PLANNING FOR AN EVALUATION

The Project Manager (PM) ensures that sufficient funding is reserved for evaluation (in line with the budgeting matrix) and a concrete evaluation plan is in place and updated. And the PM consults with the Independent Evaluation Section (IES) at the design stage of a new project/programme as well as when revising any project/programme and updates the evaluation plan accordingly.

1. INITIATION

**Project Manager:**
- Consults with the IES 2 months before the intended evaluation starts (at least 7 months before the planned finalisation of the evaluation).
- Informs the Head of Office/Unit/Branch and ensures availability of the evaluation budget as reserved at the planning stage.
- Consults guidelines, templates and tools on the IES website.

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

2. TERMS OF REFERENCE AND IDENTIFICATION OF EVALUATION TEAM

**TERMS OF REFERENCE**

**Project Manager:**
- Identifies key stakeholders and Core Learning Partners (CLPs) and compiles desk review materials.
- Drafts the Terms of Reference (template is available here).
- Initiates the evaluation in Unite Evaluations and submits the Draft ToR, for IES review and comments (may entail several rounds).

IES clears the revised Draft ToR and shares with CLPs for review and comments (1 week), and subsequently provides the anonymous CLP comments to the PM in Unite Evaluations.

**Project Manager** revises the ToR and submits them for final review and clearance by IES.

**IDENTIFICATION OF EVALUATION TEAM (ET)**

**Project Manager** provides CVs of potential substantive experts to IES for review via email.

IES proposes candidates for lead evaluator/evaluation expert and pre-clears substantive experts proposed by PM.

**Project Manager** reaches out to the pre-cleared evaluation team on their availability and interest.

3. RECRUITMENT

**Project Manager:**
- Submits the evaluator assessment details for IES clearance (CVs of pre-cleared ET members and evaluator assessment sheets).
- Subsequently, initiates the recruitment process with Human Resources and follows the process as for any other recruitment of national or international consultants.
- Submits the ET’s contracts and final job description for IES final clearance in Unite Evaluations.

IES sends out initial guidance to the ET concerning access to Unite Evaluations and links to mandatory UNODC guidelines and templates.

**NOTE:** At least 1 evaluation and 1 substantive expert are required for an independent evaluation at UNODC.

4. DESK REVIEW / INCEPTION REPORT

**Project Manager:**
- Holds a kick-off meeting with the ET – also inviting IES - to discuss the project’s background and next steps in the evaluation process.
- Provides all relevant desk review materials (as listed in the ToR and beyond as required) to the ET.

ET conducts an extensive desk review and initial analysis, identifies areas for further inquiry; develops the methodological approach and data collection instruments; prepares a complete Draft Inception Report and submits it to IES through Unite Evaluations.

IES reviews the Draft Inception Report and reverts back to the ET with comments.

**Project Manager:**
- Agrees with the ET on the field mission (if any) and facilitates access to stakeholders to be interviewed or surveyed based on the Inception Report.
- Supports the ET for arranging interviews ahead of the field mission/data collection tickets and other logistics need to be arranged and provided to the ET ahead of time.

ET revises and finalises the Inception Report and submits the final version to IES.

IES clears the Final Inception Report, before the data collection phase begins.

**NOTE:** All Inception Reports must be cleared by IES before data collection can be initiated, as non-clearance by IES may lead to a discontinued evaluation and cancellation of any potential field mission.
**PREPARATION OF EVALUATION FOLLOW-UP PLAN**

*Project Manager* prepares the Evaluation Follow-up Plan (EFP) in line with UNODC guidance and shares it with IES.

**IES** reviews and clears the EFP and records it in Unite Evaluations.

**IMPLEMENTATION OF EVALUATION FOLLOW-UP PLAN**

*Project Manager*:  
- Implements the follow-up actions to the recommendations as per the EFP.  
- Submits an annual update of the EFP in Unite Evaluations.

**IES** reports on the implementation of evaluation recommendations to the Executive Director and Member States on an annual basis.

---

**DATA COLLECTION AND ANALYSIS**

*Project Manager* provides logistical support, including travel arrangements, set-ups of interviews (virtual or in-person), independent interpretation, coordination with respective offices, etc. to the ET.

*ET*:  
- Collects data through interviews, observations, site visits, focus groups, etc. as per the Inception Report.  
- Analyses and triangulates the collected data in a systematic manner and debriefs the PM on its preliminary observations from the data collection.

**NOTE: All raw data from the evaluation team must be accessible by IES at any given point in time to ensure quality of data collection and analysis.**