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Independent In-depth cluster evaluation of

Global research projects of the Research and Trend Analysis Branch

2011-2017

GLOU34, GLOX64, GLOV44, GLOV20 and MEXX35
Global

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GLOSSARY OF TERMS USED

AOTP	Afghan Opiate Trade Project
ARQs	Annual Report Questionnaires
CARICC	Central Asian Regional Information and Coordination Centre for Combating Illicit Trafficking of Narcotic Drugs, Psychotropic Substances and their Precursors
CBARD-West	UNDP Community-Based Agriculture and Rural Development - West Project
CCPCJ	Commission on Crime Prevention and Criminal Justice
CITES	Convention on International Trade of Endangered Species
CND	Commission on Narcotic Drugs
CO	Country Office
COE	UNODC/INEGI Center of Excellence for Statistics on Governance, Public Security, Victimization and Justice in Mexico
CONIG	UNODC Country Office Nigeria
DM	UNODC's Division for Management
DPA	UNODC's Division for Policy Analysis and Public Affairs
DMP	Drug Monitoring Platform
ECLAC	Economic Commission for Latin America and the Caribbean
ECOSOC	Economic and Social Council of the United Nations
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EU	European Union
EUROPOL	European Police Office
FinGov	Standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
GLOTIP	Global Report on Trafficking in Persons
GLOU34	Trends Monitoring and Analysis Programme Support Project
GLOV20	Afghan Opiate Trade Project
GLOV44	Research Project on transnational crime threats
GLOX64	Global Reports on Trafficking in Persons and Smuggling of Migrants Project
GP	General Purpose
GRETA	European Group of Experts on Action against Trafficking in Human Beings
GSH	Global Study on Homicide
HQ	Headquarters of UNODC in Vienna
HR	Human resources
HRBA	Human Rights-Based Approach
HRG	Human Rights and Gender
IADB	Inter-America Development Bank
IAEG-GS	UN Inter-agency and Expert group on Gender and Statistics
ICCS	International Crime Classification for Statistical Purposes
ICM	Illicit Crop Monitoring
IEU	Independent Evaluation Unit
ILO	International Labor Organization
INEGI	National Institute of Statistics and Geography of Mexico
INL	The United States Bureau of International Narcotics and Law Enforcement Affairs
INTERPOL	International Criminal Police Organization
IOM	International Organization for Migration
IT	Information Technology
LF	Logframe or logical framework
MCN	Ministry of Counter Narcotics of Afghanistan
MEXX35	UNODC Project/ UNODC Centre of Excellence for Statistics on Governance, Public Security, Victimization and Justice in Mexico
MS	Member States
NGO	Non-Governmental Organizations

OAS-CICAD	Inter-American Drug Abuse Control Commission of the Organization of American States
OECD/DAC	Development Assistance Committee of the Organization for Economic Co-operation and Development
PM	Permanent missions in Vienna
PPI	Paris Pact Initiative
RAB	Research and Trend Analysis Branch
RB	Regular Budget
RBM	Result Based Management
ROCA	UNODC Regional Office for Central Asia
SCA	Statistical Conference of the Americas
SGDs	UN's Sustainable Development Goals
SMART	Global SMART (Synthetics Monitoring: Analyses, Reporting and Trends) Programme
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TA	Technical advice, training and /or assistance
TIP	Trafficking in Persons
TOCTA	Transnational Organized Crime Threat Assessment
ToR	Terms of reference
TPR	Thematic Programme on Research
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNGA	United Nations General Assembly
UNGASS	United Nations General Assembly Special Session
UNICRI	United Nations Interregional Crime and Justice Research Institute
UNODC	United Nations Office on Drugs and Crime
UNOV	United Nations Office at Vienna
UN-SWAP	UN System-wide Action Plan on Gender Equality and the Empowerment of Women
UNU	United Nations University
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
US	United States
USAID	United States Agency for International Development
VAW	Violence against women
VS	Victimization Survey
WCO	World Customs Organization
WDR	World Drug Report
WGGS	Working Group on Gender Statistics
WHO	World Health Organization
WWCR	World Wildlife Crime Report

Management Response

Recommendation	*Management Response (accepted/partially accepted/rejected)*
A branch/ thematic programme that encourages others to use more evidence-based programming needs to be in a position to demonstrate the impact of its own work. Hence, RAB needs to institute systematic collection of data on its purported impacts and outcomes, including on public policies and national capacities. Framing specific targets for outcomes and acceptable range for impact, involvement of field offices and partners, and assigning specific responsibility to staff members are some of the steps that RAB could undertake to initiate this process.	Accepted
The executive director /committee and DPA need to promote and instill a culture that encourages risk-taking, including taking on controversial topics and policies, in order to realize UNODC's true potential as a knowledge organization.	Accepted
DPA and RAB, supported by the executive committee, need to gradually build up regional presence and decentralize the unit to the extent desirable for making global publications truly global. While it will require building institutional consensus on the role of research before undertaking any major initiatives, best practices on how to implement should also be kept in mind.	Accepted
RAB needs to build consensus with the MS towards use of triangulated data, including qualitative materials and research, field interviews, academic research, and non-partisan field expertise studies etc.) with predetermined quality expectations for enhanced data validation, especially where official data is not available or adequately reliable.	Accepted
RAB needs to establish direct linkage with reporting agencies, in addition to permanent missions, through and with the collaboration of field offices and national focal points, for more coordinated/ collaborative efforts rather than relying on permanent missions in Vienna. RAB also needs to periodically review questionnaires to cut down on cumbersomeness associated with existing data collection instruments, in particular ARQs that presented a number of specific challenges. An online submission process can help in this regard.	Accepted
RAB management should merge these five projects into one or at most two (crime and drugs) projects to avoid needless complexity, heavy time investments e.g. in administrative processes and at the same time increase efficiency.	Accepted

DM and DPA need to encourage FRMS and ITS to provide better access to financial data and tools to the evaluation teams for evaluating efficiency-related project/ programme outcomes.	Accepted
RAB management should develop an overarching roadmap for increased partnerships and collaboration, and enhanced dialogue and joint work with UN siblings and interested MS to reflect on reciprocal mandates, added-value and opportunities for rationalizing UN research on drugs and crime and in particular in the context of the SDGs implementation and monitoring The recently established UNODC regional liaison research network can be a useful tool to that end.	Accepted
DPA needs to find a right balance between programming approach to research and operational independence for the thematic programme. While RB funding reductions affect projects across organization, UNODC needs to use it latitude in deciding which projects and programmes get reduced RB funding. The evaluation suggests that research is a core function that should be supported from RB funding, while TA projects can be more reliant on XB sources. Financial dependence of RAB on projects should be discouraged. and research staff should preferably be maintained on RB or GP positions.	Accepted
DPA should examine the specific role of RAB to TA activities (advising and support on specific guidelines/methodologies implementations vs. more general TA support to national statistical capacity-building) and manage stakeholder expectations around the feasibility of greater linkages between technical assistance and actual research work. At a minimum, RAB should play a more limited role in providing TA. This in needed in order to promote UNODC & RAB as knowledge hubs to better meet the needs of both Member States (Monitoring of SDGs) and other UNODC programmes (credible policy and programming needs).	Accepted
RAB management should promote and support an explicit HRG approach in future programming. This will require stronger commitment, capacity, resources and strategic partnerships. The efforts could include designating a skilled HRG focal point, engaging HRG experts, providing training for RAB and field staff and research focal points, nurturing partnerships with HRG organizations, providing visibility to HRG related issues emerging from research and promoting exchange and debate around them.	Accepted

EXECUTIVE SUMMARY

UNODC's Thematic Programme on Research, Trend Analysis and Forensics provides the overall framework for research and trend analysis at UNODC. While the Research and Trend Analysis Branch (RAB) has one of the principal responsibilities for the thematic programme, other UNODC units and field offices, are directly involved in the implementation of national and regional research and forensic programmes. RAB has overall responsibility for defining research standards and ensuring quality and consistency across all UNODC research and forensic science products. It also delivers capacity building and advisory services in the area of drug and crime statistics. Research at UNODC supports the generation of evidence that informs international debate on drugs and crime issues, and underpins the development of UNODC national, regional and international interventions. Six research projects (including the SMART project, which is not part of this evaluation) contribute to the implementation of the Thematic Programme on Research (TPR), which delivers key research outputs such as the World Drug Report and the Global Study on Homicide (GLOU34), the Global Report on Trafficking in Persons (GLOX64), the Global Report on Wildlife Crime (GLOV44), and the reports related to the Afghan Opiate Trade Project (GLOV20). The MEXX35 project supports the UNODC-INEGI Center of Excellence (COE) and plays a crucial role in the implementation of capacity building activities on crime statistics and victimization surveys in Latin America. The gender-responsive evaluation employed a mixed-methods approach involving desk review, surveys, stakeholder interviews, field missions and focus group discussions to arrive at the following findings, conclusions, recommendations and lessons learned for the evaluation period of 2011-Nov 2017.The evaluation complements a separate peer review exercise, currently in progress, that seeks to assess TPR in terms of quality, credibility and impartiality of research. The evaluation does not include the forensics research component, which was separately evaluated in 2015/2016[1].

Evaluation Findings

Relevance and design: The evaluation finds that the objectives of the thematic programme are consistent with UNODC's strategic mandates and are well-aligned with the priorities and expectations of most Member States and targeted beneficiaries. Within the limits of its own mandates and resources, the research cluster constitutes a reference of global knowledge on drugs and crime and has been fairly flexible in responding to evolving needs and new threats. Nevertheless, the thematic programme appears at the same time too ambitious for some and too modest for others to be fully relevant to all target groups. The evaluation also finds that the programme is highly relevant in relation to the UN's Sustainable Development Goals (SDGs), in particular, SDG target 3.5 (prevention and treatment of substance abuse), SDG target 5.2 (violence against women) and SDG target 15.7 (illegal wildlife products), and fully supports the achievement of SDG 16, which identified UNODC as the lead agency for compiling statistical indicators for a number of targets. However, the programme needs to incorporate human rights and

[1] https://www.unodc.org/documents/evaluation/indepth-evaluations/UNODC_SMART_and_Forensic_In-Depth_Cluster_Evaluation_2016.pdf

gender issues more explicitly and systematically in its design to better meet UN guidelines on these issues.

Effectiveness: The evaluation finds that the thematic programme is delivering on most of its intended outcomes. Within the limitation of mandates and resource availability, all products and services delivered by the thematic programme are generally considered to be reasonably effective. Its flagship publications show high use and its technical assistance is in high demand. However, most of the use of the products is limited to setting the stage (i.e., providing background information) for policy, proposal or programme. Most stakeholder reported that the analytical content of the reports could be significantly improved. The evaluation finds that is a need for pursuing research with greater vigor, independence, and analytical depth, which will require assuming greater risks, complemented by redeployment of resources to the field, on the part of UNODC. The evaluation also finds a need for greater decentralization and regional presence to ensure global reports truly benefit from global inputs.

Efficiency: The annual expenditure of the five projects in the TPR has varied widely from around US $0.5 million in 2011 to $3.3million in 2014, with an average of $2.2 million over this period. TPR has generally been efficient at utilizing its budget allocations. Although not all planned outputs were delivered on time, no cost over-runs were reported. The evaluation notes that TPR produces several publications with limited staff. That said, several opportunities for increased efficiency exist. These include greater decentralization, which in addition to improved understanding of local context and interface with governments is expected to obtain local expertise at lower costs. Needless to add, decentralized teams would need to be provided with the right enabling environment (e.g., research teams, close supervision by HQ, independence, online collaboration and knowledge management tools, etc.) for increased effectiveness. Further, most stakeholders reported to use publications for referring to specific data and information relevant to their work, which indicated that electronic publications can best meet the needs of a vast majority of users, although some MS would prefer to continue receiving printed copies. The evaluation finds that the TPR could reduce the frequency of publications from annual to biennial as long as it provides frequent updates in the interim, via data portal, short blogs, newsletters, technical notes and policy briefs. Relatedly, many stakeholders suggested that TPR publications should focus solely on critical topics, while users are provided online data analytical tools to generate customized analysis for their needs.

Impact: The evaluation found that key donors, MS representatives and other targeted stakeholders relied on the TPR publications to understand emerging trends and challenges. For instance, WDR is used to provide baseline information for cross-country comparisons and emerging trends. Further, some stakeholders reported that information from these publications had shaped their policies. Similarly, these publications were reported to have influenced change in legislation and policies as for example the case of national anti-corruption action plan in Serbia and inclusion of special legal provisions on gender-based homicides in Italy. Stakeholders also attested to the critical role improved data, generated with the assistance of TPR, is expected to play in providing more accurate picture on impacts envisaged under SDGs: An example in order is the improvement of homicide data following the implementation of the new International Classification for Statistical Purposes in several Member States. However, beyond these handful of examples, a majority of the stakeholders, internal or external, could not point to specific policy changes. This indicates an urgent need for the programme to focus its monitoring efforts on outcomes and impacts rather than activities and outputs. A programme that intends to promote evidence-based policymaking must lead by example.

Partnerships: RAB has developed some strong coordination and information-exchange mechanisms with relevant, specialized UN, intergovernmental and regional entities around common research interests and themes. Exchange of data, development of common methodologies, and expertise/ information-sharing constitute the basis of these partnerships. In the fields of drugs statistics, RAB works in synergy with regional observatories such as the Inter-American Drug Abuse Control Commission of the Organization of American States (OAS-CICAD) and the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA). RAB is also developing close ties with the UN Statistics Commission to improve SDGs mainstreaming. With national stakeholders, the COE of Mexico represents an excellent cooperation initiative between UNODC, RAB and the National Institute of Statistics of Mexico (INEGI). On HRG specific partnerships, there is regular interaction within the framework of the UN Inter-agency and Expert group on Gender and Statistics (IAEG-GS), among others. However, competition for limited resources across various agencies and programmes, risk of duplication of efforts, and need for more effective coordination structures were identified as some of the main challenges. Overall, TPR has generally been effective at developing and leveraging partnerships, although opportunities to do more exist.

Sustainability: Financial and institutional sustainability of research products and technical assistance for a donor driven agency as UNODC is a central issue. Recent reductions to the GP funds for RAB, as for the rest of UNODC, have significant potential implications for sustainability of the project results, perhaps with the exception of the COE of Mexico. For MS, the institutional strengthening supported by TPR outcomes is an important element of sustainability. For TPR, the shortage and variability of the funds represents an important challenge: complying with its institutional mandate, giving continuity to the achieved results, opening new lines of research and responding adequately to the needs of the MS and UNODC require funds and political will. A reorientation of its researches to its core-business, a decentralization to make reports more specific for MS and to reduce costs - as happens with the COE of Mexico for the capacity building work performed by COE in Latin-America, as well as a more strategic positioning of RAB in UNODC, are some of the opportunities to reduce the impact of the sustainability problems identified during the evaluation.

Human rights and gender equality: The thematic programme is highly relevant to advancing gender equality and women's empowerment in the drugs and crime sectors. Within the limitations of their design, the projects have been able to enhance collection and provision of sex-disaggregated data and gender sensitive information and analysis. Human rights integration seems to have been more challenging. However, the evaluation noted that HRG issues could be more systematically integrated in all phases of the programming cycle. To better respond to UNODC's commitments on gender equality and human rights and SDGs agenda and to an increasing internal and external demand, an enhanced and systematic HRG approach in future programming seems relevant and necessary. The evaluation also concluded that further integration of HRG aspects will help UNODC play a pivotal role in addressing HRG-related data and knowledge gaps on drugs, crime and criminal justice. This is consistent with what previous evaluations found.

***Conclusions*:**

TPR, through its five projects, is integral to the success of UNODC as a knowledge-based organization. It has made a substantial contribution towards improving the effectiveness of stakeholder response to current and emerging challenges in the domain of drugs & crime. The thematic programme provides necessary information on trends, but it could provide more in-depth analytical information. UNODC has been conservative in risk taking, which is not in the long-term interest of UNODC. A bold long-term strategic vision

for research appears necessary to improve the design of the thematic programme for the next phase, which would be necessary for it to sustain its leadership role on drugs and crime research. There is also a strong need for increased regional presence. This is necessary for more complete geographic coverage as well as better understanding of local context. While the programme does a very good job of reporting its activities and outputs, there is a need to improve results-orientation in all aspects of monitoring, evaluation and reporting. A branch/ thematic programme that encourages others to use more evidence-based programming needs to be in a position to demonstrate the impact of its own work. The programme and its projects were able to enhance collection and provision of sex-disaggregated data and gender sensitive information, however integrating human rights seems to have posed greater challenges. More effective and systematic HRG mainstreaming will require stronger commitment, capacity, strategic partnerships and resources.

Recommendations:

UNODC senior management needs to encourage increased risk-taking and instill a culture of pushing boundaries in order to realize UNODC's true potential as a knowledge organization. It needs to gradually build up increased regional presence for making global publications truly global, which may require building institutional consensus on role of research before undertaking any major initiatives. Further, RAB should examine the possibility of finding a unique niche for its technical advisory services or alternatively the feasibility of separating it from actual research work. At a minimum, TPR should provide less direct TA to MS and focus more on building the capacity of decentralized units such as the COE in Mexico. RAB management should explore the possibility of merging these five projects into one or at most two projects to avoid needless complexity and waste of time. It should also develop an overarching roadmap for increased partnerships and collaboration, and increase its focus on HRG mainstreaming, including by addressing new research topics and providing greater visibility to HRG related issues emerging from research and analysis.

Lessons learned:

The establishment of the COE is an example of a successful collaboration towards building and sustaining statistical capacity of countries in the Latin America region. It is an innovating step that simultaneously anchors UNODC presence in the country with the empowerment of local partners. The thematic programme has also recently set up a liaison network at regional level to ameliorate the lack of dedicated research officers in field offices. This practice has the potential to enhance collaboration on specific data collection challenges and to better calibrate research to regional needs and challenges. Similarly, use of scientific advisory committees and peer review panels to inform the development of global reports is an important step in incorporating expert knowledge.

The summary matrix on the next page provides more specific information on findings, supporting evidence and recommendations made by the evaluation.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings	Evidence (sources that substantiate findings)	Key recommendations
1) The thematic programme, through its five projects, has made a substantial contribution towards improving the effectiveness of stakeholder response to current and emerging challenges in the domain of drugs & crime. While evidently its efforts have raised awareness and informed policymaking, the extent of change in effectiveness cannot be ascertained with adequate precision (due to absence of relevant data).	Project documents, archival data, stakeholder consultations and survey responses.	A branch/ thematic programme that encourages others to use more evidence-based programming needs to be in a position to demonstrate the impact of its own work. Hence, RAB needs to institute systematic collection of data on its purported impacts and outcomes, including on public policies and national capacities. Framing specific targets for outcomes and acceptable range for impact, involvement of field offices and partners, and assigning specific responsibility to staff members are some of the steps that RAB could undertake to initiate this process.
2) The thematic programme provides necessary information on trends, but it is not sufficiently analytical to be of much use in policymaking. UNODC has allowed development of a culture of risk avoidance that is not in its long-term interest.	Project documents, archival data, stakeholder consultations and survey responses.	The executive director /committee and DPA need to promote and instill a culture that encourages risk-taking, including taking on controversial topics and policies, in order to realize UNODC's true potential as a knowledge organization.
3) For increased effectiveness as well as efficiency, there is a strong need for increased regional presence. This is necessary for more complete geographic coverage as well as better understanding of local context. While decentralizing its capacity, RAB will need to retain direct control over staff, hired or relocated in field, necessary for ensuring much-needed quality control.	Project documents, archival data, stakeholder consultations and survey responses.	DPA and RAB, supported by the executive committee, need to gradually build up regional presence and decentralize the unit to the extent desirable for making global publications truly global. While it will require building institutional consensus on the role of research before undertaking any major initiatives, best practices on how to implement should also be kept in mind.
4) RAB collects data for its publications via official channels using various data collection instruments (ARQs, CTS, GLOTIP, etc.), which have been developed on the basis of consensus among	Project documents, archival data, stakeholder consultations	RAB needs to build consensus with the MS towards use of triangulated data, including qualitative materials and research, field interviews, academic research, and non-partisan field expertise studies etc.) with

	Member States. However, official data may not always be available or correct, which indicates the need for supplementing this data through other available means.	and survey responses.	predetermined quality expectations for enhanced data validation, especially where official data is not available or adequately reliable.
5)	Further, diversifying data collection channels, and making increased use of online reporting, is expected to reduce cumbersomeness and increase reliability and user friendliness. Diversifying data collection channels will likely also improve compatibility of data formats across various agencies as well as efficiency of the collection process.	Project documents, archival data, stakeholder consultations and survey responses.	RAB needs to establish direct linkage with reporting agencies, in addition to permanent missions, through and with the collaboration of field offices and national focal points, for more coordinated/ collaborative efforts rather than relying on permanent missions in Vienna. RAB also needs to periodically review questionnaires to cut down on cumbersomeness associated with existing data collection instruments, in particular ARQs that presented a number of specific challenges. An online submission process can help in this regard.
6)	Managing thematic programme through multiple projects is now affecting both efficiency and effectiveness of the programme. Moreover, most stakeholders suggested that it is not even necessary any more as donor reports can provide the information needed for their purpose.	Project documents, archival data, stakeholder consultations and survey responses.	RAB management should merge these five projects into one or at most two (crime and drugs) projects to avoid needless complexity, heavy time investments e.g. in administrative processes and at the same time increase efficiency.
7)	The quality of financial data provided to evaluation teams need to be significantly improved. The granular reports that not just clearly lay out expenditures on various major activities, but also link these to planned and obtained outcomes specified in the results-matrix could not be provided to the evaluation team.	Project documents, archival data, stakeholder consultations and survey responses.	DM and DPA need to encourage FRMS and ITS to provide better access to financial data and tools to the evaluation teams for evaluating efficiency-related project/ programme outcomes.
8)	While thematic programme has been very successful in developing and leveraging partnerships and collaboration with some organizations (e.g., scientific panels), and given the visibility of its flagship publications it has opportunities to develop much deeper partnerships with stakeholders working on similar mandates.	Project documents, archival data, stakeholder consultations and survey responses.	RAB management should develop an overarching roadmap for increased partnerships and collaboration, and enhanced dialogue and joint work with UN siblings and interested MS to reflect on reciprocal mandates, added-value and opportunities for rationalizing UN research on drugs and crime and in particular in the context of the SDGs implementation and monitoring The recently established UNODC regional

		liaison research network can be a useful tool to that end.
9) An increased reliance of the thematic programme on UNODC projects from other units for funding creates both new opportunities and challenges. While this dependence encourages the programme to stay responsive to the needs of stakeholders, especially those in the field, it can also create unhealthy dependence that may compromise programme's independence and credibility. The evaluation suggests that research is a core function that should be supported from RB/GP sources.	Project documents, archival data, stakeholder consultations and survey responses.	DPA needs to find a right balance between programming approach to research and operational independence for the thematic programme. While RB funding reductions affect projects across organization, UNODC needs to use it latitude in deciding which projects and programmes get reduced RB funding. The evaluation suggests that research is a core function that should be supported from RB funding, while TA projects can be more reliant on XB sources. Financial dependence of RAB on projects should be discouraged. and research staff should preferably be maintained on RB or GP positions.
10) Relatedly, in a resource-constrained environment, there is a need to determine if TA work is an avoidable distraction from a clear focus on research, especially since technical assistance is regarded as useful, but not unique.	Project documents, archival data, stakeholder consultations and survey responses.	DPA should examine the specific role of RAB to TA activities (advising and support on specific guidelines/methodologies implementations vs. more general TA support to national statistical capacity-building) and manage stakeholder expectations around the feasibility of greater linkages between technical assistance and actual research work. At a minimum, RAB should play a more limited role in providing TA. This in needed in order to promote UNODC & RAB as knowledge hubs to better meet the needs of both Member States (Monitoring of SDGs) and other UNODC programmes (credible policy and programming needs).
11) With limitations at different levels, the thematic programme and its projects succeeded in enhancing collection of sex-disaggregated data and gender sensitive information. Integrating human rights seems to have posed greater challenges. An enhanced and systematic HRG approach in future programming seems relevant and necessary.	Project documents, archival data, stakeholder consultations and survey responses.	RAB management should promote and support an explicit HRG approach in future programming. This will require stronger commitment, capacity, resources and strategic partnerships. The efforts could include designating a skilled HRG focal point, engaging HRG experts, providing training for RAB and field staff and research focal points, nurturing partnerships with HRG organizations, providing visibility to HRG related issues emerging from research and promoting exchange and debate around them.

I. INTRODUCTION

Background and context

UNODC's Thematic Programme on Research, Trend Analysis and Forensics provides the overall framework for research and trend analysis at UNODC. While the Research and Trend Analysis Branch (RAB) has one of the principal responsibilities for the thematic programme, other UNODC units and field offices, are directly involved in the implementation of national and regional research and forensic programmes. RAB has overall responsibility for defining research standards and ensuring quality and consistency across all UNODC research and forensic science products, however it does not have the resources and capacity to monitor and review all research activities conducted by UNODC. RAB also delivers capacity building and advisory services in the area of drug and crime statistics. Research at UNODC supports the generation of evidence that informs international debate on drugs and crime issues, and underpins the development of UNODC national, regional and international interventions. All activities carried out under the thematic programme are implemented in collaboration with other UNODC thematic, regional and country programmes.

Table 1. TPR at a glance (Source: RAB webpage)

The thematic programme covers the following areas: (i)Transnational organized crime, including human, firearms and wildlife trafficking; (ii) Corruption; (iii) Crime prevention and criminal justice; (iv) Drugs including trafficking, use, prevention, treatment, and

alternative development; and, (v) Scientific and forensics. This evaluation does not cover the last component on forensics, which was separately evaluated in 2015-16[2].

The five research projects under evaluation contribute to the implementation of this Thematic Programme on Research (TPR): Trends Monitoring and Analysis Programme Support Project (GLOU34), Research Project on transnational crime threats (GLOV44), Global Reports on Trafficking in Persons and Smuggling of Migrants Project (GLOX64), Afghan Opiate Trade Project (GLOV20) and UNODC Center of Excellence (COE) for Statistics on Governance, Public Security, Victimization and Justice in Mexico (MEXX35). These projects deliver key research outputs such as the World Drug Report and the Global Study on Homicide (GLOU34), the Global Report on Trafficking in Persons (GLOX64), the Global Report on Wildlife Crime (GLOV44), and the reports related to the Afghan Opiate Trade Programme (GLOV20). The MEXX35 project supports the UNODC-INEGI[3] Center of Excellence (COE) and plays a crucial role in the implementation of capacity building activities on crime statistics and victimization surveys in Latin America.

Thematic programme's objectives and outcomes

The projects are incorporated in the strategic framework of Subprogramme 6 of the UNODC. The overall objective for the subprogramme is stated as the "Enhanced knowledge of thematic and cross-sectoral trends and issues for effective policy formulation, operational response and impact assessment, based on a sound understanding of drugs and crime issues." Because this formulation does not describe an end-state, for the purpose of the evaluation it has been reformulated as "To increase the effectiveness of stakeholder response to thematic and cross-sectoral challenges and trends on drugs and crime issues by enabling evidence-based policy formulation and operational response, including for reviewing progress towards internationally agreed-upon sustainable development goals."

Two of the three expected accomplishments of the subprogramme are covered by the projects being evaluated and they have been re-drafted as specific objectives:

- Specific Objective 1: Increased evidence-based strategic responses by stakeholders towards addressing existing and emerging drugs and crime issues.
- Specific Objective 2: Increased production, analysis and exchange of statistical data on trends, including those in emerging drug and specific crime issues by stakeholders.

The thematic programme seeks to deliver several outputs towards achieving these objectives and their outcomes, on a project basis, are shown in Table 2. The research outputs include: (i) Reports describing crime and drug-related situations of concern to Member States (MS); (ii) Comparable drug and crime information at the national, regional and global level; (iii) International standards that guide quality forensic analysis of national laboratories and the collection, dissemination and analysis of comparable data; and (iv) Technical assistance to support Member States in strengthening their data collection, research, trend analysis and forensic capacity.

Table 2. Stated objectives and outcomes as per the original project documents

[2]Evaluation report available is here, and the Evaluation Brief (2-page summary) is available here.
[3]National Institute of Statistics and Geography of Mexico (known by its Spanish acronym INEGI).

GLOU 34	GLOV 44	GLOV 20	GLOX64	MEXX35
Objective: To enhance knowledge of thematic and cross-sectoral trends for effective policy formulation, operational response and impact assessment, based on a sound understanding of drug and crime issues.	**Objective:** To support international strategy and programme development against trans-national organized crime threats, by "developing global analyses of the threats and modalities of transnational organized crime, studying new forms and dimensions of transnational organized crime and analyzing new and emerging challenges, in order to support evidence-based policy guidance.	**Objective:** To address the need for systematic, comprehensive and consolidated analytical information about the multidimensional threat of the global illicit trade in Afghan opiates in order to better inform the international response in line with Political declarations of CND 2009 and the Third Ministerial Conference of the Paris Pact Partners, 2012	**Objective:** To ensure effective international community response to the problem of trafficking in persons based on sound understanding and knowledge of trafficking in persons patterns and flows, at national, regional and international level.	**Objective:** To strengthen statistical, analytical and monitoring capacities in the field of government, victimization, perception of public security and justice statistics.
Outcome 1: Enhanced knowledge of trends including emerging trends in drug and specific crime issues available to Member States and the international community. **Indicator:** Number of references to the published research report produced under this project	**Outcome 1**: Enhanced knowledge available to Member States to develop effective international responses to transnational organized crime threats, including emerging threats. **Indicators**: (1) Number of references to the published research report produced under the project, and (2) Percentage of positive assessments of relevance and usefulness of research outputs produced under this project	**Outcome 1:** Stakeholders access enhanced information on threats related to illicit trafficking and crime, particular as it relates to the illicit trade of opiates and precursor chemicals **Indicators**: (1) Number of briefings/ presentations provided by subject, (2) Number of reports distributed by subject, and (3) Number of reports downloaded by subject	**Outcome 1:** Member States and the international community have access to enhanced knowledge of trafficking in persons patterns and flows at national, regional and international level to formulate strategic responses. **Indicators**:(1) Increased number of Global Reports downloaded from the UNODC website, and (2) Increased number of references to the Global Report on TIP	**Outcome 1:** Conduct activities to improve crime statistics systems in the region **Indicator**: Number of activities implemented / number of planned activities
Outcome 2: Statistical information on drugs and crime available **Indicators:** (1) Increased availability and quality of national statistics on drugs and crime, and (2) Increased coverage, timeliness and quality of data and metadata disseminated to the public through reports		**Outcome 2:** Relevant government institutions prepare local and regional threat assessment reports **Indicator:** Number of local and regional threat-assessment reports prepared by Government institutions, by subject		**Outcome 2:** Expand the knowledge base for designing effective crime and criminal justice public policies; with a focus on crime prevention measures based on victimization surveys (VS) **Indicator:** Number of planned activities for designing or implementing VS in the region / number of implemented activities for designing or implementing VS in the region
				Outcome 3: Promote the implementation of the International Crime Classification for Statistical Purposes (ICCS) in the region **Indicator**: Number of requests received for technical assistance for the implementation of the

				ICCS / number of addressed requests for technical assistance to implement the ICCS
				Outcome 4: Develop methodological research on the use of new data sources **Indicator**: Number of planned research activities / number of completed research activities
				Outcome 5: Develop methodologies for measuring corruption **Indicator**: Number of planned methodological guidelines for measuring corruption / number of finalized methodological guidelines for measuring corruption
				Outcome 6: Strengthening the framework for measuring the Sustainable Development Goals, specifically in relation to security and justice in Goal 16 **Indicator**: Number of planned methodological guidelines for measuring indicators SDG16 /number of finalized methodological guidelines for measuring indicators SDG16

For the purposes of this evaluation, the results matrix of the Thematic Programme (also known as the logframe or logical framework) has been revised (Annex I) to more fully confirm with the OECD/DAC evaluation guidelines, as well as to make it more evaluation-friendly. It is organized on the basis of the Strategic Framework for the Subprogramme 6.

Table 3.Thematic programme: Budget and expenditure (US $, %)

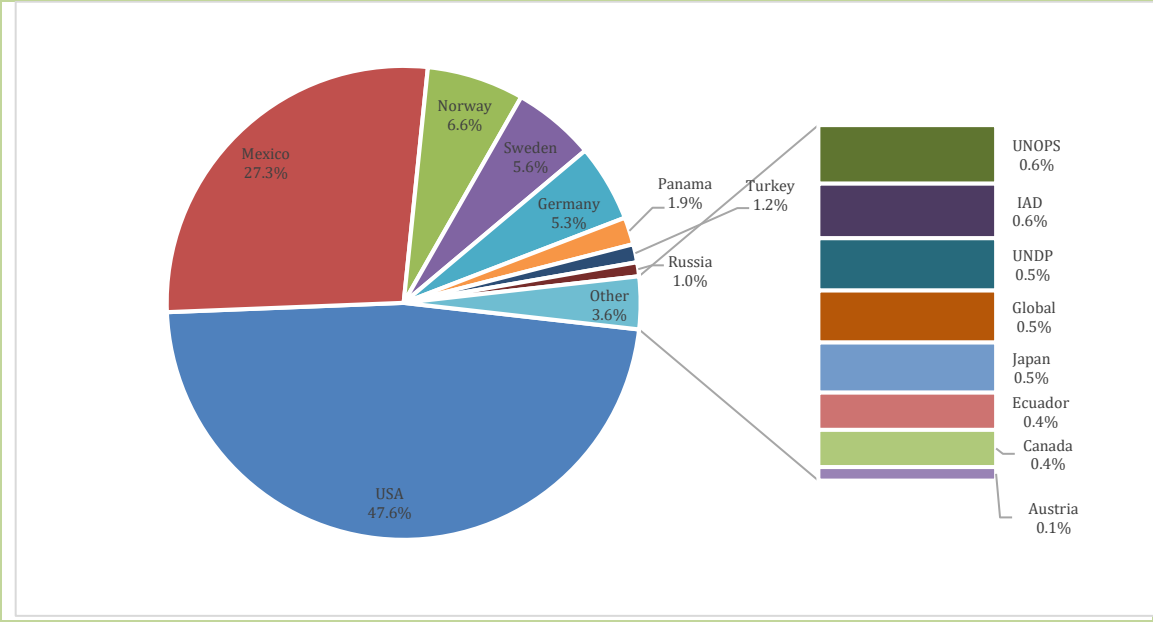
Project (Time period)	Overall budget	Approved Budget	Expenditure until 31/12/2016	Expenditure in %
GLOU34 (07/05/2007 – 31/12/2019)	17,549,700	12,738,841	11,562,918	**91%**
GLOV44 (17/10/2013 – 13/12/2020)	5,105,400	585,141	320,209	**55%**
GLOX64 (23/03/2012 – 31/12/2021)	9,853,568	1,827,223	1,673,478	**92%**
GLOV20 (01/01/2013 – 31/12/2017)	7,786,400	6,657,193	5,266,688	**79%**
MEXX35 (01/04/2011 – 31/12/2019)	7,057,906	4,630,920	3,500,149	**76%**

Funding and disbursement history

Table 3 provides information on total budget and expenditure over the entire life of these five projects, while Table 4 provides information on donors' contributions. These projects have been allocated a little over US $47 million over their lifetime, while approved budget and total expenditure over the same period have been $26 million and $22 million respectively. Table 4 shows the donor contributions to the five projects for the period under evaluation: 2011-2017. The US through the Bureau of International Narcotics and Law Enforcement Affairs (INL)was the largest contributor (US $9.6 million, 48%), followed by Mexico (27%), Norway (7%), Sweden (6%), and Germany (5%). The information on donor contributions to each programme individually is included in Annex IX.

Table 4. Total contributions by donors: Pledged & Actual (US $, 000's)

Donor	2011	2012	2013	2014	2015	2016	2017(Oct)	Total
Austria	28	0	0	0	0	0	0	28
Canada	76	0	0	0	0	0	0	76
Ecuador	0	76	0	0	0	0	0	76
Germany	0	0	597	466	0	0	0	1063
Global	0	0	0	51	0	55	0	106
IAD	0	0	0	111	0	0	0	111
Japan	0	102	0	0	0	0	0	102
Mexico	0	1400	0	1700	405	2000	0	5505
Norway	561	385	82	0	0	39	272	1338
Panama	0	0	0	287	90	0	0	377
Russia	150	7	0	0	19	17	0	192
Sweden	767	110	102	64	36	0	57	1136
Turkey	50	100	100	0	0	0	0	250
UNDP	0	0	0	0	106	0	0	106
UNOPS	0	0	0	119	0	0	0	119
USA	1500	90	2200	568	451	1900	2900	9609
Total	**3133**	**2272**	**3083**	**3368**	**1110**	**4012**	**3229**	**20195**



As per the latest audited statements summarized in Table 5 below, TPR had a total expenditure of about US$ 15.4 million for the period under evaluation (as of October 31, 2017).

Table 5. Total expenditure by project (US $, 000's)

	2011	2012	2013	2014	2015	2016	2017 (to date)	Total
GLOU 34	395	287	212	140	384	278	1480	3175
GLOV 44			0	46	42	111	292	491
GLOV 20			1912	1896	825	662	644	5939
GLOX64			88	471	487	454	98	1598
MEXX35	171	716	600	837	440	779	665	4207
Total	**566**	**1003**	**2812**	**3390**	**2177**	**2284**	**3179**	**15411**

Evaluation backdrop, purpose, and specific objectives

As per terms of reference (ToR) in Annex I, the main objective of this evaluation is to generate learning for future UNODC research programming, in addition to assessing past achievements of the thematic programme, and their constituent projects, as regards their relevance, design, efficiency, effectiveness, impact, partnerships and sustainability, and Human Rights and Gender equality (HRG) mainstreaming. In addition, lessons learned and innovations are drawn from the analysis of the projects. While information on various projects is disaggregated to the extent possible, the overall thrust of this evaluation is on the thematic programme on research (excluding forensics). The evaluation covers all five projects outlined above over the period of January 2011, or their start date (Table 3), to November 2017, and was conducted by a team consisting of Punit Arora (team leader), Deborah Alimi (Drugs expert), Aldo Magoga (Crime expert), Cristina Santillán Idoate (Gender expert), and Emanuel Lohninger (IEU).

Evaluation Methodology

Responding to the evaluation ToR, the evaluation team proposed a mixed-method, inclusive and participatory approach. The evaluation was also conceived as a HRG-responsive evaluation.[4]

The evaluation was a phased exercise, including six processes, some of which ran concurrently. During the first process (inception phase), the evaluation team reviewed and revised the logical framework of the projects and the Thematic Programme. To meet the evaluation objectives outlined above (see also Annex), the evaluation team reviewed and revised the logical framework (Annex II)to be more in line with the OECD-DAC guidelines

[4] UNEG, 2014. Integrating Human Rights and Gender Equality in Evaluations.

on results-based management. The team devised a multi-pronged data collection methodology consisting of six data collection processes, some of which ran concurrently. Annex III provides data collection strategy for each question mentioned in the terms of reference. The evaluation team also conducted a preliminary HRG evaluability assessment, which was used to (i) define HRG specific questions under different evaluation criteria (specifically design, effectiveness and HRG), (ii) develop HRG-sensitive data collection methods and tools, and (iii) identify relevant HRG-focused stakeholders to ensure an inclusive and focused process.

Simultaneously, review and analysis of relevant documents supplied by the projects managers was undertaken, including project reports, revisions, progress reports and research products produced by the projects. The evaluation team also reviewed external documents relevant to the evaluation, including project reports, progress reports, review and evaluation reports and various technical notes and operating procedures developed by the TPR team. All relevant documents supplied by the programme team, and listed in Annex IV, were analyzed. The evaluation team also interviewed project managers in initial interviews and produced an Inception Report detailing the evaluation's scope, focus and questions, methodology and tools.

The second process involved a field mission to Vienna HQ to interview RAB and other headquarters staff as well as Vienna-based external stakeholders. These interviews were used to elicit information on the results and activities being carried out by the TPR, as also to understand the underlying logics and dynamics of strategic choices made by the TPR staff.

The third process involved three field missions: Mexico and Panama (Latin America), Uzbekistan (Central Asia), and Nigeria (West Africa). These missions were selected after considering various factors including geographic focus, level of engagement in the region, variety of development stages and scope of delivery for the research projects. The field missions were either to countries that have received substantial assistance or exhibit apparent need for it. All field missions were undertaken in teams composed of two evaluators each.

The fourth process involved telephonic interviews with core learning partners and other stakeholders across the world. In total, 151(86 male, 65 female) stakeholders were interviewed. Information on the stakeholders interviewed during the whole evaluation process (HQ missions, field missions and telephonic interviews) is documented in Annex V. These interviews were generally based on the semi-structured interview protocols intersecting with informants' backgrounds and including questions addressing HRG aspects (shown in Annex VI). The evaluation team also followed up with specific questions to elicit other relevant information during interviews.

The fifth process involved a survey of UNODC staff and external stakeholders in order to measure the effectiveness of the TPR products and services. As UNODC staff are 'users' of TPR products, a stratified random sample of 100 professional staff members was drawn from a list of 392 staff members provided by the HR section. The sample was stratified on the basis of location (HQ or field), rank, and gender. A second random sample of 100 trainees was drawn, from the list of 565 trainees provided by the RAB, in order to measure the use of training, RAB products and other technical assistance provided to them.

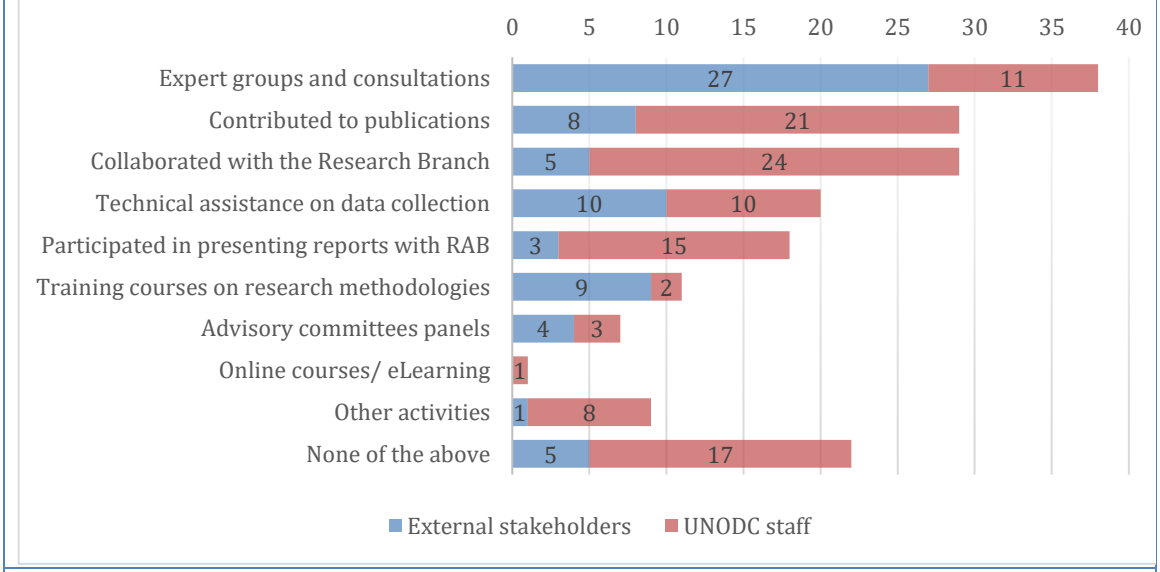
The survey was conducted via the surveying website www.surveymonkey.com.The survey questionnaire was developed on the basis of the desk review, and is included in Annex VIII. More information on survey respondents is provided in Table 6. As depicted in the table, these respondents have been associated in a wide variety of roles (Panel B) and activities (Panel C). The respondents were allowed to select multiple roles and activities (i.e., all applicable to them) they have engaged in, and several respondents had been involved in multiple roles and activities.

The sixth process involved a second short field mission to Vienna HQ to discuss preliminary findings and follow-up on emerging issues through interviews with RAB staff.

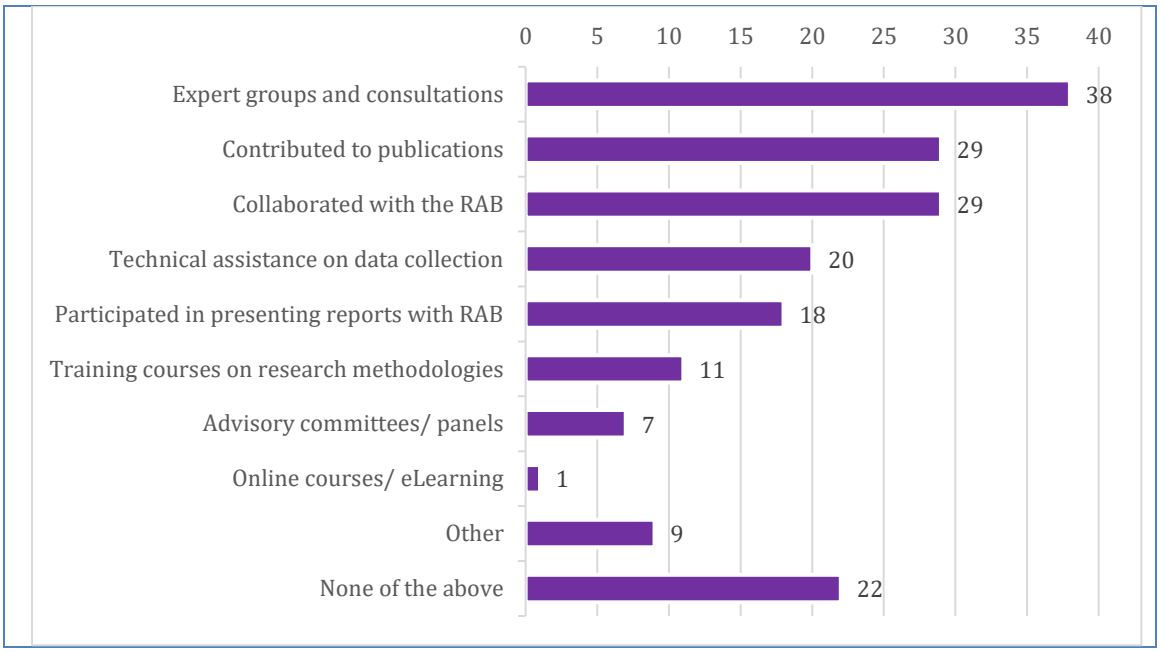
Table 6. Survey Participant Information

	UNODC Staff	External stakeholders	Total
Survey: Initial selection	100	100	200
Survey responses	70	46	116
Response rate	70%	46%	58%
Gender of respondents	37% F, 56% M, 8% Undisclosed		
Age in years	Mean = 44.67 years, standard deviation= 9.05 years		

Panel B. Self-identified roles of association with the RAB



Panel C. Participation in TPR activities



Overall, the evaluation team followed a mixed-methods approach with adequate triangulation and counterfactuals to arrive at credible, reliable and unbiased findings to the extent possible.

Limitations

The evaluation team must specifically note the following possible limitations:

1. The quality of financial information provided to the evaluation team was found to be inadequate for the purpose of making an appropriate determination of efficiency-related questions. The inadequacies of management accounting data are exacerbated by the complexity of programme management. While the evaluation made use of triangulated information to arrive at these findings and conclusions, it is in the interest of UNODC to explore and use better financial management systems and practices.

2. Similarly, given the weaknesses in results-based monitoring systems, adequate data on some of the outcomes and impacts was difficult to obtain, but the evaluation team tried to overcome this limitation by collecting as much indicative evidence as possible (including in some cases by systematically collecting anecdotal evidence).

3. The field missions initially planned for Senegal and Kazakhstan had to be cancelled for logistical reasons. Some of these stakeholders were, instead, interviewed over phone.

II. EVALUATION FINDINGS

This section details the primary findings from this mid-term in-depth evaluation of the global research projects of the Research and Trend Analysis Branch with regard to the research component of the thematic programme (henceforth, TPR, thematic programme, or RAB cluster). The findings are discussed and grouped by the following OECD DAC criteria: design and relevance, efficiency, effectiveness, impact and sustainability of the project's activities and outcomes. Additionally, partnerships as well as human rights and gender mainstreaming as called for by the terms of reference for this evaluation were assessed. For each of these criteria, findings are then organized by the research questions driving the evaluation. While covering all the questions specified in the terms of reference, the focus is on those issues or topics that are identified as salient from the triangulated data. This section includes summary of expected and actual outcomes (Table 10).

Design and relevance

1. How relevant are the projects, and consequently the Thematic Programme, to the target groups, as well as to implementing the Sustainable Development Goals, including 3, 5, 15 and 16?

- The relevance of the thematic programme for UNODC to be an authoritative voice and TA provider in the field of drugs and crime is beyond a doubt. The programme's outputs are in complete alignment with the priorities of most Member States, and are recognized to be of significance by most of its target groups.

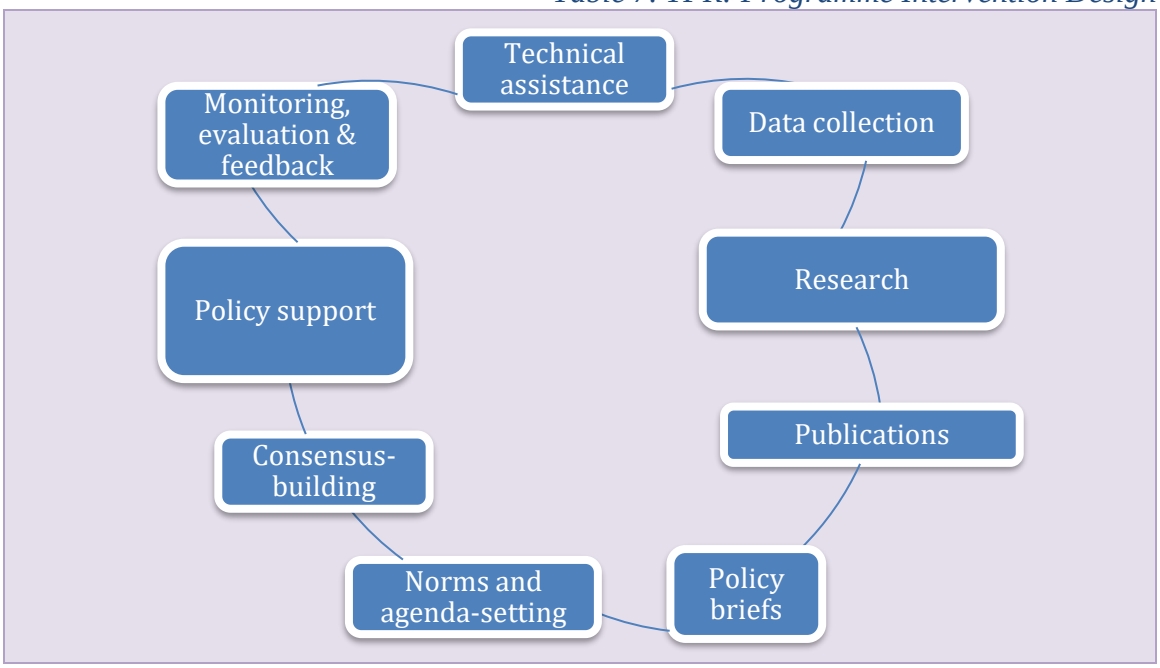
Design and relevance questions broadly pertain to the strategic fit achieved by the thematic programme on research in helping UNODC deliver on its mandates. The larger the fit between strategy and environment, the greater is the continued relevance of the programmes and policies to the UNODC and its key stakeholders, including Member States.

All interviewed and surveyed stakeholders attest to the relevance of the thematic programme, its projects and outputs including technical assistance, publications, data collection, to the global agenda on drugs and crime. These stakeholders expect TPR to continue its work towards advancing global knowledge on drugs and crime. In the evaluation survey, more than 90%ofrespondentsrate UNODC research as highly relevant or relevant to their work. There was essentially no difference among UNODC staff and external stakeholders in this regard.

The thematic programme's research outputs, particularly global reports and methodological guidelines for data collection and analysis, are critical to MS and other stakeholders for developing basic understanding on sensitive, lesser-known and emerging phenomenon in drugs and crime. For a programme like TPR to achieve its results, it needs to develop a comprehensive intervention. Such an intervention plan incorporates a series

of building blocks (outcomes) ranging from technical assistance on conducting research and building consensus to providing evidence-based analysis and setting norms and agenda (Table 7).

Table 7. TPR: Programme Intervention Design



This thematic programme focuses on all of these outcomes. Various stakeholders, interviewed and surveyed, highlighted different aspects of support they had received from the programme. The programme undertakes a wide variety of tasks to overcome challenges related to data collection, limitations of information-sharing and the discrepancies in methods and technical capacities among countries with an aim to provide stakeholders with a global picture on emerging trends in the domain of drugs and crime. This global perspective is integral to developing UNODC's identity and core competences.

International conventions and mandates: Further, as a custodian of five different conventions on drugs, corruption and organized crime, UNODC has clear and specific mandates to support the development of evident-based policy-making. The thematic programme, through these five projects, contributes to building an international platform for exchanging data and providing baseline knowledge necessary for developing a global consensus on international drug and crime policies. These research outputs have reportedly contributed to international programming in the form of resolutions passed by the United Nations General Assembly (UNGA), The Commission on Narcotic Drugs (CND) and the Commission on Crime Prevention and Criminal Justice (CCPCJ).

The thematic programme is tasked with providing a global and focused perspective on phenomenon to help policy-makers address challenges as an international community. For most of stakeholders, the thematic programme provides evidence, often unprecedented, and increases visibility for issues that may not be at the forefront of their political priorities (e.g., wildlife crime, TIP, drug use and health impact, intimate-partner homicides, etc.). To aid in the process, the thematic programme has been designed on the

basis of a capacity-building rationale. As interviews with national counterparts and field missions underlined, UNODC develops theoretical and practical tools (methodological guidelines, international standards, software support etc.) for data collection and fosters a culture of research and information-sharing among counterparts in the field and in policy-making forums at HQ. It further brings to the field the necessary tools and resources to undertake research activities. The support to corruption survey in Nigeria and MEXX35 are good illustrations of technical assistance.

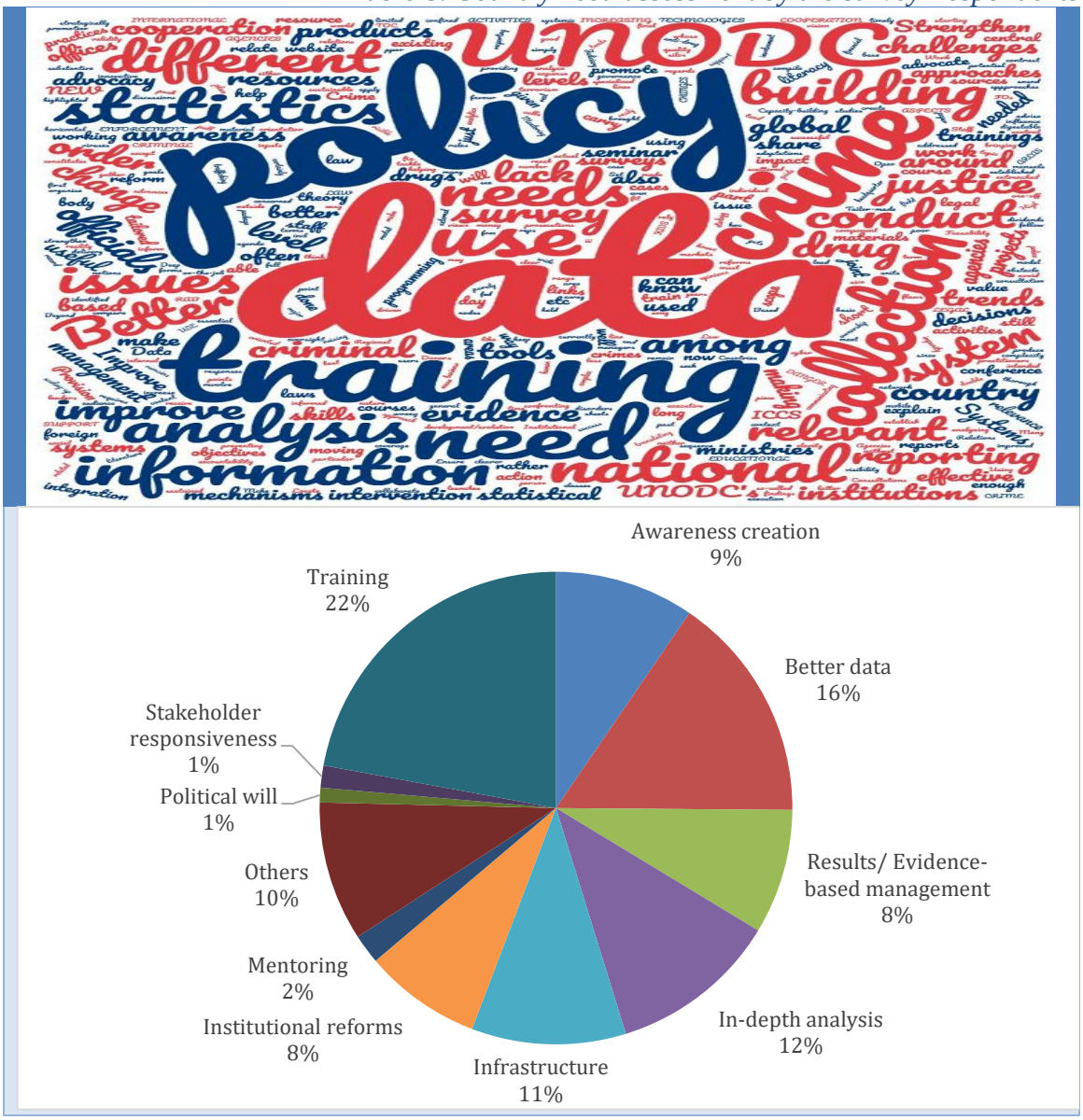
Sustainable development goals: The thematic programme also is directly relevant to implementing the SDG in two primary ways: (i) producing baseline knowledge to enhance global understanding of the challenges ahead in the fields of drugs and crime; (ii) reviewing progress towards the achievement of the SDG by hosting several statistical indicators for a number of SDGs. According to desk review and interviews, all 5 projects have linkages to the SDGs and some directly contribute to their realization and/or monitoring. GLOU34 contributes to the SDG indicator 3.5 (on prevention and treatment of substance abuse) and supports the achievement of SDG 16, which identified UNODC as the lead agency for compiling statistical indicators for a number of SDG16 targets. When it comes to target 16.5 (on corruption and bribery), GLOU34 has also contributed to the development of standard surveys measuring the experience of corruption and setting standards for measuring various aspects of it. Through GLOU34, UNODC keeps a database on Homicide Statistics and has published Global Studies on Homicide that provide baseline information to monitor target 16.1 (on reduction of violence and related death rates) and are relevant to the SDG 5.2 (on violence against women) and 16.2 (on abuse, exploitation, trafficking and all forms of violence and torture against children). Through GLOX64, UNODC collects data, keeps a database and conducts studies on Trafficking in Persons in order to produce the Global Report, as well as provide baseline information to monitor SDG targets 5.2, 8.7 and 16.2. UNODC is the custodian of indicator 16.2.2 (number of victims of human trafficking by sex, age and form of exploitation). GLOV44, in addition to the research work on wildlife crime contributes to SDG target 15.7 (on illegal wildlife products). In addition, TPR multiplies efforts to fit to the SDG exigencies. In the most recent project revisions of MEXX35, a new outcome has been added to operationalize the link with the security and justice components of SDG 16.

Human Rights and Gender Equality (HRG) agenda: As regards HRG considerations, interviewed stakeholders and documentation recognize the important role that UNODC has to play to advance gender equality and women's empowerment and to ensure "no one is left behind". Nevertheless, as detailed later in this report, HRG mainstreaming is only at an early stage and can only progress. Specifically, the research outputs are considered highly relevant to ensure regular and reliable age and sex-disaggregated data and analysis to the realization/monitoring of SDGs with full respect of all human rights. Specifically, the thematic programme is relevant to monitoring target 5.2 on violence against women and girls (SDG5), and other gender-related targets (3.5 on prevention and treatment of substance abuse; 11.7 on access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities, and 16.1, 16.2, 16.3 and 16.5).

Strategic fit between country needs and programme outputs: To determine whether the thematic programme has been providing relevant products and services to the targeted groups, the evaluation survey included a question on needs assessment. The survey

respondents listed a variety of needs for their countries to address drugs and crime challenges. The respondents' qualitative responses were analyzed using a text analysis tool provided by the www.wordclouds.com. The word cloud below helped develop a list of keywords and codebook to categorize and tabulate these responses (Table 8). As can be gleaned from the table, training (22%), better data (16%), in-depth analysis, and evidence-based management emerged as the top needs. These needs are directly in line with the work undertaken by the thematic programme.

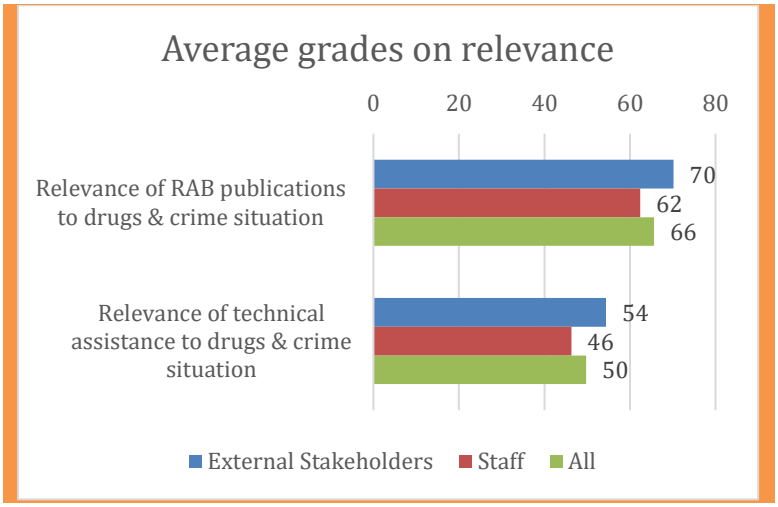
Table 8. Country need assessment by the survey Respondents



While interviewees agree with the above needs assessment, the thematic programme appears at the same time too ambitious for some and too modest for others to be fully relevant to all target groups. Taking into account the challenges related to UNODC mixed audience and diverse expectations existing across its different target groups, the evaluation nevertheless found some important limitations and gaps in the thematic programme outputs i.e. in terms of geographical coverage, regional and national context analysis, explored themes, qualitative data and programmatic relevance. Field interviews highlighted that reports produced by HQ do not always match some counterparts' appetite for more analytical research or respond to field expert diagnosis of research needs. Although the imperative necessity of most of the thematic programme outputs is generally reiterated, there is also a shared consensus among staff, external stakeholders and some MS that UNODC research needs to provide more in-depth, customized and qualitative analysis, address new relevant topics and themes (including HRG relevant issues, see effectiveness and HRG sections) and ensure frontline knowledge of regional and field specific features, contexts and dynamics in order to best fit its mandates and feed into operational and policy programming (see Impact section). Also, few stakeholders found that UNODC is missing an opportunity of offering a space for policy debate on drug and crime issues. On technical assistance (TA) and training activities, the same observations are valid. While TA is considered relevant, there is demand for more advanced and tailored programmes. However, in the current resource and workload situation, TPR is in a difficult position to expand its TA efforts any further (See also the effectiveness and efficiency sections).

The evaluation also noticed rising concerns among a significant proportion of staff and external stakeholders that TPR while aware of the emerging needs, was not in a position to undertake further initiatives. Besides important resources constraints, interviews and survey information point out that the need for a more enabling environment for undertaking more innovative and analytical research. Some perceive increasing political pressure on research choices and some level of mistrust over the objectives and uses of research findings (multiple data checks, restriction on sources uses, findings justification) which may damage the credibility of research outputs, weight on staff professionalism and discourage innovations and diversification of outputs. Besides the exigency of certain data quality standards, the politicization of the research environment also prevents HQ to take into greater consideration field inputs on research prioritization and proposed studies.

Table 9. Survey respondents' evaluation on relevance of the thematic programme



These challenges may explain why the survey respondents, who consider the outputs of the thematic programme to be highly relevant to their work, give it a rather low overall grade on relevance to solving the drugs and crime situation in their countries (Table 9). This is especially true in case of TPR's technical advice and training (TA). This was also corroborated in the interviews, and several interviewees opined that the TA provided by the TPR may not be adequate or tailored enough to the needs of the beneficiaries. Mixed understanding and expectations around the role of RAB in TA activities could also be observed. Whereas the TPR foresees TA provision in terms of technical advice on methodology implementation and/or diffusion, most of stakeholder equate RAB roles in TA support to national statistic/research capacity-building. There is a need to clarify RAB's role to its stakeholders while also build a stronger case among stakeholders and beneficiaries around the value of RAB support in the implementation of specific guidelines and methodologies such as the ICCS for example which ultimately contribute to improve research outputs via the improvement of data monitoring and reporting systems. Overall, the evaluation notes that the thematic programme continues to be consistent with beneficiaries' requirements and country needs, as well as with UNODC's mandates and global priorities in the area of evidence-based policymaking.

Further, the project has also been reasonably flexible, within the limits of its own mandates and resources, in responding to the changing environment (e.g., wildlife crime or homicides reports). The thematic programme has also made attempts at incorporating the SDGs, and is recognized for providing baseline information for programming and for its efforts to communicate and channel a culture of research throughout the Organization. However, stakeholders also suggested that TPR has the potential to do much more to be truly relevant to the needs of UNODC and its stakeholders.

2. To what extent have HRG principles guided projects design? Which are the critical HRG issues in the research topics of the Thematic Programme and projects?

- While highly relevant to promoting gender equality, women's empowerment and human rights, HRG were not sufficiently embedded within the design of the projects and the thematic programme, limiting the focused and systematic operationalization of HRG in the programming cycle.

International frameworks and the SDGs call for human rights principles and standards and gender mainstreaming to guide all development activities. At UNODC level, guiding documents have been developed to facilitate the integration of a Human Rights-Based Approach (HRBA) and gender mainstreaming in programming. The Position Paper on

Human Rights (2012) recognizes the need of adopting a HRBA in all development cooperation and technical assistance activities (including research) to further the realization of human rights. The Guidance Note on Gender Mainstreaming (2013) stresses that UNODC has the responsibility to understand how and where gender issues are relevant to its different areas of work and to integrate a gender perspective (gender mainstreaming) in all its practices, policies and programmes.

In this regard, beyond isolated mentions to UNODC's commitment to HRG (MEXX35 and GLOV20) and the integration of a gender-sensitive approach in CBARD-West project (GLOU34), the interviews with RAB staff and desk review indicate inadequate HRG integration into the design of the projects and the thematic programme as a whole. The evaluation identified various shortcomings at this level, which included (i) international, sectoral and organizational HRG frameworks and commitments are not mentioned in projects documents; (ii) HRG-related factors underlying drugs and crime problems, HRG-related research gaps, and national capacities to collect and analyze sex and age-disaggregated are not part of the situation analysis; and (iii) specific outcomes, outputs, indicators, targets or input (human and financial resources) to advance HRG are also not specifically incorporated in results frameworks.

At the sector level, integration of HRG issues in the field of drugs and crime remains overall limited because of predominance of law enforcement approach to the phenomenon. HRG issues are, resultantly, not automatically considered relevant. In addition, the narrow funding for research and HRG issues further constrains RAB's capacity to integrate these aspect into programming. At the institutional level, staff members find that HRG principles do not yet constitute a priority for UNODC. It was also mentioned that effective integration/mainstreaming would require an important cultural change in the institution. In this context, the lack of fully-fledged HRG policies, structures, mechanisms and capacity renders the prioritization for a Branch very difficult. The upcoming "UNODC and UNOV Strategy (2018-2021) for Gender Equality and the Empowerment of Women" is seen as a positive initiative that should create a more favorable environment for promoting gender equality at UNODC. At the project level, most research projects were formulated prior to development of UNODC guiding documents on HRG, SDGs, UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP, 2012) and specific policy guidance on gender in drugs and crime sectors. Besides, there was absence of an inclusive and participatory approach in the design stage, which limited the involvement of relevant stakeholders, who could have helped in understanding and prioritizing HRG issues in the projects and the thematic programme. These challenges at all levels are further exacerbated in case of human rights mainstreaming. The evaluation noticed uncertainty among stakeholders on the importance accorded to these issues, and lack of awareness and clear direction and practice at UNODC were routinely mentioned to be critical challenges to promoting human rights mainstreaming.

Despite the persistence of challenges, the evaluation identified an increasing demand from both internal and external stakeholders for research and technical assistance that addresses HRG-related data and knowledge limitations and gaps on drugs, crime and criminal justice. Specific limitations and gaps were identified through desk review and consultations with stakeholders. Note that the list below is not meant to be comprehensive

list of the HRG limitations and gaps on drugs and crime. It simply presents the main ones mentioned or identified during the evaluation:

(i) Limited and scarcely comparable age and sex-disaggregated data across countries;
(ii) Limited capacity for HRG analysis among many MS;
(iii) Stereotypical picture of women as passive and marginalized victims in organized crime, terrorism, corruption, criminal justice and drugs prevention, treatment and care, and drugs trafficking. In this regard, UNODC staff and external stakeholders called for transformative perspectives that study the role of women as victims but also as offenders and agents of change.
(iv) Stakeholders also called for enhanced analysis of the differentiated impact on women and marginalized groups of drugs and crime and the prevention and control policies and strategies, including qualitative and quantitative data;
(v) Specific issues/topics that will require further focus and analysis according to stakeholders: gender in the alternative development responses, as a genuine area of focus of UNODC; youth and crime; femicides/ feminicides with firearms; sexual harassment; child pornography as an emerging and serious form of cybercrime; and, HRG dimensions of wildlife crime in its convergence with other crimes (gender based violence and trafficking of human beings) and in the responses to it (militarization of anti-poaching efforts, for example).

Overall, both internal and external stakeholders suggested that UNODC needs to play a greater role in addressing HRG-related data and knowledge limitations and gaps on drugs, crime and criminal justice. They recommended systematic capacity building and development of standards for HRG-sensitive data and analysis of crime and drugs problems and HRG-data reporting and analysis in research products. While HRG analysis is to be continued and reinforced in global reports, a number of stakeholders consider that more focused reports (such as research briefs, research journals and regional and national reports) are needed. Further, as the design phase lays the foundation for project implementation, monitoring and evaluation, the evaluation concludes that the Thematic Programme needs to more fully integrate HRG approach in this phase to facilitate a stronger and systematic focus on HRG throughout remaining phases of the programming cycles.

Effectiveness

3. To what extent has the Thematic Programme contributed to addressing current global challenges and mandates in drugs and crime research domains, taking into consideration the contribution of the individual projects? This includes examining capacity development efforts as well as contributions to relevant UNODC programmes and projects beyond the thematic programme.

   - TPR is fundamental to achievement of UNODC's mandates and its success as a knowledge organization. While the thematic programme has made significant strides towards realizing this vision, it is yet to realize its true potential.

As mentioned in the methodology section, the evaluation team revised the project's results framework (Annex III) to be more evaluable in terms of outcomes. Table 10 provides a

summary of (major) expected and actual outcomes. It also mentions the outputs that contributed to achievement of these outcomes.

Table 10. Expected and actual outcomes

Specific Objective 1: Increase in number of evidence-based strategic responses by stakeholder towards addressing existing and emerging drugs and crime issues.		
Output	**Expected outcomes**	**Actual accomplishments**
Reports produced and made available offline and online	Increased access to reports published on-line by intended stakeholders	According to the project documents, to GLOU34 had 1.5 million downloads of its publications in 2009, which had increased to 2.1 million in 2011, but declined to 1.14 million in 2012. The WDR continued to be the most downloaded UNODC report. Since 2014, when a new web site monitoring system started, the World Drug Report was downloaded 639,177 times. Downloads of online seizure and price statistics was 27,539 in 2012. The page views for the new data portal were at 175,000 per month from 2015-2017. According to GLOX64's annual reports, GLOTIP 2012 was downloaded 78,000 times in 2013 and 138,684 times in 2014. It was the 7th most downloaded document from the UNODC website. GLOTIP 2014 achieved 12,931 downloads within the first month, and 184,000 by 2015-2016. It was the 5th most downloaded document from the UNODC website. As of January 2016, the 2014 Global Report on TiP was the fifth most downloaded document from the UNODC website with 95,573 downloads. GLOV20 publications, in total, had been downloaded more than 11,500 times during 2015. According to the latest available information, these downloads now amounted to over 31,000 times from the UNODC web page.
Reports produced on drug and crime issues (GLOU 34), global analyses of the threats and modalities of transnational organized crime, studying new forms and dimensions of transnational organized crime and analyzing new and emerging challenges (GLOV 44), the multidimensional threat of the global illicit trade in Afghan opiates (GLOV 20), trafficking in persons patterns and flows, at national, regional and international level (GLOX 64) and TOC threat	Use by global community of research produced under TPR cluster through its projects	In 2013, these research products received 2,760 citations (Baseline 2012-2013: 2100). Lexis-Nexis citations of the WDR amounted to 472 in 2013, which had grown to 991 in 2017 (as of November 20). Similarly, in 2013, Global Study on Homicide had 196 citations, World wildlife crime report had 129 citations, and GLOTIP report had 906 citations. Google scholar citations for these publications, according to a search on 20/11/2017, appeared to be 7,340 (WDR), 1,280 (GLOTIP), 43 (Wildlife crime) and 1,610 (Homicide Study). In 2017, the number of references in Proquest to 5 research reports was 5,508: World wildlife crime Report 44, World Drug Report 4415, Afghan Opium Survey 50, Homicide 753, Global Trafficking in Persons 246 (in peer reviewed journals)

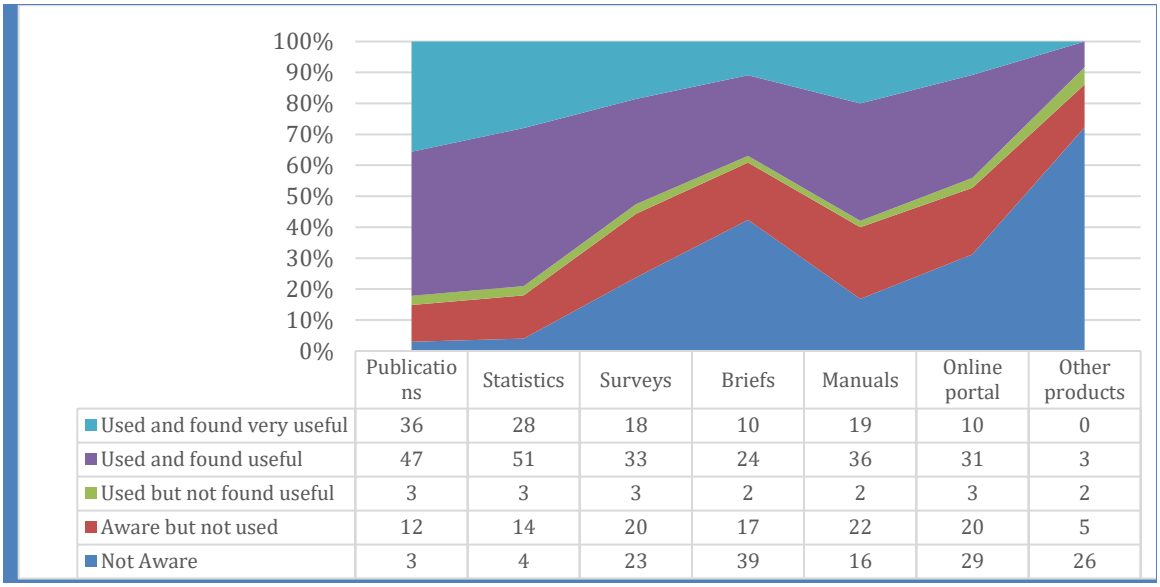
assessments (GLOU34 and GLOV44)		
World Drug Report, Trafficking in Persons report, Homicide study, World Wildlife Report, and other global reports	CND, CCPCJ, ECOSOC and the General Assembly adopt resolutions taking into account reports.	WDR is widely used by international bodies and UNODC programmes, mostly as a context for the programmatic activity (see below). World Wildlife Report provided substantive inputs to the Indian Ocean Maritime conference, International Conference on Wildlife Trafficking (Kasane), the CITES Special Reporting Requirements Working Group and the Global Programme on Combating Wildlife and Forest Crime. It also provided research inputs to the Maritime Crime Programme (illegal fishing), the OECD Task Force on Charting Illicit Trade (fraudulent medicines), EFFACE (EU research project to fight environmental crime) and to the UNODC Global Programme on Wildlife and Forest Crime. GLOV20 provided briefings and presentations at international platforms, including CND sessions and Paris Pact meetings, and briefings to the MS in Vienna, although no specific resolutions were passed. With respect to GLOU34 and MEXX35, the United Nations Statistical Commission approved the International Crime Classification for statistical purposes (ICCS) during its 46th period of sessions, and MS of the CCPCJ endorsed a resolution for improving the quality and availability of statistics on crime and criminal justice for policy development
Support to national production of Illicit Crop Monitoring (ICM) Surveys (GLOU34) and Reports on Afghan Opiate Trade (GLOV20)	Completion of surveys and reports to international standards and their use by governments concerned	Stakeholder interviews indicated that, ICM surveys had been completed to international standards. GLOV20 supported national and regional organizations for drug related threat assessment reports, including the Ministry of Counter Narcotics (MCN) of Afghanistan, Tajik DCA, CARICC, Afghan Customs, Pakistan Customs and Kyrgyz NISS, etc. as well as provided briefings and presentations at national platforms.
Specific Objective 2: Increase in production, analysis and exchange of statistical data on trends, including those in emerging drug and specific crime issues by stakeholders		
Guidelines and manuals on surveys and other data collection methods (GLOU34 and MEXX35)	Guidelines and manuals are used by national statistical offices	Although data on the use of guidelines and manuals is not systematically collected (e.g., by setting up web counters) by the TPR, stakeholder interviews and survey indicated that various guidelines and manuals provided by the projects are widely used and found useful (see also Table 11).
Statistical information on drugs and crime in accessible databases (GLOU34 and GLOV20)	Increased access by stakeholders to information	Downloads of online seizure and price statistics was 27,539 in 2012. In 2014, the web data portal was visited by 38,000 unique visitors and total page views amounted to about 1.5 million.

		GLOV20 together with Paris Pact and UNODC Regional Office for Central Asia established an on-line data collection and dissemination platform (DMP). At the end of 2013, DMP had registered 114,497 individual drug seizure cases, 179 users from 40 countries, and recorded 5,167 return visits. By the end of 2015, this had increased to over 181,000 individual drug seizure cases, 300 users from 40 countries and had over 20,000 unique page views.
Technical assistance on statistics and data collection	Increased number of requests received for technical assistance for the implementation of the International Crime Classification for Statistical Purposes (ICCS, GLOU34 and MEXX35)	As per November 2017, MEXX35 had conducted 23 trainings on victimization surveys (5 online and 18 on-site) in 38 countries with 971 participants (470 women and 501 men). It also supported statistical offices of7 countries in LAC (including Panama, El Salvador, Guatemala, and Argentina) for national victimization surveys. Ecuador, Jamaica and Brazil will be shortly undertaking it as well.
Technical assistance on statistics and data collection	Increased number of planned research and completed research activities by countries receiving assistance	Interviews with stakeholders indicated that the TPR has been receiving more requests for technical assistance that it has the capacity to serve, which indicates strong demand for TPR's services. However, at the same time, they did not indicate this to be of exceptional quality, (see also Table 20), which indicates that the RAB is yet to find a unique niche for this.
Threat assessment reports (GLOU34, GLOV44 and GLOV20)	Relevant government institutions prepare local and regional threat assessment reports using the guidelines and manuals	Local and regional threat-assessment reports are no longer carried out, although some stakeholders expressed the need to reinstate publication of threat assessments (albeit a name that is less threatening that threat assessment).

As is evident from the comparative chart above, all of the TPR projects under evaluation have made substantial progress on most of their stated outcomes. While the projects did not have specific targets—except for the outcome on research citations, which were easily exceeded—all reported observable successes.

Research products: Stakeholder interviews and surveys were generally positive on the TPR products, although some notable variations across various projects and outputs were observed. Table 11below presents survey respondents' opinion on usefulness of these products. As seen in top panel (Table 11A), it is apparent that the respondents found publications and crime and drugs statistics to be highly useful. More than 80% of the respondents rated these products to be either 'useful' or 'very useful', and there was no significant difference on these between the UNODC staff and external stakeholders. However, national and thematic surveys (63%), research briefs (37%), manuals (58%), online portal (44%) and other products (8%) were found useful to a lesser degree. There was a perceptible lack of awareness on many of these products and services. These trends largely confirmed stakeholder observations recorded in interviews.

Table 11. Perceived usefulness of TPR products



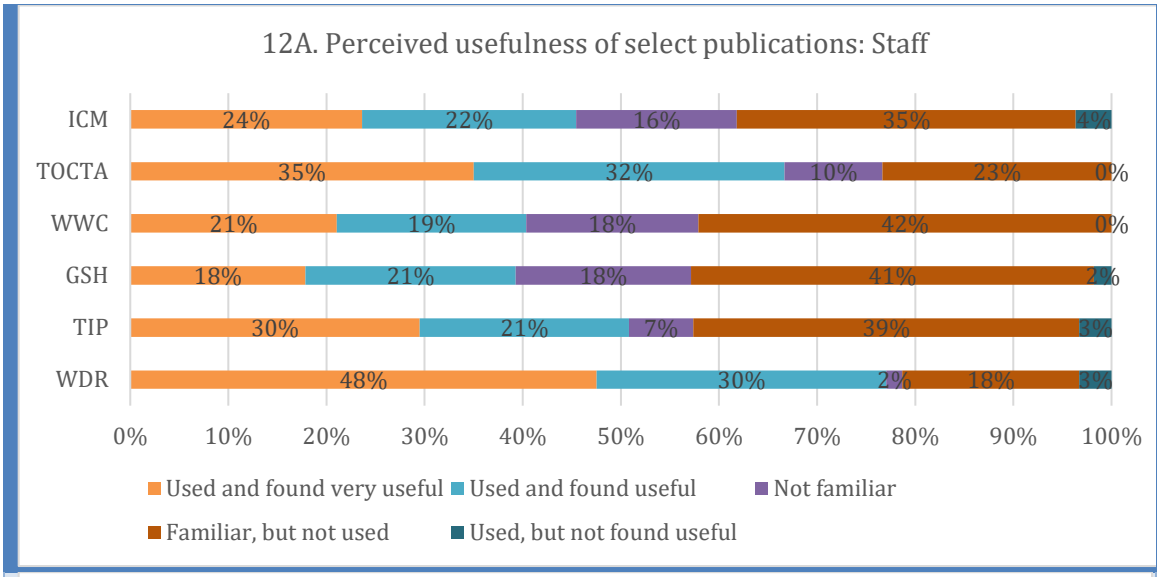
	Publications	Statistics	Surveys	Briefs	Manuals	Online portal	Other products
Used and found very useful	36	28	18	10	19	10	0
Used and found useful	47	51	33	24	36	31	3
Used but not found useful	3	3	3	2	2	3	2
Aware but not used	12	14	20	17	22	20	5
Not Aware	3	4	23	39	16	29	26

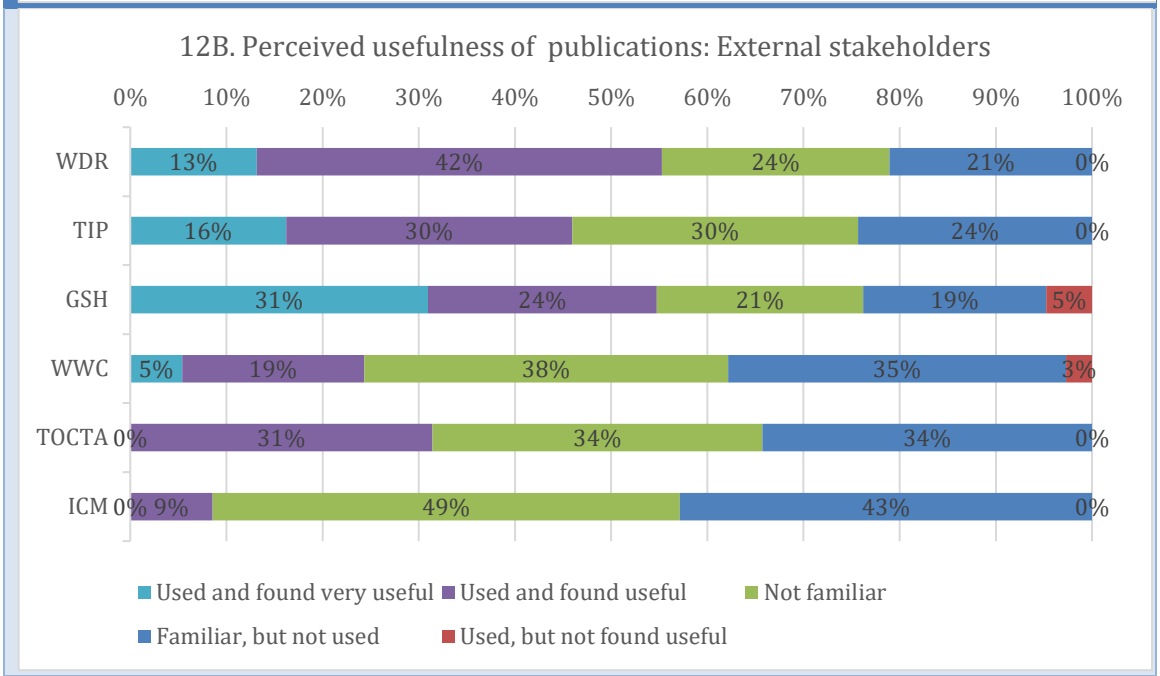
The survey specifically asked the respondents to rate UNODC's flagship publications, which are the most significant outputs of the TPR (Table 12).70% respondents rated WDR to be useful or very useful. The corresponding numbers for TIP, GSH, WWC, TOCTA and ICM were 49%, 47%, 34%, 53%, and 31%. While the data did not indicate familiarity to be a major issue as not all publications are relevant to professional interests of all respondents—very few reported not to be familiar with the reports (WDR 10%, TIP 15%, GSH 20%, WWC 25%, TOCTA 19%, and ICM 29%) — several respondents had not used the report (WDR 20%, TIP 34%, GSH 32%, WWC 39%, TOCTA 27%, and ICM 37%). This is to be expected as not all reports are relevant to all users. More importantly, from the programme's perspective, the number of respondents, who found the report 'not useful' was very low (below 5% in case of all reports).

However, the survey also revealed a noticeable difference among UNODC staff and external stakeholders in this regard. See Table 12 that presents data in a segregated form. As observed from the Table, 78% staff members and 55% external stakeholders found the WDR to be useful or very useful. The corresponding numbers for other reports are TIP (51%, 46%), GSH (39%, 55%), WWC (40%, 24%), and TOCTAs (67%, 31%), and ICM surveys (46%, 9%). Thus, as is to be expected from their proximity to the TPR, (except for GSH) UNODC staff were more likely to have found the reports useful or very useful. External stakeholders, who were aware and had used these reports, found them useful.

Finally, the survey data also revealed major regional differences: All of the reports were found notably less useful by stakeholders in Asia (WDR: 45%, TIP: 45%, GSH 45%, and WWC: 30%). GSH was reported to be very useful by respondents in Americas (100%), but not by those in Europe (39%) or other regions. This appeared to be linked to the geographical coverage issue highlighted later in this section.

Table 12. Perceived usefulness of TPR's flagship publications

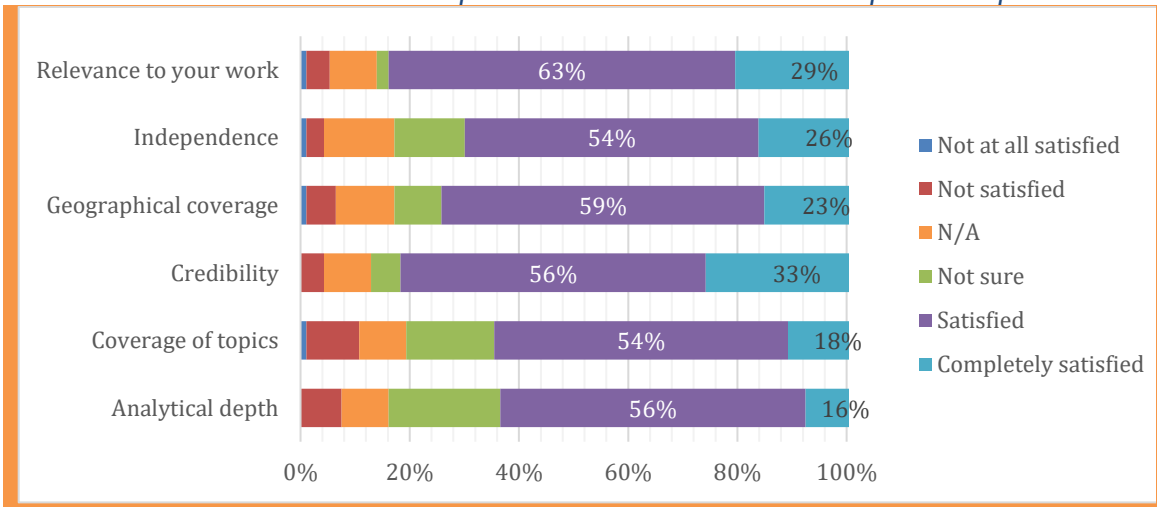




WDR: World Drug Report, TIP:Global Report on Trafficking in Persons, GSH: Global Study on Homicides, WWC: World Wildlife Crime Report, TOCTA: Transnational and Organized Crime Threat Assessments, ICM: Illicit Crop Monitoring Surveys.

To explore more in depth, the survey further asked respondents for their satisfaction with various attributes of critical importance to research and publications (Table 13). While a majority of respondents reported a general level of satisfaction on most attributes, only a small minority were completely satisfied or not satisfied. There were some regional differences as well. The respondents in Asia, in general, were comparatively less satisfied on most of these attributes. However, with regard to depth of analysis, respondents in the Americas were the least satisfied, followed by Europe and Asia.

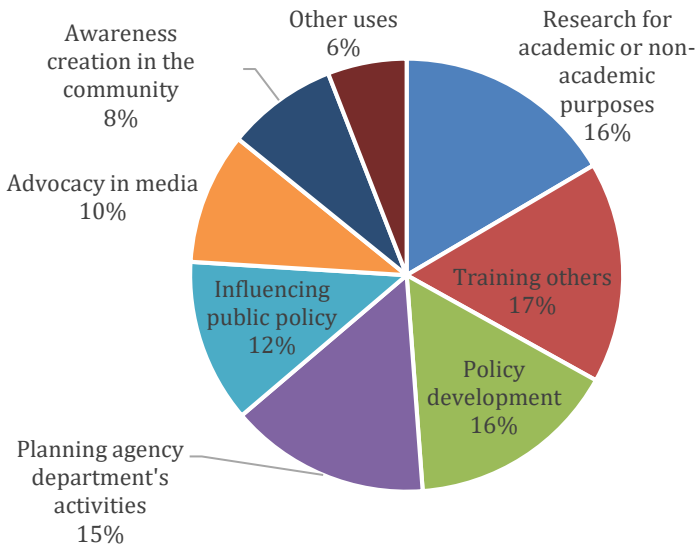
Table 13. Satisfaction with various attributes of the TPR publications



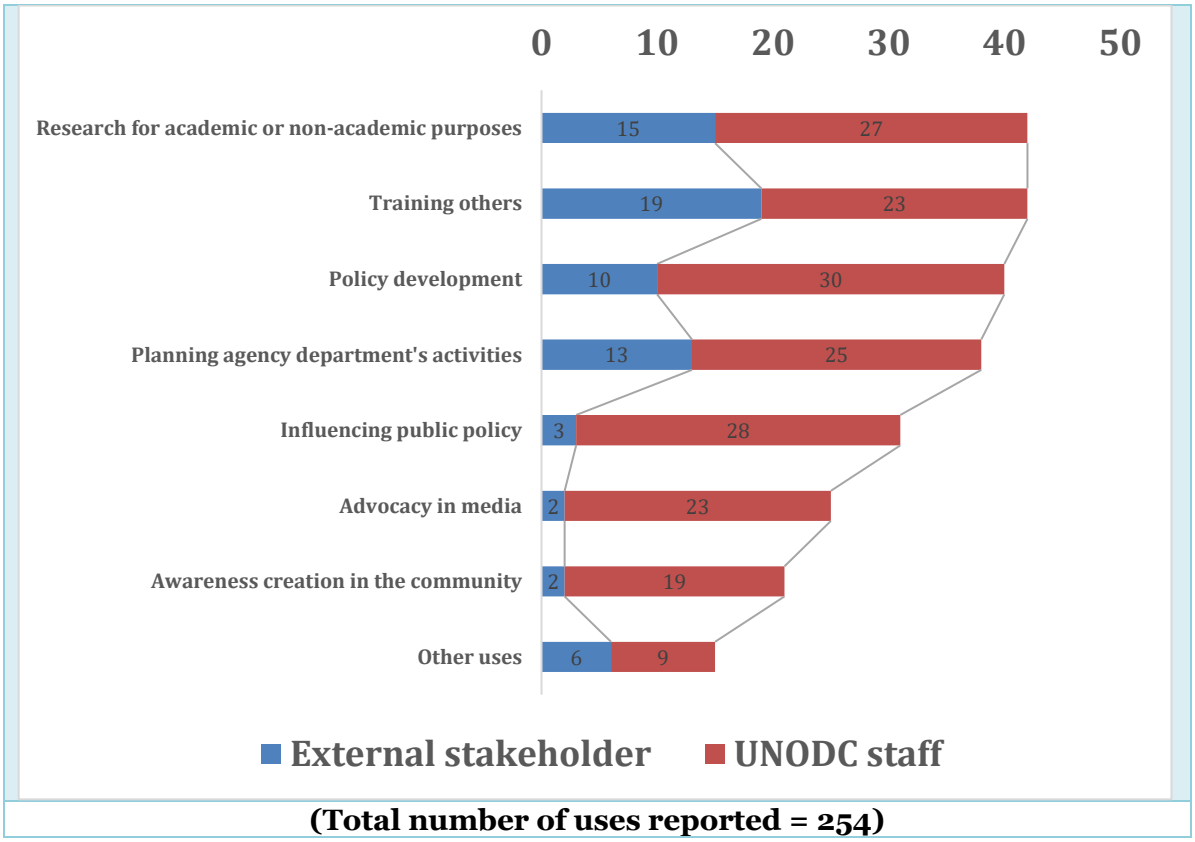
Further, for publications to make a difference and contribute to larger impacts, they need to be put to use for a variety of purposes ranging from programming and policy-making. Therefore, the survey asked the respondents if and how they had used various TPR publications. Respondents, on an average, listed 2.19 ways that they had used them. Table 14A depicts major ways in which these publications had been used. Training (17%), research (16%), policy development (16%), and planning (15%) were listed as the top uses. When this use is segregated by type of users (UNODC staff and external stakeholders), Table 14B reveals that staff, both in absolute and proportional terms, were more likely to have used publications for planning, programming, policy development and advocacy.

Table 14. Self-report uses of the TPR's publications

14A. Use of publications:



14B. Use disaggregated by stakeholder category:



(Total number of uses reported = 254)

Table 15. Rating various training components

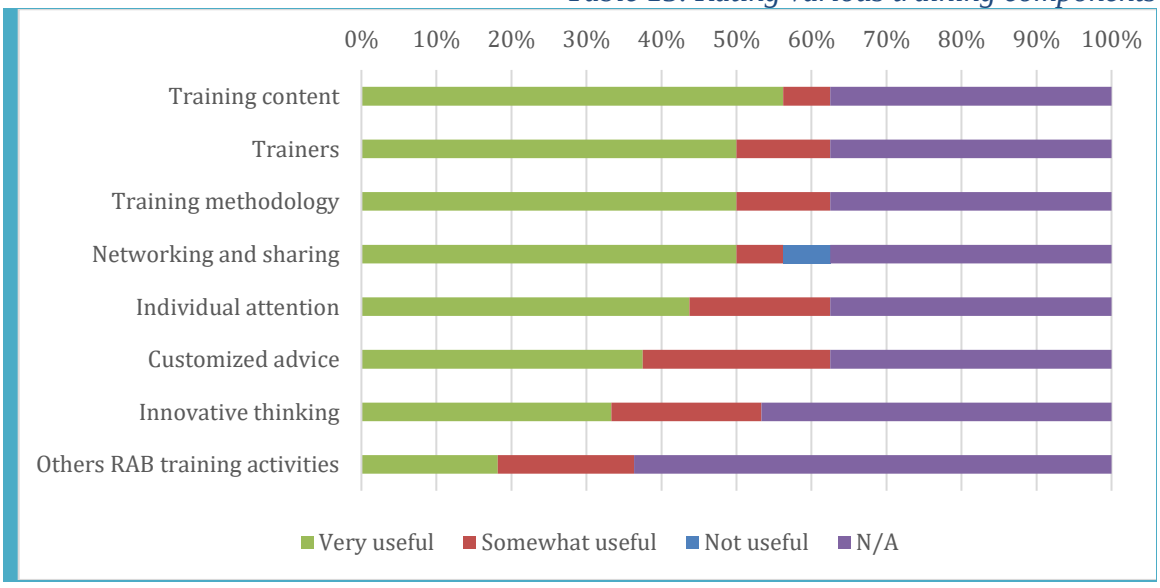
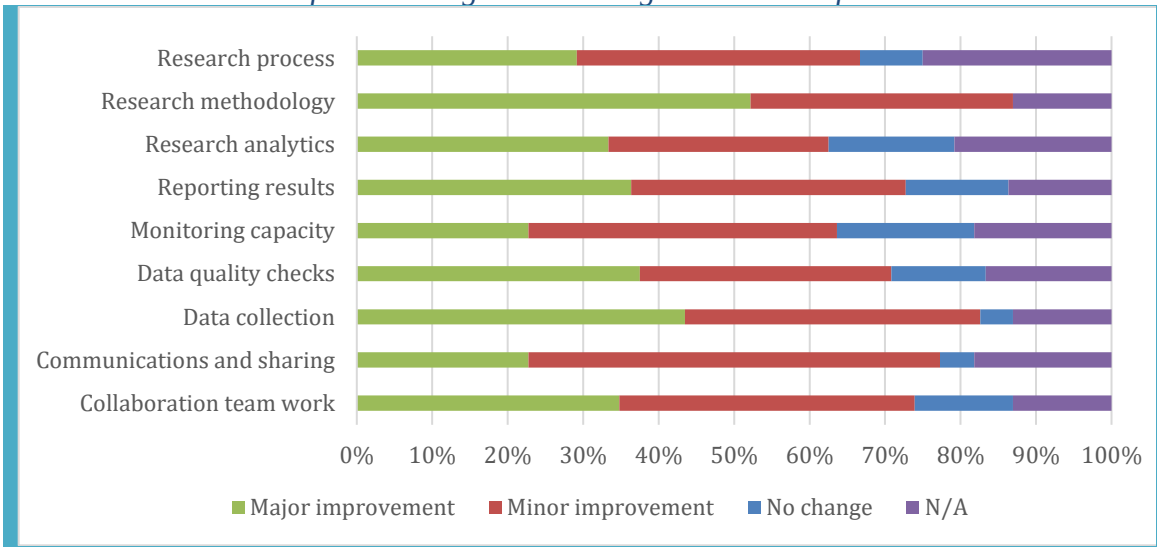
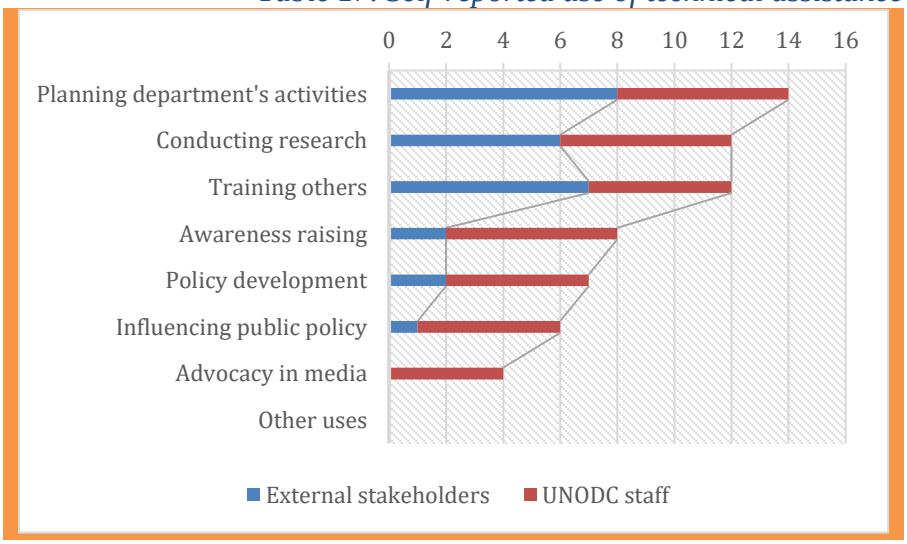


Table 16. Self-cited change in knowledge as a result of the technical assistance



Technical advice, training and other advice (TA): Training and capacity building form the second important pillar of the work carried out by the TPR. Given its criticality to achievement of the TPR's objectives, survey respondents were asked to rate various components of technical assistance (Table 15). Their response indicated that they found training content, trainers, methodology, and networking opportunities with peers to be of special utility. More than half the respondents indicated these to be very useful. Their response indicated slightly lesser satisfaction on the customized advice and innovative thinking dimensions. The survey further inquired about change in knowledge as a result of technical assistance from the TPR, and these results are presented in Table 16. The respondents reported significant change in their knowledge on a wide variety of topics ranging from research process and methodology to data quality checks and collaboration/ teamwork. Around 30% of the respondents reported major and another 40% reported minor improvements on these aspects.

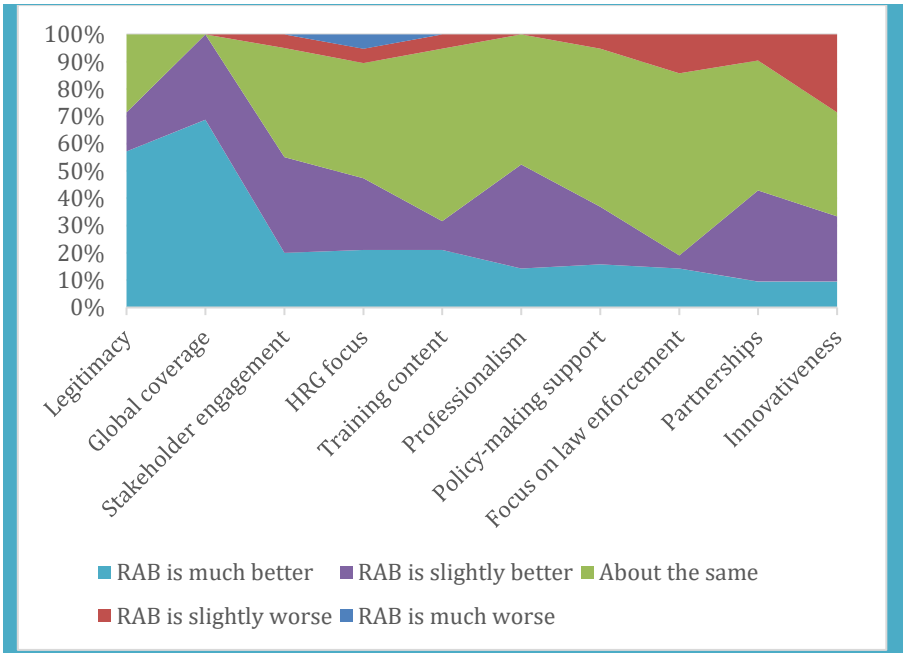
Table 17. Self-reported use of technical assistance



The survey asked the respondents if and how they had used the training and advice provided by the TPR. Respondents, on an average, listed 2.62 ways that they had used their new knowledge (Table 17). Unlike publications that showed greater use by UNODC staff, training was reportedly used by all stakeholders for a variety of purposes. However, given the small sample size of respondents, triangulating these findings from interviews was of great significance. A vast majority of the beneficiaries interviewed recognized the competence of the trainers as well as the usefulness of technical assistance received. There was wide appreciation for the quality of products (manuals, methodologies, online courses) provided, as well as a significant demand for further assistance. This was especially true in case of assistance provided by the COE at INEGI, Mexico. However, many of these beneficiaries also indicated that training was somewhat basic, and could be significantly more advanced.

Table 18. Comparison on technical assistance with the other providers

This is also substantiated when the survey respondents compare TPR to other providers of technical assistance on various dimensions. As revealed in Table 18, most respondents rank TPR on par with other providers of TA in this domain, except on those dimensions that pertain to UNODC and UN system at large (legitimacy and global coverage). This indicates that while there is need for TA pertaining to research, TPR may not have yet developed any unique advantage over its competitors in this domain. While stakeholder interviews broadly confirmed these patterns, there was slight difference with respect to some of the targeted assistance on issues like illicit crop monitoring or victimization surveys, which were found more useful by the external stakeholders. In contrast, UNODC staff indicated that the assistance they received while useful was not exceptional in nature, which is reflected in the nature of its use. Thus, overall, the evaluation found a somewhat mixed picture on the use of TPR's technical assistance.



Stakeholder interviews provided more in-depth feedback, and *corroborated on the survey findings* above, on several issues that have a bearing on the effectiveness of TPR's work.

A. Geographic coverage: Several key stakeholders, including UNODC staff in management positions, indicated that the quality of TPR's flagship publications suffers from lack of adequate geographical coverage (primarily due to issues arising from lack

of data availability). They indicated that even large emerging markets such as China and India with 40% of world's population, not to mention the least developed countries in Africa, are severely under-represented. Both survey and interviews raised the issue of greater geographic coverage in global reports.

B. Data collection: Several stakeholders indicated that the use of the Permanent Missions (PMs) in Vienna to collect data for its flagship publications is not an optimal solution. This reportedly leads to lack of reporting by many countries, which in turn detracts from the quality of reports.[5] First, as PMs are likely flooded with requests of this nature from multiple UN entities, these may often not even be forwarded to the concerned agencies. Even when these are forwarded, it adds an extra layer of bureaucracy and delays. Second, some stakeholders indicated that PMs and foreign ministries are often more concerned about portrayal of their countries in foreign publications, and may often report only if the data is favorable to that depiction. Third, there often are political as well as logistical issues in inter-agency cooperation on sharing data. Considering the sensitive nature of the data requested, some stakeholders indicated that some Member States (MS) may be concerned about unveiling sensitive information that might underline some policy breaches. While absence of data collection systems in many countries are likely primary reason, the system utilized by the TPR also reportedly contributes to under-representation of certain geographic regions (e.g., Africa and Asia) in key publications, including the WDR, as PMs often are not the right place or channel to reach agencies that collect. Moreover, some stakeholders raised issues surrounding data validation as the reports use data reported by member states without much validation/ triangulation, which is an issue of concern especially with regard to states that are governed by authoritarian or weak (capacity) states .Lastly, TPR uses specific mandated data reporting mechanisms and instruments such as the Annual Report Questionnaires (ARQs) and Individual Drug Seizures to collect data on drugs, the *Survey on Crime Trends and Operations of Criminal Justice Systems* (CTS) for statistics related to crime and criminal justice, the GLOTIP questionnaire, which are reported to be cumbersome. As a result, only about 100 countries send in the ARQs, some complete and other incomplete. Some key stakeholders, especially in Asia, suggested that these ARQs need to be administered solely or mostly online to make data collection cheaper, easier and more reliable. Overall, respondents, surveyed and interviewed, highlighted the opportunities for improving data collection systems in terms of reducing avoidable duplication (e.g., EU and UN reporting), complexity and cumbersomeness.

C. Decentralization: Several stakeholders, surveyed and interviewed, indicated decentralization as a major opportunity for increasing both effectiveness and efficiency (discussed in the next section) of TPR. These stakeholders pointed out that the TPR is highly centralized in Vienna, which deprives it of deeper local knowledge and context. Some interviewees suggested that the TPR staff need to spend much more time in field, which should help improve their interface with the governments. From this perspective, unifying local knowledge with global vision would make the publications more useful and interesting.

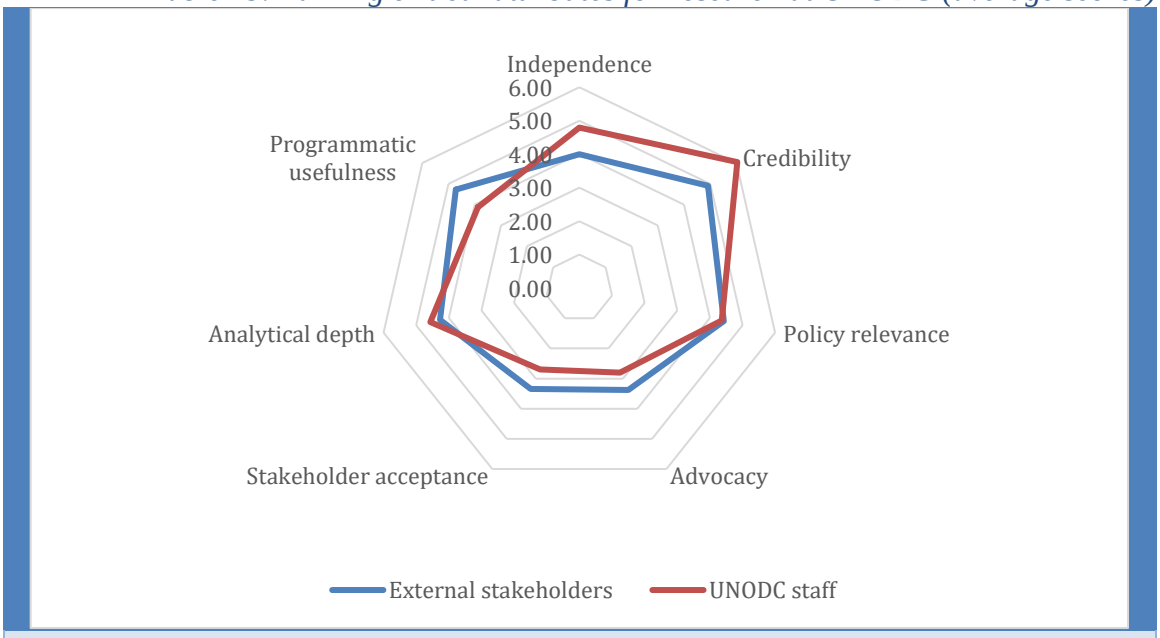
[5] It was clarified by the RAB staff that a distinction must be made regarding the crime and justice data collection (CTS), for which a system of national focal points is in place, and which appears to work quite effectively.

D. Research credibility and analytical depth: While there was some divergence of opinion on the need to consider political context in publication, a vast majority of the stakeholders felt that TPR needed a much stronger mandate to be independent and credible. These stakeholders felt that research at UNODC was playing it too safe in order to avoid risk of displeasing any MS. This widely acknowledged risk avoidance was particularly reflected in the lack of policy analysis and research in all major publication. It is worth recalling here that these opinions echo those expressed by survey respondents (Table 19), who ranked credibility, independence and analytical depth as the top attributes when asked to rank order various attributes in terms of their importance for research at UNODC. While there was some difference between UNODC staff and external stakeholders—the latter also ranked programmatic usefulness higher—all stakeholders want credible research that can be relied upon for evidence-based policy-making. Also note that the UNODC staff were near unanimous in choosing credibility as the most important attribute for the research at UNODC.

E. In terms of further constructive criticism, some stakeholders also expressed minor disappointment with a certain repetitiveness of the reports, their very general and programmatically unhelpful nature, and lack of the analytical depth. According to these stakeholders, TPR tends to take a very theoretical and sometime superficial vision, which is devoid of field experience and direct knowledge of national dynamics. In some cases, these publications are perceived to be useful mainly for making cross-national comparisons with a rather limited policy or operational utility. It is telling that some stakeholders suggested that the first WDR in 1997 was more analytical than the one in 2017, and that is despite the fact that the quality of WDR was reported by many stakeholders to have improved over last few years.

F. Advocacy and stakeholder acceptance: It is also worth noting from Table 19 that advocacy and stakeholder acceptance were ranked as the least important attributes for research at UNODC. This is significant as there is a feeling among TPR staff that their colleagues at UNODC believe these to be the most significant attributes for their research work. While it is possible that the stated and revealed preferences of respondents could be divergent (i.e., respondents may claim to be more concerned about credibility out of social desirability bias but may actually be more interested in research helping their work being more acceptable to critical stakeholders), TPR should take note that their stakeholders at least realize the desirability of credible research at some level. In other words, if TPR chooses to increase its focus on credible and in-depth research, it can use this general realization to its advantage. Note also that many of the interviewees expressed similar sentiments and did not foresee any significant push back to increasing the independence of research.

Table 19. Ranking critical attributes for research at UNODC (average scores)



	External stakeholders	UNODC staff	All
Credibility	4.91	6.04	5.60
Independence	4.00	4.80	4.48
Analytical depth	4.27	4.57	4.44
Policy relevance	4.43	4.37	4.39
Programmatic usefulness	4.71	3.87	4.23
Advocacy	3.38	2.80	3.05
Stakeholder acceptance	3.34	2.70	2.98

G. Communication and coordination between HQ and field offices: Stakeholder interviews indicated that some field offices expressed a need for increased communication with the headquarters during the preparation phase of the global reports. They suggested that HQ communicated with the diplomatic representatives in Vienna, but there is an absence of adequate information flows to national institutions, and that the field offices are called only when problems arise. They suggested that better coordination between the HQ and the field offices would allow a more adequate technical and political accompaniment of the field offices to the countries, preventing delays and improving the quality and completeness of the information sent to Vienna.

H. Other issues: Stakeholder interviews also provided feedback on other issues of importance to TPR. Some stakeholders pointedly highlighted that the TPR would benefit from a clearer strategy as well as top management support. Others highlighted the need for a greater cooperation with academics and independent policy think tanks. Yet others suggested that the support to TPR was waning because of a lack of a clear results-based strategic framework for planning, monitoring and evaluation.

   They further speculated that some donors had cut down on their support for some illicit crop monitoring surveys due to an inability to demonstrate results. There were also some suggestions on the decline of importance of work in Afghanistan. It was suggested that the work in Afghanistan was not of priority as it once used to be, which is also confirmed by decline in donor contributions for the GLOV20 project, and hence these stakeholders suggested a complete overhaul of this project, and not just a revision. See also Table 21.

I. There was also divergence of opinion on various publications. Some stakeholders found WDR to be the gold standard of UNODC research, while others found GSH to be the model publication. Some stakeholders considered it important for the TPR to study new topics like dynamics of organized crime, firearms trafficking, illicit financial flows, gender-related issues (see relevance section) and wildlife and cyber-crime, others wanted TPR to focus solely on UNODC's core mandates and flagship publications. These desires generally varied with respondents' own areas of professional interest and needs.

Table 20. Survey respondents' rating on the effectiveness of thematic programme

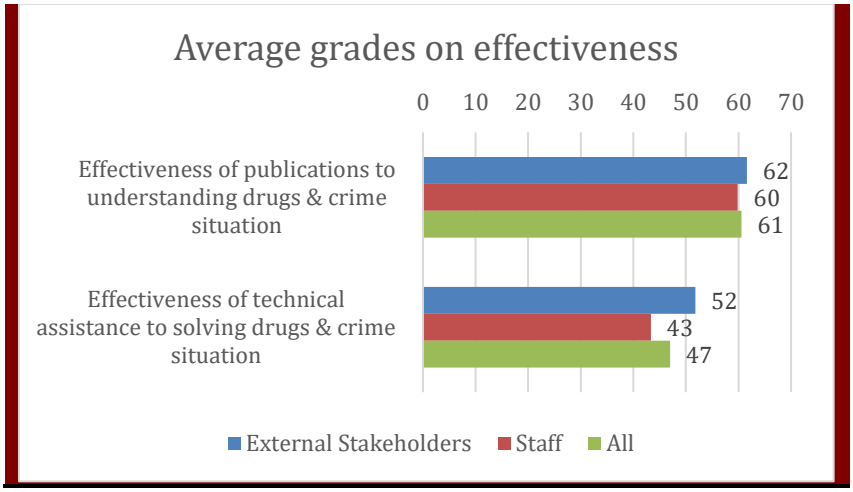
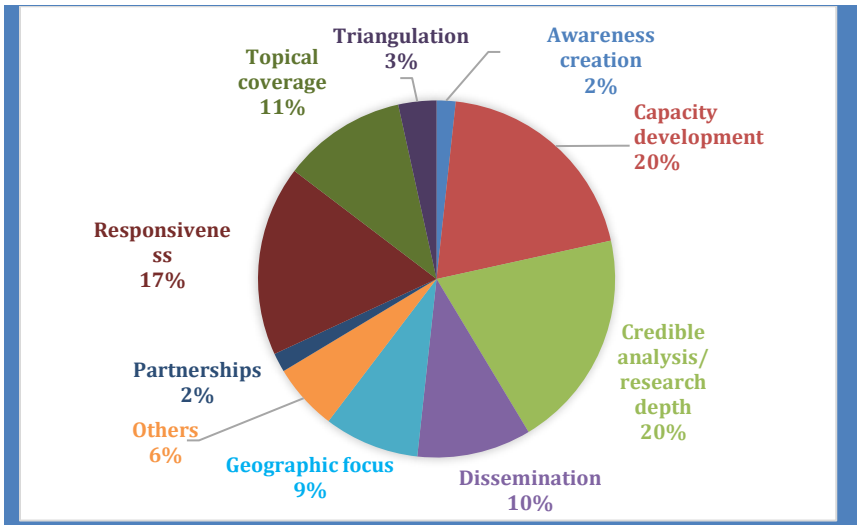


Table 20 depicts the respondents overall grade for the TPR assistance on various dimensions. As seen in the Table, both publications and technical assistance are rated near the middle in terms of effectiveness by both internal and external stakeholders. On a scale of 0-100, the effectiveness of publications to understanding drugs and crime situation gets an average score of 61, while effectiveness of technical assistance gets an average score of 47.

Table 21. The survey respondents' intervention recommendations for the TPR



Lastly, to gauge how the TPR could improve its focus on right outcomes, the survey respondents were also asked about their intervention recommendations for the TPR. As in the case of country needs assessment tabulated in Table 8, the evaluation used text analysis to develop a codebook to analyze qualitative responses. This codebook was then used to tabulate responses in various categories (Table 20). As the Table shows, the respondents provided a number of suggestions for improving the effectiveness of the TPR, which included improving credibility and depth of analysis (20%) and capacity development (20%) to improving stakeholder responsiveness (17%) and geographical focus (9%).

Taking all of the above information into account, the evaluation finds that the services and products delivered by TPR are generally considered to be products of solid but not exceptional quality, and that while TPR has made significant strides in achieving the intended outcomes, it is yet to realize its true potential. Most stakeholders, internal and external, expect it to do much more, towards making UNODC a true knowledge organization.

4. What specific measures have been taken to address HRG during implementation? How can the approach to HRG be improved in the activities of the projects? How has the organizational and governance structure of the Thematic Programme facilitated human rights and gender parity and capacity?

   - While the Thematic Programme has gradually increased its HRG focus in the process of implementing the projects, most stakeholders called for even greater integration in the future. Specifically, the evaluation finds that capacity and responsibility for HRG integration is limited and gender parity is yet to be reached at all levels.

While HRG principles and targets were not explicitly integrated into the design of the projects (see Relevance and Design section), the evaluation discovered that HRG integration during implementation is an emerging good practice due to factors such as (i) responsive and committed TPR leadership and staff, (ii) SDG framework and UN mandate/commitment; and, (iii) rising demand of HRG integration/mainstreaming from partners and MS.

Interviewees specifically welcomed a number of efforts and specific measures undertaken to address the HRG issues during the implementation phase of projects:

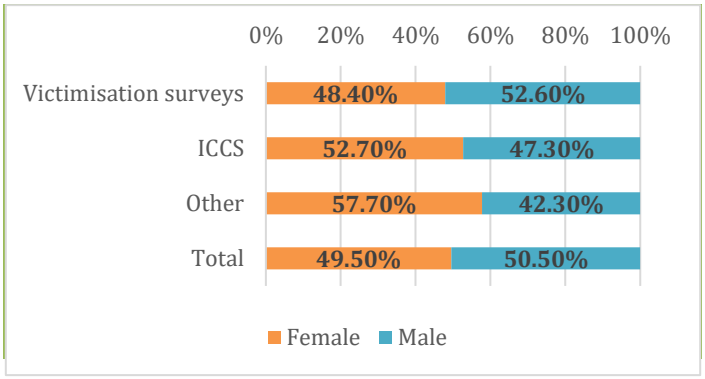
- ✓ Project managers have made efforts to collect sex-disaggregated data on drugs and crime through the mandated questionnaires (ARQs, CTS and GLOTIP).
- ✓ The International Classification of Crime and Statistic Purposes (ICCS) is recognized as a framework that facilitates data on violence against women, the gender dimensions of crime, and the gender equality (or lack of) in criminal justice. UNODC, as the custodian of ICCS, is recognized for its efforts to support and monitor ICCS implementation and, specifically, to redress any gender related inconsistencies and gaps in ICCS reviews).
- ✓ Global reports provide information on sex-disaggregated data and analyze gender differences. For example, the Global Report on Trafficking in Persons places gender issues at the core of the analysis and is viewed as a unique source of knowledge in that sense. The reporting of sex-disaggregated data and analysis of gender differences in the WDR has increased over the years. It places an emphasis on the public health dimensions and the socioeconomic consequences of drugs, and includes policy recommendations for leaving no one behind (WDR 2017). GSH reports gender and age-disaggregated data as well as on intimate partner homicides, and its 2013edition also provided gender-based killings due to sexual orientation and gender identity.
- ✓ Corruption surveys, manual and national reports promote collection of sex-disaggregated data and include sexual favors/services easing understanding of gender dimensions of corruption.
- ✓ Two important illicit crop monitoring research outputs (GLOU34) integrated a gender-sensitive approach: CBARD-West community-based project (driven by the donor) and the Afghanistan Opium Survey 2015-Socio-economyc analysis.

While recognizing these valuable contributions, the evaluation also explored and identified specific provisions that can help improve future programming at the design and planning stage:

At the data collection level, national capacities differ on gender statistics. Many of MS do not yet have statistical systems and tools in place to capture the phenomena. Besides, HRG issues are often perceived as cultural and political issues, which leads to cross-national differences in their treatment. This was corroborated during field missions, where interviewees indicated that different understandings of these themes at the field level had an impact on how these issues were perceived and responded to. Integrating HRG dimensions into data collection tools such as survey questionnaires demands not just tailored methodologies and design, but also some level of cultural change. In this context, early coordinated efforts from field and HQ level seem necessary for integrating such specifications in project designs.

At the analysis level, there is demand for more gender-sensitive research that not only describes the situation and the differences based on gender and other discrimination factors (the “what”), but also analyzes the underlying causes (the “why”) and the policy implications (the “how”). This requires knowledge of gender theories and frameworks, new methodologies and elimination of gender biases in all the stages of the process of knowledge generation. In the current context of narrow funding and high workload, a number of interviewees consider that the engagement in relevant gender spaces/ debates and partnership with gender-focused actors (UN family, academia and civil society) would be strategic.

Table 22. Participants by gender and type of training (COE / MEXX35)



At the capacity building level, stakeholders agree that effective integration of HRG principles in capacity building activities is challenging in male dominated and law enforcement oriented sectors such as crime and drugs. On gender parity and women's involvement, only MEXX35 systematically collects sex-disaggregated data (Table 22), and this data showed a fair representation of women and men in the different trainings organized by the COE. On the other hand, the overrepresentation of men in GLOV20/ AOTP was explained to be result of a low female representation in the law enforcement sector in the countries of operation. In this regard, the evaluation finds that future programming should take proactive steps to increase women's participation. On human rights standards, it is informed that projects ensure that training activities do not contribute to human rights violations and adhere to the "Human Rights Due Diligence Policy on UN support to non-UN security forces". While challenges in specific contexts have been communicated by the TPR staff, projects would do well to continue striving for better integration of human rights and gender parity in future capacity building activities.

HRG capacity and responsibility: in terms of the Thematic Programme itself, the evaluation finds that TPR leadership and management is committed and positive to HRG integration. While programme officers and research officers are responsible for incorporating gender perspectives and ensuring the equal participation of women and men, there is no elaboration on what this entails and no performance assessment could be identified for this responsibility.

Gender parity: the evaluation finds that despite commitment of RAB leadership to HRG integration, gender parity is yet to be reached at most levels at RAB HQ[6], although it is encouraging to notice a high representation of women (66,7%) in management positions: 1 female chief (D-1), 3 female section managers (2 P-5 and 1 P-4) and 2 male section managers (1 P-4 and 1 P-5). At the field level, the evaluation had access to data on GLOV20, GLOU34 and MEXX35, and this too showed gender parity at an aggregate level, but with clear differences across countries. Table 23presents the most recent information on organizational structure and post distribution at RAB HQ and field (November 2017).[7]

Table 23. RAB staff at HQ and in the field (November 2017)

Level	Positions	Male %	Female %
HQ			

[6]According to the new System-Wide Strategy on Gender Parity (2017), "while the goal is 50/50 parity, it is recognized that sustainability at that number is unlikely and (...) parity is considered to be within the 47%-53% margin".

[7]It includes information on the Laboratory&Scientific Section, although not involved in the implementation of the five projects evaluated. Also, important to mention that some positions are vacant and new recruitments might alter the present gender balance.

G-4	3	67%	33%
G-5	8	37,5%	62,5%
G-6	6	33%	67%
G-7	1	100%	0%
P-2	2	50%	50%
P-3	10	60%	40%
P-4	7	86%	14%
P-5	4	50%	50%
D-1	1	0%	100%
Total	**42**	**55%**	**45%**
Field			
MEXX35	9	22%	78%
GLOV20	8	50%	50%
GLOU34	6	100%	0%
Total	**23**	**52%**	**48%**

Overall, the evaluation finds that while HRG integration/mainstreaming during implementation has made significant progress, it is not systematic at all levels. Enhanced focus, responsibility and capacity, strategic partnerships and exchange with relevant stakeholders, and dedicated human and financial resources could help the thematic programme achieve better integration of HRG agenda.

Efficiency

5. Were the projects' resources and inputs converted to outputs in a timely and cost-effective manner, considering their joint contribution to the implementation of the Thematic Programme?

   - From the limited information available, it appears that while the thematic programme has made a reasonably efficient use of its resources, the evaluation identifies and outlines opportunities to do more.

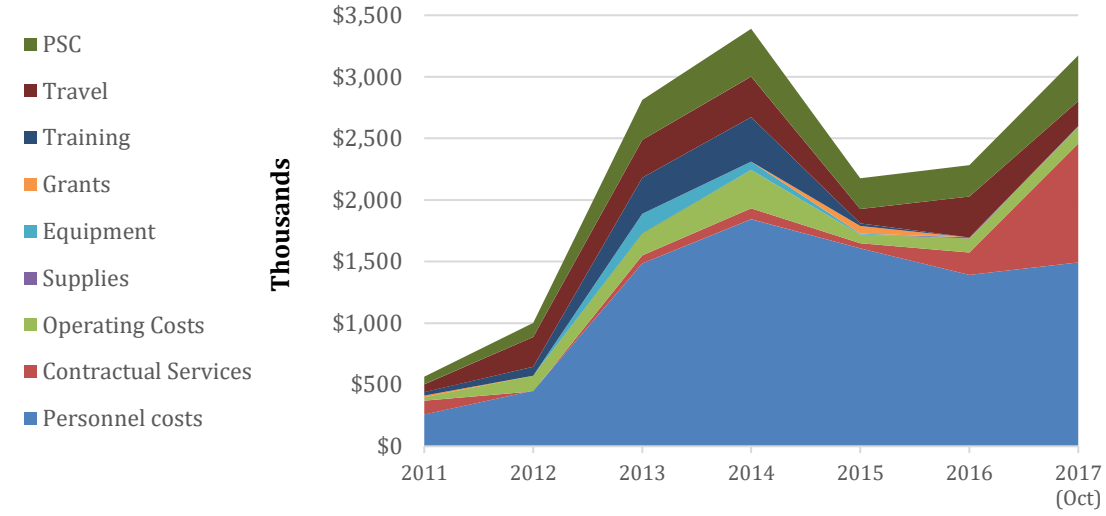
Efficiency, the most basic economic measure of success, concerns ratio of outputs to inputs. It involves conducting comparative cost-benefit analysis of various strategic options for delivering programme outputs and outcomes. The evaluation considered criteria relating to timely delivery of outputs and achievement of outcomes, as well alternative (i.e., counterfactual) scenarios, to determine the efficiency with which resources and inputs were converted into outputs. Further, analysis of projects' documents was triangulated against opinions of stakeholders consulted.

Table 24. Total approved budget for the projects (US$, 000s)

	2011	2012	2013	2014	2015	2016	2017	**Total**
GLOU 34	1082	531	55	190	106	855	2927	5747
GLOV 44	314	83	0	0	0	0	213	611
GLOV 20	1318	146	2866	768	470	1099	0	6667
GLOX64	384	110	129	310	36	93	57	1119
MEXX35	0	1428	0	2099	495	2022	0	6043
Total	3099	2300	3053	3369	1110	4071	3197	20198

Commensurate with the pledged contributions of US$ 20,195,106, the projects had a combined total approved budget of US$20,198,475 over a seven-year period from 2011 to 2017 (Table 24).

Table 25. Annual expenditure by categories (US$ 000s, %)



TPR:	2011	2012	2013	2014	2015	2016	2017 (Oct)	Total
Staff and other personnel costs	258	452	1486	1843	1608	1393	1494	8533
Contractual Services	113	-6	63	90	41	180	964	1445
Operating and Other Direct Costs	27	126	183	311	70	114	138	969
Supply, Commodity, Material	0	0	-1	0	0	11	4	13
Equipment, Vehicles and Furniture	0	0	156	68	7	0	1	232
Grant Out	14	0	0	0	63	-1	0	76
Training	28	74	295	360	22	0	0	779
Travel	64	241	307	330	116	333	200	1591
Project support costs	63	116	323	388	250	255	372	1768
Total	566	1003	2812	3390	2177	2284	3174	15406

Table 25 outlines the use of this budget for various categories of expenditure. The table shows that annual expenditure of the five TPR projects has varied widely from around US $0.5 million in 2011 to $3.3million in 2014, with an average of $2.2 million over this period. When this period is divided into two halves, the average annual expenditure for the first three years (2011-13) is $1.4 million and for the latter three years (2014-2016) it is $2.6 millions, which suggests that the projects have been successful at raising resources over last few years. If projects are considered individually, it is apparent that GLOV 20 has declined in donor priority as revealed by donor contributions and associated project expenditure. This was also corroborated in stakeholder interviews. Other projects have also seen wide variations in funding, which creates uncertainty, leading to diversion of project managers' attention (away from conducting research) to raising funds. Several staff reported this to be an issue affecting their availability of time for research. The table also indicates that the increase registered in 2016 is mainly attributable to MEXX35, which are funds directly managed mostly by and for the INEGI COE.

Table 26. Budget, expenditure and execution rate

Table 26 shows that the thematic programmes have generally been efficient at utilizing their budget allocations. In most years, it has been 90% or significantly higher. In 2016, the year the thematic programmes received the largest contribution of funds (more than US$ 4 million), the thematic programme utilized approximately 90% of its allocation, with a minimum of 81% (GLOV44) and a maximum of 99% (GLOV64).

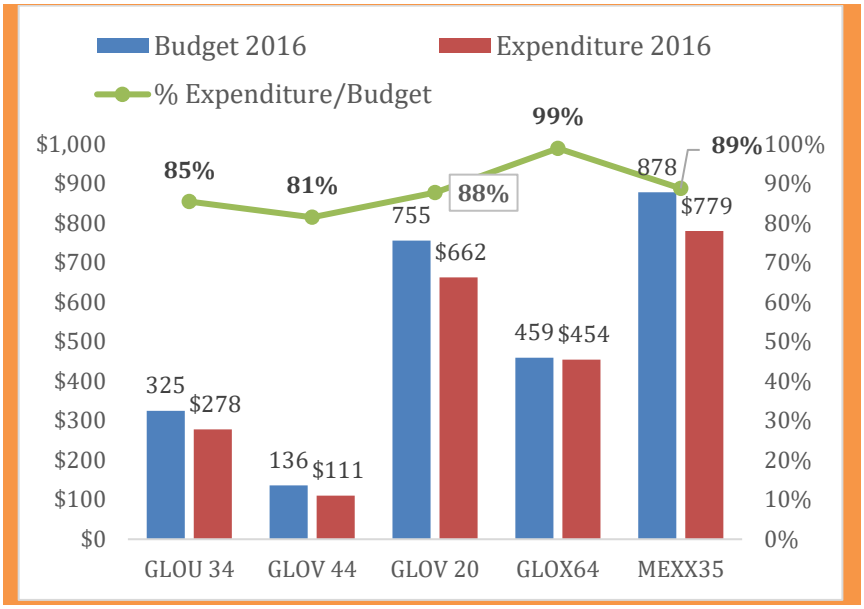
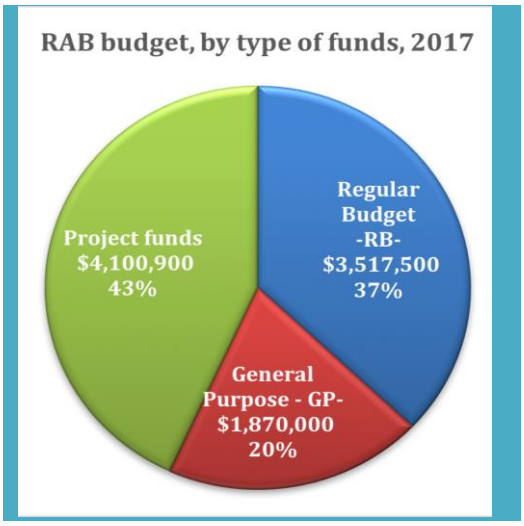


Table 27. RAB funding sources



In interpreting these expenses, though, it is important to exercise due caution. Firstly, given the complexity of the financial system used by RAB and Financial Resource Management Service (FRMS) – the UN Secretariat wide new financial and administrative system Umoja, introduced in 2015, RAB often faces a complex task of putting together funding for various positions through different projects in different regions. Thus, a project in Myanmar, for example, might (partly or wholly) fund a TPR position in Vienna in exchange for technical assistance. Secondly, the expenditure above does not include all the positions that are financed through regular budget or general-purpose funds. RAB budget in 2017, for instance, is funded by projects (43%) and RB and GP funds (57%, See Table 27).

Similarly, cost of publishing reports such as the WDR is included in accounts that are not listed in the statements above. Third, while financial statements provided by the FRMS are considered good for generating detailed donor reports accounting for every penny spent, they are generally unhelpful for management purposes in dealing with multiple intertwined projects, as judged from the quality of data provided to the evaluation team. This indicated a need for greater clarity on quality of data available to manage projects and finances or at the least that which is made available to the evaluation teams.

That said, project documents and stakeholder interviews did not reveal any cost over-runs, although not all of the projects' activities appear to have been carried out on time. For example, the GLOV20 report on the Northern route in Afghanistan was delayed by over a year. Many of these delays were reported to have been caused by departure of some key personnel or factors beyond the control of the projects, although some donors expressed frustration at lack of contingency plans to anticipate and manage such risks better.

An important question in examining efficiency is to determine whether the projects' outputs and outcomes could be obtained in alternative and more cost-effective ways. For this purpose, the evaluation considered several alternative scenarios. First, as discussed in the effectiveness section, interviews with several regional staff members in leadership positions indicated the need for greater decentralization. By increasing national staff, TPR could not just improve its understanding of local context and interface with governments, but also obtain local expertise at lower costs. It was also pointed out that most regions now can find specialists, often with significant international experience, who can provide necessary expertise. RAB can integrate these specialists and develop critical mass of expertise in regions that are significant to improving its effectiveness. From this perspective, UNODC/RAB have significant opportunities to follow in the footsteps of other UN agencies (e.g., ILO), who have undertaken steps to relocate their technical specialists from HQ to regional and country offices to better meet local demand. These decentralized units can work solely for and on TPR projects to avoid dilution in their focus. Further, following the example of its SMART (Synthetics Monitoring: Analyses, Reporting and Trends) programme, TPR could build on the model of successful partnerships in the regions. SMART program used a Regional Coordinator based in the offices of CICAD in Washington DC (an arrangement, which has recently been discontinued), which was not just good from the standpoint of proximity to targeted countries, but also in terms of reducing travel and operating expenses, and hence making it more cost-effective. This would be similar to the model used by MEXX35 programme that has built a successful partnership with INEGI in Mexico.

Second, given its limited resources, TPR has often struggled between conflicting demands of focusing exclusively on research and providing Technical Assistance (TA) to other UNODC and external stakeholders. While there is heavy demand for its technical assistance, RAB and UNODC senior management need to assess this issue in detail (especially as noted previously, while stakeholders believe TPR's TA is useful, it is not considered unique[8]). There may be a case, for example, for TPR to focus exclusively on TA that advances its research agenda. Other TA activities such as those that build capacity of other UNODC units to undertake research may be farmed out to other units. Of course, the challenge here is that several TPR activities are partly financed by some of these programmes in exchange for that TA. Further, while these collaborations potentially build partnership between TPR and other units in UNODC, they may also create conflict of interests and challenges for research independence and credibility, , since the TPR may face pressure to advance (or at least not harm) the agenda of units providing resources. Therefore, it is for the senior management to be mindful of these conflicting demands on

[8] Although some interviewees expressed a contrarian view in that they felt the TPR needed to deliver TA to build capacity for data collection and analysis at the national/regional levels. However, in an environment of scarce resources, TPR is better off by focusing on its comparative advantage, which is its flagship publications. Capacity development work should be minimized, if not (ideally) completely carved out to a separate unit.

TPR and determine the right balance between research (credibility and independence) and technical assistance (partnerships and financing) arrangements across various UNODC units.

Third, in line with the TPR request, the evaluation examined its publications strategy. Note that as discussed in the effectiveness section, a majority of the stakeholders reportedly used TPR publications and found them useful, although the extent of their use was revealed to be questionable. Most stakeholders used these publications as reference documents, i.e., they used them to refer to specific data and information relevant to their work. Most of them complained about the length of documents and hardly anyone read them from cover to cover. While lack of in-depth analysis is partly to blame for this trend, it also reveals how information is consumed in an era of hyper information explosion.

These trends have an important bearing on efficiency questions as well. If publications are used only to refer to specific information, then the recent (2017) move to split WDR in 5 booklets is a step in the right direction (and stakeholder interviews provided strong indication to that effect). It also implies that publishing mainly, and eventually solely, electronically would make more economic sense and environmentally more sustainable. Not surprisingly, most stakeholders prefer electronic files as these allow for keyword search within the documents. If any stakeholders prefer hard copies, they can easily print it on their own. The only important use of physical copies was cited to be their use as props for advocacy efforts (e.g., launch events) aimed at policymakers and media. This suggests a strong case for drastically limiting the number of hard copies printed and circulated.

Further, it has implications also for the periodicity of publications and "speed to market". Most stakeholders indicated preference for more frequent updates and operational information, so they could keep themselves abreast of new trends. While high quality research takes time, and cannot be produced to satisfy unrealistic timelines, there is a strong merit in (counterintuitively) moving from annual to biennial publications, but with more frequent updates in the interim via short blogs, newsletters and technical notes, and policy briefs to provide new information.

Several stakeholders also expressed a high interest in regional reports or studies to deepen the analysis of a topic (feminicide, cybercrime, new trends in drug consumption, for instance) to be used for public policies, that it may not be feasible in global reports. One idea is to add to global reports regional studies or specific analyses oriented to public policies, which provide in-depth analysis on different topics of interest to different region.

Some key donors and stakeholders also suggested that TPR needed to provide online data analytical tools to enable users to generate customized analysis, rather than doing all the "heavy-lifting" itself based on its understanding of what the users might need. Such a web portal, developed along the lines of that developed by the World Bank and other statistical agencies, will provide access to data, with built-in constraints to prevent statistical malpractices, to encourage its greater use. In addition to building a larger open-source community of crime and drugs data users, it would allow TPR to focus solely on critical topics (with reduced report lengths and costs).

Lastly, even two years after the introduction of the UN Secretariat-wide Umoja enterprise resource system was reported to affect the efficiency of various projects. While external

stakeholders were generally unaware of the challenges emanating from its implementation, a majority of the UNODC staff members still expressed their dissatisfaction with the system and believed that it continued to affect their work efficiency.

Overall, the evaluation finds that the TPR appears to be doing its best to manage resources efficiently, but it has numerous opportunities for doing better in years ahead.

6. What are the (dis) advantages of the implementation of the thematic programme on Research, Trend Analysis and Forensics through a combination of global projects, funds (RB/GP/PSC/XB) and research components in regional and field projects? What can be done to improve the design of the Thematic Programme and research priorities for the next phase?

    - The implementation of the Thematic Programme through a combination of global projects demonstrates is no longer the most appropriate strategic option.

As noted previously, UNODC's work in research and trend analysis emanates from multiple mandates from the drugs and crime conventions and resolutions. The thematic programme structure assigns RAB with the primary responsibility for implementing evidence-based approach to drug and crime policy-making. The thematic programme, and GLOU34, GLOV20 and MEXX35 projects in particular, works as service projects that are outputs-oriented, but at the same time provide some level of flexibility for undertaking innovative research.

The evaluation considered if there is any merit in merging these five projects into a single programme. While some stakeholders suggested that it is not possible to merge these projects as donors like to sponsor specific projects, a majority of stakeholders suggested otherwise. Their argument suggested that as long as donors can sponsor specific research outputs, it is immaterial whether there is one project or several. These stakeholders suggested that merging these five projects into one or at most two (crime and drugs) projects to avoid needless complexity and waste of time.

The crux of the argument for keeping separate projects is to satisfy the needs of donor groups, who like to structure funding arrangements as hard earmarked pledges make it easier for them to develop deeper consultative processes on research priorities, show specific outputs to their own governments, and enforce accountability for results. As stakeholders did not make any suggestions on the need of specialized projects to better serve the needs of their constituents either from effectiveness or efficiency perspective, it is safe to assume that this arrangement is mostly aimed at meeting the needs of donors.

Efficiency concerns lie at the heart of argument for merging projects. As indicated in response to the previous question, the current arrangement for funding and managing projects has become too complex and time consuming. These arrangements are neither necessary nor desirable. Project-oriented programming creates unnecessary administrative burdens. The multiplication of projects adds complexity and tends to install a loose cohesion and coordination system of projects. Desk review and interviews with RAB staff suggest that this multiplicity represents a challenge in terms of donor

reporting and adds heavy processing and time constraints on research staff, coordinators and managers. Such design structure makes TPR more vulnerable to ad hoc programming and creates uncertainty around the continuity of quality research.

By merging these projects, RAB will be in a better position to manage research portfolio in totality rather than specific activities or outputs. It will also obviate the need for managing too many projects that can be combined together to reap potential synergist benefits across different reports. Further, it can also provide a better way to manage rise and fall in importance of various projects for the donors. The recent development of Umoja tools encourages more unified and simplified programming, and RAB should look into the possibility for merging these five projects into one or at most two larger projects. Umoja extension 2, reportedly, will further aim to facilitate result-based reporting which will hopefully also work for project related activities, outputs and outcomes.

As regards, the relationship between HQ and field units, multiple sources suggested that the thematic programme followed too centralized an approach with potential effect on the relevance and quality of research outputs. The programme in its current avatar is too HQ-focused. It uses HQ-based governance arrangements such as FinGov and permanent missions to keep MS informed of research priorities and progress. Most stakeholders suggested that thematic programme could build tighter synergies with field offices – notably regional offices - and operational units. Field missions and interviews revealed that RAB is well aware of the realities in the field, in particular the challenges faced in working with national counterparts, in addressing different priorities and needs, and the importance of interpersonal relationships for research development in environments where data and analysis capacities are limited. Besides MEXX35 where UNODC acts as a support and a link to regional stakeholders and national counterparts of INEGI in Mexico (from fund raising to political support from Representative, to data collection and project implementation), other projects reflect limited coordination between HQ and field stakeholders including field office experts and/or national technical focal points that impact on the feasibility of research projects.

As a result, projects log-frames are not always well understood in the field and do not include strong monitoring systems, or a clear communication strategy on research results. Inadequate communication can nourish false expectations among national counterparts and frustrations among UNODC staff. Involving field counterparts at the earliest stages could help ensure receptivity to research findings. Finally, there is sense among field office counterparts that HQ is not open enough to field inputs on prioritization which is often attributed to funding issues.

Another commonly-cited challenge for a closer interaction between HQ & field units is the perception of quality issues. Some stakeholders suggested that though reports produced at the regional/field office level may more relevant for some policy-makers or operational counterparts than global reports (e.g. more qualitative approach, specific to the local situation etc.), these may not always match UNODC quality standards and cannot thus be used an official research outputs. Besides decentralizing RAB to create more capacity in the field, the programme can establish coordination mechanisms at outset to mitigate these risks, as an online workflow for approval and quality assurance for research products. The programme can also provide increased guidance, manuals, training, shared analytical standards and quality controls for this purpose. Decentralization with adequate coordination will additionally help HQ in understanding and responding to field needs, thereby improving the potential relevance and impact of its research.

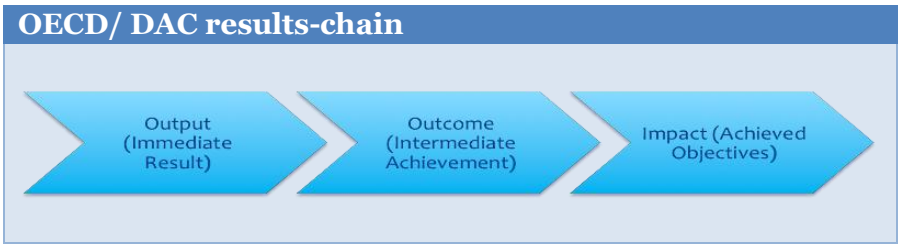
Thus, despite the usefulness of current administrative arrangement, the evaluation outlines newer opportunities to improve design, effectiveness and efficiency of the thematic programme.

Impacts

7. To what extent do the projects and subsequently the thematic programme contribute to long-term intended or unintended impact for its beneficiaries, target groups, communities and institutions involved in its delivery (e.g. Government counterparts, policy makers, research institutions/statistical offices)? This includes analyzing any unintended positive or negative impact on human rights and gender equality. It also includes examining their contribution to the SDGs and global visibility of the Thematic Programme?

- The thematic programme appears to be making a substantial contribution with regard to its intended impacts, however an absence of systematic data collection rules out quantifying its level without a full-fledged impact evaluation.

Impact refers to the achievement of objectives pertaining to long-term benefits to targeted beneficiaries, including institutional, policy and social transformations. The overall objective of thematic programme, through its five projects, is to increase the effectiveness of stakeholder response to thematic and cross-sectoral challenges and trends on drugs and crime issues by enabling evidence-based policy formulation and operational response, including for reviewing progress towards internationally agreed-upon sustainable development goals. The project seeks to make two broad impacts: (1) increase in evidence-based strategic responses by stakeholders towards addressing existing and emerging drugs and crime issues, and (2) increase production, analysis and exchange of statistical data on trends, including those in emerging drug and specific crime issues by stakeholders. The second specific objective, in fact, supports the achievement of the first specific objective. As discussed in the effectiveness section, the thematic programme undertakes production of a variety of outputs from flagship global publications to training and other capacity-building efforts (Table 10). These outputs, in turn, aim at influencing awareness and strategic responses to the new and existing challenges in drugs and crime field. This progression of results is best visualized as the OECD/DAC results chain. From the discussion in effectiveness and efficiency sections, it is apparent that the thematic programme has, for the most part, been delivering its expected outputs and outcomes. Hence, it is possible to examine the issue of the final step in the results chain. Unfortunately, however, a lack of monitoring and evaluation system that periodically collects this information make it really difficult to authoritatively establish accomplishments in this regard.



However, the evaluation used multiple sources, including systematically collected anecdotes, to ascertain evidence on likely impacts of the thematic programmes. The

interviews with key donors, MS representatives and other targeted stakeholders suggested that they relied on the TPR publications to understand emerging trends and challenges. Field visits and interviews confirmed that, in general, institutions had improved their capacities in the collection of information (e.g., victimization surveys in Latin American) and understanding dynamics of crime and drugs phenomena. For instance, WDR is used as baseline at international and national levels. Some of these key stakeholders reported that information from these publications had shaped their policies (e.g., GLOV 20 has reportedly informed USA policy in Afghanistan and GLOU 34/ ICM survey in Colombia). Other reported cases include change of definition of homicides to confirm to ICCJ in Russia, inclusion of dowry deaths in homicides in India, inclusion of special legal provisions on gender-based homicides in Italy and understanding and responding to new and emerging challenges (such as cocaine trafficking through West Africa). Further, stakeholders also reported to the critical role improved quality, quantity and frequency of data, enabled by the TPR's TA, is expected to play in providing more accurate picture on impacts envisaged under SDGs. Some stakeholders interviewed during field missions also revealed that the thematic programme had helped improve quality controls, and hence the credibility of data collected, which bodes well for work towards measuring and achieving SDGs. The evaluation also finds that the thematic programme contributes to UNODC visibility, credibility and positioning as the leading agency on drugs and crime statistics and global knowledge products.

In contrast, the evaluation survey revealed that 79% of staff and 61% of external stakeholders use and consider TPR publications useful. Around 70% of the people (66% staff, 72% external) use and consider crime and drug statistics useful or very useful, but at the same time the effectiveness of technical assistance to solve the situation of drugs and crime is perceived as very low (48 out of 100). Further, while 62% of the survey respondents consider publications to be effective in understanding the drug and crime situation, both these respondents and interviewees believe that the publications have achieved limited impacts in terms of use for policy making, which is attributed to their generality, limited geographic coverage (in actual terms) and lack of depth. These stakeholders increase in regional focus in determining topics of interest. In other words, topics chosen for each region within the ambit of global publications should consider topics of interest to each specific region.

Moreover, most stakeholders could not point to specific policy changes as a result of the thematic programme. The quality of the research products and technical assistance is not automatically reflected in public policies. This is not to imply that the projects have had no other impact at the policy level, but just that this information has not been collected. TPR does not collect this information, and MS have only begun to insist on impact-related information in last 2-3 years. None of the projects in this thematic programme and several others throughout the UNODC have not established monitoring frameworks to capture impacts.

Overall, while the thematic programme appears to be contributing to achievement of its intended impacts, there is an urgent need for the programme to institute better monitoring system to capture impact-level data. As a programme that intends to promote evidence-based policymaking, it is imperative that the thematic programme should lead by example.

The lack of outcome and impact indicators may be reflective of a more general weakness in the RBM of UNODC: the outcome and impact indicators are not clearly defined in project documents and logframes. The same can be said for project reports, which normally describe activities, products and services developed, but often there is no information on the results of these products and services for the participants, the institutional impact, or the effects of the technical support in the national policies or in crime reduction.

A set of indicators for the projects evaluated has to be defined along with concrete targets, which need to be periodically monitored against baseline information. This process requires resources and time, so a minimum but significant set of indicators should be used. Ideally, these results indicators should be collected in partnership with UNODC field offices and national counterparts, and keeping in view the national and regional goals of UNODC.

Compatibly with the goals of the project, the time and the responsibility of UNODC in achieving them, the set of indicators to be defined may include some of the indicators currently used, as the quantity and quality of standardized indicators used by MS according to the ICCS, or the number of victimization surveys implemented or the number of trained people. But more specific outcome/ impact indicators have to be added, as the measurement of the institutional strength in managing and analyzing information through "score tables" with "institutional features" values, for instance from 0 to 10, where the value of the institutional strength is the sum of the different "institutional features" values that are expected to improve as an effect of the project. To them, questionnaires and surveys can collect qualitative and complementary information, very important to assess effectively how and where the UNODC support is related to the measured changes, avoiding considering false - positive or negative - effects not related or caused by the project. Other indicator to measure the institutional impact of the project can be the number of citations of the project product, as a global report, in public policies or academic publications. In addition, surveys with institutions, civil society and universities / research centers can be used to measure the perceived impact of a project.

Finally, a structured mechanism to collect "successful" or "good practices", for example for measuring some kind of crimes, or a very effective inter-institutional mechanism to standardize the indicators according to the ICCS, or how to conduct and use victimization surveys to design and implement effective public policies to prevent VAW, could be very useful to respond to the need of "good practices" that several local stockholders required during the interviews.

Partnerships and cooperation

8. To what extent did the projects, and subsequently the Thematic Programme, identify and maintain partnerships with other organizations and stakeholders (UN agencies, academic institutes, NGOs, etc.) and what was the added value of this cooperation? This includes examining quality of participation by different stakeholders and missed opportunities, with a focus on partnership for human rights and gender equality.

- Partnership arrangements currently in place have helped the thematic programme achieve its results. More partnership opportunities exist and should be explored.

Desk review and interviews shows that TPR has developed some strong coordination and information-exchange mechanisms with relevant, specialized UN, intergovernmental and regional entities around common research interests and themes. Exchange of data, development of common methodologies and expertise/ information-sharing constitute the basis of these partnerships. GLOU64, for example, has developed close ties with the European Group of Experts on Action against Trafficking in Human Beings (GRETA), ILO and OSCE. The plans for a joint programme on data collection and research with ILO on trafficking of people for forced labor and trafficking of migrants constitutes an encouraging step in that direction.

In the fields of drugs statistics, TPR works in synergy with regional observatories such as OAS-CICAD and the EMCDDA in order to(i) collect quantitative data on drug use, treatment, and prisons, (ii) support the development and implementation of guidelines and standards making sure there is no duplication of efforts (for example, references to EMCDDA standards on drug prevention in GLOU34 outputs can be underlined as a good practice in that sense),(iii) exchange information on methodologies through the organization of meetings and workshops, and(iv) make UNODC expertise available in the organization of TA activities, notably in the Balkans for the European region. TPR is also developing close ties with the UN Statistics Commission to improve drug indicators and ensure SDGs mainstreaming in their statistical work. Interviews with external stakeholders underline the importance of interpersonal relationships and of TPR's continuous efforts to take partners into consideration, which contributes to installing trusted, mutual and flexible patterns of coordination and consultations.

With national stakeholders, the COE of Mexico represents an excellent cooperation initiative between UNODC, RAB and the National Institute of Statistics of Mexico (INEGI). The COE has facilitated the articulation of UNODC with the institutions of most of the countries of Latin America, including the Academy of the region and the rest of the world (several professors and researchers participate in international forums organized annually by the COE). It has also facilitated the partnership with other United Nations agencies such as UN-Habitat and UNDP. With UNDP, the COE has formalized a relationship for the implementation of a regional project -INFOSEGURA- financed by US-AID in Central America and the Dominican Republic, which is contributing to the standardization of crime indicators in the region. The COE has also been instrumental in sensitizing the palsies in conducting victimization surveys and disseminating the methodology developed by UNODC.RAB and the COE are also involved in a regional initiative, with UNDP and UNESCO to harmonize the definition of SDGs, especially with respect to on SDG 16, indicator between the MS of the region.

On human rights and gender specific partnerships/cooperation, the evaluation identified different elements. Concerning gender statistics and international standards (mainly ICCS), interviews with relevant stakeholders and desk review show that there is good and regular interaction and coordination on this topic, mainly in the framework of the UN Inter-agency and Expert group on Gender and Statistics (IAEG-GS) and through and during global and regional meetings. However, some stakeholders suggested that MEXX35 could do more to promote systematic coordination and partnership with gender

specialized institutions at UN, government, civil society and academia. Beyond statistics related work, the evaluation finds that TPR does not systematically seek partnership/coordination with gender focused organizations. Stronger cooperation with UN specialised agencies, national governments, academia and civil society could help develop more substantive integration of HRG into research projects. In this regard, gender focused stakeholders interviewed during the evaluation communicated willingness to continue or initiate coordination and interaction with TPR. Finally, some stakeholders also indicated the need for TPR to play a more active role in referencing and coordinating international research on HRG and drugs and crime issues.

The respondents noted several challenges and opportunities for partnerships development. First, competition for limited resources across various agencies and programmes leads to challenges in promoting trust and partnerships, which was also recognized as a serious challenge by interviewees. In other cases, despite similarities in mandates and thematic focus, differences in levels of capacities, strategic vision and expertise approach pose some serious challenges that eventually result in very limited and weak cooperation. Second, sometimes partnership at the HQ level are not systematically replicated at the local levels and vice versa (e.g., UNDP on various themes). However, the recent partnership with UNDP in the case of the illicit crop survey in Afghanistan was reported to be an encouraging sign.

Third, duplication risks pose another set of challenges. For instance, in the case of drug statistics (GLOU64), there are high risks of duplication of reporting between TPR and EMCDDA on EU data, and as a result, both organization have faced calls for greater harmonization of questionnaires. Some MS suggest the need for EMCDDA to act as an intermediary for collecting ARQs information and/ or mutualizing efforts in the treatment and collection of data provided through ARQs. Other stakeholders suggest a need for greater cooperation with other specialized agencies such as Interpol, Europol, and WCO, and found it encouraging that Interpol and RAB are currently negotiating mechanisms for greater collaboration.

The TPR has nevertheless developed only limited and mostly informal partnerships with civil society, think tanks and academia. This can be explained by some reluctance over the use of non-official sources of information due to difficulties in verifying the validity of data. However, RAB along with several stakeholders expressed strong willingness and also reported the need for increased collaboration with academia and civil society organizations to further embed UNODC research into scientific standards and nourish its analysis from different perspectives. In this respect, recent efforts to develop closer links with NGO stakeholders through the creation of scientific steering committees for global reports on drugs and wildlife, by the development of an informal network of experts on corruption, TIP, and drug-related issues, and by the increased use of academic articles and think tank expertise reports in their publications are noteworthy positive developments. The resuming of more regular publication of its two journals - the *Bulletin on Narcotics* and the *Forum on Crime and Society*- also suggests an increased attention to reconnecting with non-governmental and academic specialists and audiences.

Stakeholders also suggested the need for more effective coordination structures that enable systematic use of the thematic programme for operational, joint fundraising and programming purposes. The close interlinkages of GLOV20 with Paris Pact Initiative, the

Regional Programme for Afghanistan and neighboring countries and the UNODC Programme in Central Asia (2015-2019) were cited as a good practice in this regard. Similarly, a management initiative to keep MS informed of research priorities and progress through the vehicle of FINGOV meetings was also recognized as a good practice.

Overall, the evaluation finds that the TPR has generally been very effective at developing and leveraging partnerships towards achieving its objectives and outcomes, although as is common, it also has opportunities to do more.

Sustainability

9. How sustainable is the provision of technical advice and expertise to field offices in view of reaching the long-term objectives of the projects and thematic programme? How can the sustainability of the projects and the thematic programme be further increased? How are new demands for research balanced with existing mandates?

- Given the visibility and recognition of research products on international and national forums, it is likely that these products will continue to raise awareness of MS and targeted stakeholders in the foreseeable future, although thematic programme and its projects will continue to confront their own sustainability challenges.

The sustainability-related questions focus on both the long-term financial sustainability of the projects and the self-sustainability of the results achieved as a result of the thematic programme, with or without further support. Even though sustainability is essentially a process variable, it can be measured based on an analysis of how the projects have delivered their outcomes, their relationship with donors and beneficiaries and how they are placed within wider organizational strategies and embedded in the organizational structure.

Shortage of funds, as well as the reductions to the regular and GP funds, represent the main concern for the sustainability of the projects evaluated (with the exception of the COE in Mexico, in the short to medium-term), and in general for RAB. The concern for the funds is common to the majority of the RAB staff and consultants interviewed during the evaluation. Global challenges, including measurement of SDGs, require more and more information on complex and transnational phenomena, such as trafficking in people, cybercrime and money laundering, are becoming increasingly important. RAB has to continue publishing global reports, as requested by its institutional mandate, and to respond to the needs of the MS, field offices and other units and sections of UNODC, that are already stretching humane and financial resources thin.

In 2017, the breakdown of source of funds for TPR (excluding MEXX35, which is a specialized project housed at INEGI) was regular budget (37%), General Purpose (20%) and Project Funds (43%). GP component is further expected to be cut in half in 2018. This will likely have an important impact on TPR's activities as GP funds made important contributions to various key outputs (6% for the GLOTIP, 18% for Illicit Crop and Alternative Development Monitoring, 63% for World Wildlife Crime Report, 32% for WDR and 46% for drug data processing) in 2016.

MEXX35 differs from other projects. It is largely in the operational control of INEGI, although it receives minor contributions from other UNODC projects and UN entities (as the INFOSEGURA project implemented by the UNDP and financed by US-AID) as well as some direct contributions from various countries receiving technical assistance. According to the information provided by the COE's management and INEGI itself, such coverage is almost guaranteed in the medium term and the UNODC/INEGI partnership is benefiting both institutions.

According to staff, as a component of a donor driven organization[9], TPR implements programs that respond to donors' priorities. Such responsiveness is critical to securing much-needed resources for the thematic programme. A high degree of responsiveness to donors results in easier identification of new opportunities that are on the agenda of key stakeholders. This is evident from the emergence of funding for new issues such as environmental and wildlife crimes, cyber-crime, terrorism, and imprisonment. The rise of new middle-income countries and attention to their needs, similarly creates newer funding possibilities (e.g., COE in Mexico). Many stakeholders suggested that important opportunities to raise funds at a national and regional level exist.

While responding to donors' priority better ensures sustainability of the programme itself, it can create challenges for the sustainability of programme's accomplishments as research that gets prioritized may not be valued by non-donor member states and other targeted beneficiaries. Further, some stakeholders suggested that a vast majority of the resolutions passed by the Member States are not acted upon for want of financial resources. These financial constraints not just undermine the ability of thematic programme to undertake new research or deepen its analytical scope, but it also affects the sustainability of current commitments, for e.g., GLOTIP report or Afghan opiates trade have witnessed declines in funding commitments. Further, it also affects the ability of staff to undertake high quality research as fund-raising becomes a top priority, which comes at the cost of reduced time for actual research and vice-versa.

Lastly, unlike most other UNODC programmes, research requires long-term commitment, including to engage universities, research centers, think tanks, governments and civil society, in the framework of a multiyear institutional strategy. While donors prefer immediate results and new products with high visibility, high quality research can take several years before even its publications. Moreover, changes in donor priorities over this period can affect actualization of impacts. These challenges can create some thematic gaps in TPR research as well as detract from obtaining long-term sustainable results.

Similarly, in case of technical capacity, while capacity of supported countries to produce and disseminate data on drugs and crime, has improved as a result of thematic programme, it has not yet reached a stage where it can be assumed to be self-sustainable. In addition, the need to incorporate national indicators into the SDGs requires further TA to the countries in the near future.

[9] In 2016, only 6% of $316.4 million received by UNODC was contributed from the Regular Budget (RB), while 1% was contributed toward General Purpose (GP) funds and 92.6% from extrabudgetary Special Purpose (source UNODC Annual Report 2016, page 102)

The challenges can be mitigated to an extent by taking steps suggested below. One, decentralization was identified as one of the top opportunities for promoting sustainability of TPR's work. This would help to build local capacity and would also better integrate regional specificities and partnerships with local universities, research centers and think tanks. The COE in Mexico is an example that can used as a model to be replicated, with or without modifications to meet local conditions.

Second, stakeholders pointed out that the research and technical assistance provided by the thematic programme is central to positioning UNODC as one of the leading agencies on crime related issues. By increasing strategic orientation (and reducing funding orientation), the thematic programme could be more effective and sustainable. These stakeholders suggested a need for increased research at local level researches under supervision and quality control of TPR, which was expected to expand impact and visibility of projects and, facilitating a higher positioning of UNODC among the UN agencies in the crime and crime issues with donors and other international actors. Lastly, stakeholders pointed out that in order for TPR research to help UNODC position itself as a knowledge organization, a necessary (although not sufficient) condition is that executive management prioritizes research work in the organization. From this perspective, commitment of top management to research is of utmost importance to the success of research, which in turn, is expected to underpin much of success of UNODC in an era of information explosion.

Overall, the evaluation notes that the visibility of research products on international forums makes it likely that these products will continue to raise awareness of MS and targeted stakeholders in the foreseeable future, although thematic programme and its projects will continue to confront their own sustainability challenges.

Human Rights and Gender Equality

10. How satisfactorily have the projects, and thematic programme, integrated a HRG approach in their design, implementation and monitoring? This includes (1) analyzing positive examples and (2) identifying major challenges and opportunities.

- While recognizing the efforts to address HRG in research outputs, the evaluation finds that HRG are not systematically integrated in all phases of the programming cycle. Although challenges persist, opportunities for enhanced integration/mainstreaming of HRG are emerging.

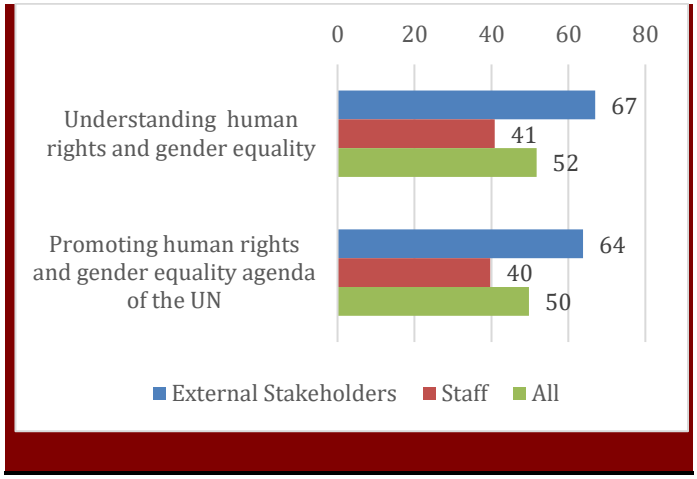
Project documents and interviews recognize the important role that UNODC has to play in order to advance human rights, gender equality andwomen's empowerment, and attention to differential impacts of crime and drugs on different sections of society. Despite this high relevance and extensive UNODC commitments for integrating and mainstreaming HRG, the projects and TPR remain largely HRG-blind in their design. Human rights and gender sensitive situation analysis, prioritization and planning are largely missing. There is some stakeholder resistance to HRG integration in drugs and crime sectors, and HRG principles do not yet truly constitute a priority for the UNODC. Availability of funding for research on HRG issues is rather limited. Further, most research

projects were formulated prior to developing UNODC guiding documents on HRG, SDGs, UN-SWAP and specific policy guidance on gender in drugs and crime sectors, which resulted in a lack of an inclusive and participatory approach in the design stage. This has continued to limit the involvement of relevant HRG stakeholders, who could have helped in understanding and prioritizing HRG issues in the projects and the thematic programme. These challenges are especially exacerbated in case of human rights mainstreaming. However, given the increased internal and external demand for research and technical assistance that addresses HRG-related data and knowledge gaps, new opportunities seem to be emerging (see Design and Relevance section for more details).

Despite the identified shortcomings at the design stage, most interviewees value the ongoing efforts to deal with HRG issues during the implementation of the projects. Specifically: (i) projects contribute to efforts to collect sex-disaggregated data on drugs and crime through the mandated questionnaires; (ii) global reports provide sex-disaggregated data and analyze gender differences; (iii) corruption surveys manual and national reports promote collection of sex-disaggregated data and include gender dimensions of corruption; and, (iv) important illicit crop monitoring research outputs (GLOU34) integrate a gender-sensitive approach: CBARD-West community-based project and the Afghanistan Opium Survey 2015-Socio-economyc analysis. Although information remains anecdotal and limited, some positive effects of these research efforts were shared with the evaluation team: (i) sex-disaggregated data and statistics standards (mainly ICCS) have been used by gender focus institutions to explain gender dimensions of crime and drugs problems and gender-related crimes; (ii) World Drug Report data and information on female drug users motivated the first regional training organized by UNODC in Guatemala (LAC) on treatment for women drug user; and, (iii) TPR's support in the pushing for gender mainstreaming in drug policy/data collection on the agenda and agreement of the UNGASS 2016.[10]

Table 28. Survey respondents' evaluation on the TPR's contribution to HRG

[10] See outcome document: https://www.unodc.org/documents/postungass2016/outcome/V1603301-E.pdf



The survey respondents, on an average, awarded the thematic programme 52 points on contribution to understanding and 50 points (out of 100) on contribution to promoting HRG agenda of the UN. There were also important differences between UNODC staff and external respondents. On average, staff members were more critical than external respondents: (i) UNODC staff awarded 41 points and external respondents 67 points to TPR's contribution to understanding of HRG, and, (ii) UNODC staff awarded 40 points and external respondents 64 points to projects' contribution to promotion of HRG agenda. This might indicate that UNODC staff expect the thematic programme to play a larger role in advancing human rights and gender equality in the crime and drugs sectors.

Overall, while recognizing the efforts deployed and valuable contributions, the evaluation identified learning and specific provisions that future projects/programmes would need to consider for enhanced sex-disaggregated and gender sensitive data collection, gender sensitive methodologies/analysis, gender responsive capacity building, strategic partnership and gender parity at RAB (see Effectiveness and Partnership sections for further details). Thus, most internal and external stakeholders call for further integration of HRG aspects in data collection, research and technical assistance. While challenges persist, the evaluation finds positive indicators for future HRG integration: (i) RAB leadership, managers and staff recognize the relevance of the human rights and gender approaches and show willingness to adjust and strengthen programming to better integrate them; (ii) greater demand by stakeholders, including MS; (iii) a myriad of HRG focused stakeholders interested in coordination and exchange on these topics; and (iv) new policy frameworks on HRG, crime and drugs and upcoming UNODC strategic framework for gender mainstreaming and parity.

The evaluation concludes that further integration of HRG aspects/approach in data collection, research and technical assistance would represent an excellent opportunity for UNODC to play a leading role in addressing HRG-related data and knowledge gaps on drugs, crime and criminal justice. This is consistent with what previous evaluations found. The Independent In-depth Evaluation of the GPML Programme 2011-2017 recommended that "It (UNODC&GPML) should also explore undertaking research on the connections between HRG and AML/CFT, and seek to establish UNODC & GPML as a leader in this field."[11] The In-depth Mid-term Cluster Evaluation of GLOT59 and GLOT92 noted that "gender related data, analysis and research are also limited(*in the organized crime sector, and specifically in TIP and SOM efforts*) (…) not many actors, at the national, regional and international levels, have a focus and expertise on gender aspects of TIP and SOM;

[11]The Global Programme against Money Laundering (GLOU40): Mid-term Evaluation Report

this seems to be more explicit in the case of SOM, which is a new area of focus for many organizations."[12]

Annex X provides summary information on findings for each of the projects in the TPR, however it must be explicitly emphasized that the data collection efforts for this evaluation were focused at the cluster-level. Therefore, the findings listed in Annex X must be viewed within that limitation.

[12]Human Trafficiking and Migrant Smuggling (GLOT59 and GLOT92): Mid-term evaluation report

III. CONCLUSIONS

On the basis of findings discussed in the previous chapter, the evaluation concludes that:

(1) The thematic programme, through its five projects, has made a substantial contribution towards improving the effectiveness of stakeholder response to current and emerging challenges in the domain of drugs & crime. While evidently its efforts have raised awareness and informed policymaking, the extent of change in effectiveness cannot be ascertained with adequate precision (due to absence of relevant data).

(2) The thematic programme provides necessary information on global trends on drugs and crime as well as essential statistical data to better understand their evolutions, but do not propose sufficient analytical knowledge or detailed, specific diagnoses (notably with regards to qualitative aspects of studied phenomenon and their mutations/responses to international actions in these fields) to be of much use in policymaking. UNODC has allowed political concerns (e.g., fear of backlash from some Member States) to take precedence over credible research (e.g., analysis that shows policy impacts). This has encouraged a culture of conservatism and risk avoidance that is not in the long-term interest of UNODC. In fact, some donors and other stakeholders are already funding alternative organizations that are more willing to publish controversial, but incontrovertible, evidence. A bold long-term strategic vision for research appears necessary to improve the design of the thematic programme and research priorities for the next phase.

(3) For increased effectiveness as well as efficiency, there is a strong need for increased regional presence. This is necessary for more complete geographic coverage as well as better understanding of local context. While decentralizing its capacity, RAB will need to retain direct control over staff, hired or relocated in field, necessary for ensuring much-needed quality control.

(4) RAB collects data for its publications via official channels, which have been developed on the basis of consensus among Member States. However, official data may not always be available or correct, which indicates the need for supplementing this data through other available means, including increased use of mixed methodologies based on both quantitative and qualitative materials, and of more triangulated non-official data (field interviews, academic article, etc.) meeting pre-set quality requirements. This is necessary to ensure global reports are adequately global.

(5) Further, diversifying data collection channels, and making increased use of online reporting, is expected to reduce cumbersomeness and increase reliability and user friendliness. Diversifying data collection channels will likely also improve compatibility of data formats across various agencies as well as efficiency of the collection process. Further, establishing direct linkage with concerned agencies — perhaps with the help of field offices — rather than relying solely on permanent missions in Vienna, is much needed.

(6) While the project does a very good job of reporting its activities and outputs, there is a need to improve results-orientation in all aspects of monitoring, evaluation and reporting of its own interventions. A branch/ thematic programme that encourages

others to use more evidence-based programming needs to be in a position to demonstrate the impact of its own work.

(7) The quality of financial data needs to be significantly improved, as judged from the quality of made available to the evaluation team. Financial systems should be able to provide detailed/ granular reports that not just clearly lay out expenditures on various major activities (e.g., cost effectiveness of various components and interventions), but also link these to planned and obtained outcomes specified in the results-matrix.

(8) While thematic programme has been very successful in developing and leveraging partnerships and collaboration with some organizations (e.g., scientific panels), but given the visibility of its flagship publications it has opportunities to develop much deeper partnerships with stakeholder working on similar mandates (e.g., HRG-focused organizations, academia, independent researchers, etc.).

(9) An increased reliance of the thematic programme on projects for funding both creates new opportunities and challenges. While this dependence encourages the programme to stay responsive to the needs of stakeholders, especially those in the field (which is, needless to add, good), it can also create unhealthy dependence that may compromise programme's independence and credibility. Thus, there is a need to find a right balance between programming approach to research (useful for relevance, fund-raising and visibility) and operational independence (necessary for long-term credibility and sustainability) for the thematic programme.

(10) Relatedly, in a resource-constrained environment, there is a need to determine if TA work related to general national statistical and research capacity-building support is an avoidable distraction from a clear focus on research, especially since technical assistance is regarded as useful, but not unique. This may indicate the need to either TPR builds a unique niche for its capacity development work within a predetermined timeframe or it is carved out it to a different more specialized unit.

(11) With important limitations at different levels (understanding, approach, capacity, resources and partnerships, mainly), the thematic programme and its projects succeeded in enhancing collection of sex-disaggregated data and gender sensitive information. Integrating human rights seems to have posed greater challenges. To better respond to UNODC's mission and commitments and an increasing demand by the international community, an enhanced and systematic HRG approach in future programming seems relevant and necessary. It will require stronger commitment/responsibility, dedicated expertise, in-house capacity, sufficient resources and strategic partnerships.

(12) The COE of Mexico represents an interesting, replicable and sustainable model of decentralization. COE supports several countries of the Latin American region in improving the quality of data as well with methodological and logistical support to victimization surveys, which is widely appreciated by the stakeholders in the region. However, COE has limited resources and capacity to meet the ever-increasing demand from across the region. Despite the interest of the new management of the INEGI to continue supporting financially the COE in the short to medium-term, it is no certain that the COE will continue to receive support over the long-term to continue growing and increasing its presence in the region.

(13) GLOV20 has played an important role in Afghanistan and its neighboring countries in the region. It has helped ensure unique access to institutions working on drugs

issues, built trust of national counterparts over the years, and created liaison networks that ensure greater knowledge generation and information sharing around the region. However, recently the project has suffered cuts in resources, and its sustainability is under threat due to loss of interest misunderstandings among donors and some national counterparts, with questions around its added value. There is a need for GLOV20 management to build a strong argument on the role of research in the region and provide new strategic vision and rationale for its continuation.

Overall, the findings and conclusions of this evaluation can be summarized with the help of the SWOT analysis in Table 29.

Table 29.SWOT Analysis for the thematic programme on research

Strengths	**Weaknesses**
Flagship publications	Weak results-based monitoring systems
High visibility & presence	In-depth analysis in publications
Skilled researchers	Inadequate attention to HRG issues
Partnerships with scientific panels	
Opportunities	**Threats/ Challenges**
Building UNODC as a knowledge organization on drugs & crime issues	Unhealthy competition between various programmes for funding
Partnership with other TA providers (e.g., WCO, CCP)	Lack of focus on comparative advantage (flagship publications)
Multiple UN mandates	Insufficient financial resources
SDGs and HRG mainstreaming agenda	
Decentralization and increased regional integration	

IV. KEY RECOMMENDATIONS

(1) RAB needs to institute systematic collection of data on its purported impacts and outcomes. A branch/ thematic programme that encourages others to use more evidence-based programming needs to be in a position to demonstrate the impact of its own work. In this regard, RAB management should undertake steps to improve its results-based monitoring system that prioritizes measurement of outcomes and impacts, rather than activities and outputs. Firstly, RAB management should use web counters, registration at downloads and short surveys to keep track of resources that are being used (accessed, downloaded, etc.) to understand beneficiaries' needs better. Secondly, RAB should involve field offices and national counterparts in developing systems for collecting data on changes in policies and their impacts over time. These efforts could include assigning specific RBM roles and responsibilities to staff and partners.

(2) The executive director /committee, and DPA, need to promote and instill a culture that encourages risk-taking, including taking on controversial topics and policies, in order to realize UNODC's true potential as a knowledge organization. RAB could start by taking small steps such as hosting a peer-review working paper series that encourages debate among key stakeholders without taking an official position until ideas have been adequately validated. This working paper series should involve academics as well as practitioners, including across other UNODC units, to encourage evidence-based thinking.

(3) DPA and RAB, supported by the executive committee, need to gradually build up regional presence and decentralize the unit to the extent desirable for making global publications truly global. It may require building institutional consensus on the role of research before undertaking any major initiatives.

(4) RAB needs to build consensus towards use of triangulated and more diversified sources of data (quantitative and qualitative information) based on pre-set quality requirements, for enhanced data validation, especially where official data is not available or adequately reliable.

(5) RAB needs to establish direct linkage with reporting agencies, in addition to permanent missions, through and with the collaboration of field offices, for more coordinated/ collaborative efforts rather than relying exclusively on permanent missions in Vienna. RAB also needs to periodically review questionnaires to cut down on cumbersomeness associated with existing mandated data reporting instruments including ARQs. An online submission process can help in this regard.

(6) RAB management should merge these five projects into one or at most two (crime and drugs) projects to avoid needless complexity, heavy time investments e.g. in administrative processes and at the same time increase efficiency.

(7) DM and DPA need to encourage FRMS and ITS to provide better access to financial data and tools to the evaluation teams for evaluating efficiency-related project/ programme outcomes.

(8) RAB management should develop an overarching roadmap for increased partnerships and collaboration and increase dialogue with UN siblings and interested MS to reflect on reciprocal mandates, added-value and opportunities for rationalizing UN research on drugs and crime, and especially in the current context of joint efforts towards the implementation and monitoring of the SDGs. The recently established UNODC regional liaison research network can be a useful tool to that end.

(9) DPA needs to find a right balance between programming approach to research and operational independence for the thematic programme. While RB funding reductions affect projects across organization, UNODC needs to use it latitude in deciding which projects and programmes get reduced RB funding. The evaluation suggests that research is a core function that should be supported from RB funding, while TA projects can be more reliant on XB sources. Financial dependence of RAB on projects should be discouraged. and research staff should preferably be maintained on RB or GP positions.

(10) DPA should examine the feasibility of separating technical assistance from actual research work. At a minimum, RAB should play a more limited role in providing TA, such as providing specific implementation support of specific guidelines or methodologies (i.e. in the case of the ICCS) and support capacity building through an advisory role This in needed in order to promote UNODC & RAB as knowledge hubs to better meet the needs of both Member States (M&E of SDGs) and other UNODC programmes (credible policy and programming needs).

(11) RAB management should promote and support an explicit HRG approach in future programming. This will require stronger commitment, capacity, resources and strategic partnerships. The efforts could include designating a skilled HRG focal point, engaging HRG experts, providing training for RAB and field staff and research focal points, nurturing partnerships with HRG organizations, providing visibility to HRG related issues emerging from research and promoting exchange and debate around them.

Other suggestions:

(12) UNODC/RAB should continue promoting the creation of partnerships analogous to COE in other regions, with possible adaptations to incorporate different implementation modalities, especially with regard to financial support from national institutions. COE has played an instrumental role in encouraging victimization surveys in the region. It should now be supported in carrying out surveys on the other important issues such as gender-based violence, which is a very relevant issue in the region. The COE should also be encouraged to evaluate the possibility of collaborating with other regional actors already active on these issues, such as UNFPA, UN-Woman, OAS, and ECLAC.

(13) RAB Management, Regional Office of Panama and country office in Mexico and the COE should promote a more close-knit collaboration at programme level to strengthen the evidence based project management. It should reinforce regional presence and capacity, adding local and regional funds for joint projects with the RO and CO. This would represent a further guarantee for the long-term sustainability of the Center, and could also trigger collaborations of the COE with other regional stakeholders, such as the CEPAL, FLACSO, universities and research centers (with thesis, masters and doctorates on crime and drugs, joint investigations, methodological support and technical interchanges).

(14) RAB management, in consultation with donors and other key stakeholders, needs to develop a new strategic vision and rationale for the continuation of GLOU20.

V. INNOVATIONS AND LESSONS LEARNED

The thematic programme has introduced some innovations and lessons learned that can be used for future research programming as well as for replication across other units within the UNODC:

1) The creation of the COE is an example of a successful collaboration between HQ (substance and coverage), MS (initiative and political will) and UNODC field office (administrative support) to build and sustain research capacity in the region without bringing people from outside and without having to rely on HQ. The establishment of the COE at the INEGI - one of the most trusted institutions in the host country, technically strong and with good human resources – constitutes an innovating step to anchor simultaneously UNODC presence in the country and the empowerment of local partners. It is an innovative practice for a decentralized resource management initiative. COE is wholly financed by the INEGI and allows RAB to extend its mandate responding more adequately to the needs of the countries of the region. The human resources are all local and have the technical expertise and supervision of RAB officials, which contributes in creating local capacities, strengthening the scope of RAB in the region and, more generally, in increasing and improving the visibility of UNODC in Latin America.

2) The thematic programme has developed a liaison network at regional level to ameliorate the lack of dedicated research officers in field offices. This practice has the potential to enhance collaboration on specific data collection challenges and to better calibrate research to regional needs and challenges.

3) Similarly, use of scientific advisory committees and peer review panels that include academics, national experts and field specialists to inform the development of global reports on drugs and wildlife crime is an important step in incorporating expert knowledge.

4) The use of ARQs and other mandated data collection systems, developed on the basis of consensus among Member States, is central to ensure the possibility of global knowledge on drugs and crime issues and a minimum of data comparability and transparency on these issues. However, these instruments need to be administered online to reduce cumbersomeness and improve its user friendliness, as well as to improve compatibility of data formats with other data collectors to reduce workload on data providers. Moreover, rather than through permanent missions in Vienna, it would be more advantageous to establish direct linkage with concerned agencies (perhaps with the help of field offices).

ANNEX I. A SUMMARY OF FINDINGS BY INDIVIDUAL PROJECTS IN THE TPR

While this evaluation was a cluster evaluation, and hence the data collection efforts were not specifically focused on individual projects, the table below summarizes findings for each project as best as possible within that limitation:

Project: Trends Monitoring and Analysis Programme Support Project (GLOU34)	
Relevance	The project was found relevant and its design adequate to enhance the knowledge in its thematic field, contributing significantly to the SDGs. The WDR and drug statistics constitute global references for MS and are used as reference for international and national policy-making, notably in the context of the Commission on Narcotic Drugs (CND). GLOV34 contributes to the SDG indicator 3.5 (on prevention and treatment of substance abuse) and supports the achievement of SDG 16, which identified UNODC as the lead agency for compiling statistical indicators for a number of SDG16 targets. UNODC database on Homicide Statistics provides a baseline to monitor target 16.1 (on reduction of violence and related death rates) and is relevant for the SDG 5.2 (on violence against women) and 16.2 (on abuse, exploitation, trafficking and all forms of violence and torture against children). GLOU34 has also contributed to the development of standard surveys measuring the experience of corruption and setting standards for measuring various aspects of it. At the same time, some counterparts expressed desire for more in-depth, customized and qualitative analysis and for new relevant topics and themes (including HRG relevant issues, in order to best feed into operational and policy programming. Also, few stakeholders found that UNODC is missing an opportunity of offering a space for policy debate on drug and crime issues.
Effectiveness	Publications and crime and drugs statistics are rated to be highly useful, although there was a perceptible lack of awareness on some of the other products and services (e.g., thematic surveys). There were some indications of the need for change in dissemination and communication strategies. GLOU34 had 1.5 million downloads of its publications in 2009, which had increased to 2.1 million in 2011, but declined to 1.14 million in 2012. WDR continued to be the most downloaded UNODC report. Lexis-Nexis citations of the WDR amounted to 472 in 2013 and 991 in November 20, 2017, while in 2013 the Global Study on Homicide had 196 citations. Several key stakeholders, including UNODC staff in management positions, indicated that the quality of the publications suffers from lack of adequate geographical coverage (primarily due to issues arising from lack of data availability, specially Chile and the least developed countries in Africa) and in some case the vision is theoretical and sometime superficial, which is devoid of field experience and direct knowledge of national dynamics.

Efficiency	In 2016, the year the thematic programmes received the largest contribution of funds (more than US$ 4 million), GLOU34 utilized approximately 85% of 325,007 $ of the annual budget funded by projects (PF). The project has been reasonably flexible in responding to the changing environment. The evaluation also found that online data analytical tools to enable users to generate customized analysis - as suggested by some key donors and stakeholders - could be useful to reduce printing and distribution costs of the global reports.
Impact	GSH and WDR are reference documents for public policies in many MS but no measurement system had been defined to assess their impact. The evaluation finds that the project has limited impact on policy-making or policy change notably at the regional and national levels. The direct use of research outputs such as WDR for operational and policy purpose remains also quite partial. Interviewees attribute these limited impacts in terms of use for policy making, to outputs generality, limited geographic coverage and lack of analytical depth. Several stakeholders expressed a high interest in regional reports or studies to deepen the analysis of a topic (feminicide, cybercrime, new trends in drug consumption, for instance) to be used for public policies, that it may not be feasible in global reports. One idea is to add to global reports regional studies or specific analyses oriented to public policies, which provide in-depth analysis on different topics of interest to different region.
Partnerships	Strong and sustainable coordination and information-sharing mechanisms have been developed with specialized UN, intergovernmental and regional entities notably for the exchange of drug statistics and data and the elaboration of common methodologies. In the fields of drugs statistics, the project works in synergy with regional observatories such as OAS-CICAD and the EMCDDA in order to collect quantitative data on drug use, treatment, and prisons. The project is also developing close ties with the UN Statistics Commission to improve drug indicators and ensure SDGs mainstreaming in their statistical work.
Sustainability	The sustainability represents an important concern for all the projects, including GLOU34 and affects the ability of staff to undertake high quality research as well as including new crime trends in global reports. Already in the decrease, GP component is expected to be cut in half in 2018. This will likely have an important impact on GLOU34 as GP funds made important contributions to various key outputs (32% for WDR and 46% for drug data processing in 2016). The limits of the existing programming framework put at stake the possibility of developing a multiyear institutional strategy that would be more adequate to the projects objectives and needs. GLOU34 research objectives require long-term commitment, including to engage long-standing partnerships with universities, research centers, think tanks, governments and civil society.

Gender & Human rights	The project has been able to enhance collection and provision of sex-disaggregated data through the mandated questionnaires (ARQs and CTS). Global reports (DR and GHS) provide sex-disaggregated data and HRG sensitive analysis. Corruption surveys, manual and national reports promote collection of sex-disaggregated data and include sexual favours/services easing understanding of gender dimensions of corruption Two important illicit crop monitoring research outputs integrated a gender-sensitive approach: CBARD-West community-based project (driven by the donor) and the Afghanistan Opium Survey 2015-Socio-economyc analysis. Finally, UNODC, as the custodian of ICCS, is recognized for its efforts to support and monitor ICCS implementation and, specifically, to redress any gender related inconsistencies and gaps. While recognizing the efforts deployed and all valuable contributions, the evaluation finds that stronger commitment/responsibility, in-house capacity, dedicated expertise, sufficient resources and strategic partnerships seems relevant and necessary for effective and systematic HRG mainstreaming in all products and at all levels of the project.

Project: Global Report on Trafficking in Persons (GLOX64)	
Relevance	Through GLOX64, UNODC collects data, keeps a database and conducts studies on Trafficking in Persons in order to produce the Global Report, as well as provide baseline information to monitor SDG targets 5.2, 8.7 and 16.2(on abuse, exploitation, trafficking and all forms of violence and torture against children). The relevance of the GLOTIP for MS and national Civil Society is very high, increasing the visibility and understanding of TIP. Some stakeholder expressed the interest of including drug use analysis in the GLOTIP, while many victims are drug users
Effectiveness	In 2013 GLOTIP report had 906 citations. With 78,000 downloads in 2013, 138,684 in 2014of GLOTIP 2012 and 184,000 times the GLOTIP 2014 had been downloaded by 2015-2016 (as of January 2016, it was the fifth most downloaded document from the UNODC website with 95,573 downloads). GLOTIP is widely used in MS and found useful or very useful by 51% of the staff and 46% of external stakeholders. Only 3% of staff and no external stakeholders consider it not useful).
Efficiency	The efficiency of the project is good: in 2016, the year the thematic programmes received the largest contribution of funds (more than US$ 4 million), GLOU34 utilized approximately 99% of 459,068 $ of the annual budget funded by projects.
Impact	Most stakeholders used these publications as reference documents. Despite the important number of download mentioned above, an impact measurement system is missing.
Partnerships	The plans for a joint programme on data collection and research with ILO on trafficking of people for forced labour and trafficking

	of migrants constitutes an encouraging step for the UNODC partnerships on TIP.
Sustainability	The sustainability represents an important concern for all the projects, including GLOU64 and affects the ability of staff to undertake high quality research as well as including new crime trends in global reports.
Gender & Human rights	The Global Report on Trafficking in Persons places gender issues at the core of the analysis and is viewed as a unique source of knowledge in that sense. In this regard, the project has been able to enhance collection and provision of sex-disaggregated data and gender sensitive information and analysis on trafficking in persons. Recognizing the efforts and contributions, the evaluation identifies an increasing demand from both internal and external stakeholders for research that addresses HRG-related data and knowledge limitations and gaps on trafficking in persons. The evaluation also finds persisting challenges that the project will have to have in mind and redress (i.e. resistance to HRG integration in crime sector, HRG principles do not yet truly constitute a priority for UNODC, limited and scarcely comparable age and sex-disaggregated data across countries, and, stereotypical picture of women as passive and marginalized victims in organized crime, among others).

Project: Research project on transnational crime threats (GLOV44)	
Relevance	The relevance of the project to "develop global analyses of the threats and modalities of transnational organized crime" is very high and it is increasing the visibility for wildlife crime worldwide and it contributes to SDG target 15.7 (on illegal wildlife products).
Effectiveness	In 2013 World Wildlife Report had 129 citations and provided substantive inputs to the Indian Ocean Maritime conference, International Conference on Wildlife Trafficking (Kasane), the CITES Special Reporting Requirements Working Group and the Global Programme on Combating Wildlife and Forest Crime. It also provided research inputs to the Maritime Crime Programme (illegal fishing), the OECD Task Force on Charting Illicit Trade (fraudulent medicines), EFFACE (EU research project to fight environmental crime) and to the UNODC Global Programme on Wildlife and Forest Crime. WWCR is widely is found useful or very useful by 40% of the staff and 24% of external stakeholders, but a high number (38%) of external stakeholders were not familiar with it.
Efficiency	In 2016, GLOV44 utilized approximately 81% of 135,780 $ of the annual budget funded by projects. The project has also been reasonably flexible, within the limits of its own mandates and resources, in responding to the changing environment.
Impact	Most stakeholders used these publications as reference documents, but the project does not count with an impact measurement system. It yet contributed to raise the profile of wildlife crime on the

	international agenda and induced some level of political attention to it. Curiously some stakeholders in the Latin-American region consider the WWRC not relevant for the region, and some other consider it "still cabinet work". A more inclusive process of national partners in the preparation of the report could help to fill these perceived gaps.
Partnerships	Wildlife crime constitutes an emerging theme on UNODC research agenda but corresponds also to both an emerging challenge in the field that UNODC decided to document and a donor priority. In house expertise was nevertheless limited on this very specific topic. RAB has thus developed good cooperation and information-exchange mechanisms with relevant, specialized UN and international entities such as CITES and WWF. The report elaboration also benefited from the expertise of external consultants and national experts who provided positive feedback on their experience. Yet, as some issues addressed by the report were seen as controversial by certain governments, it has been chosen to focus the report on listed endangered species to avoid contravening some MS support and being blocked by some of its member states.
Sustainability	Beyond the imitations and concerns that sustainability represents for all projects evaluated, the project is the most vulnerable to GP funds expected to be cut in half in 2018, while the 63% of the World Wildlife Crime Report were GP funds in 2016.
Gender & Human rights	The project remains largely HRG-blind in its design and implementation with limitations at different levels (understanding, approach, capacity, resources and partnerships, mainly). The evaluation finds that an enhanced and systematic HRG approach in future programming seems relevant and necessary to better respond to UNODC's mission and commitments. Specifically, the project could explore HRG dimensions of wildlife crime in its convergence with other crimes (gender-based violence and trafficking of human beings) and in the responses to it (militarization of anti-poaching efforts, for example).

Project: Afghan Opiate Trade Project (GLOV20)	
Relevance	The evaluation found that at the field level, UNODC is one of the only credible and legitimate institutions in a position to collect timely, relevant and quality data on drugs in the region. Regional reports, national thematic studies and ICM surveys in Afghanistan also constitute references for policy makers. Through the partnership with the Afghan government, GLOV20 has also contributed to increase national research and data collection capacities and to build ownership of research results and analysis.
Effectiveness	The DMP constitute the main source of information for policy makers and researchers on drug trafficking in the region. At the end of 2013, DMP had registered 114,497 individual drug seizure cases,

	179 users from 40 countries, and recorded 5,167 return visits. By the end of 2015, this had increased to over 181,000 individual drug seizure cases, 300 users from 40 countries and had over 20,000 unique page views. Nevertheless, the evaluation also found that some stakeholders speculated the decline of importance of work in Afghanistan and associated donor contributions to the project could be explained by the fact that the work in Afghanistan was not of priority as it once used to be. Hence these stakeholders suggested a complete overhaul of this project, and not just a revision. An option yet highly feared at the regional and field levels.
Efficiency	GLOV 20 utilized 88% of 755,315 $ of the annual budget funded by projects. It has, however, declined in donor priority as revealed by donor contributions, associated project expenditure and corroborated in stakeholder interviews, which creates uncertainty, leading to diversion of project managers' attention (away from conducting research) to raising funds. The project also suffered from management issues and human resources cuts and departure of some key personnel or factors beyond the control of the projects. Hence GLOV20 report on the Northern route in Afghanistan was delayed by over a year.
Impact	GLOV20 publications, in total, had been downloaded more than 11,500 times during 2015. According to the latest available information, these downloads now amounted to over 31,000 times from the UNODC web page. Most stakeholders used these publications as reference documents. Some stakeholders fear that in the absence of GLOV20 renewal, critical knowledge will be lost. It has been also reported that GLOV 20 has informed USA policy in Afghanistan and constitute the only source of credible information on drugs in the region. At the international level, GLOV20 provided briefings and presentations at international platforms, including CND sessions and Paris Pact meetings, and briefings to the MS in Vienna, although no specific resolutions were passed.
Partnerships	The close interlinkages built between GLOV20, Paris Pact Initiative, the Regional Programme for Afghanistan and neighboring countries and the UNODC Programme in Central Asia (2015-2019) represents good practices of effective coordination structure. Although some tensions could have appeared between some agents at the HQ level around the future of the project management, GLOV20 has overall benefited in its implementation in the field of effective coordination mechanisms that enabled maximizing the use of resources, effective division of labor through a positive utilization of partners network, and valuable joint operational and fundraising activities.
Sustainability	GLOV20 suffers from severe financial declines and management difficulties. Shortage of funds had critical repercussions on human and technical resources notably in the field offices, threatening the possibility of producing timely and relevant data and analysis in an area in constant need and growing MS demand for more information on complex and transnational phenomena (drug use surveys, DMP management, heroin routes in the northern region

	analysis etc.). Further, it also affects the ability of staff to undertake high quality research as fund-raising becomes a top priority, which comes at the cost of reduced time for actual research and vice-versa.
Gender & Human rights	Recognising that the "Impacts of drug use on users and their families in Afghanistan" (2014) and "The Afghan Opiate Trade and Africa - A Baseline Assessment" (2016) are attempts to address HRG issues in project research products, the evaluation identifies important limitations at different levels (understanding, approach, capacity, resources and partnerships for HRG mainstreaming). At the capacity building level, the overrepresentation of men in project training activities was explained to be result of a low female representation in the law enforcement sector in the countries of operation. Thus, the evaluation finds that future programming should take proactive steps to increase women's participation. On human rights standards, it is informed that the project ensures that training activities do not contribute to human rights violations and adhere to the "Human Rights Due Diligence Policy on UN support to non-UN security forces". This is a good practice that the project would do well to continue striving for in its future capacity building activities.

Project: UNODC Center of Excellence (COE) for Statistics on Governance, Public Security, Victimization and Justice in Mexico (MEXX35)	
Relevance	The statistical, analytical and monitoring capacities in the field of government, victimization, perception of public security and justice statistics in the Latin American region are generally weak and very heterogeneous between countries making the project very relevant for MS. The design of the COE for the TA to MS, in the framework of a strategy that is mutually benefiting both UNODC and the National Institute of Statistics of Mexico (INEGI), represents an innovative and replicable in other areas practice, consistent with the UNODC´s strategic mandates and the SDG 16.
Effectiveness	The COE is supporting MS thought training courses (classroom and/or virtual), capacity building to national staff of crime/justice and statistical institutions, including the support to design and conduct victimization surveys and the implementation of the International Crime Classification for statistical purposes (ICCS). As per November 2017, MEXX35 had conducted 23 trainings on victimization surveys (5 online and 18 on-site) in 38 countries with 971 participants (470 women and 501 men). It also supported statistical offices of7 countries in LAC (including Panama, El Salvador, Guatemala, and Argentina) for national victimization surveys. The Decentralization of the TA of RAB through the COE facilitate a lot the effectiveness (and efficiency). As per November 2017, MEXX35 had conducted 23 trainings on victimization surveys (5 online and 18 on-site) in 38 countries with 971 participants (470 women and 501 men). It also supported statistical

	offices of7 countries in LAC for national victimization surveys with other countries that are adding up. All interviewed national stakeholders express a wide appreciation for the quality of products provided (manuals, methodologies, online courses), as well as a significant demand for further assistance.
Efficiency	In 2016, MEXX35 utilized approximately 89% of US$878,153 of the annual budget funded by projects, showing a good financial efficiency. The evaluation showed that the decentralization of the TA of RAB by itself, through the COE, is a highly efficient practice, allowing UNODC providing ad hoc capacity building according to the regional needs from regional experiences, particularly Mexico and Chile, the leading countries in crime statistical data in the region. At a very low cost for UNODC and in close and efficient cooperation with RAB specialists in Vienna and CO, from fund raising to political support from Representative, to data collection and project implementation. Umoja represented a challenge also for MEXX35, and some problems encountered initially are being solved in the last year, without any impact on the general efficiency of the project. Finally, the partnership of the COE and UN-Habitat in Mexico represents a very efficient model to design, implement and monitor evidence-based project at local level.
Impact	The decentralization in coordination with HQ permits a relevant impact of the COE to MS. The Center has been very instrumental in the region to diffuse, harmonize and transfer good use of drug and crime measurement methodologies. The availability of UNODC products and expertise, including the crime database and survey methodologies on specific themes such as TIP is considered important. It had visible effects on data quality and use of research. The Center has also a strong institutional impact in the development of common research priorities, methods and indicators in the region (notably to the SDG evaluation framework). But, as the other project evaluated, MEXX35 does not count with impact/effect information: project reports describe the numerous activities developed by the COE in Mexico and Latin American Countries, but they do not report any effect or impact, as the institutional impact of the TA or how the management of national security and justice institutions use statistical information and the results of victimization surveys to reduce the high crime rates that characterize most of the countries in the region. More specific outcome/ impact indicators should be added, as the measurement of the institutional strength in managing and analysing information through “score tables”, according to specified targets and relative baselines.
Partnerships	With national stakeholders, the COE of Mexico represents an excellent cooperation initiative between UNODC, RAB and the National Institute of Statistics of Mexico (INEGI). The COE has facilitated the articulation of UNODC with the institutions of most of the countries of Latin America, including the Academy of the region and the rest of the world (several professors and researchers participate in international forums organized annually by the COE). It has also facilitated the partnership with other United

	Nations agencies such as UN-Habitat and UNDP. With UNDP, the COE has formalized a relationship for the implementation of a regional project -INFOSEGURA- financed by US-AID in Central America and the Dominican Republic, which is contributing to the standardization of crime indicators in the region. RAB and the COE are also involved in a regional initiative, with UNDP and UNESCO to harmonize the definition of SDGs, especially with respect to on SDG 16, indicator between the MS of the region. Greater cooperation with the academy would be auspicious, beyond the prizes for bachelor's, master's or doctoral theses - which represents an interesting opportunity to disseminate and attract young talents. The possibility of coordination with civil society could also be explored, especially to see the feasibility of including in the work of the COE the support to carry out surveys of victimization of women, where civil society and women's organizations in particular they play a leading role (always taking into account the specific role of UNODC within the framework of the United Nations System, particularly in relation to the thematic responsibilities of UNFPA, UN-Women, UNDP and UNICEF in the case of children).
Sustainability	For the sustainability, the COE in Mexico is an example that can used as a model to be replicated, with or without modifications to meet local conditions. MEXX35 differs from other projects. It is largely in the operational control of INEGI, although it receives minor contributions from other UNODC projects and UN entities (as the INFOSEGURA project implemented by the UNDP and financed by USAID) as well as some direct contributions from various countries receiving technical assistance. According to the information provided by the COE's management and INEGI itself, such coverage is almost guaranteed in the medium term and the UNODC/INEGI partnership is benefiting both institutions.
Gender & Human rights	While highly relevant to advancing gender equality and women's empowerment and to ensure "no one is left behind" in the crime sector, the evaluation finds that the project has not purposely and systematically integrated a HRG approach. While recognising the efforts for data disaggregation and gender parity in the different trainings organized by the COE, both internal and external stakeholders find that HRG approach is an important element of the project to be strengthened. The evaluation finds that stronger commitment, capacity, strategic partnerships and additional and specific resources are necessary for effective and systematic HRG mainstreaming in future programming. Specifically, some stakeholders suggested that MEXX35 could do more to promote systematic coordination and partnership with gender specialized institutions at UN, government, civil society and academia.

ANNEX II. TERMS OF REFERENCE OF THE EVALUATION

Background and Context

Project numbers and titles: Duration: Location:	GLOU34: Trends M.A.P. support (Trends Monitoring and Analysis Programme support), Duration: 07/05/2007 – 31/12/2019; Global GLOV44: Research project on transnational crime threats; Duration: 17/10/2013 – 13/12/2020; Global GLOX64: Global Reports on Trafficking in Persons and Smuggling of Migrants; Duration: 23/03/2012 – 31/12/2021; Global GLOV20: Afghan Opiate Trade Project; Duration: 01/01/2013 – 31/12/2018; Global MEXX35: UNODC Centre of Excellence for Statistics on Governance, Public Security, Victimization and Justice in Mexico; Duration: 01/04/2011 – 31/12/2019; Mexico
Linkages to Country, Regional Programmes: Thematic Programmes:	The projects above are part of the Thematic Programme on Research, Trend Analysis and forensics 2015-2016. They have links with all regional and country programmes with research elements, as well as the Thematic Programmes on Transnational Organized Crime and Illicit Trafficking, Corruption, Terrorism Prevention, Crime Prevention and Criminal Justice Reform, Health and Livelihoods and Public Affairs and Policy Analysis. In addition: The crime-related outputs and activities of project GLOU34 and MEXX35 are closely linked. The drug-related outputs and activities of project GLOU34 are linked to national/regional projects on illicit crop monitoring and alternative development; The project GLOV44 has close links with Global Programme (GLOZ31) for Combating Wildlife and Forest Crime (WLFC); The project GLOX64 has close links with the Global Programme against Trafficking (GLOT59) and the Global Programme against Smuggling of Migrants (GLOT92); The project GLOV20 has close links with the Regional Programme for Afghanistan and Neighbouring countries (RERV10), the Regional Programme for South Eastern Europe (XCEU60) and the Paris Pact Initiative (GLOY09).
Executing Agency:	UNODC

Partner Organizations:	GLOU34, GLOV44, GLOX64, GLOV20 and MEXX35 have no formal implementing partners.
Total Approved Budget:	GLOU34 - $12,591,635 GLOV44 - $585,141 GLOX64 - $1,527,575 GLOV20 - $7,786,400 MEXX35 – $4'282,2814
Total Overall Budget	GLOU34 - $17,549,700 GLOV44 - $5,105,400 GLOX64 - $9,853,568 GLOV20 - $6,638,593 MEXX35 – $7,057,906
Donors:	GLOU34 – Sweden, Norway, EU, USA, UNDP Panama, Russian Federation, Ecuador, Inter-American Development Bank, Germany, UNDP, Japan, Turkey, Austria, Australia, Small Arms Survey, Canada, UNOPS, France, Finland GLOV44 – Norway, Sweden GLOX64 – Sweden, Germany, USA, Norway, Italy GLOV20 – USA, Germany, Turkey, Russian Federation MEXX35 – INEGI in Mexico; Ministry of Public Security in Panama; Ministry of Security, Argentina; Inter-American Development Bank; UNDP Regional Centre for Latin America and the Caribbean.
Project Manager/ Coordinator:	GLOU34 – Coen Bussink GLOV44 – Kristiina Kangaspunta GLOX64 – Kristiina Kangaspunta GLOV20 – Michael Osman MEXX35 – Salome Flores
Type and time frame of evaluation	Mid-term, June–October 2017

Timeframe of the project covered by the evaluation:	GLOU34: 2007-2017 (end of field mission) GLOV44: 2013-2017 (end of field mission) GLOX64: 2012-2017 (end of field mission) GLOV20: 2012-2017 (end of field mission) MEXX35: 2011-2017 (end of field mission)
Geographical coverage of the evaluation:	Global
Budget for this evaluation:	US$ 125,000
Type and year of past evaluations (if any):	MEXX35 had a mid-term evaluation in 2013
Core Learning Partners[13] (entities):	UNODC Managers, Member States, Beneficiaries, Project field staff (current and previous) and Partner Organizations

Overview of the UNODC Thematic Programme on Research, Trend Analysis and Forensics 2015-2016

UNODC's Thematic Programme on Research, Trend Analysis and Forensics, 2015-2016 provides the overall framework for research and trend analysis at UNODC. The thematic programme covers UNODC outputs which are produced for research purposes. The Research and Trend Analysis Branch (RAB) has one of the principal responsibilities for the thematic programme, but other UNODC offices are directly involved in the areas covered by the programme, particularly the implementation of national and regional research and forensic programmes, which are carried out by UNODC field offices. RAB has overall responsibility for defining research standards and ensuring quality and consistency across all UNODC research and forensic science products, however does not have the resources and capacity to monitor and review all research activities conducted by UNODC. In addition, RAB is delivering capacity building and advisory services in the area of drug and crime statistics. Most of these outputs are produced by a combination of project, Regular Budget and General Purpose resources.

UNODC research capacity supports the production of evidence that informs

[13]The CLPs are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

international debate on drugs and crime issues and underpins the programme development of UNODC national, regional and international interventions. All activities carried out under the thematic programme are implemented in synergy with other UNODC thematic, regional and country programmes. The Thematic Programme covers the following areas:

- Transnational organized crime, including trafficking in persons, smuggling of migrants, trafficking in firearms, and trafficking in wild fauna and flora;
- Corruption;
- Crime prevention and criminal justice;
- Drugs, including drug trafficking, drug use, prevention, treatment and reintegration, and alternative development;
- Scientific and forensics.

UNODC research outputs include:

- Analytical reports describing crime and drug-related threats or situations of concern to Member States, which are of a national or transnational nature, at the national, regional and global level;
- Comparable drug and crime data and information at the national, regional and global level;
- International standards that guide quality forensic analysis of national laboratories and the collection, dissemination and analysis of comparable data;
- Technical assistance to support Member States in strengthening their data collection, research, trend analysis and forensic capacity.

The thematic programme defines the key challenges and work priorities involved in that process, as well as the tools and services to support policy and programme development in the framework of UNODC mandates. The priorities for 2015-2016 were the following:

- review the information system on drugs and crime with a view to rationalizing reporting by Member States, improve analysis and scale up dissemination;
- broaden research focus to wildlife and forest crime (i.e. not only illicit trafficking in protected wild species of fauna and flora) in response to growing international attention to this pressing issue ;
- increase the use of scientific information in international drug policy decisions, including providing through the Early Warning Advisory, the evidence base for control decisions under the international drug conventions;
- continue promotion of forensic best practices and standards in drug control; for example, through the international quality assurance programme, and by extending the normative work in forensic sciences to the prevention of identity related crimes; and
- expand the content base for the Global Report on Trafficking in Persons (GLOTIP) by including more qualitative information gleaned from field work and case files, continue to implement the recommendations of the GLOTIP Expert

Group meeting in December 2013, and initiate global research activities on Smuggling on Migrants.

- Make the UNODC system for data collection and analysis fit to the needs of monitoring the post-2015 development agenda.

Five research projects, GLOU34, GLOV44, GLOX64, GLOV20 and MEXX35, contribute to the implementation of the Thematic Programme on Research, Trend Analysis and Forensics, in combination with GP and RB-funded activities. These projects deliver research outputs such as the World Drug Report and the Global study on Homicide (GLOU34), the Global Report on Trafficking in Persons (GLOX64), the Global Report on Wildlife Crime (GLOV44), and the reports related to the Afghan Opiate Trade Programme (GLOV20). The MEXX35 project supports the UNODC-INEGI Center of Excellence in Statistical Information on Government, Crime, Victimization and Justice and plays a crucial role in the implementation of capacity building activities on crime statistics.

Project overview and historical context – GLOU34

The project provides support to UNODC's programme of work on "Research and Trend Analysis" and aims to ensure effective international community response to drugs, crime and terrorism based on sound understanding and knowledge of thematic and cross-thematic trends. Its overall outcome is: "Enhanced knowledge of trends, including emerging trends in drugs and specific crime issues, available to Member States and the international community". This project was originally the only project supporting all research activities of the UNODC Strategic Framework, except Forensics. In 2012, the project activities had expanded so much that it was decided to develop dedicated projects for specific topics and the project was, therefore, revised to establish separate global projects for programme activities which had reached a certain maturity and volume: the activities related to global trafficking in persons (GLOX64) and the Afghan Opiate Trade Programme (GLOV20) and Research on Crime Threats (GLOV44) were moved to new, separate projects.

The revised project GLOU34 includes Outcome 1 (Enhanced knowledge of trends including emerging trends in drug and specific crime issues available to Member States and the international community) and Outcome 2 (Statistical information on drugs and crime available). The following project outputs contribute to the achievement of the overall outcome: World Drug Report; several reports of the Secretariat to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice; training to build the capacity of member states in the fields of Annual Report Questionnaire (ARQ) and the United Nations Survey of Crime Trends and Operations of Criminal Justice Systems (UN-CTS) data collection, analysis and reporting; technical support and quality control related to illicit crop estimation to Afghanistan, Bolivia, Colombia, Ecuador , Lao PDR, Mexico, Myanmar, Nigeria and Peru.

Main challenges during implementation

The project objective, outcomes and outputs continue to be relevant. The project was designed in a flexible manner to cover a broad range of activities under its outcomes. After specific global projects had been split off, a project evaluation was planned to inform the required project revision. However, due to changes in project management, as well as in staffing and structure of the responsible Section (SASS) the evaluation had to be postponed. In the meantime project revisions were submitted to extend the project duration to ensure continuation of contracts. With the introduction of the new Framework on Engagement of External Parties (FEEP) in April 2014, there were major delays in project implementation. Under the FEEP, selection of external partners to implement corruption, drug use and illicit crop monitoring surveys should be based on a bidding/procurement process, however in most cases these surveys should be done jointly with the relevant Government counterpart which required a waiver of the bidding process.

Project documents and revisions of the original project document

Project document	**Year**	**Please provide general information regarding the original project document.**
GLOU34, Trends M.A.P. Support (Trends Monitoring and Analysis Programme Support)	2007	*The project objective is to enhance knowledge of thematic and cross-sectoral trends for effective policy formulation, operational response and impact assessment, based on a sound understanding of drug and crime issues.* *Outcome 1. Enhanced knowledge of trends including emerging trends in drug and specific crime issues available to Member States and the international community.* *Outcome 2: Statistical information on drugs and crime available*

Project revision	**Year**	**Reason & purpose**	**Change in (please check)**
1	04/06/2008	The main purpose of the revision was to extend the duration of the project to cover the continuation of activities in 2009 and 2010. The description of the outputs was simplified and updated but their substance did not change.	Budget X Timeframe Logframe
2	17/12/2009	The purpose of the non-substantive revision was to record staffing changes which were not connected with any changes in objectives, outputs or activities of the project. The approved project budget and duration remained the same.	Budget Timeframe Logframe

3	07/09/2010	The main purpose of the revision was to increase the Overall Budget and to include additional activities and outputs for 2010-2011. Additional activities include follow up to the ARQ/BRQ revision and related capacity building, Afghan Opiate Trade research work and the development of regional threat assessment and analytical reports on TOC.	X Budget X Timeframe Logframe
4	05/04/2011	The main purpose of the revision was to increase the Overall Budget, as well as to update the staffing table and to include additional activities and outputs for 2011. Additional activities include: Analysis of the global market of illicit cannabis seed; Afghan Opiate Trade research work and expansion of its field network.	X Budget X Timeframe Logframe
5	17/10/2011	The main purpose of the revision was to extend the project duration by 2 years and to increase the Overall Budget, so that salary costs of existing and planned staff for 2012 and 2013 were included.	X Budget X Timeframe Logframe
6	02/09/2013	This revision implemented a branch-level decision to reorganize the activities which were previously all implemented under one global programme (GLOU34) and establish separate global projects for programme activities which have reached a certain maturity and volume., The activities related to global trafficking in persons (GLOX64), the Afghan Opiate Trade Programme (GLOUV20) and activities related to studies and threat analysis of transnational organized crime (GLOV44) were moved to new projects.	X Budget X Timeframe X Logframe
7	12/05/2015	The main purpose of this revision was to extend the project duration by 1 year, so that salary costs of existing and planned staff for 2015 and 2016 can be included and ensure continuity.	X Budget X Timeframe Logframe
8	08/12/2016	The main purpose of this revision was to extend the project duration by 3 years and increase the budget. In addition, in line with follow-up on the UNGASS outcome document, a new output on 'Research on Alternative Development' was included	X Budget X Timeframe Logframe

		under outcome one ("enhanced knowledge of drug and crime trends").	

Main objectives and outcomes

Project Objective: to enhance knowledge of thematic and cross-sectoral trends for effective policy formulation, operational response and impact assessment, based on a sound understanding of drug and crime issues.

Outcome 1. Enhanced knowledge of trends including emerging trends in drug and specific crime issues available to Member States and the international community.
Indicator: Number of references to the published research report produced under this project

Outcome 2: Statistical information on drugs and crime available
Indicator: Increased availability and quality of national statistics on drugs and crime
Increased coverage, timeliness and quality of data and metadata disseminated to the public through reports and interactive web comes

Baselines have been established and reporting on the indicators takes place in the (semi-) annual progress reports.

Contribution to UNODC's country, regional or thematic programme

Research and Trend Analysis is a cross cutting issue and part of all the Regional and Thematic programmes. In consultation with the UNODC offices concerned, priorities are identified for the next work plan period. In addition to the Thematic Programme on Research, Trend Analysis and Forensics, the project contributes to the Global Programme on Alternative Development and all country programmes which include illicit crop monitoring activities.

Linkage to UNODC strategy context and to Sustainable Development Goals

Strategic Framework – Subprogramme 6, Research, trend analysis and forensics

Objective of the Organization: Enhanced knowledge of thematic and cross-sectoral trends on drugs and crime issues for effective policy formulation, operational response, including, assistance in reviewing progress towards internationally agreed upon sustainable development goals, based on a sound understanding of issues under UNODCs mandate

Expected accomplishment: Increased capacity to produce and analyse statistical data on trends including those in emerging drug and specific crime issues

Indicators of achievement: Increased number of Member States receiving targeted training or other forms of technical assistance on data collection and analysis on issues under UNODCs mandate, including reviewing progress towards relevant SDGs

The project has contributed to the development of SDG indicator 3.5 (Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol) and the methodology for the reporting of the indicator to be adopted at different levels.

In addition the project has supported UNODC's crime and criminal justice data collection and capacity building work in this area. Under goal 16, UNODC is the international lead agency for compiling statistical indicators for a number of SDG targets and plays an important part in measuring other targets as well. For target 16.1 (Significantly reduce all forms of violence and related death rates everywhere), UNODC keeps a database on Homicide Statistics and has published Global Studies on Homicide. UNODC is also well placed to monitor target 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all. When it comes to target 16.5 (Substantially reduce corruption and bribery in all their forms) this project has contributed to the development of standard surveys measuring the experience of corruption and setting standards for measuring various aspects of corruption.

The project addresses human rights issues and gender mainstreaming through data collection and analysis in areas that are closely linked to these topics (homicide, violence against women, the functioning of the criminal justice system, etc.). Through the mandated questionnaires, gender-disaggregated data are collected and analysed if sufficient data are available. This principle applies to the mandated data collections managed by UNODC (Annual Report questionnaire, UN Crime Trends Survey, etc) and to the International Crime Classification for Statistical Purposes.

Project overview and historical context – GLOV44

As mentioned above, the project GLOV44 was split off from the research project GLOU34. The project objective is "to support international strategy and programme development" against transnational organized crime threats by "developing global analyses of the threats and modalities of transnational organized crime, studying new forms and dimensions of transnational organized crime and analysing new and emerging challenges, in order to support evidence based policy guidance" (ECOSOC Resolution 2012/19). The project aims to study the threat of transnational criminal markets developing in the wake of efforts to promote and to regulate global economic integration and international trade. While UNODC had a number of ongoing research projects that focused on sectors where most or all forms of trade are illegal (such as illicit drug trafficking and trafficking in persons), it did not have any on many other transnational criminal markets for products and services for which there was a relatively important licit market, a situation that presented specific challenges for regulation and control, and which the project would investigate. Initially the topics covered were: illicit trafficking in firearms, environmental crime (illegal fishing and illicit trafficking of toxic waste), trafficking in fraudulent medicines and illicit trafficking in cultural property. After a preparatory research phase, which included the production of scoping documents on the licit market of firearms, fish, toxic waste and

medicines, the project focused on the environmental crime component, in particular illicit trafficking in protected wild species of fauna and flora, in response to growing international attention and requests for research on this topic. While most of the funding for the first World Wildlife Crime Report was channelled through the Global Programme for Combating Wildlife and Forest Crime, the project GLOV44 provided financial support for the research on illegal fishing. The World Wildlife Crime Report was published in May 2016.

Main challenges during implementation

In 2015, the research focus was still on wildlife crime and other project activities were postponed due to lack of staff resources. In 2016, another project revision was done to review and resume research activities on other transnational criminal markets. The review concluded that the design of the project was still relevant, as demonstrated by requests for research in the other areas covered by the project from internal and external partners. In 2016-2017, the project focused on emerging crimes, while fund raising activities were ongoing to enable the production of a second global report on wildlife crime, as well as the continuation of the global wildlife seizures database (World WISE).

Project documents and revisions of the original project document

Project document	**Year**	**Please provide general information regarding the original project document.**
GLOV44, Research project on transnational crime threats	2013	*The project objective is "to support international strategy and programme development" against transnational organized crime threats by "developing global analyses of the threats and modalities of transnational organized crime, studying new forms and dimensions of transnational organized crime and analysing new and emerging challenges, in order to support evidence based policy guidance" (ECOSOC Resolution 2012/19).*

Project revision	**Year**	**Reason & purpose**	**Change in (please check)**
1	04/10/2016	The project revision included provisions for continuing the global research on wildlife crime and other illicit market studies which were originally scheduled but not implemented due to lack of resources. Also, the project staffing table was amended to reflect the restructuring of the Research and Trend Analysis Branch in 2016. While the project objective and outcome	X Budget X Timeframe X Logframe

		remained the same, the duration of the project was extended, project staffing and existing outputs updated, new outputs included and the overall budget increased accordingly.	

Main objectives and outcomes

Project Objective: To support international strategy and programme development against trans-national organized crime threats, by "developing global analyses of the threats and modalities of transnational organized crime, studying new forms and dimensions of transnational organized crime and analysing new and emerging challenges, in order to support evidence-based policy guidance.
Indicator: References to UNODC research products within strategic policy and programme documents of relevant external entities
Indicator: References to UNODC research products within UNODC internal strategic and programme documents

Outcome 1: Enhanced knowledge available to Member States to develop effective international responses to transnational organized crime threats, including emerging threats.
Indicator: Number of references to the published research report produced under the project
Indicator: Percentage of positive assessments of relevance and usefulness of research outputs produced under this project

Baselines have been established and reporting on the indicators takes place in the (semi-) annual progress reports.

Contribution to UNODC's country, regional or thematic programme

The project has strong links with the Global Programme for Combating Wildlife and Forest Crime as well as the Thematic Programme on Countering Transnational Organized Crime and Illicit Trafficking.

Linkage to UNODC strategy context and to Sustainable Development Goals

Strategic Framework – Subprogramme 6, Research, trend analysis and forensics

Objective of the Organization: Enhanced knowledge of thematic and cross-sectoral trends on drugs and crime issues for effective policy formulation, operational response, including, assistance in reviewing progress towards internationally agreed upon sustainable development goals, based on a sound understanding of issues under UNODCs mandate

Expected accomplishment: Enhanced access to increased knowledge to formulate strategic responses to address existing and emerging drugs and crime issues

In addition, the research work on wildlife crime has contributed to developing an indicator for SDG target 15.7: Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products. The proposed indicator is: proportion of traded wildlife that was poached. UNODC and CITES are the custodians of this indicator.

The research conducted under this project has taken into account in its analysis human rights and gender issues in an integrated manner. In general, on research related to Transnational Organized Crime there are insufficient data available for a dedicated analysis on each of these issues.

Project overview and historical context – GLOV20

The project GLOV20 aims at addressing the need for systematic, comprehensive and consolidated analytical information about the multidimensional threat of the global illicit trade in Afghan opiates in order to assist the international response in line with the 2009 Political Declaration and the Third Ministerial Conference of the Paris Pact Partners (2012). Research on the global Afghan opiate trade started in September 2008 as part of GLOU34, Trends Monitoring and Analysis Programme support project. Since then, resources for this research have increased, including a network of field researchers, and the activities were continued under a dedicated project. The project has produced several reports on trafficking routes of Afghan opiates and the impact on the countries concerned. (See Annex III for a list of publications)

The project has also developed a Drug Monitoring Platform (DMP), a global online tool for collecting, monitoring and sharing a wide range of drug-related data and features an interactive online mapping resource. The DMP was initiated jointly by the Paris Pact Initiative and the Afghan Opiate Trade Project. It was implemented by the Tashkent-based Coordination and Analysis Unit. The Counter Narcotics Police of Afghanistan and the Drug Control Agency of Tajikistan are cooperating partners. The information on the platform is obtained from government sources and global media outlets and is cross-checked with official records.

Another major project pillar is the provision of research capacity building to Afghanistan Customs, Pakistan Customs, Drug Control Agency of Tajikistan and National Institute of Strategic Studies (NISS) of Kyrgyz Republic. The project also works with CARICC to produce joint research and analysis. Finally, the AOTP Advisory Group meets regularly to review project progress and future plans with the project partners.

Main challenges during implementation

In its first years, the AOTP expanded fast and started supporting new data collection nodes in multiple regions and relatively small investments in field staff by AOTP and attention to local needs resulted in a dynamic programme oriented to serving the field. At a certain

point in time, the focus shifted from further expanding data collection and analysis to sustaining impact and to achieve long-term development of a capacity for research. Regrettably, this change in project strategy coincided with the departure of the P4 Programme Manager and P3 Research Officer. This was an enormous loss for the project in terms of management experience and substantive knowledge of the topic as well as the ability of the project to raise funds. A new P4 Programme Manager joined the project in November 2015, and efforts were made to catch up on delayed outputs and activities. Also, discussions are ongoing about the future direction and strategic focus of the programme. In 2016-2017, due to unforeseen circumstances, there were additional delays in the production of outputs and the duration of several pledges needed to be extended (which caused even more delays).

Project documents and revisions of the original project document

Project document	**Year**	**Please provide general information regarding the original project document.**
GLOV20, Global Afghan Opiate Trade Project	2012	*The project aimed at addressing the need for systematic, comprehensive and consolidated analytical information about the trends in global illicit trade in Afghan opiates to assist the international response in line with the 2009 Political Declaration and the Third Ministerial Conference of the Paris Pact Partners (2012).The project had two main outcomes: Outcome 1: Stakeholders access enhanced information on trends and impact related to illicit trafficking and crime, particular as it relates to the illicit trade of opiates and precursor chemicals; Outcome 2: Relevant government institutions prepare local and regional reports related to opiate trafficking*

Project revision	**Year**	**Reason & purpose**	**Change in (please check)**
1	09/08/2013	The project objectives, outcomes and activities remained same. The project budget increased due to, i) Increase in number of consultants/national staff ii) Increase in project running costs including the cost sharing with field offices. iii) increase in organizing number of workshops / training activities	X Budget Timeframe Logframe
2	27/03/2014	The project revision extended the duration toprovide one year secured funding for the newly recruited G5 project assistant,. The project budget increased accordingly.	Budget X Timeframe Logframe
3	10/10/2014	The project duration was extended. Another full revision to address the outcomes of the	Budget X Timeframe

		evaluation will follow as soon as the ongoing project evaluation is completed.	Logframe
4	14/07/2015	The project was extended until December 2016 to finalize current activities and to prepare for a new phase of the project, which will be initiated once the Programme Manager is on board. This period was to provide the opportunity for project management to address all the recommendations of the mid-term evaluation, however the evaluation report was cancelled.	Budget X Timeframe Logframe
5	30/11/2016	The project revision extends the duration until 31 December 2017to finalise and deliver the research and capacity building products funded in 2015 and 2016 and also prepare for the transition into phase II of the project (2017-2021). A final evaluation of the project phase I is also planned in 2017 which is part of a larger evaluation of the UNODC Thematic Programme on research, trend analysis and forensics.	X Budget X Timeframe Logframe

Main objectives and outcomes

Project Objective: To address the need for systematic, comprehensive and consolidated analytical information about the multidimensional threat of the global illicit trade in Afghan opiates in order to better inform the international response in line with Political declarations of CND 2009 and the Third Ministerial Conference of the Paris Pact Partners, 2012

Indicator: Analytical information used for programme development
Indicator: Number of local and regional threat assessment reports prepared by Government institutions
Indicator: Positive feedback on usefulness of analytical information

Outcome 1: Stakeholders access enhanced information on threats related to illicit trafficking and crime, particular as it relates to the illicit trade of opiates and precursor chemicals

Indicator: Number of briefings/presentations provided by subject
Indicator: Number of reports distributed by subject
Indicator: Number of reports downloaded by subject

Outcome 2: Relevant government institutions prepare local and regional threat assessment reports

Indicator: Number of local and regional threat assessment reports prepared by Government institutions, by subject

Baselines have been established and reporting on the indicators takes place in the (semi-) annual progress reports.

Contribution to UNODC's country, regional or thematic programme

The project has established direct linkages with several UNODC regional, country and thematic programmes:
- Paris Pact Initiative of UNODC. The project works closely and provides assistance with research related activities of the Paris Pact and jointly run, maintain and develop the Drug Monitoring Platform (DMP).
- UNODC Regional Office for Central Asia (ROCA) : GLOV20 implements joint activities with and provide capacity building to the CARICC. GLOV20 implements its activities in Central Asia closely in coordination with ROCA projects/programme offices. .
- UNODC Regional Programme for Afghanistan and Neighbouring Countries. GLOV20 contributes to sub-programme 4 of the Regional Programme and implements joint activities.
- UNODC Regional Programme for South-Eastern Europe. GLOV20 implements joint research activities with the programme;
- Afghanistan Country Programme;
- Pakistan Country Programme;
- Regional Programmes in Africa (Northern, Southern, Western Africa Programmes). GLOV20 finalised and produced a report on Trafficking of Afghan opiates to/from Africa in coordination with the UNODC regional offices in Africa. In addition to this, together with African Union, GLOV20 is increasing the awareness of data collection and research in Africa in coordination with the UNODC regional offices in Africa.
- Container Control Programme (CCP), Global Programme on Money Laundering (GPML) and Maritime Crime Programme (MCP).

Linkage to UNODC strategy context and to Sustainable Development Goals

Strategic Framework – Subprogramme 6, Research, trend analysis and forensics

Objective of the Organization: Enhanced knowledge of thematic and cross-sectoral trends on drugs and crime issues for effective policy formulation, operational response, including, assistance in reviewing progress towards internationally agreed upon sustainable development goals, based on a sound understanding of issues under UNODCs mandate

Expected accomplishment: Enhanced access to increased knowledge to formulate strategic responses to address existing and emerging drugs and crime issues
Indicator of achievement: Increased number of references in research publications to documents or information generated by UNODC

Indicator of achievement: Increased percentage of positive assessments of relevance and usefulness of research outputs for strategic response formulation

Expected accomplishment: Increased capacity to produce and analyse statistical data on trends including those in emerging drug and specific crime issues
Indicators of achievement: Increased number of Member States receiving targeted training or other forms of technical assistance on data collection and analysis on issues under UNODCs mandate, including reviewing progress towards relevant SDGs

The research conducted under this project has taken into account in its analysis human rights and gender issues in an integrated manner. When conducting capacity building trainings and workshops, the project ensures that it does not contribute to human rights violations and adheres to the Human rights Due Diligence Policy on UN support to non-UN security forces.

Project overview and historical context – GLOX64

The project supports the production of two global reports of major relevance to the international community. One is the UNODC biennial Global Report on Trafficking in Persons (GLOTIP) as mandated by the General Assembly in resolution 64/293. In that resolution, the General Assembly requested UNODC to report every two years on trafficking in persons flows and patterns at the national, regional and international levels and to share best practices and lessons learned from various initiatives and mechanisms. The second is the Global Report on Smuggling of Migrants (GLOSOM), which due to recent global population movements including irregular migration, has become a matter of urgent importance. In particular, this project supports research and capacity building activities leading to the substantive preparation of the GLOTIP and GLOSOM Reports and the dissemination of their results. The team responsible for organizing the work and producing the reports coordinates closely with Member States and relevant agencies within and outside UNODC.

Main challenges during implementation

The project has not encountered major problems. The Global Reports produced under this projects were received successfully and Member State feedback was positive. However, project funding remains a challenge and a lot of time and resources need to be dedicated to fund raising activities. Currently, limited funding is available for the research on Smuggling of Migrants which is not supported by Regular Budget resources.

Project documents and revisions of the original project document

Project document	**Year**	**Please provide general information regarding the original project document.**

GLOX64, Global Reports on Trafficking in Persons and Smuggling of Migrants	2012	*The project supports the production of the biennial UNODC Global Report on Trafficking in Persons (GLOTIP). The General Assembly in resolution A/RES/64/293 mandated UNODC to report every two years on trafficking in persons flows and patterns at the national, regional and international levels. This mandate was reiterated by the Commission on Crime Prevention and Criminal Justice in 2011. The project aims to fulfil this mandate by providing the international community with an authoritative instrument to monitor human trafficking flows and patterns based on reliable information and solid methodologies. The Report also presents best practices and lessons learned from various initiatives and mechanisms.*

Project revision	**Year**	**Reason & purpose**	**Change in (please check)**
1	06/08/2013	The project revision aimed at extending the project of the recruitment of the staff for the GLOTIP Unit and for the preparation of the new editions of the Global Report in 2014 and 2016.	X Budget X Timeframe Logframe
2	24/09/2015	The revision aimed at extending the project for the preparation of the new editions of the Global Reports in 2016 and 2018. A G5 Research Assistant post was added to the project in order to assist in general administrative and research tasks for the unit.	X Budget X Timeframe Logframe
3	08/06/2016	The project revision has been undertaken mainly to change the title, add activities and staff on smuggling of migrants research, to extend the duration of the project and to reflect shared staff resources in light of the RAB restructuring exercise (two P4 Research Officers and three P3 posts: two Research Officers and one Programme Officer).	X Budget X Timeframe X Logframe

Main objectives and outcomes

Project Objective: To ensure effective international community response to the problem of trafficking in persons based on sound understanding and knowledge of trafficking in persons patterns and flows, at national, regional and international level.

Indicator: An increased number of countries have more complete and better quality data on Trafficking in Persons.

Outcome 1: Member States and the international community have access to enhanced knowledge of trafficking in persons patterns and flows at national, regional and international level to formulate strategic responses.
Indicator: Increased number of Global Reports downloaded from the UNODC website.
Indicator: Increased number of references to the Global Report on TIP

Baselines have been established and reporting on the indicators takes place in the (semi-) annual progress reports.

Contribution to UNODC's country, regional or thematic programme

Thematic Programme on Action against Transnational Organized Crime and Illicit Trafficking, Including Drug Trafficking, Sub Programme on Human Trafficking and Migrant Smuggling.

Linkage to UNODC strategy context and to Sustainable Development Goals

Strategic Framework – Subprogramme 6, Research, trend analysis and forensics

Objective of the Organization: Enhanced knowledge of thematic and cross-sectoral trends on drugs and crime issues for effective policy formulation, operational response, including, assistance in reviewing progress towards internationally agreed upon sustainable development goals, based on a sound understanding of issues under UNODCs mandate

Expected accomplishment: Enhanced access to increased knowledge to formulate strategic responses to address existing and emerging drugs and crime issues
Indicator of achievement: Increased number of references in research publications to documents or information generated by UNODC
Indicator of achievement: Increased percentage of positive assessments of relevance and usefulness of research outputs for strategic response formulation

Expected accomplishment: Increased capacity to produce and analyse statistical data on trends including those in emerging drug and specific crime issues
Indicators of achievement: Increased number of Member States receiving targeted training or other forms of technical assistance on data collection and analysis on issues under UNODCs mandate, including reviewing progress towards relevant SDGs.

The SDGs relevant to this project include: 5.2 - eliminate all forms of violence against all women and girls and 16.2 end abuse, exploitation, trafficking and all forms of violence against children. UNODC is the custodian of indicator 16.2.2 (Number of victims of human

trafficking per 100,000 population, by sex, age and form of exploitation) and project GLOX64 plays a key role in further development of the indicator.

Gender has been a consistent theme for analysis throughout the three editions of the Global Report on Trafficking in Persons. Each edition of the Report provides data on the gender breakdown of detected victims; in total, by form of exploitation, and by regional aggregation. The gender profile of offenders is also provided: in total, by criminal justice stage and by region. Among the topics that have been explored in detail over the years are the high rates of women offenders in comparison to other crimes, the persistently high levels of detection of women victims and the trafficking of women for forced labour. The Reports also discuss the human rights impact of human trafficking, including how victims are deprived of their life, freedom of movement or their liberty and how they are subjected to different forms of violence, sexual abuse, forced labour, slavery, etc. Further concerns relate to the treatment of victims and suspects.

Project overview and historical context – MEXX35

While this project is closely linked with the project GLOU34, and contributes to GLOU34 outcome 2: Statistical information on drugs and crime available, it has never been part of GLOU34. The project MEXX35 was developed with the objective to establish a Center of Excellence (COE) with INEGI (National Institute of Statistics and Geography) for statistical information on governance, victims of crime, public security and justice in Mexico. This COE aims to develop and contribute to the technical strengthening of the statistical, analytical, and monitoring capacities in Latin America. Also the COE develops and provide tools for planning and collect information, studies and publications, training, data base, sharing/exchanges of methodologies and information to foster the information standardization between countries and the generation of evaluations for the promotion of best practices in the matters above.

Within the framework of the National Subsystem of Information of Government, Public Security and Justice, the COE promotes international cooperation within the Latin-American region through sharing/exchange of information, experts, strategies and policies with the intention of enhanced technical capacity for producing statistics on the matters above mentioned.

The project is coordinated closely with the GLOU34 project, which supports UNODC's crime and criminal justice data collection and capacity building work worldwide. Coordination takes place through the Advisory Committee of the COE and the Committee on Management, Monitoring and Evaluation (CMME). The Advisory Committee provide inputs for the future course of action, including priority research, analysis and advocacy topics to be addressed both in the immediate and long term. The CMME review progress in the implementation of the COE work plan and provides guidance on the implementation of the activities. Main challenges during implementation

Main challenges during implementation

As a result of the 2013 mid-term evaluation the following challenges were identified:

- The major risk is the lack of funding
- Due to its upcoming activities and work load, the staff at the Center should be increased
- Establish strategic partnerships to support its activities.

Project documents and revisions of the original project document

Project document	**Year**	**Please provide general information regarding the original project document.**
MEXX35, UNODC Centre of Excellence for Statistics on Governance, Public Security, Victimization and Justice in Mexico	2011	*The Center focuses on the improvement of statistical processes and data analysis in the fields of government, public security, victimization and justice in Latin America. This goal is achieved through the organization of capacity building activities, the promotion of international methodological standards, the development of research projects and the provision of instruments for data collection and analysis.* *The Center operates in two ways:* *Assisting the countries of the region in improving the quality and quantity of conventional crime statistics, public security, corruption, government and justice, through surveys and administrative records.* *Supporting the development of new methodologies and tools for analysis to measure phenomena related to conventional and emerging crime (organized crime), public security, victimization, justice and government.*

Project revision	**Year**	**Reason & purpose**	**Change in (please check)**
1	01/03/2013	This project revision continues the collaboration between the National Institute of Statistics and Geography of the United Mexican States and the United Nations Office on Drugs and Crime and extends the validity of the Cooperation Agreement and provides the Center of Excellence with additional funding for its operation within next two years.	X Budget X Timeframe Logframe

2	31/03/2015	This project revision continues the collaboration between the National Institute of Statistics and Geography of the United Mexican States and the United Nations Office on Drugs and Crime and extends the validity of the Cooperation Agreement and provides the Center of Excellence with additional funding for its operation within the next three years.	X Budget X Timeframe Logframe
3	21/12/2016	This project revision continues the collaboration between the National Institute of Statistics and Geography of Mexico and the United Nations Office on Drugs and Crime. Maintaining its main objective, the counterpart has made an additional financial contribution to support a new outcome that has been added: Outcome 6: Strengthening the framework for measuring the Sustainable Development Goals, specifically in relation to security and justice of Target 16. As a result of this addition, the counterpart has also agreed to extend the duration of the project up to December 2019.	X Budget X Timeframe X Logframe

Main objectives and outcomes

Project Objective: To strengthen statistical, analytical and monitoring capacities in the field of government, victimization, perception of public security and justice statistics.

Indicator: Number of countries that implemented actions to strengthen their statistical, analytical and monitoring capacities / number of countries that planned actions to strengthen their statistical, analytical and monitoring capacities x 100. To ensure effective international community response to the problem of trafficking in persons based on sound understanding and knowledge of trafficking in persons patterns and flows, at national, regional and international level.

Outcome 1: Conduct activities to improve crime statistics systems in the region

Indicator: Number of activities implemented / number of planned activities x 100

Outcome 2: Expand the knowledge base for designing effective crime and criminal justice public policies; with a focus on crime prevention measures based on victimization surveys (VS)

Indicator: Number of planned activities for designing or implementing VS in the region / number of implemented activities for designing or implementing VS in the region x 100

Outcome 3: Promote the implementation of the International Crime Classification for Statistical Purposes (ICCS) in the region

Indicator: Number of requests received for technical assistance for the implementation of the ICCS / number of addressed requests for technical assistance to implement the ICCS x 100

Outcome 4: Develop methodological research on the use of new data sources

Indicator: Number of planned research activities / number of completed research activities x 100

Outcome 5: Develop methodologies for measuring corruption

Indicator: Number of planned methodological guidelines for measuring corruption / number of finalized methodological guidelines for measuring corruption x 100

Outcome 6: Strengthening the framework for measuring the Sustainable Development Goals, specifically in relation to security and justice in Goal 16

Indicator: Number of planned methodological guidelines for measuring indicators SDG16 / number of finalized methodological guidelines for measuring indicators SDG16 x 100

Contribution to UNODC's country, regional or thematic programme

The UNODC Strategy for 2008-2011 (E/CN.7/2007/14, E/CN.15/2007/5) constituted a general framework for its activities. This strategy draws from UNODC's central objective to contribute to the countries efforts regarding the provision of security and justice. Accordingly, the strategy constitutes an operational platform based on the premise that the fight against criminality requires coordinated responses at the national, regional and international levels. In this sense, the Center of Excellence for Statistics on Government, Public Security, Victimization and Justice contributes to the implementation of UNODC Regional Strategy through its input to the following objectives:

Currently the UNODC Strategic Framework and the Thematic Programme on Research, Trend Analysis and Forensics provide the framework in which the project MEXX35 operates. In addition, Research and Trend Analysis is a cross cutting issue and part of all the Regional and Thematic programmes. In consultation with the UNODC offices in the region, priorities are identified for the next work plan period.

Linkage to UNODC strategy context and to Sustainable Development Goals

Strategic Framework – Subprogramme 6, Research, trend analysis and forensics

Objective of the Organization: Enhanced knowledge of thematic and cross-sectoral trends on drugs and crime issues for effective policy formulation, operational response, including, assistance in reviewing progress towards internationally agreed upon sustainable development goals, based on a sound understanding of issues under UNODCs mandate

Expected accomplishment: Increased capacity to produce and analyse statistical data on trends including those in emerging drug and specific crime issues

Indicators of achievement: Increased number of Member States receiving targeted training or other forms of technical assistance on data collection and analysis on issues under UNODCs mandate, including reviewing progress towards relevant SDGs

In the most recent project revision a new outcome has been added to operationalize the link with the SDGs: Outcome 6 - Strengthening the framework for measuring the Sustainable Development Goals, specifically in relation to security and justice of Target 16.

This project contributes to UNODC's effort to making data collections gender sensitive. This principle applies to the mandated data collections managed by UNODC (Annual Report questionnaire, UN Crime Trends Survey, etc) and to the International Crime Classification for Statistical Purposes on which the Center provides training and assistance in Latin American countries. Through gradual implementation of ICCS comprehensive and comparable data will become available on a range of crimes motivated by gender biased attitudes or believes. The project addresses human rights issues through working on data collection and analysis in areas that are closely linked to these topics (homicide, violence against women, the functioning of the criminal justice system, etc.).

Disbursement History

Time periods throughout the life time of the project	**Overall budget**	**Total Approved Budget**	**Expenditure until 31/12/2016**	**Expenditure in %**
GLOU34: 07/05/2007 – 31/12/2019	17,549,700	12,738,841	11,562,918	91%
GLOV44: 17/10/2013 – 13/12/2020	5,105,400	585,141	320,209	55%
GLOX64: 23/03/2012 – 31/12/2021	9,853,568	1,827,223	1,673,478	92%
GLOV20: 01/01/2013 – 31/12/2017	7,786,400	6,657,193	5,266,688	79%
MEXX35: 01/04/2011 – 31/12/2019	7,057,906	4,630,920	3,500,149	76%

Purpose of the Evaluation

This mid-term in-depth project cluster evaluation will evaluate how five main projects of the UNODC Research and Trend Analysis Branch have contributed to the implementation of the Thematic Programme on Research, Trend Analysis and Forensics. The cluster evaluation will focus on offering in-depth recommendations, lessons learned and best practices that apply to all five projects in a comprehensive manner and fully consider the design and implementation of the Thematic Programme on Research Trend Analysis and Forensics. This cluster evaluation will only focus on projects that fall under 'Research and Trend Analysis', since a cluster evaluation of projects concerning 'Forensics' was completed in February 2016. The selected global projects deliver research outputs such as the World Drug Report and the Global study on Homicide (GLOU34), the Global Report on Trafficking in Persons (GLOX64), the Global Report on Wildlife Crime (GLOV44), and the reports related to the Afghan Opiate Trade Programme (GLOV20). The cluster evaluation will also cover the project which supports the establishment of the UNODC-INEGI Center of Excellence in Statistical Information on Government, Crime, Victimization and Justice (MEXX35) given the crucial role that the Center is playing in the implementation of capacity building activities on crime statistics.

This project cluster evaluation is planned in combination with a peer review of the research function of RAB, which is already ongoing. While the Peer review will address overarching issues related to methodology, credibility and policy relevance of UNODC research, the cluster evaluation will analyse in details the effectiveness and efficiency of the research projects from a project management point of view. The projects GLOU34, GLOV44, GLOX64, GLOV20 and MEXX35 have all been running for at least four years, and all but MEXX35 have not been evaluated since their initiation. All five projects, in combination with GP and RB-funded activities, contribute to the implementation of the Thematic Programme on Research, Trend Analysis and Forensics. Both, the Peer Review

and cluster evaluation will feed into the extension/revision of the Thematic Programme on Research, Trend Analysis and Forensics. In addition, the cluster evaluation will take into consideration in the analysis and report the specificities of each project in line with the evaluation questions. In consolidating the findings of the Peer Review and this cluster evaluation, the results of the recent cluster evaluation of two projects related to research in the forensic field (GLOU54) and new psychoactive substances (GLOJ88) will be also considered.

The in-depth cluster evaluation will focus on two main questions:

Implementation modality

What are the advantages/disadvantages of the implementation modality of the Thematic Programme on Research, Trend Analysis and Forensics through a combination of global projects, GP/RB funds and research components in regional and field projects? In addressing this question the evaluation will take into account the adoption of the new UN Secretariat ERP system, UMOJA, which has changed UNODC's way of working.

Substantive outcomes and outputs

To what extent have the projects, and consequently the Thematic Programme, contributed to addressing current global challenges and mandates?In addressing this question the evaluation will assess to what extent the research projects, and consequently the Thematic Programme, have supported the production of evidence that informs international debate on drugs and crime issues and underpins the programme development of UNODC national, regional and international interventions.

In doing so, the evaluation will:

(1) provide information on the short term impact/contribution of UNODC activities in the area of research and trend analysis to better decision-making by UNODC management (best practices and lessons learned),

(2) assess the results of the projects and demonstrate to what extent they have achieved/not achieved their objectives and have been relevant, efficient, cost effective and sustainable in implementing the Thematic Programme on Research, Trend Analysis and Forensics and meeting the needs of relevant stakeholders.

(3) provide accountability to Member States by determining whether objectives of the five projects programmes were met (effectiveness) and resources were wisely utilized (efficiency).

(4) assess the relevance of UNODC research in addressing current global challenges and mandates

(5) together with the Peer Review, serve as a means to empower project stakeholders, target groups, and other beneficiaries but also to offer advice on the future implementation

design and strategic orientation of the Thematic Programme on Research, Trend Analysis and Forensics.

The main evaluation users

The main evaluation users will be the UNODC Senior Managers, especially RAB, Member States and Partner Organisations. In particular:

- The Research and Trends Analysis Branch will use the recommendations and lessons learned, in particular concerning substantive issues, in the development of a new Thematic Programme. Feedback on the implementation modality will be considered in the development of new projects, as well as the revision and extension of the five projects under review;

- Other UNODC Senior Managers who rely on UNODC research to support the production of evidence that informs international debate on drugs and crime issues and underpins the programme development of UNODC national, regional and international interventions;

- Member States that need comparable data at the global level to monitor the international control systems (through the CCPCJ and CND), develop national policies to tackle transnational crime and drug markets, and enhance understanding of national outcomes by comparing with those of other countries;

- Partner Organizations, including other UN agencies, academic institutions and NGOs as the major users of UNODC primary data. Such data represents one of the primary data sources for cross-national research undertaken in the field of drugs and crime at the global level;

Other users of UNODC research work include the mass media, which bring the evidence produced by the data to the attention of the global community and the public at large, which keep a watchful eye on research and statistics that can most shape the political debate on drugs and crime at the national and international levels.

Scope of the Evaluation

Unit of analysis (full project/programme/ parts of the project/programme; etc.)	The projects GLOU34, GLOV44, GLOX64, GLOV20 and MEXX35 in relation to their role as implementing vehicles for the Thematic Programme on Research and Trend Analysis
Time period of the project/programme covered by the evaluation	From the start of project GLOU34 (2007) to present. This means that the full life time of all five projects will be covered.
Geographical coverage of the evaluation	Global coverage, with selected field missions (to be decided jointly between the evaluation team,

	Programme Management and IEU during the Inception Phase).

Key Evaluation Questions

Evaluation Criteria

The evaluation will be conducted based on the following DAC criteria: relevance, efficiency, effectiveness, impact and sustainability, as well as partnerships and cooperation, gender and human rights and lessons learned. The questions will be further refined by the Evaluation Team, also taking into consideration the question on the individual projects in the annex.

Design
1. What are the advantages/disadvantages of the implementation of the Thematic Programme on Research, Trend Analysis and Forensics through a combination of global projects (GLOU34, GLOV44, GLOX64, GLOV20 and MEXX35), GP/RB funds and research components in regional and field projects?
2. How could the implementation approach of the Thematic Programme on Research, Trend Analysis and Forensics, as well as the design of each of the projects GLOU34, GLOV44, GLOX64, GLOV20 and MEXX35 be further improved for the next phase of the Thematic Programme?
Relevance
1. To what extent have the projects, and consequently the Thematic Programme, contributed to addressing current global challenges and mandates?
2. To what extent are the outcomes and objectives of the projects and consequently the Thematic Programme, relevant to implementing the Sustainable Development Goals?
3. How relevant are the projects, and consequently the Thematic Programme, to the target groups, including Governments' needs and priorities?
Efficiency
1. Were the projects' resources and inputs converted to outputs in a timely and cost-effective manner, considering their joint contribution to the implementation of the Thematic Programme?
2. How efficient was the delivery of capacity building/training, production of research products, as well as other technical assistance, also considering the coordination between the different projects and how can efficiency be further improved?
3. How efficient is the publication-strategy (global reports, online data portal, research briefs, etc.) in terms of reaching the target audience and how can efficiency be further improved?
Effectiveness
1. To what extent were the goals of the Thematic Programme achieved, taking into consideration the contribution of the individual projects?
2. How effective were the projects, and consequently the Thematic Programme, in building capacity and how could this be further improved?
Impact
1. To what extent do the projects and subsequently the thematic programme contribute to long-term intended or unintended impact for its beneficiaries, target

groups, communities and institutions involved in its delivery (e.g. Government counterparts, policy makers, research institutions/statistical offices)?
2. To what extent did the projects jointly, through the Thematic Programme, contribute to the Sustainable Development Goals?
3. To what extent is the impact, if any, of the Thematic Programme, implemented through the projects, visible at the global level?
Sustainability
1. How sustainable is the provision of technical advice and expertise to field offices in view of reaching the long-term objectives of the projects and Thematic Programme?
2. How can the sustainability of the projects and the Thematic Programme be further increased?
Partnerships and cooperation
1. To what extent did the projects' and Thematic Programme's results contribute to relevant Global, Country, Regional and other Thematic Programmes, and vice versa?
2. To what extent did the projects, and subsequently the thematic programme, identify and maintain partnerships with other partners (UN agencies, academic institutes, NGOs, etc.) and what was the added value of this cooperation?
3 Were there any opportunities missed for further partnerships?
Human rights
1. To what extent is human rights mainstreamed in the projects design and implementation, in particular in the technical assistance components of the projects?
2. Were there any positive or negative unintended effects on Human Rights identified during implementation? If yes, how were they addressed?
Gender
1. To what extent is gender mainstreamed in the projects design and implementation, in particular in the technical assistance components of the projects?
2. Were there any positive or negative unintended effects on gender mainstreaming identified during implementation? If yes, how were they addressed?
General questions related to the link with the Thematic Programme
1. To what extent do the projects contribute to improved gender mainstreaming in the Thematic Programme?
2. What was the overall level and quality of participation by different stakeholders during the projects and therefore the thematic programme?
Lessons learned and best practices
1. To what extent are the projects and the Thematic Programme innovative?
2. What best practices and lessons can be learnt from the implementation of the projects?
3. What best practices and lessons can be learnt in relation to the role of the projects as implementing vehicles for the Thematic Programme on Research and Trend Analysis?

Evaluation Methodology

The methods used to collect and analyse data

This evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TORs and the availability of resources. In all

cases, evaluators are expected to analyse all relevant information sources, such as reports, programme documents, thematic programmes, internal review reports, programme files, evaluation reports (if available), financial reports and any other documents that may provide further evidence for triangulation on which their conclusions will be based. Evaluators are also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as main evaluation users, the Core Learning Partners (CLP) and will entail a stakeholder analysis, to consider also groups that were not included in the projects.

The present ToR provides basic information as regards to the methodology, however this should not be regarded as exhaustive. It is rather meant to guide the evaluators in elaborating an effective, efficient, and appropriate evaluation methodology that should be proposed, explained and justified in an Inception Report.

The evaluators will present a summarized methodology (evaluation matrix) in an Inception Report which will specify the evaluation criteria, indicators, sources of information and methods of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards.

While the evaluators shall fine-tune the methodology for the evaluation in an Inception Report, a mixed-methods approach of qualitative and quantitative methods is mandatory. Special attention shall be paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. Indeed, information stemming from secondary sources will be cross-checked and triangulated through data retrieved from primary research methods. Primary data collection methods need to be gender sensitive.

The credibility and analysis of data are key to the evaluation. Rival theories and competing explanations must be tested once plausible patterns emerge from triangulating data stemming from primary and secondary research.

The limitations to the evaluation will be identified by the evaluators in the Inception Report, e.g. data constraints (such as missing baseline and monitoring data), which may create the need for the evaluators to retrospectively reconstruct the baseline data and to further develop result orientation of the programme.

The main elements of method will include:

- Preliminary desk review of all relevant project documentation, (Annex II), as provided by the Programme Managers;

- Preparation and submission of an Inception report (containing preliminary findings of the desk review, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, and timetable) to IEU for review and clearance before any field mission may take place;

- Initial meetings and interviews with IEU, followed by interviews with project managers and other UNODC staff as well as stakeholders at UNODC Headquarters in Vienna, followed by an informal briefing on preliminary hypotheses;

- Interviews (face-to-face or by telephone), with key project stakeholders and beneficiaries, both individually and (as appropriate) in small groups/focus groups, as well as using surveys, questionnaires or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation; including field missions to countries in Asia and/or Latin America (to be identified between project management, IEU and the evaluation team during the Inception phase).

- Analysis of all available information;

- Preparation of the draft evaluation report (based on Guidelines for Evaluation Report and Template Report to be found on the IEU website http://www.unodc.org/unodc/en/evaluation/index.html). The evaluators submit the draft report first to IEU for quality control. IEU shares the draft report, once cleared, with Project Managers for the review of factual errors or omissions and the evaluators consider the comments. Subsequently IEU shares the final draft report with all Core Learning Partners for comments on factual errors.

- Preparation of the final evaluation report. The evaluators incorporate the necessary and requested changes and finalizes the evaluation report; following feedback from IEU, the Project Manager and CLPs for IEU clearance. It further includes an Evaluation Brief and a PowerPoint presentation on final evaluation findings and recommendations;

- Presentation of final evaluation report with its findings and recommendations to the target audience, stakeholders etc. at a meeting at UNODC Headquarters.

- In conducting the evaluation, the UNODC and the UNEG Evaluation Norms and Standards are to be taken into account. All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IEU website: http://www.unodc.org/unodc/en/evaluation/index.html)

The sources of data

The evaluation will have to utilize a mixture of primary and secondary sources of data. The primary sources for the desk review may include, among others, interviews with key stakeholders (face-to-face or by telephone), the use of surveys and questionnaires, field missions for case studies, focus group interviews, observation and other participatory techniques. Secondary data sources will include the project documents and their revisions, progress and monitoring reports, published research products, and all other relevant documents, including visual information, if available.

Desk Review

The evaluators will perform a desk review of existing documentation (please see the preliminary list of documents to be consulted in Annex II). This list is however not to be regarded as exhaustive, as additional documentation may be requested by the evaluators (please find attached a preliminary list of documents).

Primary Research Methods

Primary sources of data include, among others:

- Qualitative methods: structured and semi-structured interviews with key stakeholders, key representatives of different entities (face-to-face, by telephone or by webcam).
- Quantitative methods: survey questionnaires.
- Field mission to selected countries

Phone interviews / face to face consultations

The evaluators will conduct phone interviews / face-to-face consultations with identified individuals from the following groups of stakeholders:

- Member States
- relevant international and regional organizations;
- Non-governmental organizations working with UNODC;
- UNODC management and staff.
- Etc.

Questionnaire

A questionnaire (on-line) will be developed and used in order to help collect the views of stakeholders (e.g. trainees, counterparts, partners, etc.) located in places away from Vienna and capitals in the region that will be visited by the evaluation team who it might not be possible to directly interview/consult through face-to-face meetings. This questionnaire will complement the questionnaire which was sent out as part of the Peer Review and asked Member States if UNODC research services and products were fit for purpose.

Timeframe and Deliverables

Time frame for the evaluation

The evaluation will start with the desk review phase in July 2017 and the report should be published in January 2018.

The time frame for the evaluation will be coordinated with the time frame for the Peer Review of the research function, which will be conducted from April-June 2017. As mentioned above, the anonymous web survey to gather information from stakeholders will be developed and conducted and used as an input to both the cluster evaluation and the Peer Review. For more information on the Peer Review, please refer to the Annex.

Time frame for the field mission

The field missions are planned to take place as follows (to be confirmed during the desk review phase):

1. Field missions to Mexico, West Africa and Afghanistan/Central Asia: August/September 2017 (exact dates tbd);

2. Mission to UNODC HQ: end September 2017 (exact dates tbd)

The exact dates and locations will be discussed between the evaluation team, project management and IEU during the Inception Phase.

Expected deliverables and time frame

The evaluators will be responsible for the following deliverables, as specified below:

- Inception Report (containing preliminary findings of the desk review, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, and timetable, as well as a questionnaire), to be drafted and submitted to IEU for review and comments. Further, incorporating all comments by the IEU. IEU clears the Inception Report before the mission to UNODC HQ in Vienna can take place (Deliverable A, final Inception Report);

- Draft Evaluation Report to be drafted and submitted to IEU for review. Further, incorporating all comments received and submit for clearance by IEU (Deliverable B, draft evaluation report). Once the draft evaluation report is cleared by IEU and reviewed by the project managers and comments on factual errors have been considered, it will be sent by IEU to Core Learning Partners for their review and comments;

- Final Evaluation Report, incorporating all comments by the stakeholders, to be submitted to IEU for comments and clearance; together with an Evaluation Brief and a PowerPoint presentation on final evaluation findings and recommendations (Deliverable C, final evaluation report);

- Presentation of the final evaluation findings and recommendations to the target audience, stakeholders etc. at UNODC Headquarters in Vienna in January/February 2018.

Duties	***Time frame***	***Location***	***Deliverables***
Desk review and preparation of draft Inception Report (including 1 working day for teleconferences with all project managers and RAB)	03/07/2017-31/07/2017 (17 working days)	Home based	Draft Inception report containing: preliminary findings of the desk review, refined evaluation questions, data collection instruments (including questionnaire and interview questions), sampling strategy, evaluation matrix and limitations to the evaluation
Review of draft Inception Report by IEU (can entail various rounds of comments)	01/08/2017-9/08/2017		Comments on the draft Inception Report to the evaluation team
Incorporation of comments from IEU (can entail various rounds of comments)	10/08/2017-15/08/2017 (5 working days)	Home based	Revised draft Inception Report
Deliverable A: Final Inception Report in line with UNODC evaluation norms, standards, guidelines and templates	**By 18/08/2017 (lead 22 overall working days, each expert 20)**		**Final Inception report to be cleared by IEU**
Teleconferences with Project Management in preparation of field missions	21/08/2017-22/08/2017 (2 working days)	Home based	Notes
Evaluation field missions: briefing, interviews; presentation of preliminary findings at HQ	28/08/2017 – 22/09/2017 (4 working days per mission)	Countries/ Cities in Latin America/ Mexico, West Africa and	Presentation of preliminary findings

		Central Asia (tbd)	
Field mission to Vienna, HQ	25-29 September 2017 (5 working days)	Vienna	Presentation of preliminary findings
Drafting of the evaluation report; submission to IEU for review and comments;	02/10/2017-27/10/2017 (15 working days for each evaluator)	Home based	Draft evaluation report
Review of IEU for quality assurance	30/10/2017-10/11/2017		Comments on the draft evaluation report
Incorporation of comments from IEU (can entail various rounds of comments) and submission to IEU and Project Management for factual errors	13/11/2017-21/11/2017 (6 working days lead evaluator + 3 working days/expert)	Home based	Revised draft evaluation report
Review of IEU for quality assurance and Project Management for factual errors	22/11/2017-30/11/2017		Comments on the draft evaluation report
Consideration of comments from the project manager and incorporation of comments from IEU (can entail various rounds of comments)	01/12/2017-08/12/2017 (6 working days lead evaluator + 2 working days/expert)	Home based	Revised draft evaluation report
Deliverable B: Draft Evaluation Report in line with UNODC evaluation norms,	**By 11/12/2017**		**Draft evaluation report, to be cleared by IEU**

standards, guidelines and templates			
IEU to share draft evaluation report with Core Learning Partners for comments	11/12/2017-22/12/2017		
Consideration of comments from Core Learning Partners	25/12/2017-08/01/2018 (3 working days)	Home based	Revised draft evaluation report
Final review by IEU; incorporation of comments and finalization of report; finalisation of Evaluation Brief (also reviewed by IEU)	08/01/2018-17/01/2018 (3 working days)	Home based	Revised draft evaluation report; final draft Evaluation Brief
Deliverable C: Final evaluation report incl. Management response (if needed); Final Evaluation Brief; presentation of evaluation results	**By 31/01/2018**		**Final evaluation report; final Evaluation Brief; Presentation of evaluation results. All to be cleared by IEU**
Project Management: Finalise Evaluation Follow-up Plan in ProFi	By 09/02/2018		Final Evaluation Follow-up Plan to be cleared by IEU
Project Management: Disseminate final evaluation report	By 09/02/2018		Final evaluation report disseminated

Evaluation Team Composition

The evaluation team will consist of a lead evaluator, two substantive experts, one gender expert as well as one IEU staff member. All evaluators will be international consultants. The lead evaluator will be a senior expert, who has solid evaluation experience and good knowledge of the UN system. In addition, s/he should have good understanding of one of the subject areas to be covered. The two additional evaluators will be experts in one or more of the subject areas of the projects to be evaluated. One expert will cover the crime-related topics and the other expert the drug-related topics. This means that they will have experience in the following areas: crime and drug statistics, transnational organized crime

research, drug markets and/or drugs and crime surveys (illicit crop monitoring, drug use, victimization, corruption, etc.). In addition, at least one of the evaluators should have working level knowledge of Spanish. Moreover, one gender expert will be included as team member, with extensive expertise in gender equality in an international context and who should have working level knowledge of Spanish.

The team will assemble relevant information, including the results of the peer review, based on a review of relevant documentation from within and outside of UNODC. The team will undertake preliminary consultations with RAB and will gather relevant documentation and information. It will also will design an anonymous web survey, complementary to the web survey conducted by the Peer Review, to gather information from a variety of stakeholders. These activities will provide the basis for a preliminary assessment.

The evaluators will not act as representatives of any party and must remain independent and impartial. More details are provided in the respective job descriptions in Annex I.

The role of the lead evaluator

The lead evaluator – under the guidance of IEU - will have the overall responsibility for the quality and timely submission of all deliverables, as specified below. All products should be well written, inclusive and have a clear analysis process and be fully in line with UNODC Evaluation templates, guidelines, norms and standards.

- Coordinate and oversee the tasks of the three team members (two substantive experts; one gender expert);
- Provide timely coordinated inputs throughout the process to help to ensure that all aspects of the Terms of Reference are fulfilled;
- Undertake the desk review of all relevant project documentation, including the Peer Review (Annex II), and on this basis oversee the finalization of the evaluation methodology, in compliance with the UNODC and UNEG evaluation norms and standards;
- Ensure that the methodology is gender-sensitive and inclusive and that the evaluation is best equipped to assess aspects of gender mainstreaming (in close consultation with the gender expert);
- Produce an Inception Report in line with UNODC Evaluation norms, standards, guidelines and templates, containing preliminary findings of the desk review, refined evaluation questions, data collection instruments (including survey/questionnaire and interview guides), sampling strategy, evaluation matrix and limitations to the evaluation, coordinating the inputs of the second evaluators;
- Incorporate comments by IEU in the Inception Report, coordinating the inputs of the second evaluators; providing for a final Inception Report to be cleared by IEU;
- Undertake mission to UNODC HQ in Vienna and field missions and provide appropriate briefings;
- Implement quantitative tools and analyse data; triangulate data and test rival explanations;
- Draft the evaluation report, in line with UNODC Evaluation norms, standards, guidelines and templates, coordinating the inputs of the second evaluators. The

draft report is to be provided to IEU for review and comments. Incorporate comments provided by IEU, coordinating the inputs of the experts;
- Incorporate comments by IEU, coordinating the inputs of the second evaluators, as well as comments on factual errors received from Project Management and CLPs;
- Review and finalize the evaluation report, in line with UNODC Evaluation norms, standards, guidelines and templates, on the basis of comments received from IEU, coordinating the inputs of the experts;
- Finalize the Evaluation Brief (2-pager) and slides for a PowerPoint presentation on final evaluation findings and recommendations, coordinating the inputs of the second evaluators;
- Present the evaluation results to stakeholders at UNODC HQ Vienna together with Project Management, providing a Management Response.

All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IEU website: to be found on the IEU website, http://www.unodc.org/unodc/en/evaluation/index.html)

The role of the two substantive experts

The two experts will support the lead evaluator and be involved throughout the entire evaluation process, providing written inputs to all evaluation deliverables in consultation with the lead evaluator. They will provide written inputs to the methodology (Inception Report), surveys/questionnaires, and the draft and final evaluation reports, as well as provide written inputs to the drafting of the Evaluation Brief and Power Point slides for the presentation of evaluation results.

- Carry out the desk review of all relevant project documentation, including the peer review (Annex II), and on this basis oversee the finalization of the evaluation methodology, in compliance with the UNODC and UNEG evaluation norms and standards;
- In collaboration with the Lead Evaluator, provide written inputs to the draft inception report in line with UNODC Evaluation norms, standards, guidelines and templates, containing preliminary findings of the desk review, refined evaluation questions, data collection instruments (including survey/questionnaire and interview guides), sampling strategy, evaluation matrix and limitations to the evaluation;
- In collaboration with the Lead Evaluator, incorporate comments by IEU in the Inception Report; providing for a final Inception Report to be cleared by IEU;
- Undertake mission to UNODC HQ in Vienna and field missions and provide appropriate briefings;
- Implement data collection tools and analyze data; triangulate data and test rival explanations;
- In collaboration with the Lead Evaluator, provide written inputs to the draft evaluation report in line with UNODC Evaluation norms, standards, guidelines and templates, to be provided to IEU for review and comments. In collaboration with the Lead Evaluator, incorporate comments provided by IEU;
- In collaboration with the Lead Evaluator, incorporate comments by IEU, as well as consider comments on factual errors received from the Project Manager and CLPs

- In collaboration with the Lead Evaluator, review and finalize the evaluation report, in line with UNODC Evaluation norms, standards, guidelines and templates, on the basis of comments received from IEU;
- In collaboration with the Lead Evaluator, provide written inputs to the Evaluation Brief (2-pager) and Power Point slides for the presentation of evaluation results.

All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IEU website: to be found on the IEU website, http://www.unodc.org/unodc/en/evaluation/index.html)

More details will be provided in the respective Terms of reference for evaluator in Annex I.

Gender expert

- Contribute with specific expertise in gender equality;
- Provide a short, general approach paper for gender-responsive evaluations in an international context and relating to research projects and programmes;
- Review the desk review materials in order to be informed about the specific needs of the two programmes regarding gender;
- Review and comment on the inception report in order to ensure that the methodology is gender-sensitive and inclusive and that the evaluation is best equipped to assess aspects of gender mainstreaming;
- Review data analysis and preliminary results in order to ensure that gender equality and human rights issues are taken into account and correctly interpreted;
- Review the draft evaluation report ensuring that gender mainstreaming is assessed appropriately;
- Provide feedback to the UNODC IEU how the gender mainstreaming can be included in future evaluations on the topic of research.

The role of the IEU

- Manage the evaluation process
- Oversee the work of the evaluation team in all stages of the evaluation process;
- Contribute to the development of the evaluation methodology;
- Provide quality assurance throughout the evaluation-process;
- Participate in field missions and jointly carry out interviews;
- Participate in the data analysis process;
- Review all deliverables of the evaluation;
- Final clearance of all deliverables of the evaluation;
- Ensure that the evaluation is disseminated according to IEU guidelines;
- Ensure that the evaluation findings are shared simultaneously with management and external stakeholders as per the respective resolution and IEU guidelines;
- Ensure that recommendations are followed by an action plan, which will detail how and when recommendations will be implemented.

Absence of Conflict of Interest

According to UNODC rules, the evaluator must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation.

Furthermore, the evaluator shall respect and follow the UNEG Ethical Guidelines for conducting evaluations in a sensitive and ethical manner.

Management of the Evaluation Process

Roles and responsibilities of the Project Manager

The Project Manager is responsible for:

- drafting and finalizing the ToR,
- selecting Core Learning Partners (representing a balance of men, women and other marginalised groups) and informing them of their role,
- recruiting evaluators following consultations and clearance by IEU,
- providing desk review materials (including data and information on men, women and other marginalised groups) to the evaluation team including the full TOR,
- liaising with the Core Learning Partners,
- reviewing the draft report for factual errors,
- developing an implementation plan for the evaluation recommendations as well as follow-up action (to be updated once per year),
- disseminate the final evaluation report and facilitate the presentation of evaluation results;

The Project Manager will be in charge of **providing logistical support** to the evaluation team, including the gender expert and IEU staff, including arranging the field missions of the evaluation team, including but not limited to:

All logistical arrangements for the travel of all four consultants and IEU staff (including travel details; DSA-payments; transportation; etc.)

- All logistical arrangements for the meetings/interviews/focus groups/etc., ensuring interview partners adequately represent men, women and other marginalised groups (including independent translator/interpreter if needed; set-up of meetings; arrangement of ad-hoc meetings as requested by the evaluation team; transportation from/to the interview venues; scheduling sufficient time for the interviews (around 45 minutes); ensuring that members of the evaluation team and the respective interviewees are present during the interviews; etc.)
- All logistical arrangements for the presentation of the evaluation results;
- Ensure timely payment of all fees/DSA/etc. (payments for the evaluators need to be released within 5 working days after the respective deliverable is cleared by IEU).

For the field missions, the evaluation team liaises with the UNODC Regional/Field Offices as appropriate

Roles and responsibilities of the evaluation stakeholders

Members of the Core Learning Partnership (CLP) are identified by the project managers. The CLPs are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

Roles and responsibilities of the Independent Evaluation Unit

IEU will participate and clear the selection of the proposed Evaluation Team and liaise with the evaluators throughout the entire evaluation process. The IEU will comment on the evaluation methodology and provide methodological support throughout the evaluation, including commenting on the draft report and endorsing the quality of the final report. The IEU will have the following functions:

- Contribute to the finalization of the evaluation ToR;
- Contribute to the production of a clear, time bound work plan for the evaluation process;
- Ensure endorsement of all steps (ToR, Selection, Inception, Draft/Final Reports) by all parties;
- Clear the selection of the evaluation team;
- Ensure the evaluation products meet UNODC/UNEG quality standards;
- Provide clear specific advice and support to the evaluation stakeholders and the evaluation team throughout the whole evaluation process;
- Ensure a fully inclusive and transparent approach to the evaluation;
- Ensure the liaison and facilitate the relation with Core Learning Partners;
- Safeguard the independence of the exercise, including the selection of the evaluation team;
- Review and clear all steps in the evaluation process: Terms of Reference; Selection of evaluator(s); Inception Report; Draft Evaluation Report; Final Evaluation Report; Evaluation Follow-up Plan.

More specifically, IEU staff as evaluation team member will be responsible for the following tasks:

- Discuss the work plan with the evaluator and experts and guide the evaluation process to ensure that all aspects of the Terms of Reference are fulfilled;Support and guide the evaluation team on field mission;
- Ensure that the evaluation will be conductedin a timely, high quality manner, in line
  with the related UN Guidelines, Norms and Standards

Payment Modalities

The evaluator(s) will be issued consultancy contracts and paid in accordance with UNODC rules and regulations. The contract is a legally binding document in which the evaluator agrees to complete the deliverables by the set deadlines. Payment is correlated to deliverables and three instalments are typically foreseen:

- The first payment upon clearance of the Inception Report (in line with UNODC evaluation norms, standards, guidelines and templates) by IEU;
- The second payment upon clearance of the Draft Evaluation Report (in line with UNODC norms, standards, evaluation guidelines and templates) by IEU;
- The third and final payment (i.e. the remainder of the fee) only after completion of the respective tasks, receipt of the final report (in line with UNODC evaluation norms, standards, guidelines and templates) and clearance by IEU, as well as presentation of final evaluation findings and recommendations.
- 75 percent of the daily subsistence allowance and terminals is paid in advance before travelling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms.

ANNEX III. REVISED RESULTS FRAMEWORK/ EVALUATION MATRIX

Overall Objective of the thematic programme: To increasethe effectiveness of stakeholder response to thematic and cross-sectoral challenges and trends on drugs and crime issues by enabling evidence-based policy formulation and operational response, including for reviewing progress towards internationally agreed-upon sustainable development goals.

Specific Objective 1: To increase evidence-based strategic responses by stakeholders towards addressing existing and emerging drugs and crime issues.				
Output	**Outcomes**	**Performance indicator**	**Source of data**	**Method of collection**
Reports loaded on-line	Increased access to Reports published on-line by intended stakeholders	Change in the number of Reports downloaded from the UNODC website	UNODC website	Internet tracking
Reports on drug and crime issues (GLOU 34). global analyses of the threats and modalities of transnational organized crime, studying new forms and dimensions of transnational organized crime and analyzing new and emerging challenges (GLOV 44), the multidimensional threat of the global illicit trade in Afghan opiates (GLOV 20), trafficking in persons patterns and flows, at national, regional and international level (GLOX 64) and TOC threat assessments(GLOU34 and GLOV44).	Use by global community of research produced under subprogramme through its projects	Number of references to the published research report produced under this subprogramme and itsproject	Project participants	Interviews and survey
World Drug Report	CND, CCPCJ, ECOSOC and the General Assembly adopts resolutions taking into account reports.	Extent to which intergovernmental bodies use the report in resolutions.	Resolutions of the CND, CCPCJ, ECOSOC and the General Assembly	Content analysis
Support to national production of *Illicit Crop Monitoring Surveys*	Completion of surveys to international standards	Extent and quality of completion	National project managers	Content analysis and Interviews
Support to national production of *Illicit Crop Monitoring Surveys*	Surveys are used by governments concerned	Extent of use	National project managers	Interviews

Reports on Afghan Opiate Trade (GLOV20)	Surveys are used by governments concerned	Extent of use	Country offices and national counterparts	Interviews
Specific Objective 2. ToIncreaseproduction, analysis and exchange of statistical data on trends, including those in emerging drug and specific crime issues by stakeholders				
Guidelines and manuals on surveys and other data collection methods (GLOU34 and MEXX35)	Guidelines and manuals are used by national statistical offices	Extent of use	Targeted national statistical offices	Surveys and interviews
Statistical information on drugs and crime in accessible databases (GLOU35)	Increased access by stakeholders to information	Change in downloads from UNODC sites	Site managers	Internet use statistics
Technical assistance on statistics and data collection	Increased number of requests received for technical assistance for the implementation of the International Crime Classification for Statistical Purposes (ICCS) (MEXX35)	Change in the number of requests received	UNODC headquarters	Analysis of request data
Technical assistance on statistics and data collection	Increased number of planned research and completed research activities by countries receiving assistance	Change in the number of activities	National recipients of technical assistance	Interviews
Guidelines and manuals on threat assessment reporting (GLOV20)	Relevant government institutions prepare local and regional threat assessment reports using the guidelines and manuals	Number of local and regional threat-assessment reports prepared by Government institutions, by subject	Relevant government institutions	Interviews

ANNEX IV. DATA COLLECTION STRATEGY

Design& relevance:	
1. How relevant are the projects, and consequently the Thematic Programme, to the target groups, as well as to implementing the Sustainable Development Goals, including 3, 5, 15 and 16?	Desk review, Stakeholder interviews, Survey of beneficiaries
2. To what extent have HRG principles guided projects design? Which are the critical HRG issues in the research topics of the Thematic Programme and projects?	Desk review, Stakeholder interviews, Survey of beneficiaries
Effectiveness:	
3. To what extent has the Thematic Programme contributed to addressing current global challenges and mandates in drugs and crime research domains, taking into consideration the contribution of the individual projects? This includes examining capacity development efforts as well as contributions to relevant UNODC programmes and projects beyond the thematic programme.	Desk review, Content analysis, Stakeholder interviews, Archival data, Survey of beneficiaries
4. How has the organizational and governance structure of the Thematic Programme facilitated human rights and gender parity and capacity? What specific measures have been taken to address HRG during implementation? How can the approach to HRG be improved in the activities of the projects?	Desk review, Content analysis, Stakeholder interviews, Archival data, Survey of beneficiaries
Efficiency:	
5. Were the projects' resources and inputs converted to outputs in a timely and cost-effective manner, considering their joint contribution to the implementation of the Thematic Programme? This includes examining delivery of capacity building and other technical assistance, production of research products, publication strategy, the ERP software Umoja, and synergies among various research projects as well as other UNODC programmes, and internal coordination among different research-focused units at HQ and regional/country levels, as well as relevant external stakeholders for the conduct of each project.	Desk review, Content analysis, Stakeholder interviews, Archival data, Survey of beneficiaries
6. What are the (dis) advantages of the implementation of the Thematic Programme on Research, Trend Analysis and Forensics through a combination of global projects, funds and research components in regional and field projects? What can be done to improve the design of the Thematic Programme and research priorities for the next phase?	Desk review, Stakeholder interviews, Survey of beneficiaries
Impact:	
7. To what extent do the projects and subsequently the Thematic Programme contribute to long-term intended or unintended impact for its beneficiaries, target groups, communities and institutions involved in its delivery (e.g. Government counterparts, policy makers, research institutions/statistical offices)? This includes analyzing any unintended positive or negative impact on human rights and gender equality. It also includes examining their contribution to the SDGs and global visibility of the Thematic Programme.	Desk review, Content analysis, Stakeholder interviews, Archival data, Survey of beneficiaries
Sustainability:	

8. How sustainable is the provision of technical advice and expertise to field offices in view of reaching the long-term objectives of the projects and Thematic Programme? How can the sustainability of the projects and the Thematic Programme be further increased? How are new demands for research balanced with existing mandates?	Desk review, Content analysis, Stakeholder interviews, Archival data, Survey of beneficiaries
Partnerships and cooperation:	
9. To what extent did the projects, and subsequently the Thematic Programme, identify and maintain partnerships with other organizations and stakeholders (UN agencies, academic institutes, NGOs, etc.) and what was the added value of this cooperation? This includes examining quality of participation by different stakeholders and missed opportunities, with a focus on partnership for human rights and gender equality.	Desk review, Content analysis, Stakeholder interviews, Archival data, Survey of beneficiaries
Human Rights and Gender Equality (HRG):	
10. How satisfactorily have the projects, and Thematic Programme, integrated a HRG approach in their design, implementation and monitoring? This includes (1) analyzing positive examples and (2) identifying major challenges and opportunities.	Desk review, Content analysis, Stakeholder interviews, Archival data, Survey of beneficiaries
Lessons learned and best practices:	
11. To what extent are the projects and the Thematic Programme innovative, and what best practices and lessons can be learnt from the implementation of the projects, especially in relation to the role of the projects as implementing vehicles for the Thematic Programme on Research and Trend Analysis?	Desk review, Content analysis, Stakeholder interviews, Archival data, Survey of beneficiaries

ANNEX V. DESK REVIEW LIST

1. Project documents of GLOU34, GLOV44, GLOX64, GLOV20 and MEXX35
2. Project revisions of GLOU34, GLOV44, GLOX64, GLOV20 and MEXX35
3. Progress reports of GLOU34, GLOV44, GLOX64, GLOV20 and MEXX35
4. Thematic Programme on Research, Trend Analysis and forensics 2015-2016
5. World Drug Reports (2007-2016);
6. Global Report on Trafficking in Persons (2009, 2012, 2014 and 2016);
7. The World Wildlife Crime Report
8. Transnational Organized Crime Threat Assessment Reports (West Africa, Eastern Africa, Central Africa, Central America, East Asia, Pacific Region)
9. The Globalization of Crime;
10. Homicide Reports (2013);
11. Afghan Opiate Trade Reports
12. Illicit Crop Monitoring Survey Reports (Afghanistan, Bolivia, Colombia, Ecuador, Lao PDR, Mexico, Myanmar, Morocco, Peru, South East Asia and Latin America)
13. UNODC mandates
14. UNODC organigram
15. The International Classification of Crime for Statistical Purposes;
16. UNODC Position Paper on Human Rights (2012)
17. Guidance Note on Gender Mainstreaming in UNODC (2013)
18. UNODC evaluation guidelines, templates, handbook, policy
19. UNODC Inception Report Guidelines and Template
20. UNODC Evaluation Report Guidelines and Template
21. UNEG: Integrating human rights and gender equality in evaluation
22. Toolkit for Integrating Gender-Sensitive Approach into Research and Teaching, Garcia Working Papers 6 (EU framework), by Jovana Mihajlović Trbovc and Ana Hofman
23. Commission on Narcotic Drugs Resolution 59/5 - Mainstreaming a gender perspective in drug-related policies and programmes
24. Commission on Narcotic Drugs Resolution 52/1 - Promoting international cooperation in addressing the involvement of women and girls in drug trafficking, especially as couriers
25. Commission on Crime Prevention and Criminal Justice -Mainstreaming a gender perspective into crime prevention and criminal justice policies and programmes and into efforts to prevent and combat transnational organized crime
26. Commission on Crime Prevention and Criminal Justice - Outcome of the meeting of the open-ended intergovernmental expert group on gender-related killing of women and girls. 2014
27. Commission on Crime Prevention and Criminal Justice - Information on gender-related killings of women and girls provided by civil society organizations and academia. 2014
28. A gender perspective on the impact of drug use, the drug trade, and drug-control regimes. UN Women Policy Brief. July 2014
29. Guidelines for Gender Sensitive Research. Prepared by Brigitte Leduc. ICIMOD. November 2009
30. Edström, J.; Chopra, D.; Müller, C.; Nazneen, S.; Oosterhoff, P.; Wood, S. and Zambelli, E. with Bannister, A.; Brambilla, P. and Mason, P. (2017) Reframing Gender Justice in an Unequal, Volatile World: IDS' Directions for Future Research on Gender and Sexuality in Development, Brighton: IDS. 2017
31. EMCDDA. Annual Report 2006. Selected issue 2 on "A gender perspective on drug use and responding to drug problems"
32. Guidelines on Gender Mainstreaming in Alternative Development. UNDCP. 2000
33. Crime and gender. A study on how men and women are represented in international crime statistics. Markku Heiskanen and Anni Lietonen. HEUNI. 2016
34. Guidelines for Producing Statistics on Violence against Women—Statistical Surveys. Department of Economic and Social Affairs Statistics Division. UN 2014
35. Recommendations for action against gender-related killing of women and girls. UNODC

36. The Gender Dimensions of the Illegal Trade in Wildlife. Local and Global Connections in Vietnam. Pamela McElwee
37. Sustainable wildlife management and gender. 5 CPW Fact Sheet. FAO 2016
38. Concept Note: Panel Discussion on Gender and Corruption. Fourth session of the Conference of the States Parties to the United Nations Convention against Corruption (Marrakech, 2428 October 2011)
39. Dr. Naomi Hossain and Dr. Celestine Nyamu Musembi (under commission to UNDP and UNIFEM), and Jessica Hughes (UNDP). Corruption, Accountability and Gender: Understanding the Connections. 2010
40. Measuring Democratic Governance. A framework for selecting pro-poor and gender sensitive indicators. UNDP. May 2006
41. Gender and Corruption. SIDA. March 2015
42. UNODC/RAB (September 2017). ICCS Briefing Note. Measuring violence against women and other gender issues through ICCS lenses.

ANNEX VI. STAKEHOLDERS CONSULTED FOR THE EVALUATION

Type	Country	Female	Male	Total
MS	Argentina	1	1	2
MS	Australia	1		1
MS	Austria	2	4	6
MS	Chile	1	1	2
MS	Ecuador	1		1
MS	Jamaica	1		1
MS	Mexico		1	1
MS	Nigeria	1		1
MS	USA	1	2	3
MS	Uzbekistan		2	2
Other	Belgium		1	1
Other	Chile	1		1
Other	Lithuania	1		1
Other	Mexico	2		2
Other	Nigeria	1	1	2
Other	Panama	1		1
Other	Spain	1		1
Other	UK	1		1
Other	USA	1	1	2
Partner	Costa Rica		1	1
Partner	Dominican Republic		1	1
Partner	El Salvador		1	1
Partner	Kyrgystan		1	1
Partner	Mexico		2	2
Partner	Mexico	1		1
Partner	Netherlands		1	1
Partner	Nigeria	1	7	8
Partner	Panama	2	1	3
Partner	Portugal	3		3
Partner	Switzerland		1	1
Partner	Thailand		2	2
Partner	USA	1	1	2
Partner	Uzbekistan	1	5	6
UNODC HQ	Austria	20	31	51
UNODC HQ	Doha, Qatar	1		1
UNODC field	Bolivia		1	1
UNODC field	Brazil		1	1
UNODC field	Colombia		1	1
UNODC field	Egypt		1	1
UNODC field	Kenya		1	1
UNODC field	Kyrgystan		1	1
UNODC field	Mexico	8	3	11
UNODC field	Nigeria	2	2	4
UNODC field	Panama	1	1	2
UNODC field	Peru		1	1
UNODC field	Senegal	1		1
UNODC field	Thailand		1	1
UNODC field	Tunisia		1	1
UNODC field	Uzbekistan	5		5
UNODC field	Uzbekistan		1	1
UNODC field	Yangon		1	1
Total		**65**	**86**	**151**

ANNEX VII. EVALUATION TOOLS: INTERVIEW & SURVEY PROTOCOLS

A. Questions for the UNODC HQ (including projects) staff:

1. How relevant are the projects in the thematic programme in terms of fulfilling the mandates of UNODC?
2. How relevant are the projects in terms of fulfilling UNODC's specific commitments to human rights and gender equality?
3. To what extent do the programmes actually meet the needs identified in various project documents? How were these needs identified, was it an inclusive process that took into consideration HRG aspects?
4. To what extent do you consider the material and support provided by the organization/ department/unit useful to your work? How could it be improved?
5. To what extent do you consider the support provided by UNODC field offices useful to your work? How could it be improved?
6. Do the working arrangements (contract, remuneration etc.) provide a good basis for carrying out your assignment? What should be improved? Any specific recommendations to improve HRG capacity?
7. To what extent do you work with staff from partner organizations and other providers of TA in the field of thematic programme, including UN system, EU, research institutions and others?
8. How would you characterize your cooperation with partner organizations?
9. Which lessons learned could be drawn from this cooperation? (What, if any, are the main difficulties in working with them?)
10. How would you characterize your cooperation with country counterparts? Which lessons learned could be drawn from this cooperation? (What, if any, are the main difficulties in working with them?)
11. How would you characterize your cooperation with human rights and gender focused organizations at international, regional and national levels? Which lessons learned could be drawn from this cooperation? (What, if any, are the main difficulties in working with them?)
12. What do you consider to be the main results you have helped make happen through research projects? (Break it down by time and country)
13. How do you keep track of the outcomes that your work made happen?
14. Do you see any long-term impact of thematic programme? Please describe.
15. What are the strengths and weaknesses of thematic programme, compared to providers of TA in the same field?
16. How and to what extent do the projects incorporate human rights and gender dimensions? How satisfied are you with HRG related efforts? What could be done differently or significantly improved?

17. How do you ensure that the projects have been implemented in an efficient and cost-effective way and that inputs are converted to outputs in a timely and cost-effective manner?
18. What are the internal and external factors that have facilitated and /or impeded achievement of thematic programme' results? What steps have you undertaken to analyze, manage and mitigate risks?
19. How satisfied are you with projects monitoring and evaluation systems/indicators? What could be done differently or significantly improved?

B. Questions for UNODC field representatives:

1. What is your role in connection with the thematic programme?
2. What type of cooperation and interaction did you have with the thematic programme (since 2011)?
3. From your perspective, how relevant are the projects in the thematic programme in terms of fulfilling the mandates of UNODC?
4. How relevant are the projects in terms of fulfilling UNODC's specific commitments to human rights and gender equality?
5. To what extent does the programme actually meet the needs identified in various project documents? How were these needs identified, was it an inclusive process that took into consideration HRG aspects?
6. Do you see any interlinkages between the projects in thematic programme, the field and other sections of UNODC? (Which ones?)
7. How do the projects in thematic programme coordinate their work with the field and other sections of UNODC?
8. How would you characterize your cooperation with the thematic programme and what lessons learned could be drawn from this experience?
9. How would you characterize your cooperation with human rights and gender focused organizations at international, regional and national levels? Which lessons learned could be drawn from this cooperation? (What, if any, are the main difficulties in working with them?)
10. Do you see any impact of the thematic programme at the level of the country and regional programmes?
11. What do you consider to be the main results of the thematic programme? What are your contributions to these results?
12. How can these results be measured? (What is the evidence?)
13. What do you consider the main obstacles to achieving results in the field of the thematic programme? How could those obstacles be overcome?
14. In your view, what are the thematic programme's strengths and weaknesses?
15. What should be improved?
16. Do you see any long-term impact of the thematic programme? Please describe.
17. What are the strengths and weaknesses of the thematic programme, compared to other providers of TA in the same field?

20. How and to what extent do the research products and their various training course modules of the projects incorporate human rights and gender dimensions? How satisfied are you with HRG related efforts? What could be done differently or significantly improved?
18. How do you ensure that the programme has been implemented in an efficient and cost-effective way and that inputs are converted to outputs in a timely and cost ‑ effective manner?
19. What are the internal and external factors that have facilitated and /or impeded achievement of programme results? What steps have you undertaken to analyze, manage and mitigate risks?
20. How satisfied are you with project monitoring and reporting? What could be done differently or significantly improved?

C. Questions for representatives of donors and partner organizations:

1. What type of cooperation and interaction have you experienced between your organization and the thematic programme projects of UNODC since 2010?
2. Which lessons learned could be drawn from this experience?
3. Which services or products that the thematic programme providers are you aware of?
4. Do you know of other providers of the type of assistance the thematic programme provides?
5. In your opinion, what makes the thematic programme's assistance unique? What are their strengths? What do you see as the main added value provided by them?
6. In your view, how could the thematic programme improve their products and services?
7. Are the cluster projects contributing to improved harmonization among providers in the field of drugs and crime research? How?
8. In your opinion, has the thematic programme projects effectively contributed to improved crime and drugs research in your area(s) of interest?
9. Would you say that thematic programme has effectively contributed to improving drugs and crime research? How and to what extent?
10. Which other factors have contributed to an improved drugs and crime researchin your area(s) of interest?
11. Would you say that thematic programme has effectively contributed to human rights, SD5 and the principle of leaving no one behind? Which are those areas for improvement at this level? Which are the research and capacity gaps at this level?

D. Questions for country counterparts and beneficiaries:

1. Which services or products that the thematic programme provide are you aware of? What type of assistance has the thematic programme provided to your country? Which of these services and course modules have you and/ or your teams used?
2. Overall, have you been satisfied with the assistance provided by the thematic programme?
3. Has the TA been provided according to your needs? Were you part of the definition of the projects' activities?

4. Do you see any long-term effects of the assistance provided by the thematic programme?
5. In your opinion, has the thematic programme effectively contributed to improved local capacity?
6. Have the projects in the thematic programme contributed to making your country's capacity building more effective? Why or why not?
7. Which other factors have contributed to an improved crime and drugs research in your country?
8. Do you know of other providers of the type of assistance provided by the thematic programme?
9. In your opinion, what makes the thematic programme's assistance unique? What are their strengths? What do you see as the main added value provided by them?
10. How could the thematic programme projects improve their services and products?
11. How do you and your team ensure that capacity building efforts adhere to human and gender rights standards envisaged under international frameworks?
12. Have the projects in the thematic programme contributed to knowledge on the situation and needs of women and men and excluded groups in drugs and crime sectors?
13. What steps have you undertaken to ensure long-term sustainability of the capacity built under this programme?
14. Hypothetically speaking, if the thematic programme support were to be withdrawn, what effect/s would you foresee on drugs and crime research in your jurisdiction? What could/ would you do to negate these effects?

E. Questions for other stakeholders:

Interview protocols will be adapted for other stakeholders, as necessary.

F. Survey Questionnaires for trainees

A first draft of questions will shortly be available online.

Annex VIII. LIST OF TPR PUBLICATIONS

2016

Global Reports

- World Drug Report 2016 (partly GLOU34)
- World wildlife crime report 2016 (partly GLOV44)
- Global Report on Trafficking in Persons 2016 (GLOX64)

Illicit Crop Monitoring Surveys (national projects supported by GLOU34)

- Afghanistan opium survey 2016 - Cultivation & Production Fact Sheet
- Afghanistan - Opium Poppy Survey - Cultivation and Production 2016
- Afghanistan Opium Survey 2015 - Socio-economic analysis
- Perú - Monitoreo de Cultivos de Coca 2015
- Colombia - Monitoreo de territorios afectados por cultivos ilícitos 2015
- Estado Plurinacional de Bolivia - Monitoreo de Cultivos de Coca 2015
- Mexico - Monitoreo de Cultivos de Amapola 2014-2015

Afghan Opiate Trade (GLOV20)

- The Afghan Opiate Trade and Africa - A Baseline Assessment- 2016

Research Briefs (GLOX64)

- Multiple Systems Estimation for estimating the number of victims of human trafficking across the world

Drugs and Crime Statistics – regularly updated datasets (partly GLOU34)

- Homicide and other criminal offences (last updated on 07 May 2016)
- Criminal Justice System statistics (last updated on 07 May 2016)
- Drug use and health consequences (June 2016)
- Annual drug seizures and prices (June 2016)
- Individual Drug Seizures (IDS)

Guidelines, manuals, questionnaires

- Latin America and the Caribbean Crime Victimization Survey Initiative - Nuclear Questionnaire(2016) (partly GLOU34 and MEXX35)
- Latin America and the Caribbean Crime Victimization Survey Initiative - Optional Crimes Questionnaire(2016) (partly GLOU34 and MEXX35)

2015

Global Reports

- World Drug Report 2015 (partly GLOU34)

Illicit Crop Monitoring Surveys (national projects supported by GLOU34)

- Afghanistan Opium Survey 2015 - Executive Summary
- Afghanistan opium survey 2015 - Provincial estimates - Part 1
- Afghanistan Opium Survey 2015 - Cultivation and Production
- Afghanistan Opium Survey 2014 - Socio-economic analysis
- Southeast Asia Opium Survey 2015 - Lao PDR, Myanmar
- Estado Plurinacional de Bolivia - Monitoreo de Cultivos de Coca 2014
- Peru –InformeMonitoreo de Cultivos de Coca 2014 (Summary in English included)
- Colombia - Monitoreo de Cultivos de Coca 2014 (alsopublished in English)

Afghan Opiate Trade (GLOV20)

- Afghan opiate trafficking through the southern route - 2015

Drugs and Crime Statistics – regularly updated datasets (partly GLOU34)

- Homicide and other criminal offences
- Criminal Justice System statistics
- Drug use and health consequences (June 2015)
- Annual drug seizures and prices (June 2015)
- Individual Drug Seizures (IDS)

Guidelines, manuals, questionnaires

- International classification of crimes for statistical purposes (ICCS) (2015) (GLOU34)
- Better Data to Monitor Violence, Trafficking, Corruption and The Rule of Law **(GLOU34)**
- Drugs and Precursors Controlling Techniques: Gap Analysis and Need Assessment for Pakistan Customs (2015) (GLOV20)

2014

Global Reports

- World Drug Report 2014 (partly GLOU34)
- Global Report on Trafficking in Persons 2014 (GLOX64)

Illicit Crop Monitoring Surveys (national projects supported by GLOU34)

- Southeast Asia Opium Survey 2014 - Lao PDR, Myanmar
- Afghanistan opium survey 2014 - Cultivation and production
- Colombia - Monitoreo de Cultivos de Coca 2013 (also published in English)
- Estado Plurinacional de Bolivia - Monitoreo de Cultivos de Coca 2013
- Perú - Monitoreo de Cultivos de Coca 2013

- South-East Asia - Opium survey 2013 - Lao PDR, Myanmar
- Afghanistan Cannabis Survey 2011 - Russian
- Afghanistan Opium Survey 2011 - Russian

Afghan Opiate Trade (GLOV20)

- The Illicit Drug Trade through South-Eastern Europe – 2014
- Impacts of drug use on users and their families in Afghanistan - 2014

Drugs and Crime Statistics – regularly updated datasets (partly GLOU34)

- Homicide and other criminal offences
- Criminal Justice System statistics
- Drug use and health consequences (June 2014)
- Annual drug seizures and prices (June 2014)
- Individual Drug Seizures (IDS)

2013

Global Reports

- World Drug Report 2013 (partly GLOU34)
- Global Study on Homicide - 2013 (partly GLOU34)

Illicit Crop Monitoring Surveys (national projects supported by GLOU34)

- Afghanistan Opium Survey 2013
- Afghanistan Opium Survey 2013 - Summary findings
- Afghanistan Cannabis Survey 2012
- Afghanistan Opium Survey 2012
- Afghanistan Opium Risk Assessment 2013
- Colombia: Monitoreo de Cultivos de Coca 2012 (alsopublished in English)
- Estado Plurinacional de Bolivia: Monitoreo de Cultivos de Coca 2012
- Perú - Monitoreo de Cultivos de Coca 2012

Drug use surveys (national projects supported by GLOU34)

- Drug use in Pakistan 2013 – results of the national survey on drug use

TOC threat assessments (GLOU34 and GLOV44)

- Transnational Organized Crime in Eastern Africa: A Threat Assessment
- Transnational Organized Crime in East Asia and the Pacific: A Threat Assessment
- Transnational Organized Crime in West Africa: A Threat Assessment

Drugs and Crime Statistics – regularly updated datasets (partly GLOU34)

- Homicide and other criminal offences

- Criminal Justice System statistics
- Drug use and health consequences (June 2013)
- Annual drug seizures and prices (June 2013)
- Individual Drug Seizures (IDS)

Before 2013

GLOV20

- Addiction, crime and insurgency - the transnational threat of Afghan opium, 2009
- The Global Afghan Opium Trade: A Threat Assessment, 2011
- Opiate flows through Northern Afghanistan and Central Asia: A Threat Assessment, 2012
- Misuse of Licit Trade for Opiate Trafficking in Western and Central Asia: A Threat Assessment, 2012
- Handbook on Stamps and Other Markings of Heroin Bags, 2012

GLOU34

- Transnational Organized Crime in Eastern Africa: A Threat Assessment (2011)
- 2011 Global Study on Homicide (2011)
- Corruption in the western Balkans: bribery as experienced by the population (2011)
- Globalization of Crime (2010)
- Crime and instability: case studies of transnational threats (2010)
- Corruption in Afghanistan: Bribery as reported by the victims (2010)
- Transnational Organized Crime in West Africa: A Threat Assessment (2009)
- Drug Trafficking as a Security Threat in West Africa (2008)

ANNEX IX. DONOR CONTRIBUTIONS TO VARIOUS TPR PROJECTS

	2011	2012	2013	2014	2015	2016	2017 (to date)	**Total**
GLOU 34:								
Austria	28							**28**
Canada	76							**76**
Ecuador		76						**76**
Global				51				**51**
Japan		102						**102**
Norway	247	302	22				59	**629**
Russia	127	7				7		**141**
Sweden	384		34	20				**438**
Turkey	50							**50**
UNOPS				119				**119**
UNDP					106			**106**
USA	172	44				848	2869	**3932**
GLOV20:								
USA	1294	46	2170	368	451	1089		**5418**
Germany			597	400				**997**
Russia	24				19	10		**52**
Turkey		100	100					**200**
GLOV44:								
Norway	314	83					213	**611**
Germany								
GLOX64:								
Norway			60			39		**99**
Sweden	384	110	69	44	36		57	**699**
Germany				66				**66**
Global						55		**55**
USA				200				**200**
MEXX35:								
Mexico		1428		1701	405	2022		**5555**
Panama				287	90			**377**
IADB				111				**111**