

seven decades has had a bearing on sustainable development and can be further leveraged to help implement and monitor a broad and complex global development agenda.

## VI. Recommendations

56. OIOS makes five important recommendations to UNECE.

### *Recommendation 1 (Result C)*

57. **The UNECE secretariat should develop and operationalize a knowledge management strategy that addresses how institutional knowledge and expertise will be captured, stored, shared and integrated into its work programme and activities.** In particular, the strategy should address the risk of losing institutional knowledge anticipated with staff departures as discussed in this report and build upon existing organizational guidelines for knowledge sharing.

**Indicator of achievement:** Knowledge management strategy with target dates for implementation of each subprogramme.

### *Recommendation 2 (Result C)*

58. **The UNECE secretariat should conduct a mapping of inter-sectoral and inter-divisional initiatives and activities in order to identify opportunities to strengthen the linkages and collaboration between its main functions and subprogrammes.** This exercise could include an assessment of the main challenges and opportunities in enhancing the cross-cutting nature of its work.

**Indicator of achievement:** Options for strengthening inter-sectoral and inter-divisional initiatives and activities presented and endorsed by EXCOM

### *Recommendation 3 (Result E)*

59. **The UNECE secretariat should develop a proposal for presentation to the EXCOM which explores the nature of its global focus, including both possible advantages and disadvantages to extending its worldwide reach.** Given that a large proportion of UNECE's products are currently being used by a global audience, this proposal will facilitate discussion among member States regarding a strategic long-term vision for UNECE's regional and global role. The proposal should explore resource mobilization and partnership alternatives that will allow UNECE to adequately respond in the future to global demands.

**Indicator of achievement:** Proposal discussed at EXCOM with clear strategic vision outlined for UNECE's global focus.

### *Recommendation 4 (Result F)*

60. **The UNECE secretariat should examine how its activities under existing norms, standards, conventions, and related review mechanisms and statistical work can contribute to attainment of the SDGs.** In particular, methodologies for the country assessments will need to be adjusted. The tools identified by UNECE should be incorporated

into its overall strategy and work plan for its work in supporting the 2030 agenda for sustainable development.

**Indicator of achievement:** Within each subprogramme, review mechanisms and methodologies adjusted in line with UNECE's overall strategy and work plan for the 2030 agenda for sustainable development.

*Recommendation 5 (Result F)*

61. **The UNECE secretariat should undertake a mapping of existing partnerships and cooperation with non-state actors and develop specific proposals for expanding and strengthening such cooperation in support of the SDGs.** The UNECE has established various partnerships within its sectors of work and has been lauded as a strong partner. In seeking to support the ambitious targets of the 2030 agenda for sustainable development, UNECE will need to draw on current partnerships and forge new ones including more non-state actors.

**Indicator of achievement:** Current and prospective partnerships are mapped with proposals for strengthening cooperation in support of SDGs presented for consideration at EXCOM.

## Annex 1

In this Annex, OIOS presents below the full text of comments received from UNECE on the report of the Office of Internal Oversight Services on the Evaluation of the Office of the United Nations Economic Commission for Europe. This practice has been instituted in line with general Assembly resolution 64/263, following the recommendation of the Independent Audit Advisory Committee.

### **UNECE comments on the evaluation of the Office of the United Nations Economic Commission for Europe (UNECE)**

1. I wish to thank you for giving UNECE an opportunity to review and comment on the draft report of the Office of Internal Oversight Services (OIOS) on the Programme Evaluation the United Nations Commission for Europe (UNECE).
2. This evaluation represents an important opportunity for UNECE to improve its operations. We therefore appreciate the commitment of OIOS to organizational learning and performance improvement.
3. UNECE also thanks the OIOS for the opportunity to provide comments to the previous draft reports. UNECE has studied the final draft carefully and welcomes its findings and recommendations. To implement the recommendations within a reasonable timeframe, UNECE has agreed on an Action Plan (see attachment), outlining actions to be taken by the end of 2016.
4. UNECE concurs with the recommendations in the report and would like to share its overall perspective on them.

**Recommendation 1:** The nature of the work of UNECE, supporting several intergovernmental bodies covering different thematic areas as well as a high number of related subsidiary bodies, has facilitated the development and sharing of knowledge within the region and beyond. UNECE concurs with OIOS that the technical expertise generated by UNECE risks to be lost if no knowledge management mechanisms are created. In line with previous JIU recommendations addressed to Regional Commissions, UNECE has already started to develop knowledge management mechanisms to capture and store technical knowledge generated by the organization over the years.

**Recommendation 2:** In light of the intersectoral and interdisciplinary nature of the work for the implementation of the 2030 Agenda for Sustainable Development, the UNECE Secretariat has already emphasized the importance of working across thematic boundaries and has started the mapping of its interdivisional and intersectoral activities, in order to identify further opportunities to strengthen the linkages and collaboration between its main functions and subprogrammes. Moreover, as part of its 2016-17 Evaluation Work Plan, the UNECE Secretariat has planned to undertake a “review of UNECE efforts to promote cross-sectoral collaboration and an integrated approach to sustainable development work”.

**Recommendation 3:** The evaluation recognises that a large proportion of UNECE’s products are currently being used worldwide and that this has been subject of discussion within UNECE and beyond. UNECE recognizes the need for this issue to be addressed, to explore alternatives to allow UNECE to respond to demands beyond its region. It should

however be noted that this discussion cannot be undertaken by UNECE alone; it needs to be further discussed with other organisations and most notably with the other Regional Commissions, and with the full involvement of their membership. It is ultimately not up to UNECE to decide which of its products/mandates should be formally recognised as being global. This should be decided by ECOSOC as well as by treaty and convention bodies. In this context, and with the aim to foster a dialogue on this issue, the UNECE Secretariat will map activities and results which have worldwide dissemination. On the basis of this mapping, UNECE will seek the advice of EXCOM and/or the Commission on how to proceed further.

**Recommendation 4:** As noted in the evaluation report, on several occasions UNECE has discussed the opportunities presented by the 2030 Agenda for Sustainable Development, given that its work covers many of the areas addressed by the Sustainable Development Goals. In particular, sectoral bodies have contributed and are contributing with initiatives and different activities to the development of the SDGs and their implementation. As a consequence, and in line with this recommendation, several sub-programmes and conventions have already started to examine how their work can be further aligned to the 2030 Agenda for Sustainable Development. UNECE will continue to pay due attention to this work.

**Recommendation 5:** As noted in the evaluation report, UNECE has already established various partnerships within its sectoral work and has been lauded as a strong partner. UNECE concurs with the recommendation that to strengthen its contribution to the achievement of the 2030 Agenda for Sustainable Development, the UNECE Secretariat should map existing partnerships and cooperation with non-state actors and develop specific proposals for expanding and strengthening such cooperation.

Let me again emphasize that we appreciate the analysis and recommendations in the evaluation and the opportunity it provides to further improve the work of UNECE.

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**UNECE Action Plan and Status of Implementation (in gray)**  
**of recommendations contained in the report of the Office of Internal Oversight Services**

OIOS/IED recommendations	ECE actions	Responsibility	Target date/deadline	Date of implementation/ comments
<b>Recommendation 1. The UNECE secretariat should develop and operationalize a knowledge management strategy that addresses how institutional knowledge and expertise will be captured, stored, shared and integrated into its work programme and activities</b>	The UNECE Secretariat will develop a knowledge management strategy and an implementation plan with target dates and responsibilities.	Chef de Cabinet	31 December 2016	
<b>Recommendation 2. The UNECE secretariat should conduct a mapping of inter-sectoral and inter-divisional initiatives and activities in order to identify opportunities to strengthen the linkages and collaboration between its main functions and subprogrammes.</b>	The UNECE Secretariat will conduct a mapping of inter-sectoral and inter-divisional activities with a view to (i) strengthening synergies and linkages and (ii) promoting collaboration among sub-programmes.	SDGU	30 June 2016	
<b>Recommendation 3. The UNECE secretariat should develop a proposal for presentation to the EXCOM which explores the nature of its global focus, including both possible advantages and disadvantages to extending its worldwide reach.</b>	The UNECE Secretariat will map activities which have a worldwide dissemination. On the basis of this mapping, UNECE will seek the advice of EXCOM and/or the Commissions on how to proceed further.	Chef de Cabinet	31 December 2016	

OIOS/IED recommendations	ECE actions	Responsibility	Target date/deadline	Date of implementation/ comments
<p><b>Recommendation 4. The UNECE secretariat should examine how its existing norms, standards, conventions, related review mechanisms, and statistical work can be adjusted to take into account the SDGs</b></p>	<p>The UNECE Secretariat will examine how to align its activities to support the implementation of SDGS.</p>	<p>Divisions</p>	<p>31 December 2016</p>	<p>Ongoing</p>
<p><b>Recommendation 5. The UNECE secretariat should undertake a mapping of existing partnerships and cooperation with non-state actors and develop specific proposals for expanding and strengthening such cooperation in support of the SDGs</b></p>	<p>The UNECE Secretariat will undertake a mapping of existing partnerships and cooperation with non-state actors, and prepare specific proposals for their expanding and strengthening in support of the SDGs.</p>	<p>SDGU</p>	<p>31 December 2016</p>	