

STEPS OF A UNODC INDEPENDENT PROJECT EVALUATION

1

INITIATE

The **Project Manager (PM)**:

- Consults with the Independent Evaluation Section (IES) 8 months before the intended end of the evaluation or project.
- Initiates the evaluation in Unite Evaluations.
- Ensures availability of the evaluation budget as reserved at the planning stage.
- Informs the Head of Office/Unit/Division.
- Identifies stakeholders and Core Learning Partners (CLPs).

NOTE: evaluations with insufficient budget and/or unrealistic timeframe will not be approved.



1-2 weeks

2

PREPARE

The **Project Manager**:

- Drafts the Terms of Reference (ToR) using IES's latest template.
- Submits the Draft ToR to IES in Unite Evaluations.

The **Independent Evaluation Section** reviews and comments on the Draft ToR.

The **Project Manager**:

- Revises the Draft ToR in line with comments received and submits to IES through Unite Evaluations.
- Collects desk review materials.
- Provides CVs of potential substantive experts to IES for review.

The **Independent Evaluation Section** proposes candidates for lead evaluator and pre-clears experts.

The **Project Manager**:

- Reaches out to the cleared lead evaluator and expert on their availability and interest.
- Informs stakeholders and CLPs of the evaluation and their roles in the process.

The **Independent Evaluation Section**:

- Clears the Draft ToR and shares with CLPs for review and comments (2 weeks).
- Provides the CLPs' comments to the PM in Unite Evaluations.

The **Project Manager**:

- Revises the ToR in line with the CLPs' comments.
- Submits the revised Final ToR to IES in Unite Evaluations.

The **Independent Evaluation Section** clears the final ToR.



4-6 weeks

4

DESK REVIEW

The **Project Manager** provides initial desk review material to the Evaluation Team.

The **Evaluation Team**:

- Conducts an extensive desk review and prepares an analysis of the preliminary hypotheses.
- Develops data collection instruments and a robust methodological approach.
- Prepares the Draft Inception Report in line with UNODC guidelines and templates.
- Submits the Draft Inception Report to IES in Unite Evaluations.

The **Independent Evaluation Section** reviews the Draft Inception Report.

The **Project Manager**:

- Agrees with the Evaluation Team on the field mission based on the Inception Report.
- Arranges tickets and interview schedules and provides them to the Evaluation Team ahead of the field mission.

The **Evaluation Team**:

- Revises and finalises the Inception Report and reviews the field mission and interview schedules.
- Submits the Final Inception Report to IES in Unite Evaluations.

The **Independent Evaluation Section** clears the Final Inception Report. This must be done at least 1 week before the field mission.

NOTE: not cleared Inception Report by IES may lead to discontinued evaluation and cancellation of the mission.



3

RECRUIT

The **Project Manager**:

- Submits the pre-assessed Evaluation Team to IES in Unite Evaluations for official clearance.
- Initiates the recruitment process with Human Resources.
- Submits the team's contracts to IES in Unite Evaluations for clearance.

NOTE: minimum 1 lead evaluator and 1 team member/expert.



3-4 weeks

3-5 weeks



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5

FIELD MISSION

The **Project Manager** provides logistical support, including travel arrangements, set-up of interviews, independent interpretation, coordination with respective offices, etc. to the Evaluation Team.

The **Evaluation Team**:

- Collects data through interviews, observations, site visits, focus groups, etc.
- Orally debriefs the PM on its preliminary observations from the field mission.



2-6 weeks

6

DRAFT REPORT

The Evaluation Team:

- Analyses and triangulates the collected data in a systematic manner.
- Prepares the Draft Evaluation Report in line with UNODC guidelines and templates.
- Submits the Draft Report to IES in Unite Evaluations.

The **Project Manager**:

- Reviews the Draft Report for factual errors.
- Submits comments to the Evaluation Team and IES in Unite Evaluations.

The **Evaluation Team** provides a revised Draft Report to IES in Unite Evaluations.

The **Independent Evaluation Section** reviews the Draft Report.

The **Evaluation Team** provides a revised Draft Report to IES in Unite Evaluations.

The **Independent Evaluation Section**

- Clears the Draft Report and shares it with CLPs for review and comments (2 weeks).
- Provides the CLPs' comments to the Evaluation Team.



6-9 weeks

7

FINAL REPORT AND EVALUATION BRIEF

The **Evaluation Team**:

- Revises the Final Draft Evaluation Report in line with comments from the CLPs and IES.
- Drafts an Evaluation Brief in line with UNODC guidelines and templates.
- Submits the Final Report and the Draft Evaluation Brief to IES in Unite Evaluations.

The **Project Manager** reviews the Draft Evaluation Brief for any factual errors. Completes the separate Evaluation Follow-up Plan (EFP) and Management Response (MR) document and submits through Unite Evaluations to IES for review and clearance.

The **Independent Evaluation Section** clears the Final Report and Evaluation Brief. IES copies the information on the MR and pastes such into the Final Report and copies the EFP and pastes such into Unite Evaluations.

The **Project Manager** arranges a presentation of the evaluation results.

The **Lead Evaluator** presents the final evaluation results to key stakeholders.



2-3 weeks

8

FOLLOW-UP

The **Independent Evaluation Section** publishes the Final Report and Evaluation Brief on the IES website and shares it for external quality assurance.

The **Project Manager** shares the Final Evaluation Report and Evaluation Brief with key stakeholders.



4-6 weeks

9

IMPLEMENTATION

The **Project Manager**:

- Implements the recommendations.
- Updates on an annual basis the implementation of the EFP in Unite Evaluations.

The **Independent Evaluation Section** reports on the implementation of recommendations to the Executive Director and Member States on an annual basis.



1-2 years

For more detail visit <http://www.unodc.org/unodc/en/evaluation/evaluation-step-by-step.html>

**UNODC**

United Nations Office on Drugs and Crime