

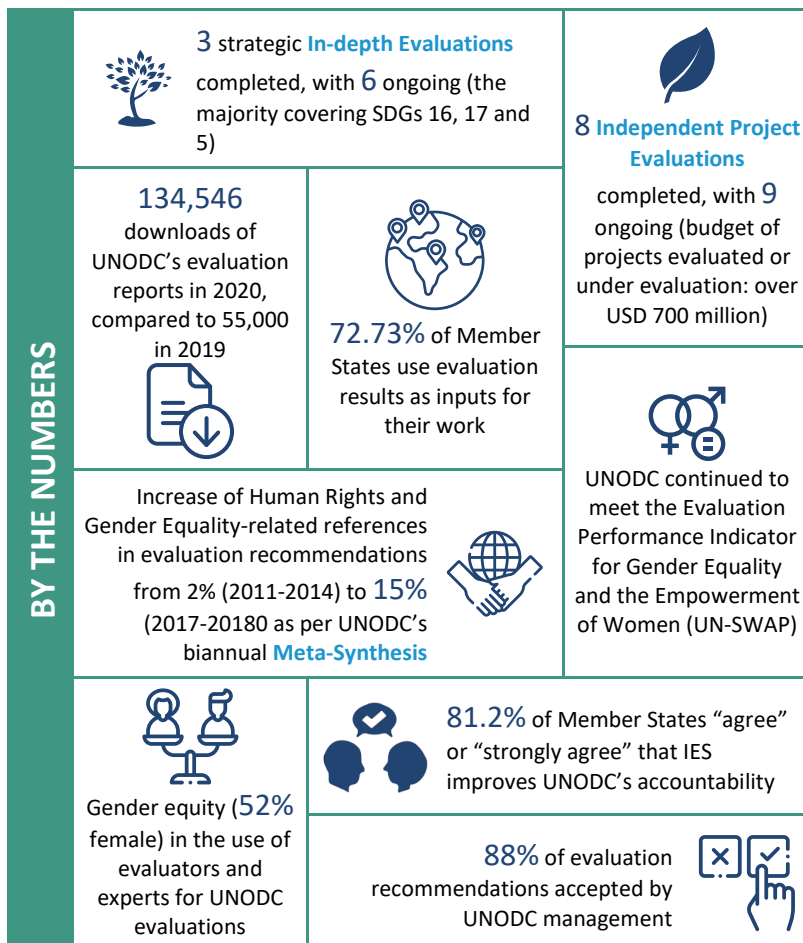
# YEAR IN REVIEW 2020

## EVALUATION RESULTS

The Independent Evaluation Section (IES) contributes to UNODC's accountability and evaluation-based decision-making in the response to drugs, crime and terrorism by responding to the organizational need for inputs to evidence-based programming.

IES conducts participatory, independent, inclusive gender-responsive evaluations at corporate, policy, programme and project levels and reports on completed independent evaluations directly to UNODC's Executive Director and Member States. As IES is committed to utilization-focused evaluations, it uses initiatives where managers and stakeholders leverage learning opportunities of an evaluation. This includes dedicated briefings to strengthen the utility of results for the completed [In-depth Evaluation of the Regional Programme for Southeast Asia and the Pacific](#), the [Global Programme for the Implementation of the Doha Declaration \(GLOZ82\)](#) and the [Global Maritime Crime Programme \(GMCP\)](#).

UNODC's first corporate-level evaluation of the UNOV/UNODC Strategy for Gender Equality and Empowerment of Women (2018-2021), including also the Global Programme for Gender Equality and Empowerment of Women (GLOW25) has further been initiated to inform the new Gender Equality Strategy.



## KNOWLEDGE PRODUCTS & INNOVATION

IES completed a [Meta-Synthesis of all 2017-2018 UNODC evaluations](#). The objective was to increase knowledge and awareness of recurring recommendations and lessons learned, as well as increase the utility of evaluation results.

Moreover, IES completed an [evaluation-based meta-synthesis of UNODC evaluation results on crime prevention and preventing violent extremism](#). IES, in cooperation with TPB, UNOCT and UNICRI, has further initiated an innovative meta-synthesis of evaluations under the UN Global Strategy to Counter Terrorism to strengthen evaluation approaches and offer aggregate findings.

### ABOUT IES

IES delivers products and services in line with three strategic pillars of mandated work: **EVALUATION RESULTS, KNOWLEDGE PRODUCTS & INNOVATION, and EVALUATION CAPACITY DEVELOPMENT.**

### SPOTLIGHT

#### NEW EVALUATION APPROACHES IN TIMES OF COVID-19 CRISIS

As COVID-19 has changed how evaluations are conducted in the UN at large as well as at UNODC, IES has adapted its approaches to ensure evaluations work could continue to be of high quality as well as utilisation-focused.

In lieu of field missions, IES has identified **solutions to supplement data collection and analysis to increase the utility of evaluation results:**

- One best practice is [the evaluation of GLOZ82](#). Thanks to joint efforts and adapted methods, the evaluation could be finalised, leading to useful evaluation results.
- One further good example is the on-going evaluation of UNODC's work in West and Central Asia, using national evaluators/experts to contribute with local knowledge and data collection to the whole evaluation process.

As the number, complexity and diversity of evaluations have increased, IES is further assessing various evaluative and review approaches, including rapid and real-time options in line with best practices in other UN entities. Moreover, cooperation and collaboration with Oversight Bodies, as well as UNEG has been strengthened.

#### THE IMPORTANCE OF INCLUSIVE GENDER-RESPONSIVE EVALUATIONS

IES has identified measures to mitigate potential risks when conducting evaluations, including selecting respondents in an inclusive manner and adjusting data collection to ensure under-represented groups are included. These adaptations are fully in line with the efforts over the past 5 years to fully mainstream [gender equality in UNODC evaluations](#).

One best practice is further the hiring of gender experts for strategic evaluations, including for [GMCP](#). In that case, the gender expert guided the evaluation team in implementing a gender-responsive evaluation and reviewed IES' gender-related guidance.




## SPOTLIGHT

 INNOVATION AND MODERN IT SOLUTIONS:  
UNITE EVALUATIONS

**Unite Evaluations** is IES' web-based evaluation management and knowledge sharing application. After extensively using the tool for managing all of UNODC evaluations, the application is also providing insights on the evaluation portfolio, as well as facilitating access to evaluation recommendations and lessons learned.

IES has developed a concise **Unite Evaluations User Manual to guide project managers** on how to best use Unite Evaluations throughout the full evaluation cycle.

The added value of Unite Evaluation is highlighted for example by the MOPAN 2019 Assessment of UNODC. The Office of Internal Oversight Services (OIOS) has also identified Unite Evaluations as a "notable good practice in evaluation management" as well as "a noteworthy example in advancements made for reporting evaluation results vis-à-vis the SDGs".




BY THE NUMBERS	 <p>Innovative web-based evaluation management application, Unite Evaluations, online since March 2019</p>	<p><b>100%</b> of independent evaluation reports were rated by the EQA as "Good" or "Very Good".</p> 
	 <ul style="list-style-type: none"> <li>• <b>1 Meta-synthesis of 31 UNODC evaluation reports in 2017-2018</b>, representing over USD 300 million of UNODC's budget and offering aggregate findings based on 289 recommendations;</li> <li>• <b>1 Meta-synthesis on preventing crime and violent extremism</b>, based on 32 evaluation reports, including 17 prepared by UNODC and 16 by other UN entities, NGOs, governments and private sector.</li> </ul>	


 EVALUATION CAPACITY DEVELOPMENT

Due to the COVID-19 crisis, IES has put its focus to support UNODC staff in **evaluation capacity development** in a variety of ways:

- **IES' response to COVID-19**, including **two webinars on "Planning and undertaking evaluations in UNODC during the COVID-19 crisis"**;
- Technical support and technical assistance to programme/project managers and evaluators in the evaluation process;
- **Development and revision of evaluation guidelines and templates** for evaluation management, ensuring access through its website;
- Using each evaluation for on-the-job training, tailored to the different needs of the target audience.

In order to respond to the SDGs and in line with the UNGA resolution A/RES/69/237, IES further offers technical assistance to strengthen **national evaluation capacities** and systems based on its successful experience in the Kingdom of Morocco.

BY THE NUMBERS	 <p><b>11</b> presentations delivered in UNEG and other international events/meetings</p>	 <p><b>309</b> participants at IES presentations to UNEG and international events/meetings</p>	 <p><b>67</b> (50% female; 80% from field offices and 20% from HQ) managers and evaluation focal points attending IES webinars on COVID-19</p>
----------------	--	---	---

## EVALUATION QUALITY ASSESSMENTS

As part of its efforts to ensure that independent evaluations provide credible information for evidence-based programming, **IES has commissioned independent external evaluation quality assessments (EQAs)** since 2014 and has continued with this good practice. The **EQA of evaluations completed in 2020** showed that 100% of the independent reports were rated by the EQA as "Good" or "Very Good", therefore the trend from 2018 and 2019 was continued.

As part of this process, IES also seeks to improve evaluation practice and to create better mechanisms for tracking and using the knowledge gained from evaluations as part of on-going organizational learning.

## SPOTLIGHT

## COMMUNICATION

In response to information needs and the current situation, IES has heavily invested in further strengthening its communication products and engagement approach.

This has implied working even closer with project managers to ensure finalized and useful evaluations, through utilizing various communication approaches, products and services. This include e.g. fully tailored briefing materials for Member States and the Executive Director, in addition to strengthened collaboration with other evaluation functions across the UN system.

New products include visual concepts of IES and its three pillars of work, integrated into IES **re-structured new website** and revised templates for the evaluation process. All new templates are further translated into Spanish. Moreover, IES has developed new guidance with innovative approaches based upon an active exchange with UNEG. This includes **a Brief** and **a Guidance Note** on how to adjust to COVID-19 in UNODC evaluations.

IES' communication plan is currently under revision, with new upcoming communication products and services, including a template for a revised Evaluation Policy.

## INDEPENDENT EVALUATION SECTION

United Nations Office on Drugs and Crime  
Vienna International Centre  
P.O. Box 500, 1400 Vienna, Austria

Telephone: (+43-1) 26060-0  
Email: [ies@unodc.org](mailto:ies@unodc.org)  
Web: [www.unodc.org/evaluation](http://www.unodc.org/evaluation)