts were aware of the RP objectives, which led to missed opportunities to foster cooperation amongst regional counterparts and highlighted the need for the UNODC to have a clearer communication and outreach strategy.” (RP Arab States)

### UNODC’s thematic strategy

- “Recognising that CT is a new subject area with its particular sensitivities, threats, dangers and competency issues. This implies developing new and more realistic indicators for the effectiveness of CT work and ensuring adequate time for planning and set up as well as flexibility for adjusting to the rapidly changing external CT context.” (XAP/U37)
- “Thematic Programmes have heavily informed RP / SP activities. That shows that Thematic Programmes are also the key guidelines in the implementation of UNODC’s mandate. They therefore need to be revised and brought up to date with current debates in the respective fields, and they need to be revised in order to better reflect cross-cutting issues such as gender and human rights.” (RP Eastern Africa)

# Conclusions

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This second meta-analysis of 41 independent evaluation reports as well as 542 recommendations and 292 lessons learned/best practices from January 2015 to December 2016 showed once again a wide array of relevant topics of major importance for UNODC. When comparing the results of the first meta-analysis in 2015 (covering the findings and recommendations of evaluation report from January 2011 to December 2014) with the current one, the continued focus of recommendations on the project/programme cycle is evident. Recommendations in this second meta-analysis were, however, more specifically targeting cross-cutting topics such as capacity-building, human rights and gender, but less UNODC's overall strategic approach which was the main topic with recommendations in the first meta-analysis.

In order to increase learning from evaluations, IEU invested in developing and further strengthening its recommendations and lessons learned database (available to all UNODC staff) and has conducted a dedicated evaluation-based study-led by an international expert-on best practices and lessons learned in building capacity (full study is available on the IEU website: <http://www.unodc.org/unodc/en/evaluation/meta-analyses.html>). This study highlights various best practices inside and outside of UNODC, thereby directly addressing the meta-analysis category with the second highest number of references.

The analysed recommendations in this second meta-analysis clearly show that Results Based Management (RBM) is once again the topic with the highest number of references, inviting UNODC as well as MS to support the development of high quality projects and programmes. This entails further strengthening the project design by including SMART indicators, defining specific and realistic goals, setting measurable indicators and baselines, accounting for local circumstances, fully mainstreaming human rights and gender, measuring results above the output-level with a clear focus on medium and long-term results, and investing in monitoring and evaluation systems. This would lead to improved visibility and measurability of results and more effective implementation of projects and programmes.

Implementation would further need to be strengthened by promoting closer coordination with other UN agencies, Member States, other partners, CSOs and academia. This cooperation should also include private companies, in particular umbrella organisations, to use UNODC's convening power for fostering regional cooperation throughout all sectors to tackle drugs, crime and terrorism. Such would support UNODC's role in supporting Member States to implement the SDGs within UNODC's mandate.

The recommendations also revealed that UNODC should invest in measuring the actual results of capacity-building initiatives. In addition, the capacity-building analysis also highlights that UNODC would benefit from developing a multi-year training strategy and including different types and levels of capacity-building (including eLearning, mentoring, beginner-medium-advanced training courses, etc.).

Once again, the importance of the review of UNODC's funding model as well as more targeted communication about full cost recovery-as a direct consequence of the lack of core or seed funding-was highlighted in the analysed evaluations. In relation to communication, numerous recommendations called for an increase in the frequency of policy papers, reports, etc. on emerging threats (terrorism prevention; synthetic drugs; etc.) and adapt them more clearly to the needs of the audience in the time of social media, blogs, etc. Those aspects should also be included in dedicated communication and fundraising strategies at project- or office-level.

The importance of mainstreaming human rights and gender considerations into the full project cycle as well as UNODC's mandated areas of work was also once again highlighted as crucial in numerous evaluations. That was the case not only in relation to the UN SDGs, but also in relation to including under-represented groups in UNODC's activities and ensuring an inclusive approach. In this regard, recommendations showed the importance for outreach activities to be conducted for including under-represented groups in trainings and other activities.

The results of the meta-analysis also point to the role of evaluation as an agent of change, leading to increased visibility of specific topics, ensuring that no one is left behind, especially in line with the SDGs. In this regard, IEU will further strengthen its approaches, norms, tools and guidelines to foster a culture of accountability, learning and results-based management. The positive reception of the first meta-analysis by Member States, Senior Management as well as Oversight Bodies highlighted once more the transformative role evaluation can play in highlighting recurring topics and initiating discussions at a strategic level.

# Annex 1 – Methodological Approach

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The methodological approach for the first meta-analysis was based on inductive category development. All 1003 recommendations as well as 445 lessons learned were analysed and categorized in accordance with the developed coding scheme, outlining 83 categories. The review and analysis of all recommendations and lessons learned, which lead to developing the categories, was conducted by two IEU staff members.

The qualitative analysis and quantitative assessment in the form of a frequency analysis for this meta-analysis included the independent quality assessment of all published UNODC evaluation reports in from the time period of 01 January 2015 to 31 December 2016 (41). Subsequently, all reports that were rated as “fair,” “good” or “very good” were included (all 41 reports met the standards) for review<sup>16</sup>. All 542 recommendations and 229 lessons learned of 41 published evaluation reports were used as data source for this analysis.

IEU built on the methodological approach from the first meta-analysis as well as the inductively developed categories<sup>17</sup>-in line with the approach of the social scientist Philipp Mayring<sup>18</sup>-to ensure comparability.

Therefore, the current meta-analysis has been based on a deductive analysis - with the main steps of the analysis being as follows:

1. Independent quality assessment of all published UNODC evaluation reports in 2015/2016;
2. Identification of research object (data source - all published UNODC evaluation reports that meet the minimum UNEG and UNODC Evaluation norms and standards; published reports not meeting those standards would not be included);
3. Review of pre-defined categories from previous meta-analysis after 10% and 50% of the material (and also of 100% a final review was conducted) - no categories needed to be added;
4. Continuous review in the process and a final check of the reliability of the categories by IEU staff to ensure full relevance; Finalising labelling;
5. Final check of reliability of categories - no categories were added to the ones developed in the previous meta-analysis;
6. Comparison of the results of the analysis with those of the previous meta-analysis;
7. Qualitative interpretation of the results (recommendations and lessons learned), especially focussing on In-Depth Evaluation recommendations and lessons learned, as well as quantitative assessment in form of a frequency analysis.

Furthermore, all recommendations were anonymized for the labelling process in order to avoid influences resulting from the type, topic or scope of the evaluation.

After all recommendations and lessons learned were labelled, the quantitative assessment in form of a frequency analysis was conducted in Microsoft Excel. Furthermore, the qualitative analysis of the material, focussing on IDEs, was connected with the quantitative information of numbers of labels, etc. and lead to the final meta-analysis report. As one recommendation and also one lesson learned was

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<sup>16</sup> All evaluation reports are available on the public IEU website: <http://www.unodc.org/unodc/en/evaluation/publications.html>

<sup>17</sup> The analysis of the recommendations and lessons learned was based on inductive category development (following the approach of the social scientist Philipp Mayring). This approach ensured that the categories used for labelling the recommendations and lessons learned were based on the material and not already pre-judged before the analysis took place. This ensured that the data material was fully reflected in the analysis and therefore minimised the subjectivity of the labelling-process.

<sup>18</sup> Mayring, Philipp: Qualitative Content Analysis, June 2000 - online available: <http://www.qualitative-research.net/index.php/fqs/article/view/1089/2385>

labelled with up to 3 different labels, this gave a much broader data source for the analysis. Moreover, this mitigated the limitation of some recommendations and lessons learned referring to more than one topic. Therefore 806 references were assigned to 542 recommendations, equalling to 1.5 references per recommendation.

After all recommendations were labelled, the next step was to cluster the labels in order to prepare the ground for the analysis and begin with the frequency analysis. The clusters were built on the categories, leading to a number of major clusters as well as some sub-clusters (major cluster e.g. "Project/Programme Cycle," sub-cluster e.g.: "Project/Programme Cycle - development").

In order to deepen the analysis and further enhance knowledge management through this meta-analysis, lessons learned of all conducted evaluations were analysed and labelled with the same approach as recommendations. This approach allowed IEU to complement the findings of the recommendations with either best practices or lessons learned. Throughout the report, recommendations and lessons learned are used in the findings sections, best practices, and lessons learned to showcase examples with wider applicability for UNODC at large and foster learning through best practices.

## *Limitations*

Various limitations were encountered while conducting this analysis.

One of the key limitations of qualitative research relates to the subjectivity of labelling and category building, as many recommendations, as well as lessons learned, leave room for interpretation. In order to mitigate this limitation, recommendations and lessons learned were labelled with up to three categories and the development of the categories for the first meta-analysis involved two IEU staff members in identifying the categories. This not only reduced the subjectivity of the rating, it also ensured that all aspects of the recommendations and lessons learned were covered in the category-system and this lead to an even more detailed analysis.

Furthermore, the conducted analysis is based on the available material and therefore some areas are not covered that are not reflected in the recommendations or lessons learned at hand. As all evaluations are based on evaluation TORs in line with UNEG norms and standard and the OECD DAC criteria, the scope of evaluations is focussed on those categories which introduces some limitations in this meta-analysis.

Moreover, the limited financial and human resources of IEU to conduct this analysis limited the depth and scope of the report. However, this was overcome to some extent with various rounds of feedback from different team members to ensure a high quality product.

## Annex 2 – List of evaluations

Name	Hyperlink	Year	Region	Topic
XAF/K45 Response to the Social and Livelihood Needs for HIV/AIDS Prevention in East Africa	<a href="#">XAF/K45</a>	2015	Africa & Middle East	Prevention, treatment and reintegration, and alternative development
GLO/X30-X32 The 6Ps - Public-Private Partnership for Probity in Public Procurement ; Outreach and Communication Programme for the United Nations Convention against Corruption; Incentives to Corporate Integrity and Cooperation in accordance with the United Nations Convention against Corruption	<a href="#">GLO/X30-32</a>	2015	Global	Countering corruption
ROA-204-7B - Promoting Rule of Law and Governance in the Criminal Justice System in Liberia (NOT IN PROFI)	<a href="#">ROA-204-7B</a>	2015	Africa & Middle East	Justice
GLO/T60 "Support to the work of the Conference of the Parties to the UNTOC Convention"	<a href="#">GLO/T60</a>	2015	Global	Countering Transnational Organized Crime and Illicit Drug Trafficking
XAC/K22 Countering the trafficking of Afghan opiates via the northern route by enhancing the capacity of key border crossings points (BCPs) and through the establishment of Border Liaison Offices (BLOs)	<a href="#">XAC/K22</a>	2015	West & Central Asia	Countering Transnational Organized Crime and Illicit Drug Trafficking
Strengthening the Legal Regime against Terrorism	<a href="#">GLO/R35</a>	2015	Global	Terrorism prevention
Regional Programme for Afghanistan and Neighbouring Countries 2011-2015	<a href="#">RP AFG and NC</a>	2015	West & Central Asia	Various
Regional Programme for South Eastern Europe 2011-2015	<a href="#">RP SEE</a>	2015	Central & Eastern Europe	Various
Strengthening Land Border Control in Timor Leste	<a href="#">TIL/X78</a>	2015	East Asia & Pacific	Countering Transnational Organized Crime and Illicit Drug Trafficking
Regional Programme for Arab States (2011-2015)	<a href="#">RP Arab States</a>	2015	Africa & Middle East	Various
Regional Programme for Eastern Africa (2009-2015)	<a href="#">RP Eastern Africa</a>	2015	Africa & Middle East	Various
Precursor Control in Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan) and Azerbaijan	<a href="#">RER/E29</a>	2015	West & Central Asia	Countering Transnational Organized Crime and Illicit Drug Trafficking

UNODC Global eLearning Programme-making the world safer from drugs, crime and terrorism	<a href="#">GLO/U61</a>	2015	Global	Countering Transnational Organized Crime and Illicit Drug Trafficking
Interventions of UNODC in support of the region of Central America	<a href="#">RP Central America</a>	2015	Latin America & Caribbean	Various
UN Pacific Regional Anti-Corruption (UN-PRAC) Project	<a href="#">XSP/X70</a>	2015	East Asia & Pacific	Countering corruption
UNODC Integrated National Program for Paraguay (2011-2014) for strengthening the rule of law, Security and Justice (PNI)	<a href="#">CP Paraguay</a>	2015	Latin America & Caribbean	Justice
Global Maritime Crime Programme	<a href="#">GMCP</a>	2015	Global	Justice
Joint Action towards a Global Regime against Corruption	<a href="#">GLOX69</a>	2015	Global	Countering corruption
Technical Assistance provided to the Government of Bangladesh in Strengthening the Responses to Human Trafficking	<a href="#">BGDX79</a>	2015	South Asia	Countering Transnational Organized Crime and Illicit Drug Trafficking
Regional Programme for West Africa 2010-2014	<a href="#">RP West Africa</a>	2015	Africa & Middle East	Various
Strengthening the legal regime against terrorism	<a href="#">GLOR35-Nigeria Segment</a>	2016	Africa & Middle East	Terrorism prevention
Systematization of prevention of corruption best practices focused on child population at state level, in the framework of the State-Federation Comptrollers Permanent Commission	<a href="#">MEXZ44</a>	2016	Latin America & Caribbean	Countering corruption
Technical and operational training of officers of the Antinarcotics Police, Community Police, Security Enforcers and community leaders	<a href="#">ECUY14</a>	2016	Latin America & Caribbean	Prevention, treatment and reintegration, and alternative development
Strengthening the State Service on Drug Control of the Kyrgyz Republic - Phase I	<a href="#">KGZK50</a>	2016	West & Central Asia	Countering Transnational Organized Crime and Illicit Drug Trafficking
Sub-programme on Counter-Terrorism: East and Southeast Asia Partnership on Criminal Justice Responses to Terrorism	<a href="#">XAP/X37</a>	2016	East Asia & Pacific	Terrorism prevention
Expressive Youth: citizenship, access to justice and of life for young people in vulnerable situations	<a href="#">BRA/X16</a>	2016	Latin America & Caribbean	Prevention, treatment and reintegration, and alternative development
Strengthening of Rule of Law in the Federal District of Mexico through its Legislative Assembly	<a href="#">MEX/V27</a>	2016	Latin America & Caribbean	Justice
Forensic Human Resource and Governance Development Assistance for the Palestinian Authority	<a href="#">PSE/X02</a>	2016	Africa & Middle East	Research and Trend Analysis
GLOU54: Global Scientific and Forensic Programme - Support Project; GLOJ88: Global SMART Programme	<a href="#">GLO/J88, GLO/U54</a>	2016	Global	Research and Trend Analysis

# Annex 3 – Desk review list

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- Mayring, Philipp: Qualitative Content Analysis, June 2000 (<http://www.qualitative-research.net/index.php/fqs/article/view/1089/2385>)
- OIOS Audit of United Nations Office on Drugs and Crime operations in the Middle East and North Africa (2016/099) (Link: <https://oios.un.org/page/download/id/554>)
- OIOS Audit of United Nations Office on Drugs and Crime operations in Iran (2015/141) (Link: <https://oios.un.org/page/download/id/402>)
- OIOS Audit of United Nations Office on Drugs and Crime operations in Peru (2015/079) (Link: <https://oios.un.org/page/download/id/340>)
- UN: Sustainable Development Goals (<http://www.un.org/sustainabledevelopment/sustainable-development-goals/>)
- UNEG: Integrating Human Rights and Gender Equality in Evaluations, 2014 (<http://unevaluation.org/document/detail/1616>)
- UNEG: Norms and Standards 2016 (<http://www.unevaluation.org/document/detail/1914>)
- UNODC/IEU: Meta-Analysis of Evaluation Reports 01/2011-12/2014 ([http://www.unodc.org/documents/evaluation/Meta-Analysis/UNODC\\_Evaluation\\_Meta-Analysis\\_2011-2014.pdf](http://www.unodc.org/documents/evaluation/Meta-Analysis/UNODC_Evaluation_Meta-Analysis_2011-2014.pdf))
- UNODC: Guidance Note on Gender Mainstreaming in UNODC, 2013 (<http://www.un.org/womenwatch/directory/docs/UNODC-GuidanceNote-GenderMainstreaming.pdf>)
- UNODC: Position Paper on Human Rights, 2011 ([http://www.unodc.org/documents/justice-and-prison-reform/UNODC\\_Human\\_rights\\_position\\_paper\\_2012.pdf](http://www.unodc.org/documents/justice-and-prison-reform/UNODC_Human_rights_position_paper_2012.pdf))
- UNWOMEN: What can we learn from UN Women Evaluations? A meta-analysis of evaluations managed by UN Women in 2013 (<http://www.unwomen.org/en/digital-library/publications/2016/6/meta-analysis-of-evaluations-managed-by-un-women-in-2014-and-2015>)
- UNWOMEN: What can we learn from UN Women Evaluations? A meta-analysis of evaluations managed by UN Women in 2014-2015 (<http://www.unwomen.org/en/digital-library/publications/2016/6/meta-analysis-of-evaluations-managed-by-un-women-in-2014-and-2015#view>)

## Annex 4 – Categories of the analysis

Main category	Sub-Categories	Definition
Advocacy and Brokering Role	Advocacy	Referring to advocacy in UNODC (including public relations)
Advocacy and Brokering Role	Brokering role	Referring to UNODC as broker between different entities; also building on the neutral state of the UN; also including the convening role of UNODC
Advocacy and Brokering Role	Donor engagement	Referring to the active engagement of donors in projects/programmes.
Advocacy and Brokering Role	Raising awareness	Referring to UNODC's role to raise awareness on various topics within its mandate.
Budget, Finance and Funding	Budget	Referring to everything related to the budget of projects and programmes.
Budget, Finance and Funding	Cost-sharing	Referring to cost-sharing of staff; activities; etc.
Budget, Finance and Funding	Finance-management	Referring to the management of finances, not budget-related.
Budget, Finance and Funding	Funding	Referring to everything that is funding-related.
Budget, Finance and Funding	Fundraising strategy	Referring to the fundraising strategy of UNODC at project/programme level or at large.
Budget, Finance and Funding	Host government resources	Referring to the usage of host government resources, also in relation to host government funding
Budget, Finance and Funding	Outsourcing	Referring to outsourcing specific parts of UNODC's implementation to private companies or e.g. CSOs
Budget, Finance and Funding	Reallocation of resources	Referring to the reallocation of resources of a specific project/programme
Communication	Communication	Referring to recommendations that are including various partners, e.g. external and internal partners, etc.
Communication - external	Communication - donors	Referring specifically to communication with donors.
Communication - external	Communication-external partners	Referring to communication with various external partners.
Communication - external	Communication-recipients	Referring to communication with recipient governments, ministries, etc.
Communication - external	Communication-UN-organisations	Referring to communication with other UN-organisations
Communication - publications	Publications	Referring to UNODC strategies for publications or procedures for publications
Communication - UNODC internal	Communication-internal	Referring specifically to internal UNODC communication.
Cooperation and coordination	Cooperation-overall	Referring to cooperation without specific partners, but overall.
Cooperation and coordination	Cooperation-roles & responsibilities	Referring to the roles and responsibilities in the cooperation with partners.
Cooperation and coordination	Coordination	Referring to overall coordination
Cooperation and coordination - external	Cooperation - recipients	Referring to UNODC-cooperation with recipient governments; institutions; etc.
Cooperation and coordination - external	Cooperation external partners	UNODC cooperation with external partners, including Steering Committees, etc. as well as cooperation with multiple partners
Cooperation and coordination - external	Cooperation-CSOs	Referring to cooperation with Civil Society Organisations.
Cooperation and coordination - external	Cooperation-donor	Referring to cooperation and also engagement with donors.

Cooperation and coordination - external	Cooperation-private sector	Referring to cooperation with the private sector, but not CSO
Cooperation and coordination - external	Cooperation-regional	Referring to cooperation within a specific region
Cooperation and coordination - external	Cooperation-UN agencies	Referring to the cooperation with other UN agencies.
Cooperation and coordination - UNODC internal	Cooperation - internally	Referring to UNODC-internal cooperation, including with ITS.
Human Resources	Human Resources	Referring to everything related to human resources as well as human resources strategy
Human Resources	Pool of experts	Referring to the creation of pools of experts for e.g. trainings; also including trainers, etc.
Human Resources	Staff development	Referring to the development of specific skills for UNODC staff.
Human Rights and Gender	Gender	Referring to "Gender" in project/programme development or implementation as well as capacity-building, etc.
Human Rights and Gender	Human Rights	Referring to "Human Rights" in project/programme development or implementation as well as capacity-building, etc.
Human Rights and Gender	Human Rights and Gender	Referring to "Human Rights and Gender" in project/programme development or implementation as well as capacity-building, etc.
No generalisation possible	No generalisation possible	Referring to recommendations that are either too wide; too specific or the language used is not adequate.
No generalisation possible	Recipient action	Referring to direct action to be taken by recipient, without UNODC involvement.
Procurement	Procurement	Referring to procurement of UNODC.
Programming - development	Programme development	Referring to the development-phase of programmes and also projects overall, including recommendations for future projects.
Programming - development	Programme Development - consultations	Referring to internal and external consultations when designing programmes
Programming - development	Readiness assessment	Referring to the readiness assessment when engaging in a country
Programming - development	Threat assessment	Referring to threat assessments in project and programme planning.
Programming - documentation	Project documentation	Referring to the documentation of projects.
Programming - flexibility	Flexibility of prog/proj	Referring to the flexibility of projects and programmes, especially regarding design or implementation.
Programming - integration	Programming-integration	Referring to integration of programmes or projects within UNODC (integrated programming)
Programming - Knowledge and information Management	Information sharing	Referring to the sharing with information of projects/programmes, either internally or also externally.
Programming - Knowledge and information Management	Knowledge Management	Referring to internal and external knowledge management.

Programming - Knowledge and information Management	Lessons Learned	Referring to recommendations that point out lessons learned.
Programming - local circumstances	Local circumstances	Referring to taking into account specific circumstances when planning and implementing proj/prog (e.g. geographical; security; etc.)
Programming - local circumstances	Local expertise	Referring to the usage of local expertise in project/programme implementation.
Programming - overall	Best practices	Referring to recommendations that point out best practices.
Programming - overall	Programming overall	Referring to programming-strategies overall in UNODC
Programming - overall	Reducing implementation	Referring to reducing activities or to exit from various activities and e.g. leave this activity to CSOs.
Programming - planning	Future development of proj/prog	Referring to either an already planned future phase of the project/programme or further implementation (e.g. when evaluation was mid-term).
Programming - planning	Feasibility study	Referring to a feasibility study when developing the Programme/Project document
Programming - planning	Needs analysis	Also included are needs assessments.
Programming - planning	Planning	Referring to planning for future phases of projects/programmes, etc.
Programming - planning	Re-focus	Referring to re-focus or specifically focus the services, etc. of a proj/prog
Programming - RBM	Quality assurance	Referring to quality-assurance processes in UNODC
Programming - RBM	RBM	Everything relating to Results-Based Management, including M&E as well as Performance Indicators; also included RBM for capacity-building, etc.
Programming - RBM	RBM-evaluation	Referring to everything related to evaluation of projects/programmes; but not capacity-building (as this is covered in RBM)
Programming - RBM	RBM-logframe	Referring directly to the logframe; can also include performance indicators; M&E, etc.
Programming - RBM	RBM-monitoring	Referring to monitoring in RBM.
Programming - Risk Management	Risk Management	Referring also to Risk Assessments.
Programming - Security situation	Security	Referring to the security situation in recipient countries.
Programming - sustainability	Follow-up proj/prog	Referring to future follow-up programmes/projects.
Programming - sustainability	Exit strategy	Referring to the exit strategy for projects or programmes.
Programming - sustainability	Extending projects/programmes	Referring to the extension of the specific project or programme.

Programming - sustainability	Prog/Proj length	Referring to the length of the project/programme (e.g. was too short; future projects should be longer; etc.)
Programming - sustainability	Sustainability	Referring to the sustainability of projects, programmes (also e.g. funding-related)
Reporting and Oversight	Oversight	Referring to oversight-relations, especially regarding report and implementation.
Reporting and Oversight	Reporting	Referring to all kinds of reporting of projects and programmes; also financial reporting and donor reporting
UNODC Services - IT systems	IT systems	Referring to IT systems as well as programmes, including computer-based training; databases; eLearning; etc.
UNODC Services - normative	Normative service	Referring to normative services provided by UNODC.
UNODC Services - Research	Research	Referring to conducting further research; gathering further data on specific subjects.
UNODC Services - Technical Assistance	Technical assistance-overall	Referring the specific service of technical assistance.
UNODC Services - Technical Assistance	Technical Assistance-ToT	Referring to UNODC capacity-building in the form of train-the-trainer approach
UNODC Services - Technical Assistance	Technical Assistance-Training	Referring to UNODC Capacity-building in the form of training
UNODC strategy and structure - regional strategy	Regional strategy	Referring to the strategic approach in a specific region for future programmes and projects
UNODC strategy and structure - service strategy	Services strategies	Referring to the strategy for implementing UNODC services like technical assistance; normative assistance; etc.
UNODC strategy and structure - service strategy	Services strategies-Training	Referring to the strategic approach in trainings (as part of technical assistance)
UNODC strategy and structure - service strategy	Services strategies-Technical assistance	Referring to the strategy of providing technical assistance/capacity-building in general
UNODC strategy and structure - Thematic Programming	Thematic Programming	Programming in UNODC regarding the thematic coverage, e.g. for future projects/programmes
UNODC strategy and structure - Thematic strategies	Thematic strategies	Referring to UNODC strategies in thematic areas overall, including re-focusing thematic approaches e.g. on corruption at large, or e.g. on specific strategies on HIV/AIDS prevention
UNODC strategy and structure - UNODC mandate(s)	UNODC mandate(s)	Referring to the mandates of UNODC, also including e.g. focus; etc.
UNODC strategy and structure - UNODC structure/organisation	UNODC structure/organisation	Referring to the structure as well as organisation of UNODC;