

COVID-19 EVALUATION AND A CULTURE OF LAWFULNESS

The COVID-19 crisis implies constraints on evaluation but also opportunities. Despite multiple challenges of undertaking evaluative activities, the Independent Evaluation Section (IES), United Nations Office on Drugs and Crime (UNODC), has heavily invested in enhancing its evaluation methods. It has sought flexible and innovative solutions to ensure delivery and efficient use of evaluations to benefit the organization, as well as accountability needs of Member States. This includes a [one-page Brief on UNODC’s approach to evaluation during crisis](#), as well as a [Guidance Note for programme/project managers and evaluators on how to adjust to COVID-19](#) in ongoing and planned evaluations.

As Ms. Katharina Kayser, Chief, IES, put it, “we need to focus on joint efforts to ensure useful evaluation results, in particular during crisis, adapting evaluation methods on the go to ensure utility and credibility”.

One best practice is the [Final In-depth Evaluation of UNODC’s Global Programme \(GP\) for the Implementation of the Doha Declaration: Towards the Promotion of a Culture of Lawfulness \(GLOZ82\)](#).

Mr. John Brandolino, Director, Division for Treaty Affairs, UNODC, highlighted that “the evaluation results clearly show that the Doha Global Programme has succeeded to remain relevant and delivered concrete results even throughout the COVID-19 pandemic”. He further stressed that “as the evaluators have concluded, the foundations laid by the Global Programme have created a solid and robust legacy with impressive gains that should be preserved, while ensuring its innovative and ground-breaking approaches continue to be appreciated by all Member States worldwide”.

Due to the COVID-19 situation, the entire evaluation needed to be conducted in a virtual manner with challenges overcome in creative and innovative ways in a joint effort of IES, the evaluators and the Global Programme team. Stakeholders in remote geographical locations with limited internet and telephone connections were reached and all tools were adapted, with the evaluation team observing more than 10



Pillar 1: A Global Judicial Integrity Network High-Level event in Doha, Qatar in 2020 under the Judicial Integrity component.

webinars and reviewing multiple e-Learning modules. Moreover, IES staff participated in over 20 interviews to ensure that data could be collected in languages not spoken by the evaluation team. Thanks to all joint efforts made towards adapting methodologies to COVID-19, this evaluation was finalized with successful results, showing that investing in evaluation during crisis is key.

“COVID-19 lockdowns could be used as perfect momentum to bring global south and global north ever closer together through webinars and virtual activities to share the local cases.”

Mr. Marco Teixeira, the Global Programme’s Senior Coordinator, emphasized that “the results of this independent in-depth evaluation of the Programme are important steppingstones for the next phase of programming. In line with the evaluation follow-up plan, we have drawn with the entire team best practices and lessons learned to be introduced for future activities”. He further stressed, that “I am grateful to the Independent Evaluators, the Independent Evaluation Section and the Doha Programme team for their efforts to engage all relevant stakeholders and staff towards the common goal of having a comprehensive evaluation exercise despite the challenges of the pandemic”.

Mr. Teixeira thanked the Independent Evaluation Section for their guidance throughout the entire process and the State of Qatar for their continued support to the evaluation process and the engagement of relevant stakeholders and beneficiaries.

The Management Response can also be found in the Final Evaluation Report, published on [UNODC's website](#).

The Global Programme was developed under the auspices of the Doha Declaration, adopted at the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice in April 2015. It is composed of three pillars:

1. strengthening judicial integrity
2. rehabilitation and social integration of prisoners, and, preventing youth crime through sports-based programmes
3. Education for Justice (E4J) for all levels of education



Pillar 2: Youth Crime Prevention through Sport activity during the ongoing COVID pandemic.

million beneficiaries across the globe and has provided country-specific direct technical assistance to over 80 countries. The findings of the evaluation are to inform the design of a potential second phase of the GP.

“Adapting tools along the way in response to this crisis, strong cooperation with project management and close engagement by IES was key to this evaluation”, stated Dr. Punit Arora, CEO of DeftEdge, with extensive experience in conducting strategic evaluations, including for UNODC. The evaluation scope, questions and data collection were adapted to fully respond to COVID-19, ensuring that also findings considered this crisis and the programmes’ response.

Further information:

- [Final Evaluation Report](#)
- [Final Evaluation Brief \(2-pager\)](#)
- [UNODC Independent Evaluation Section](#)
- [UNODC's Global Programme for the implementation of the Doha Declaration: Towards the promotion of a culture of lawfulness](#)



Pillar 2: A Prisoner rehabilitation project focuses on training prisoners in Indonesia using a local technique of wax-resist dyeing applied to whole cloth.

The Global Programme is inter-disciplinary in nature and touches upon several of UNODC’s substantive mandates, in particular those relating to anti-corruption, criminal justice and crime prevention.

The final evaluation was planned to cover the entire GP from March 2016, with a particular focus on effectiveness, impact, lessons learned, and best practices. In addition, the evaluation considered the OECD Development Co-operation Directorate (DAC) criteria: relevance, efficiency, partnerships and cooperation, human rights and gender mainstreaming. The purpose of the evaluation was to assess the result of each pillar of work, considering related objectives, outcomes and outputs as well as how the results of each pillar have contributed to the overall results of the GP. Since its inception, GP has reached over 2.1



Pillar 3: An Education for Justice Youth Champion with the UN Secretary General, António Guterres.