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EXECUTIVE COMMITTEE

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Item 4

Informal Document No. 2018/5

Annual Report on Evaluation

2017

1. INTRODUCTION

1. The present report is submitted to the Executive Committee (EXCOM) for information. EXCOM requested the Secretariat to prepare an annual report on evaluation at the ninety-first Meeting on 24 March 2017,¹ beginning with an annual report for 2017. The purpose of the report is to inform the UNECE member States on evaluation efforts conducted during the past year, future evaluation plans, the status and information on completed, ongoing evaluations, and changes generated by the implementation of relevant recommendations.

2. As per the UNECE Evaluation Policy, the Secretariat undertakes evaluations for the purpose of learning, as well as to improve the future work of the organization. The present report consolidates and analyses the outcome of all evaluations conducted in 2017 in order to support this objective. The Executive Secretary, through the Programme Management Unit (PMU), ensures the consistent application of evaluation norms and standards across UNECE, and ensures the application of the key outcomes of evaluations into the future planning of the UNECE programme of work.

3. The analysis is based on the results of all evaluations conducted and/or commissioned by UNECE, the assessment of UNECE's evaluative capacity by the UN Office for Oversight Services (OIOS), relevant external and/or system-wide evaluations, and the UN System Wide Action Plan (UN-SWAP) to implement the Chief Executives Board for Coordination (CEB) Policy on gender equality and the empowerment of women.²

2. BACKGROUND ON EVALUATION IN THE UN SECRETARIAT

4. UNECE is governed by the Secretary-General's instructions for the UN Secretariat,³ which outlines the requirements for evaluation for all departments. The purpose of evaluation is to determine the relevance, efficiency, effectiveness, impact, and sustainability of activities, and to engage the Secretariat and Member States in systematic reflection by a fluent communication of evaluation findings.⁴

5. To this end, all programmes should be evaluated in a fixed period, which should include a periodic self-evaluation of activities, and the ad hoc in-depth evaluation of selected programme areas or topics.⁵ Evaluations may be conducted by external entities (OIOS, the Joint Inspection Unit, at the request of Member States), or by respective departments (so called "self-evaluation"). Self-evaluation shall be independent and present the effectiveness and impact of subprogrammes, outputs and activities. Heads of departments shall enforce the quality standards, methodology, transfer of evaluation information, and ad hoc studies.

6. UNECE is also an active member of the UN Evaluation Group (UNEG), which establishes the norms and standards for evaluation for all UN agencies, funds and programmes. OIOS produces a biennial scorecard on the extent to which departments adhere to the UNEG norms and standards.

¹ http://www.unece.org/fileadmin/DAM/commission/EXCOM/Agenda/2017/92Excom-23_June_17/Item_2-Chair_s_conclusions-24.03.2017.pdf

² CEB/2006/2

³ ST/SGB/2008 Secretary-General's bulletin Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, 19 April 2008

⁴ ST/SGB/2008 Reg 7.1

⁵ ST/SGB/2008 Reg 7.2

7. In December 2017, the Secretary-General presented his proposal on Management Reforms in the Secretariat to the UN General Assembly.⁶ While the full adoption and implementation of the reform measures outlined in the report are to be determined, the Secretary-General emphasized the need for increased transparency and frequency of reporting to Member States, including in monitoring, evaluation, programme and financial performance and resource use.

8. In particular, the Secretary-General emphasized the following:

- Monitoring and reporting on the implementation of the recommendations of oversight bodies;
- Managing risks which could prevent delivery of mandates;
- Using resources allocated to programmes in the most effective manner;
- Proving that the right results have been delivered cost-effectively (through results-based management);
- Evaluating how projects and processes operate, to continually improve how the Secretariat functions (evaluation and continuous improvement).

9. In addition, the proposed changes to the format and frequency of the budget report is intended to enable Member States to assess past performance, the lessons learned from improved evaluation and how they were applied to subsequent programme planning and resource requests in a timely manner.

3. KEY ACHIEVEMENTS

10. All evaluations contained in the Biennial Evaluation Plan (2016-2017), and scheduled to be conducted in 2017 were completed. A total of six evaluations (programme, subprogramme, and end of project) were delivered.

3.1 Implementation of outstanding evaluation recommendations

11. UNECE reports progress on closing recommendations to OIOS each six months, and through the annual Compact of the Executive Secretary with the Secretary-General. In 2017, UNECE was subject to outstanding recommendations from two institutional-level evaluations.

OIOS Evaluation of UNECE (2016)

The OIOS made five recommendations for UNECE the programme evaluation published in 2016. As a result of the recommendations made by OIOS:

- UNECE developed a Knowledge Management Strategy which was approved by EXCOM in February 2017;
- The Secretariat prepared a mapping of the outreach of UNECE's work for EXCOM consideration;
- UNECE completed a mapping of inter-sectoral and interdivisional initiatives and activities in order to identify opportunities to strengthen the linkages and collaboration between its main

⁶ A/72/492

- functions and subprogrammes. This product was considered by EXCOM, and provided an input to the evaluation of cross-sectoral cooperation in UNECE in 2017;
- The Secretariat is preparing a mapping of existing partnerships and cooperation with non-state actors and specific proposals for expanding and strengthening support of the Sustainable Development Goals (SDGs);
 - The Secretariat developed a Guideline for Engagement with the Business Sector which was approved by EXCOM in October 2017.
 - The Secretariat will review the norms, standards, conventions and statistical work and adjust to take into account the SDGs. This will be taken into account in the Executive Secretary's alignment of the UNECE programme of work to the SDGs.

Evaluation of the Information and Communications of UNECE Work (2015)

This institutional level evaluation was managed by the Secretariat, and was published in 2015. As a result of this exercise, numerous actions were taken to improve UNECE's information and communication efforts. All outstanding recommendations were closed by 31 December 2017. The key results of the implementation of these actions include:

- A revamped UNECE website with enhanced visibility of the SDGs and the 2030 Agenda;
- The UNECE Communications Strategy was updated and issued in July 2015, and presented to all staff by the Executive Secretary;
- Corporate templates were issued, and ensured a coherent presentation of UNECE outreach activities;
- A stakeholder mapping exercise was conducted by each subprogramme to enable and enhance specific outreach on areas of work;
- An annual programme of events was developed for 2015 and 2016 to enable the Information Unit to plan resources to target and maximize outreach for key events; and
- Budget restrictions prevented the fulfilment of dedicated professional editing of UNECE publications, and training to improve written products.

The report on implementation is available on the OpenUNECE website. These improvements will be further enhanced following the development of the Executive Secretary's new strategy aligning UNECE's work to the 2030 Agenda.

3.2 Limitations

12. During the year, the PMU was limited by a shortage in staff resources, pending approval of the revised programme budget for 2018-2019. The focus of work in 2017 was to ensure the timely and proper implementation of the Biennial Evaluation Plan, together with all end of project evaluations scheduled in the year. With the recruitment of the new Programme Officer (P4) in 2018, the Secretariat will ensure the full monitoring and reporting on outstanding recommendations and improvements to the programme of work as a result of evaluation activities as a priority for 2018.

4. KEY CONCLUSIONS

Analysis of the results of the 6 internal evaluations highlighted the following five key areas:

13. **Promoting partnerships with the private sector.** A number of evaluations identified the importance of developing strategic partnerships and/or close cooperation with the private sector. Given the nature of UNECE work which interfaces directly with industry, business organizations, academia and other non-state actors, this is a relevant conclusion in line with the role of the private sector as anticipated in the 2030 Agenda for Sustainable Development. A key benefit of engaging the private sector early was identified as a means for paving the way for the voluntary adoption of UNECE standards by industry.

14. UNECE closely considered this issue in 2017, resulting in the Guidelines for Engagement with the Private Sector, approved by EXCOM in September 2017.⁷ The Executive Secretary has also identified the private sector as a focus area for 2018.

15. **Strengthening stakeholder support for UNECE activities and interventions.** A challenge identified to the successful implementation of projects was insufficient support from partners, stakeholders and decision-makers. Recommendations from the reports indicate the need for increasing dialogue and expanding UNECE collaboration with governments, public agencies and national offices of member States to ensure a sound project design, and effective communications for timely implementation. Multiple reports proposed the idea of identifying senior “idea champions” at the early stage of the design of UNECE activities to better advocate for new approaches, and to employ a network of champions (at the political level) to advocate for the implementation of recommendations from various UNECE groups of experts at the national level.

16. **Continuation of UNECE activities/projects to obtain greater impact.** Evaluation reports identified value in the extension, or building upon previous projects to further continue or expand the impact of UNECE interventions. Rather than question the sustainability of UNECE efforts, the reports indicate that such continuation would obtain greater results. A key suggestion was to obtain donor funding for multi-year projects to enable better planning, achieving better results and reduce administrative transactions required for managing the funds. At the same time, these recommendations indicate that additional focus on the sustainability of the results of UNECE projects must be at the core of future project design, together with close cooperation with stakeholders, policy makers, the private sector and civil society.

17. **Continuity of human and financial resources.** Recommendations from the reports propose building strategic partnerships to facilitate the continuation of activities funded by the regular budget. In addition, mobilisation of extrabudgetary resources was identified as a continuing priority to deliver targeted support to member States for the achievement of the Sustainable Development Goals (SDGs). This supports the thrust behind the UNECE Resource Mobilisation Strategy approved by EXCOM in September 2016.

UNECE highly values the broad expertise of technical experts across governments which contribute to the articulation of norms, standards and legal instruments. The reports acknowledge the importance of these experts particularly in facilitating the transfer and expansion of knowledge across UNECE’s areas of specialisation.

⁷ Informal document No. 2017/40, 93rd meeting of EXCOM, 26 September 2017

18. **Strengthening the gender dimension.** In line with the requirements to consider gender in all UNECE work, the reports recommended the collection of more gender disaggregated data and indicators for all projects. The Executive Secretary has required all new projects developed after December 2017 to further elaborate the gender dimension of UNECE's work all in all proposed project documents. The results of this development will be reviewed in the Annual Evaluation Report in 2018, as well as the UN-SWAP Report in 2018.

5. EVALUATIONS COMPLETED

19. The Biennial Evaluation Plan for 2016-2017 was approved by EXCOM in 2015.⁸ The Biennial Plans are developed based on an assessment of risk, as well as ensuring the widest possible coverage of the UNECE programme of work.

20. All evaluations planned for 2017 were completed. In addition, a total of 3 end of project evaluations were conducted. These projects amounted to a total of USD \$958,130 over their lifespan.

5.1 Internal Evaluations

The following evaluations were completed in 2017.

	Category of Evaluation	Title of Evaluation	Sub-programme
1	Programme	UNECE Efforts to Promote Cross-sectoral Collaboration and an Integrated Approach to Sustainable Development Work	UNECE-wide
2	Subprogramme	Preparation for the 2020 round of population censuses and the production of better migration data in CIS countries” Implemented from 2013 to 2015	Population
3	Subprogramme	Review of the case studies of the application of best practices guidance for coal mine methane management	Sustainable Energy
4	End of Project	E240 Capacity-Building For Cooperation On Dam Safety In Central Asia Phase 3 (2014-2017)	Environment
5	End of Project	E202 Capacity Development to Support the Implementation of Public Private Partnership (PPP) in Belarus (2013-2015)	Economic Cooperation & Integration
6	End of Project	E147 Active Ageing Index II-Further Development And Dissemination (2013-2016)	Population

Table 1: Evaluations Completed in 2017

5.2 External evaluation

During the year, UNECE participated in and/or supported a number of external evaluations of the UN Secretariat, or UN System-Wide as follows:

⁸ Informal document No. 2015/12, 76th Meeting, 18 May 2015

5.2.1 UN Office of Internal Oversight (OIOS)

Thematic evaluation of the United Nations Regional Commissions⁹

21. The objective of the review was to determine, as systematically and objectively as possible, the relevance and effectiveness of regional commissions' statistical work in support of measuring the achievements and the implementation of internationally agreed development goals. The review involved substantial participation from the Statistics subprogramme, and the Programme Management Unit over a 12 month period.

22. The review acknowledged the role of the Regional Commissions in providing a regional platform for sharing experiences and practices in statistics, and supporting the capacities of Member States to produce, use and disseminate statistics and to enhance the quality of statistics. The review concluded that the Regional Commissions have effectively enhanced the capacities of Member States to produce high-quality statistics; however, fewer interventions have focused on strengthening the dissemination and use of statistics and the results of those interventions have been more mixed. The Regional Commissions have engaged with Member States to effectively facilitate dialogue, decision-making and consensus-building on the implementation of global and regional statistical norms and standards relating to the internationally agreed development goals.

23. OIOS concluded that the Regional Commissions were largely responsive to the statistical support needs of Member States leading up to the adoption of the 2030 Agenda for Sustainable Development, including support for reporting on the Millennium Development Goals.

Further, that while Regional Commissions have supported Member States thus far, they do not have sufficient capacity to meet the expected increase in demand for statistical support, especially in certain key areas that are less developed. OIOS made five recommendations to the Regional Commissions as follows:

- Enhance their support for the dissemination and use of statistics;
- Increase their capacity to support key areas of statistics that are less developed;
- Support the integration of the Sustainable Development Goals into national statistical plans;
- Further strengthen their internal collaboration; and
- Strengthen collaboration among the Regional Commissions.

24. The Regional Commissions are due to report progress on implementing the recommendations in June 2018.

5.2.2 Joint Inspection Unit (JIU)

Review of internship programmes in the United Nations¹⁰

25. The review assessed the internship programmes in the UN system organizations, with the objective to update of information concerning the management and administrative frameworks

⁹ E/AC.51/2017/8, Thematic evaluation of the regional commissions, 17 March 2017

¹⁰ To be published in 2018

governing internships and related tools, internship opportunities in United Nations field work, and the contribution of internship programmes to implementing 2030 Agenda. The review collected data on the size and weight of internship programmes as a contribution to the organizations of the United Nations system to achieve their mandates.

*Review of the United Nations system – Private sector partnerships arrangements in the context of the 2030 Agenda for Sustainable Development*¹¹

26. The review was conducted to find ways of improving the existing arrangements of cooperation with the private sector to reflect the new context, namely the holistic, integrative and universal approach of the 2030 Agenda, including legal, financial, administrative, operational, and motivational aspects. It initiated from the widely-shared conviction that the 2030 Agenda for Sustainable Development provides unique momentum for a renewed engagement of the private sector in the service of the United Nations goals. A majority of United Nations organisations have adapted, or are in the process of adapting, their respective strategies and/or policies to reflect the 2030 Agenda. The report favoured system-wide solutions that fuel permanent and reliable forms of inter-agency interaction, resource pooling, and knowledge sharing.

*Review of air travel policies in the UN system: achieving efficiency gains and cost savings and enhancing harmonization*¹²

27. The review of air travel policies, rules and practices and their implementation across the organizations of the UN system was conducted with a view to:

- Enhancing the efficiency and effectiveness of travel management;
- Increasing accountability and transparency among managers who approve travel;
- Promoting and increasing coordination and cooperation; and
- Identifying good practices and lessons learned that may promote the harmonization of practices among all organizations of the UN system.

*Review of donor-reporting requirements across the United Nations system*¹³

28. The purpose of this review was to:

- Determine the number and types of donor reports provided by UN system organizations;
- Determine the costs (financial and staff time) to fulfil donor-reporting requirements;
- Identify the regulatory framework, organizational policies and donor agreements based upon which donors request additional reporting;
- Assess the nature, extent and reasons for donor-reporting by the organizations, the degree to which the donor requirements and expectations may be satisfied from existing reporting processes, and how any additional reporting requirements could be more effectively planned, coordinated and budgeted in order to achieve the objectives of all stakeholders;
- Evaluate the impact of institutional transparency, including implementation of transparency standards such as IATI, on donor reporting requirements, and how donor reports can enhance donor confidence and trust, foster partnerships and ensure future funding; and

¹¹ To be published in 2018

¹² JIU/REP/2017/3

¹³ To be published

- Explore possibilities to standardize and streamline donor-reporting across the UN system.

*Results-Based Management in the United Nations development system: Analysis of progress and policy effectiveness*¹⁴

29. The objective of the review was to provide a comprehensive and consolidated review of the current capacity in managing for the attainment of outcome results, addressing areas identified in the Quadrennial Comprehensive Policy Review (QCPR).¹⁵ The review considered the stage of development of results-based management in the organizations of the United Nations system, the outcomes obtained from results-based management on organizational effectiveness, and identified actions and measures to support the development of results-based management within and across United Nations system organizations.

6. EVALUATION PARTNERSHIPS

30. As a small Secretariat department, UNECE leverages partnerships with other relevant organisations to enhance its evaluative function and activities, and coordinates with the other Regional Commissions through the Chiefs of Programme Planning, and the Regional Commissions Monitoring and the Evaluation Focal Point Network. Moreover, UNECE collaborates with other UN entities on evaluation of joint activities. UNECE also engages with the JIU and OIOS on a regular basis.

6.1 UN Evaluation Group (UNEG)

31. UNECE has been an active member of UNEG since 2012. UNEG is an interagency professional network that brings together the evaluation units of the UN system, including UN departments, specialized agencies, funds and programmes, and affiliated organizations. In 2017, UNECE participated in multiple retreats to contribute to the positioning of UNEG in the context of the Secretary-General's management reform, specifically in the context of the proposal for the establishment of a dedicated evaluation function in the UN Secretariat.

7. UN-SWAP EVALUATION SCORECARD (GENDER) 2017

32. As part of the annual reporting requirements on the UN-SWAP report, each department conducts an annual meta-evaluation of all evaluations completed in the prior year. The UN-SWAP Evaluation Scorecard is a reporting tool organized around four criteria that capture the overall elements related to mainstreaming gender equality and the empowerment of women as reflected in the evaluation reports conducted by the entities in a given year.

34. UNECE achieved a rating of Approaches Requirements for the inclusion of gender in evaluations in 2017 based on a review of 6 evaluation reports. To improve the inclusion of gender in project design, and therefore project evaluation, the Executive Secretary has required that all new

¹⁴ JIU/REP/2017/6

¹⁵ A/RES/71/243, 21 December 2016

projects developed after December 2017 elaborate the gender dimension of UNECE's work in greater detail. The results of this development will be reviewed in the Annual Evaluation Report in 2018, as well as the UN-SWAP Evaluation Scorecard in 2018.

8. FUTURE EVALUATIONS

35. The Biennial Evaluation Plans for 2018-2019 and 2020-21 as approved by EXCOM, are contained in Annex I and III. In addition, the projects scheduled to close in 2018-19 and which will undergo an evaluation are attached in Annex II.

Annex I: Biennial Evaluation Plan 2018-2019

No.	Evaluation Title	Purpose	By Whom	Resources (Financial & Human)	Responsible Staff / & SP Focal Point	Schedule (Q/Y)	Type
Internal Evaluations							
1	Evaluation of the effectiveness and impact of gender mainstreaming in UNECE subprogrammes	The evaluation will review the effectiveness and impact of gender mainstreaming in all eight UNECE subprogrammes	Consultant	\$18,000 (external consultant) P5 – 3 months G6 – 0.5 month	<i>Programme Management Unit</i>	Q1 / 2019	Programme – level
2	Evaluation of the Environment Performance Reviews (EPRs)	The evaluation will assess the relevance, effectiveness, efficiency and impact of the EPRs studies	Consultant	\$10,000 (external consultant) P5 – 1 month P4 – 1 month G6- 0.5 month	<i>Environment Division</i>	Q2 / 2019	Subprogramme –level
3	Evaluation of the studies on Regulatory and Procedural barriers to Trade in Kyrgyzstan.	The evaluation will look at the relevance of the report(s) and its/their effectiveness/impact (i.e. how was it used).	Consultant	\$10,000 (external consultant) P5 – 1 month P3 – 1 month G6 – 0.5 month	<i>Economic Cooperation and Trade Division</i>	Q3 / 2018	Subprogramme –level
4	Evaluation of the UNECE ITC support to governments in climate change mitigation: lessons from the use of ForFITS tool that links policy choices and CO2 emission scenarios for inland transport	The evaluation will review the UNECE ITC support to governments in climate change mitigation focusing on lessons from the use of ForFITS tool	Consultant	\$10,000 (external consultant) P5- 1 month P4- 1 month G6- 0.5 month	<i>Transport Division</i>	Q4 / 2018	Subprogramme –level
						<u>Monthly Cost¹⁶</u>	<u>Total</u>
				Consultancy			\$ 48,000
				P5 – 6 months	\$19.791		\$118.750
				P4 - 2 months	\$17.016		\$ 34.033
				P3 – 1 month	\$14.058		\$ 14.058
				G6 – 2 months	\$11.200		\$22.400
					Total		\$237.241

¹⁶ Based on Standard Salary Costs Version 9 Year 2016

Annex II: Schedule of UNDA and XB Project Evaluations 2018-2019

	Evaluation Title	Funding Source/Total Project Budget	By Whom	Estimated financial Resources (USD)	Responsible Staff / & SP Focal Point	Schedule (Q/Y)
1.	14/15AC Strengthening national capacities for sustainable housing in selected countries with economies in transition (2014-2017)	UNDA \$533,000	Consultant	\$10,000	G. Roll, Housing & Land Management	Q1 / 2018
2.	14/15AE Strengthening the capacity of transition and developing economies to participate in cross-border agricultural food supply chains (2014-2017)	UNDA \$440,000	Consultant	\$10,000	L. Annovazzi-Jakab, Trade	Q1 / 2018
3.	14/15AF Strengthening Governments' and water operators' capacity to ensure equity of access to water and sanitation in countries in transition in the UNECE region with a particular focus on small-scale water supplies and sanitation in rural areas (2014-2017)	UNDA \$578,000	Consultant	\$10,000	C. Demilecamps, Environment	Q1 / 2018
4.	14/15BC Strengthening national road safety management capacities of developing countries, countries with economies in transition as a means to achieve sustainable, equitable and inclusive development (2014 - March 2018)	UNDA \$498,000	Consultant	\$10,000	N. Nikolic, Transport	Q2 / 2018
5.	E226 Competitiveness, innovative policies and PPPs: capacity building for civil servants and business associations in the CIS countries (2014-October 2017)	XB US\$660,000	Consultant	\$7,000	R. Heinrich, Economic Cooperation & Integration	Q1 / 2018
6.	E249 Development and implementation of PPP international standards in support of the Sustainable Development Goals (2015 – September 2017)	XB US\$300,000	Consultant	\$6,000	T. Bonnici, Economic Cooperation & Integration	Q1 / 2018
7.	E236 Strengthening national capacities of CIS countries to implement UNECE agricultural quality standards (2014 – May 2018)	XB US\$291,600	Consultant	\$10,000	M. Vepsalainen, Trade	Q4 / 2018
8.	14/15AD Strengthening the capacity in the most vulnerable countries in the UNECE region for the sustainable development of statistics (2014 – November 2018)	UNDA US\$535,000	Consultant	\$10,000	S. Vale, Statistics	Q1/ 2019 Project
9.	E239 Strengthening the implementation of the UNECE Convention on Long-Range Transboundary Air Pollution in Eastern Europe, the Caucasus and Central Asia (2015 – December 2018)	XB US\$435,000	Consultant	\$10,000	A. Karadjova, Environment	Q1/ 2019
10.	E262 Strengthening the capacity of SPECA countries for the implementation of the 2030 Agenda for Sustainable Development and the achievement of the Sustainable Development Goals (SDGs) (2016 – December 2018)	XB US\$547,000	Consultant	\$10,000	M. Apostolov, Trade	Q1/ 2019
11.	E244 Supporting Kazakhstan's Transition to a Green Economy Model (2015 – November 2018)	XB US\$1,407,000	Consultant	\$42,000	S. Radnaaragchaa, Environment	Q1/ 2019

12.	E253 Strengthening national capacity for monitoring and assessing the progress in the implementation of MIPAA / RIS and 2012 Vienna Ministerial Declaration goals: Active Ageing Index (2016-December 2018)	XB US\$ 945,000	Consultant	\$28,000	V. Gaucaite Wittich, Population	Q1/ 2019
13.	E238 Modernizing Statistical Production (2014 Dec 2018)	XB US\$ 310,000	Consultant	\$9,300	T. Lalor, Statistics	Q1/2019
14.	E 274 Strengthening capacity of the UNECE member States to achieve the energy-related SDGs (2016 – December 2018)	XB US\$ 330,000	Consultant	\$8,000	S.Held, Sustainable Energy	Q1/ 2019
15.	E196 Strengthening the implementation the UNECE Convention on Long-Range Transboundary Air Pollution (2012-2018)	XB US\$ 900,000	Consultant	\$10,000	K. Olendrzynsky, Environment	
16.	E268 Removing regulatory and procedural barriers to trade in Belarus, Kazakhstan and Kyrgyzstan (2016 – March 2018)	XB US 290,000	Consultant	\$8,500	H. Daoudi, Trade	Q1/ 2019
17.	E259/E284 Road Safety (2015 – December 2018)	XB US\$ 814,222	Consultant	\$19,000	W. Nissler, Transport	Q1/2019
18.	E282 Energy efficiency standards in buildings (July – December 2018)	XB US\$ 286,000	Consultant	\$6,000	O. Dziobinski, Sustainable Energy	Q1/ 2019
19.	E263 Strengthening the implementation of and accession to the UNECE Convention on the Transboundary effects of Industrial Accidents in Central Asia (April 2016-March 2019)	XB US\$ 265,550	Consultant	\$7,900	F. Hirsch, Environment	Q2/ 2019
Total Consultancy				\$306,700		

Annex III: Biennial Evaluation Plan 2020-2021

Evaluation Title		Purpose	By Whom	Resources (Financial & Human)	Schedule (Q/Y)	Type
No.	Internal Evaluations					
1	<i>Review of UNECE engagement with the private sector</i>	The Evaluation will consider the relevance, effectiveness and efficiency of UNECE engagement with the private sector from 2017-2021	Consultant (PMU)	\$18,000 (external consultant) P4 – 2 months G6 – 0.5 month	Q2 / 2021	Programme –level
2	<i>Review of UNECE collaboration with UN and other partners in delivering on energy for sustainable development</i>	The Evaluation will review the relevance, effectiveness and efficiency of UNECE collaboration with UN and external partners from 2016-2020	Consultant (Sustainable Energy Division)	\$10,000 (external consultant) P5 – 1.5 month G5 – 0.5 month	Q2 / 2020	Subprogramme – level
3	<i>Review of the Innovation Performance Reviews & Regional Index</i>	The Evaluation will review the relevance, effectiveness and efficiency of the methodology, selection process and follow up to the regional index from 2017-2020.	Consultant (Economic Cooperation & Integration)	\$10,000 (external consultant) P5 – 1.5 months G5 – 0.5 month	Q4 / 2020	Subprogramme – level
4	<i>Review of the UNECE Active Ageing Index</i>	The evaluation will review the relevance, effectiveness and efficiency of UNECE policy and statistical aspects of the Active Ageing Index.	Consultant (Population)	\$10,000 (external consultant) P5 – 1 month GS – 0.5 month	Q3 / 2020	Subprogramme – level
				Unit Monthly Cost¹⁷	Total	
				Consultancy		\$ 48,000
				P5 - 6 months	\$19,791	\$ 118,750
				P4 - 2 months	\$17,016	\$ 34,033
				G5/6 – 2 months	\$11,200	\$ 22,400
				Total:		\$ 223,183

¹⁷ Based on Standard Salary Costs Version 7 Year 2015