



Status of Implementation of the recommendations

**Review of UNECE Efforts to Promote Cross-sectoral Collaboration and an Integrated Approach to Sustainable Development Work**

Evaluation report - November 2017

**Progress report as at 31 December 2018**

#	Recommendation	Management response	Responsibility	Date of implementation/comments
1	<b>Become a more integrated organization</b>	<p><b>UNECE accepts the recommendation.</b></p> <p>The Executive Secretary is presently leading the organization through a strategic visioning and planning exercise in line with the Secretary General's proposed reform of the UN Development System. Ensuring an integrated response by UNECE to supporting member States for the implementation of the 2030 Agenda will be a key element of this vision.</p> <p>UNECE will implement decisions resulting from the deliberation of Member States on the management reform initiatives proposed by the Secretary-General.</p>	OES	<p>The Executive Secretary strategy and vision for UNECE was presented to EXCOM in May 2018 (Informal Document 2018/12). In this document, the Executive Secretary defines the nexus approach for UNECE's work, articulating 4 Nexus areas, to further align UNECE activities with the 2030 Agenda for sustainable development.</p> <p>EXCOM has "taken note, with appreciation, of the efforts led by the Executive Secretary to align UNECE work to the 2030 Agenda for Sustainable Development and looks forward to further updates on the issue." (EXCOM/CONCLU/98)</p> <p>The Executive Secretary continues to implement elements of her vision that are under her purview and maintains an active dialogue with MS on this issue. As necessary, she will continue to seek decisions on related issues that require MS approval.</p>
2	<b>Include "nexus dialogues" in the UNECE strategic planning &amp; budgeting process</b>	<p><b>UNECE partially accepts this recommendation.</b></p> <p>Since the adoption of the 2030 Agenda, UNECE has started aligning its work to the SDGs, taking into account linkages between subprogrammes, and setting up a number of cross-divisional cooperation arrangements. Discussions on how to further strengthen cross- sectoral collaboration and an integrated approach to sustainable development work already take place in different formats,</p>	Programme Management Unit (programme and budget issues)	<p>In its resolution 72/266, the UNGA decided to replace the biennial strategic framework by an annual Proposed Programme Budget starting with 2020. The 2020 programme plan submitted to EXCOM in December 2018 includes 4 nexuses and elaborate on appropriate collaboration between related thematic areas.</p> <p>The Executive Secretary has launched a strategy to assist its member States with SDG implementation by strengthening the impact of UNECE activities through a sharpened focus and enhanced cross-sectoral collaboration. This strategy envisages the creation of cross-divisional teams</p>

	<p>including on-going dialogue with member States in UNECE intergovernmental bodies, regular meetings of senior management and a number of ad-hoc initiatives undertaken to tackle issues that require cross-sectoral cooperation, including with the support of SDGU. These substantive discussions have broader aims than planning and budgeting processes. However, their outcomes will be taken into account more strongly when defining the new strategic framework for 2020-21.</p> <p>The Executive Secretary will ensure that the development of the new Strategic Framework for 2020-21 includes appropriate cooperation between related thematic areas.</p>	<p>SDGU (other issues)</p>	<p>for each of the four identified nexus areas (sustainable use of natural resources; sustainable and smart cities for all ages; sustainable mobility and smart connectivity; measuring and monitoring SDGs (methodology)). These teams are designed as flexible arrangements to strengthen established synergies/complementarities among UNECE sub-programmes and identify opportunities for possible new joint or coordinated activities in the nexus area. Composition of the teams engages staff most relevant to the tasks at hand. The main goal of the cross-sectoral teams is the delivery of integrated solutions to identified needs within each nexus area.</p>
<p><b>3 Encourage and institutionalize information and knowledge sharing among subject-matter experts</b></p>	<p><b>UNECE accepts the recommendation</b> as it reiterates the UNECE Knowledge Management Strategy adopted in 2017 and will identify suitable information- and knowledge-sharing activities among subject-matter experts for inclusion in the 2018 Knowledge Management Action Plan.</p> <p>The Office of the Executive Secretary will lead organization-wide discussions on priorities for the 2018 Knowledge Management Action Plan by end February 2018. Action items will be demand-driven and aligned to the UNECE Knowledge Management Strategy. Related activities will be undertaken as needed and within existing resources. The Chef de Cabinet will ensure that these discussions are implemented.</p>	<p>OES (CdC)</p>	<p>Implementation of the 2017 KM action plan has been completed.</p> <p>In 2018, UNECE has focused its KM activities around the alignment to SDGs and work on its priority areas. Related KM activities included</p> <ul style="list-style-type: none"> <li>- Staff survey: UNECE and the SDGs (complete)</li> <li>- Focus groups on SDG alignment/mission/vision (complete)</li> <li>- Identification of priorities: 9+2 SDGs (complete)</li> <li>- Compilation of success stories at SDG target level (complete)</li> <li>- Formulation of Nexus Approach (complete)</li> <li>- Development of Nexus ppts (ongoing)</li> <li>- Presentations to MS briefings at UNHQ</li> <li>- Formulation of budget stories to illustrate impact/SDG linkage</li> <li>- 2019 Commission will focus on Nexus “Smart Sustainable Cities” and be preceded by a Day of Cities (8-10 April 2019)</li> </ul> <p>Additionally, an organization-wide project is underway to migrate the UNECE website to a new software platform. This process includes a broad content review that also includes focus on SDG alignment and Nexus work (ISU lead/completion expected May 2019).</p>

			Additionally, more guidance materials on procedural and administrative matters was added to the UNECE intranet.
4	<p><b>Capitalize on existing corporate coordination bodies</b></p>	<p><b>UNECE accepts the recommendation.</b></p> <p>The consultant identified the senior management meetings, and the Working Group on Technical Coordination (WGTC) as examples of existing mechanisms where cross- sectoral cooperation could be included. The consultant also proposed senior management retreats, the first of which was organized by the Office of the Executive Secretary in November 2017. Noting the numerous other formal and informal means of meeting cross-division in UNECE, the Secretariat favours, as identified by the consultant, informal arrangements to enable an agile approach in responding to new and emerging issues.</p> <p>The Executive Secretary will ensure that senior management meetings include substantive content in line with her evolving vision for UNECE for the 2030 Agenda. The PMU will continue efforts to facilitate potential cooperation between Regional Advisers and focal points responsible for technical cooperation activities. Informal arrangements between various work teams will be encouraged.</p>	<p>OES (CdC)</p> <p>PMU</p> <p>All Directors Meeting convened since the end of the evaluation have included the cross-sectoral dimension in the discussions of substantive issues. As of 2018, a strong focus has been placed on the nexus approach that UNECE has presented to its membership in May 2018 and on SDG alignment and focus on 9+2 priority SDGs for which UNECE holds special expertise.</p> <p>All WGTC meetings convened since the end of the evaluation have included discussions on how to coordinate activities across subprogrammes. Measures such as opportunities to reprogramme residual RPTC Funds have included a criteria on joint activities, which has worked effectively as a driver for joining up the substantive efforts of the subprogrammes. These efforts will continue as part of the next phase, responding to a recent audit recommendation of the development of a new Technical Cooperation Strategy, to be launched in 2019.</p>
5	<p><b>Establish a network of Secretaries to Sectoral Committees in support of Sectoral Committee bureau</b></p>	<p><b>UNECE partially accepts the recommendation</b> and, in line with the UNECE Knowledge Management Strategy, will establish a virtual Community of Practice of Secretaries to Sectoral Committees. Building on existing informal practice, the objective of the group is to exchange good practices and discuss issues of common concern, for example related to the servicing of the subsidiary</p>	<p>OES (CdC)</p> <p>In 2018, UNECE has concentrated much of its ITC resources on the migration of its website. Therefore, instead of establishing a virtual community of practice, OES, and in particular the Secretary of the Commission, has stepped up face-to-face consultations with Secretaries of Committees to discuss governance issues, procedural matters and cross-cutting issues. One expression of these intensified consultations is the identification of a nexus issue as the overarching theme for the 2019 Commission, to which all Divisions, incl. all Secretaries of Sectoral</p>

	<p>bodies. It does not, however, aim to support the Bureaux of the Sectoral Committees directly, as this would duplicate work already undertaken within the respective subprogrammes.</p> <p>The Office of the Executive Secretary, as Focal Point for Knowledge Management, will facilitate the establishment of an online forum (Community of Practice) of Committee Secretaries by February 2018. Working methods, agenda items and joint activities will be determined by the group based on actual demand. Related activities will be undertaken as needed and within existing resources.</p>		<p>Committees, contribute. Another recently developed KM tool, addressed esp to Committee Secretaries, is the compilation of templates and guidance materials related to EXCOM meetings that is available on the UNECE intranet. <a href="https://intranet.unece.org/display/OES/02+-+EXCOM+templates+and+guidance+for+the+preparation+of+documentation">https://intranet.unece.org/display/OES/02+-+EXCOM+templates+and+guidance+for+the+preparation+of+documentation</a></p> <p>Currently, another internal review process is under preparation for which close collaboration with Committee Secretaries is envisaged, incl. to review workflows related to official meetings, parliamentary documentation and publications.</p> <p>As illustrated by the above examples, the face-to-face engagement format with Secretaries of Sectoral Committees is now well established, and currently no need has been identified to establish an additional virtual community of practice.</p> <p>(completed and ongoing).</p>
<p><b>6 Introduce human resource measures that facilitate cross-sectoral cooperation</b></p>	<p><b>UNECE accepts the recommendation</b>, while noting that human resource measures are governed by UN staff rules and regulations. These provide the framework within which some complementary measures can be assessed for their feasibility. It may also be possible that measures included in the Secretary-General's management reform stream (expected January 2018) may contribute to such cooperation.</p> <p>Following the approval by Member States of the Secretary-General's reform measures, the Executive Secretary will ensure that measures relating to UNECE are implemented.</p>	<p>OES (CdC)</p>	<p>As part of the Nexus approach, UNECE is fostering cross-sectoral collaboration and is currently exploring the establishment of Nexus teams to operationalize the strategy.</p> <p>Discussions on the larger UN reform streams is ongoing (as of Dec 2018).</p>

<p><b>7 Address structural inefficiencies linked to cross-sectoral cooperation</b></p>	<p><b>UNECE partially accepts the recommendation.</b>  The consultant identified various factors hindering cross- sectoral cooperation in UNECE, namely administrative processes, tight oversight role of Sectoral Committees, and organizational barriers to cooperation. A number of related actions have already begun. The Executive Secretary has launched a review of UNECE administrative processes with the Executive Office/Programme Management Unit, and a review of items within the control of senior management which could be streamlined to facilitate the implementation of important substantive work. The Sustainable Energy, and the Forestry, Housing and Land Management Divisions have established a joint task force on energy in buildings. The consultant also identified better prioritization of work, including discontinuing redundant activities. The DES recently encouraged staff at a Town Hall in November to reflect and propose such activities as part of the Executive Secretary’s vision for UNECE’s support to the 2030 Agenda.</p> <p>The Executive Secretary will finalise the review of UNECE administrative processes, and of items within the control of senior management, by 30 March 2018. As per the response to Rec 1, the Executive Secretary will ensure the implementation of her vision following endorsement by EXCOM by 31 December 2018.</p> <p>Respective Directors may consider related areas across subprogrammes that merit working together</p>	<p>OES (CdC)</p>	<p>The review of UNECE administrative processes has been completed. Results are posted on the UNECE intranet under <a href="https://intranet.unece.org/display/OES/03-+FAQs+administrative+issues">https://intranet.unece.org/display/OES/03-+FAQs+administrative+issues</a></p> <p>EXCOM has “taken note, with appreciation, of the efforts led by the Executive Secretary to align UNECE work to the 2030 Agenda for Sustainable Development and looks forward to further updates on the issue.” (EXCOM/CONCLU/98) The Executive Secretary continues to implement elements of her vision that are under her purview and maintains an active dialogue with MS on this issue. As necessary, she will continue to seek decisions on related issues that require MS approval.</p>
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