

# GUIDE FOR BIENNIAL EVALUATIONS OF SUBPROGRAMME PERFORMANCE BY UNECE SECTORAL COMMITTEES<sup>1</sup>

This guide is intended to promote a common approach to strengthen and demonstrate the impact, effectiveness and efficiency of each subprogramme and that of the UNECE as a whole.

It provides Sectoral Committees, their delegates and secretariat staff with:

- Guidance on how to best and cost-effectively evaluate the performance of subprogrammes; and
- Examples of setting targets and methodologies for measuring their achievement – a menu to choose from.

The Executive Committee, at its 10<sup>th</sup> meeting on 30 November 2006, requested all Sectoral Committees to implement this guide.

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<sup>1</sup> Prepared by the PPME Unit under the guidance of the Senior Adviser to the Executive Secretary.

## I. BACKGROUND

1. Evaluation is an integral part of effective results-based management, together with planning, budgeting and monitoring. It provides a source of crucial information to support the right management choices.
2. The UNECE member countries, being committed to the transparency and effectiveness of programme management, agreed, at their annual session in 2004, to place more emphasis on evaluation as a tool in managing the Commission's work. The Sectoral Committees (SCs) were therefore requested by the Commission to conduct biennial evaluations of their respective subprogrammes and to take into account the results of these evaluations in determining their work programmes. The 2005 UNECE reform<sup>2</sup> further strengthened this approach.

## II. INTRODUCTION

3. This document was drawn up in view of the above-mentioned request. Its key objectives are to provide the SCs, their delegates and secretariat staff with guidance on why, how and when to conduct the biennial subprogramme performance evaluations and also to ensure a common approach, as far as possible.
4. The document also provides: (a) an overview of UNECE generic expected accomplishments, indicators of achievement and methodologies of measurement according to type of activity (annex I); (b) information on evaluations conducted in relation to selected activities, their clusters, subprogrammes as well as one in the UNECE context (annex II); and (c) a set of definitions (annex III).

## III. GUIDANCE ON EVALUATIONS OF SUBPROGRAMME PERFORMANCE

### A. Objectives

5. The biennial evaluations by SCs will give the opportunity for the member countries to join forces with the secretariat in reviewing and reaffirming, on a continuous basis, the relevance of the activities and their clusters in view of the subprogrammes' objectives. The results of these evaluations should contribute to an effective programme management at all levels by: showing evidence of achieving expected accomplishments, defining future priority areas for action, and providing opportunities for making incremental and timely adjustments.
6. They are also intended to assist in measuring more precisely the impact of activities, which in itself is a challenge.
7. Furthermore, these evaluations will bring more information on the effectiveness of different activities or their clusters in obtaining results contributing to the objectives and expected accomplishments of a given subprogramme.
8. It is expected that these evaluations may also lead to conclusions concerning the efficiency of outputs, activities and their clusters and subsequently to recommendations for maximizing benefits by improving the use of existing resources.
9. Finally, the results of evaluations are expected to constitute, in the future, the necessary arguments in the subsequent phases of programme management, such as defining subprogramme priorities and the related redistribution of resources.

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<sup>2</sup> Work Plan on UNECE Reform, E/ECE/1434/Rev.1.

## B. Conceptual framework

10. The SCs, when conducting biennial performance evaluations of their subprogrammes, should follow the results-based methodology used within the UN planning, reporting and evaluation framework. The key elements of this methodology are: expected accomplishments, indicators of achievement, baseline and target values, external factors, accomplishment accounts and lessons learned.

11. This methodology comprises two key phases:

(a) Planning phase – prior to any biennium, comprises the establishment of expected accomplishments, indicators of achievement, and baseline and target values; and

(b) Evaluation phase – towards the end of any biennium, comprises drawing up an accomplishment account for each expected accomplishment on the basis of the elements agreed at the planning phase and by using the findings and lessons learned to recommend follow-up actions.

12. The mentioned accomplishment accounts will be aggregated and used as UNECE's input to the Secretary General's biennial programme performance report (PPR).<sup>3</sup>

13. The different steps involved are described in more detail below.

## C. Key steps

### Planning

14. Firstly, the SCs should define an expected accomplishment for each cluster of activities within their subprogrammes, to be achieved within a two-year period as a result of implementing different outputs and activities.

15. Secondly, in order to be able to measure the extent to which expected accomplishments have been achieved, indicators of achievement should be defined for each of them. These indicators should allow for an unambiguous statement of achievement or deviation from it. In addition, they should measure the concrete impact of an activity (i.e. "effects on the ground") instead of simply showing that the activity was completed.

16. Furthermore, while defining indicators a "downstream" approach should be used. The more the indicator can demonstrate the effects on the ground, the more it is considered to be "downstream". At the same time, the more "downstream" the indicator, the more difficult it may be to collect the necessary data for measuring achievement and external dependency factors may play an increasingly important role.

17. Serious efforts should be made to select the most downstream indicator possible, although the "downstream" approach may be difficult to apply to certain types of activities, e.g. to policy debate or development of norms and standards.

18. Thirdly, in order to facilitate the measurement, a methodology should be determined early in the process, including baseline and target values, sources of data and information as well as ways and means of their collection. External factors, which may influence the achievement of an expected accomplishment, should also be identified.

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<sup>3</sup> The "Programme performance of the United Nations for the biennium 2004-2005", A/61/64, contains an evaluation of the implementation of the organization's 188 subprogrammes, including 9 UNECE subprogrammes.

19. Evaluating whether an expected accomplishment has been achieved may require a different methodology or approach, depending on the type of activity in question. The following six types of UNECE activities are distinguished: (i) Policy debate and formulation; (ii) Development of norms, standards, guidelines recommendations and legal instruments; (iii) Application of norms and standards and implementation of guidelines, recommendations and legal instruments; (iv) Applied analyses; (v) Data collection and dissemination; and (vi) Provision of technical assistance.

20. In order to facilitate the task of the SCs, examples of generic expected accomplishments, related indicators of achievement and methodologies of measurement were drawn up for each type of activity and shown in annex I.

#### Evaluation

21. The SCs are requested to evaluate, every second year, the performance of activities, their clusters and the entire subprogramme, in view of the expected accomplishments and related indicators drawn up at the beginning of the two-year cycle.

22. For this purpose, the SCs should review the accomplishment accounts, drawn up by the secretariat and consisting of an evaluation, both quantitative and qualitative, of the results achieved within each expected accomplishment.

23. In addition, a number of evaluations are normally undertaken as required by the Office of Internal Oversight Services and at the request of different stakeholders (a detailed list of evaluations carried out in 2002-2005 is provided in annex II). The SCs are invited to draw, as much as possible, on the results of these evaluations and thus optimize the time and resources spent for this purpose. In the future, the topics of such evaluations could be selected in such a way as to contribute to drawing up the respective accomplishment accounts within the framework of biennial performance evaluations.

24. On the basis of the above, the SCs should discuss the findings and lessons learned, and take measures and/or decide on programmatic changes as appropriate.

#### Follow-up

25. The SCs are encouraged to apply the results of these evaluations and to implement recommended measures especially in their decisions on future work programmes.

#### Reporting

26. The Chairs and Vice-Chairs of SCs will be invited to report to the Executive Committee on the key results of the evaluations of their respective subprogrammes, and in particular on measures taken.

### **D. Scope**

27. The evaluations by SCs should cover the entire subprogramme, i.e. all clusters of activities, including technical assistance activities related to each of them, if any.

28. Evaluations of activities or their clusters, for which the SCs do not have full authority, e.g. legally binding instruments, should preferably be performed by the relevant intergovernmental governing bodies, which are responsible for them.

## **E. Key issues**

29. In addressing the four key evaluation elements (relevance, effectiveness, impact and efficiency), the SCs may take into account the issues or questions listed below. Their assessment or answers to some of them may be helpful to establish conclusions and draw up recommendations for future action. The SCs are invited to select issues/questions from the list or develop additional ones, which would better fit their purposes. The following list is a menu which aims at facilitating discussions and decision-making:

(a) Demand-driven and supported work – is there clear demand for each of the activities/clusters? Are the countries that expressed this demand clearly defined? Are the key recipients in these countries identified? Are the countries that support the activity identified? Are the partners and the extent of their support known?

(b) Relevant work – How significant are the results of each activity in achieving the expected accomplishment and how significant is each of the clusters in meeting the subprogramme's objective? How significant are the accomplishments in relation to the "issues being considered"?

(c) Effective work – To what extent did each of the activities contribute to achieving the expected accomplishments (at the level of cluster of activities)?

(d) Work that makes a difference – Did the activity/cluster have a direct impact on member countries? What was the nature of change and how was it measured? What is the feedback from recipients benefiting from the change?

(e) Efficient work – could the activities/clusters be implemented more efficiently, i.e. less formally, in less time, with less documentation or with less meetings? Are there any streamlining success stories to share with others?

(f) Transparent and clear planning and reporting – Were the expected accomplishments written realistically? Are the accomplishment accounts clear and give a credible account of what was achieved? Are they supported by facts and figures? Are variations from targets reflected? Can the indicators of achievement be measured efficiently? Should they be more measurable in the future?

(g) Improving the future by learning from the past – What are the lessons learned? What went wrong? What could have gone better? What are the conclusions and in particular what are the recommendations for future action?

## **F. Data and information**

30. The secretariat is requested to prepare an accomplishment account, including findings and lessons learned, for each expected accomplishment agreed earlier by the SCs. The secretariat is also invited to share with the SCs the results of other evaluations or supporting documentation.

31. The above documents should be made available to the SCs in advance of their annual meetings at which the evaluation will be undertaken.

## **G. Timeframe**

32. The performance of each subprogramme should be evaluated every second year so as to fit the two-year cycle of the biennial UN reporting and evaluation framework.

33. The SCs, under a separate agenda item preceding a discussion on their future work programmes, at their annual meetings in the second half of the second year of a given biennium, should evaluate the performance in the current biennium and make plans for evaluating its performance in the next biennium.

34. If a given SC holds its annual meetings in the first half of the year, it may assign the above-mentioned tasks to its Bureau.

## Annex I

### Overview of expected accomplishments, indicators of achievement and methodologies of measurement according to type of activity

| No                                      | Expected accomplishment  | Possible indicators of achievement <sup>4</sup>  | Possible methodologies   |
|---|--|--|--|
| <b>I. Policy debate and formulation</b> |  |  |  |
| 1.                                      | Exchange of experience and good practice in policy formulation, increased awareness of intersectoral dependencies and better understanding of needs arising from different processes (e.g. transition) | Number of countries and the level of participation in activities<br><br>Level of satisfaction of participants<br><br>Number of website visits or downloads<br><br>Number of intersectoral activities or their clusters or activities carried out jointly with outside partners<br><br>Number of substantive policy conclusions and recommendations reached as a result of an activity  | Review of attendance records<br><br>Survey of participants, including ex-poste surveys<br><br>Review of website records<br><br>Review of records/documents/joint reports<br><br>Review of records/documents  |
| 2.                                      | Exchange of information and best practice in policy implementation and effective governance  | Number of countries and the level of participation in activities<br><br>Level of satisfaction of stakeholders/participants regarding level and usefulness of information<br><br>Number of website visits or downloads<br><br>Number of activities or their clusters in which sustainable development concerns were integrated (impact)<br><br>Number of implemented ECE policy conclusions and recommendations (impact)<br><br>Number of areas in which governance was enhanced (impact) | Review of attendance records<br><br>Survey/evaluation of satisfaction, including ex-poste surveys<br><br>Review of website records<br><br>Review of records/documents<br><br>Survey of governments<br>Review of records/documents<br><br>Survey of governments |

<sup>4</sup> The SCs are invited to select indicators of achievement from this list or develop new ones, which would better fit their purposes. The indicators are arranged from the least to the most “downstream”.

| No   | Expected accomplishment   | Possible indicators of achievement <sup>4</sup>  | Possible methodologies   |
|--|---|--|--|
| <b>II. Development of norms, standards, guidelines recommendations and legal instruments</b>                           |   |  |  |
| 3.   | Up-to-date and effective set of ECE norms, standards, procedures, guidelines, recommendations and regulations/legal instruments | <p>Number of stakeholders participating in development/negotiation meetings</p> <p>Number of new or amended, updated or revised norms, standards, procedures, guidelines, recommendations and regulations/legal instruments</p>  | <p>Review of attendance records</p> <p>Review of official and informal records/negotiation body documents</p>  |
| <b>III. Application of norms and standards and implementation of guidelines, recommendations and legal instruments</b> |   |  |  |
| 4.   | Increased understanding of norms, standards, guidelines, recommendations and legal instruments                                  | <p>Number of countries and participants in awareness raising events or campaigns</p> <p>Level of satisfaction of participants of awareness raising events or campaigns</p> <p>Number of website visits or downloads</p> <p>Number of major policy meetings/discussions at national, regional and local levels (impact)</p>   | <p>Review of attendance records</p> <p>Survey of participants/stakeholders/governments</p> <p>Review of website records</p> <p>Survey of governments</p>   |
| 5.   | Strengthened application of norms, standards, procedures and classifications  | <p>Number of website visits or downloads</p> <p>Number of countries applying norms, standards, procedures or classifications</p> <p>Extent of application of norms, standards, procedures or classifications by UNECE countries (impact)</p> <p>Extent of recognition of UNECE norms, standards, procedures and classifications by other regional/global organizations/processes (impact)</p> <p>Number and nature of improvements as a result of applying UNECE norms, standards, procedures and classifications (impact)</p> | <p>Review of website records</p> <p>Review of informal and official records</p> <p>Survey of governments/stakeholders</p> <p>Review of website download records</p> <p>Survey of regional/global organizations/processes</p> <p>Survey of governments/implementation reports</p> |

| No                          | Expected accomplishment  | Possible indicators of achievement <sup>4</sup>   | Possible methodologies   |
|-----------------------------|--|---|--|
| 6.                          | Enhanced implementation of guidelines, recommendations and regulations/legal instruments   | <p>Number of website visits or downloads</p> <p>Number of countries implementing guidelines or recommendations</p> <p>Number of countries acceding to legal instruments</p> <p>Extent of implementation of guidelines or recommendations – number of countries reporting progress in concrete areas (impact)</p> <p>Extent of implementation of regulations/legal instruments – number of Parties reporting progress in concrete areas (impact)</p> <p>Number of concrete steps to improve performance in sectors/areas (impact)</p> <p>Number of related multilateral and/or cross-border cooperation agreements/activities (impact)</p> | <p>Review of website records</p> <p>Review of informal records/survey of governments</p> <p>Review of official records</p> <p>Review of informal records/survey of governments</p> <p>Review of implementation reports/official documents</p> <p>Survey of governments/review of implementation reports and documents</p> <p>Survey of governments/review of implementation reports/agreements</p> |
| <b>IV. Applied analyses</b> |  |   |  |
| 7.                          | Enhanced policy formulation through providing analysis of the current situation and policies (sectoral, economic etc.) and outlook | <p>Number of national experts participating/contributing to analyses/studies</p> <p>Degree of usefulness as perceived by policy makers and other stakeholders</p> <p>Number of conclusions or recommendations used in policy formulation and implementation (impact)</p> <p>Extent of recognition of UNECE analytical publications and their conclusions by other regional/global organizations/processes (impact)</p>  | <p>Review of records and documents</p> <p>Survey of governments/stakeholders</p> <p>Review of policy debate records</p> <p>Survey of regional/global organizations/processes</p>   |

| No   | Expected accomplishment   | Possible indicators of achievement <sup>4</sup>  | Possible methodologies   |
|--|---|--|--|
| <b>V. Data collection and dissemination</b>  |   |  |  |
| 8.   | Improved availability and scope of statistical data   | Number of reliable statistical products available on the Internet<br><br>Use of data as measured by website downloads<br><br>Level of satisfaction of internal ECE and external data users   | Review of website records<br><br>Review of website download records<br><br>Regular interviews of clients/survey of clients   |
| <b>VI. Provision of technical assistance</b> |   |  |  |
| 9.   | Increased human resource capacities in countries of EECCA <sup>5</sup> and SEE <sup>6</sup> | Number of participants successfully completing training sessions<br><br>Degree of sharing of knowledge gained from training sessions, as measured by the number of persons benefiting from this knowledge in the countries involved<br><br>Number of sectors/areas in which concrete progress was made in implementing norms, standards, procedures, classifications, guidelines, recommendations and regulations/legal instruments (impact) | Review of attendance records<br><br>Survey of participants, including ex-poste surveys<br><br>Survey of governments/review of project implementation reports and evaluations |
| 10.  | Strengthened institutional and legal frameworks in countries of EECCA and SEE               | Number of newly established or reviewed institutional structures or changes in regulations/legislation (impact)<br><br>Degree of coherence of national legislation with legal instruments (impact)   | Survey of governments/review of reports and documents<br><br>Survey of governments/review of implementation reports  |
| 11.  | Improved sectoral performance   | Number of investment or other assistance projects<br><br>Number and nature of changes (improvements/savings) introduced as a result of a technical assistance project (impact)   | Review of project records<br><br>Survey of governments/review of project implementation reports and evaluations  |

<sup>5</sup> Eastern Europe, Caucasus and Central Asia.

<sup>6</sup> South-Eastern Europe.

## Annex II

### Evaluations undertaken within the framework of the UNECE in 2002-2005

| Subprogramme                              | Title (subject) of evaluation  | Type of evaluation  | Reference/notes   |
|---|--|---|---|
| <b>Mandatory evaluations</b> <sup>7</sup> |  |   |   |
| UNECE                                     | "The State of the UNECE"   | Programmatic review at the programme level/identification of priorities /organizational recommendations   |   |
| Environment                               | 2003 Review of implementation of the Convention on Environmental Impact Assessment in a Transboundary Context  | Review of implementation by Parties based on national reports/assessment of impact/identification of priorities                                       | Adopted by the MoP in 2004; available electronically <sup>8</sup>                 |
|   | Second report on the implementation of the Convention on the Transboundary Effects of Industrial Accidents (2004)  | Review of implementation by Parties based on national reports/assessment of impact/identification of priorities/assessment of the needs-driven factor | CP.TEIA/2004/1; adopted by the CoP in 2004; available electronically <sup>9</sup> |
|   | (i) Synthesis report on the status of implementation of the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental matters; and (ii) Conclusions on the reporting process and implementation trends | Review of implementation by Parties based on national reports/assessment of impact/identification of priorities                                       | ECE/MP.PP/2005/18 and 20; available electronically <sup>10</sup>                  |
|   | 2002 Review of Strategies and Policies for Air Pollution Abatement (Convention on the Long-range Transboundary Air Pollution)  | Review of implementation by Parties based on national reports/assessment of impact/identification of future priorities                                | ECE/EB.AIR/81; available electronically <sup>11</sup>                             |
| Sustainable energy                        | Interim monitoring and evaluation report – "Energy Efficiency Investment Project Development for Climate Change Mitigation"; March 2003  | Interim evaluation  | ENERGY/WP.4/2003/6; available electronically <sup>12</sup>                        |

<sup>7</sup> Conducted mainly at the request of the GA or the Commission, at the levels of the UNECE or subprogrammes; usually by OIOS, JIU or external consultants

<sup>8</sup> <http://www.unece.org/env/eia/documents/Review%20of%20Implementation%202003.pdf>

<sup>9</sup> <http://www-dev.unece.org/env/documents/2004/teia/cp.teia.2004.1-E.pdf>

<sup>10</sup> <http://www-dev.unece.org/env/documents/2005/pp/ece/ece.mp.pp.2005.18.e.pdf>; and <http://www-dev.unece.org/env/documents/2005/pp/ece/ece.mp.pp.2005.20.e.pdf>

<sup>11</sup> [http://www.unece.org/env/eb/2002sa\\_e.pdf](http://www.unece.org/env/eb/2002sa_e.pdf)

<sup>12</sup> [http://imdis.un.org/textFiles/IS\\_1017\\_769.DOC?key=7469](http://imdis.un.org/textFiles/IS_1017_769.DOC?key=7469)

| Subprogramme                                  | Title (subject) of evaluation   | Type of evaluation  | Reference/notes   |
|---|---|---|---|
| Sustainable energy                            | Final report on project implementation – “Energy Efficiency Investment Project Development for Climate Change Mitigation”   | Evaluation of achieving project objectives/assessment of impact             | Available electronically <sup>13</sup>                                  |
|   | Final report of the of the Monitoring and Evaluation Adviser for the project – “Energy Efficiency Investment Project Development for Climate Change Mitigation”, March 2006 | Independent evaluation of achieving project objectives/assessment of impact | Available through IMDIS; 2004-2005; assessment of programme performance |
| <b>Discretionary evaluations<sup>14</sup></b> |   |   |   |
| Transport                                     | Evaluation of the activity relating to the transport of dangerous goods regulations   | Assessment of impact  |   |
|   | Evaluation of the activity relating to the World forum for harmonization of vehicle regulations   | Programmatic review at the cluster level/assessment of impact               | Available through IMDIS; 2004-2005; assessment of programme performance |
| Sustainable energy                            | Review of project implementation – “Rational and Efficient Use of Energy and Water Resources in Central Asia”   | Evaluation of achieving project objectives                                  | Available through IMDIS; 2002-2003; assessment of programme performance |
|   | External Evaluation Polls for the Energy Efficiency 21 Project Website ee-21.net – a Brief Analysis for 2003  | Review of website content and usefulness based on external views            | Available through IMDIS; 2002-2003; assessment of programme performance |
|   | External survey of the ee-21.net website  | Review of website content and usefulness based on external views            | Available through IMDIS; 2004-2005; assessment of programme performance |
|   | External evaluation of energy efficiency projects and programmes implemented by the UNECE in the Republic of Belarus  | Assessment of impact  | Available through IMDIS; 2004-2005; assessment of programme performance |
|   | Comprehensive review of the Sustainable energy subprogramme   | Programmatic review at the subprogramme level/identification of priorities  | Available through IMDIS; 2004-2005; assessment of programme performance |
|   | Evaluation of participation in annual sessions of the Committee on Sustainable Energy and its subsidiary bodies   | Assessment of attendance records  | Available through IMDIS; 2004-2005; assessment of programme performance |

<sup>13</sup> [http://www.unece.org/ie/se/docs/Final%20Report%20ECE-CIS-99-043\\_02.pdf](http://www.unece.org/ie/se/docs/Final%20Report%20ECE-CIS-99-043_02.pdf)

<sup>14</sup> Conducted mainly at the request of relevant programme/project managers, at the levels of activity, cluster of activities or subprogrammes; by programme/project managers/staff or by external consultants

| Subprogramme                              | Title (subject) of evaluation   | Type of evaluation   | Reference/notes   |
|---|---|--|---|
| Statistics                                | Evaluation of the "Trends in Europe and North America"  | Review of publication format/cost information  |   |
|   | Evaluation of intergovernmental meetings  | Assessment (survey among participants) of content and needs-driven factor/lessons learned    |   |
| Trade development                         | (i) Survey of the usefulness and implementation of UNECE trade facilitation recommendations; and (ii) Evaluation of the use of the United Nations Code for Trade and Transport Locations (UNLOCODE) | Assessment of implementation/identification of weaknesses and priorities for future work     | Available through IMDIS; 2002-2003; assessment of programme performance |
|   | International Trade Facilitation Forums in 2002 and 2003  | Assessment of content/assessment of the needs-driven factor/review of attendance records     | TRADE/2005/22; available electronically <sup>15</sup>                   |
|   | Review of the work of the Working Party on Agricultural Quality Standards   | Survey among delegations/identification of usefulness and priorities                         | Available through IMDIS; 2004-2005; assessment of programme performance |
| Timber                                    | Effectiveness and efficiency of exchange of policy relevant experience  | Assessment of success of meetings based on opinions of participants                          | Available through IMDIS; 2004-2005; assessment of programme performance |
|   | Quality of information and analysis   | Assessment of quality of outputs based on feedback from users                                | Available through IMDIS; 2004-2005; assessment of programme performance |
| <b>Programmatic reviews</b> <sup>16</sup> |   |  |   |
| Environment                               | Lessons learned from 10 years of environmental performance reviews  | Programmatic review at the cluster level/assessment of impact/lessons learned                | 2003; ECE/CEP/98  |
|   | Future UNECE Strategic Directions for the Environment   | Programmatic review at the subprogramme level/identification of priorities                   | 2003; CEP/2003/25, available electronically <sup>17</sup>               |
|   | Informal round-table discussion on the environment in a changing Europe (CEP, October 2003)   | Programmatic review at the subprogramme level/future geographical priorities and cooperation | ECE/CEP/116; available electronically <sup>18</sup>                     |

<sup>15</sup> [http://www.unece.org/trade/ctied/ctied9/trd\\_05\\_22e.pdf](http://www.unece.org/trade/ctied/ctied9/trd_05_22e.pdf)

<sup>16</sup> Some SCs (previously PSBs) carried out programmatic reviews at the levels of the subprogramme or cluster of activities, usually conducted jointly with the secretariat

<sup>17</sup> <http://www.unece.org/env/documents/2003/cep/cep.2003.25.e.pdf>

<sup>18</sup> <http://www.unece.org/env/documents/2003/ece/cep/ece.cep.116.e.pdf>

| Subprogramme  | Title (subject) of evaluation   | Type of evaluation  | Reference/notes  |
|---|---|---|--|
| Timber  | Strategic review of the programme of work (joint programme between UNECE and FAO)   | Programmatic review at the subprogramme level (regularly every 4 years)/identification of priorities/assessment of the needs-driven factor                                      | TIM/2004/7; available electronically <sup>19</sup>                             |
| Statistics  | In-depth review of the work programme of the CES  | Programmatic review of the entire work programme by element within a two-year cycle based on reports from rapporteurs and steering groups/assessment of the needs-driven factor | Reviews conducted by the Bureau and the CES, available through the CES website |
| Housing, Land Management and Population <sup>20</sup> | Review of implementation of the ECE Strategy for sustainable quality of life in human settlements in the 21 <sup>st</sup> century (adopted in 2000) | Assessment of implementation/review of extent of contributing to achieving MDGs/identification of priorities  | Available through IMDIS; 2004-2005; assessment of programme performance        |

<sup>19</sup> [http://www.unece.org/trade/timber/docs/tc-sessions/tc-62/english/TIM\\_2004\\_7.doc](http://www.unece.org/trade/timber/docs/tc-sessions/tc-62/english/TIM_2004_7.doc)

<sup>20</sup> Previously "Human Settlements"

## Annex III

### Definitions

For the purpose of this guide the following definitions are used. The majority of them are based on those contained in the UN OIOS “Glossary of Monitoring and Evaluation Terms”:

1. Relevance – the extent to which a subprogramme or cluster of activities are pertinent or significant for achieving the related objective and the extent to which the objective is significant to the problem addressed;
2. Impact – the overall effect of accomplishing specific results - changes, (whether planned or unplanned, positive or negative, direct or indirect) that a subprogramme helped to bring about;
3. Effectiveness – the extent to which an activity or cluster of activities deliver results leading to the achievement of an expected accomplishment;
4. Efficiency – a measure of how well inputs (funds, expertise, time, etc.) are converted into outputs (final products delivered by a subprogramme to end users);
5. Subprogramme – a set of clusters of activities and other related activities expected to achieve its objectives;
6. Cluster of activities – a group of activities expected to achieve an accomplishment and to contribute to achieving the objectives of the relevant subprogramme;
7. Activity – a set of individual outputs. Activities, apart from achieving their own results contribute to achieving an expected accomplishment at the level of cluster of activities;
8. Output – a final product or service delivered by an activity within a subprogramme to end-users, such as reports, publications, servicing of meetings, training, advisory, editorial, or translation services, which a cluster of activities is expected to produce in order to achieve its expected accomplishments and a subprogramme to meet its objectives;
9. Logical framework (logframe) – a management tool used to identify strategic elements of a programme (objective, expected accomplishments, indicators of achievement, outputs and inputs) and their causal relationships, as well as the assumptions and external factors that may influence success and failure. It facilitates planning, implementation, monitoring and evaluation of a programme;
10. Objective – a description of an overall desired achievement involving a process of change and aimed at meeting certain needs of identified end-users within a given period of time. A good objective meets the criteria of being impact oriented, measurable, time limited, specific and practical. The objective is set at the next higher level than the expected accomplishments;
11. Expected accomplishment – a desired outcome or result involving benefits to end-users, expressed as a quantitative or qualitative standard, value or rate. Accomplishments are the direct consequence or effect of the delivery of outputs and lead to the fulfilment of the envisaged objective;
12. Indicators of achievement – used to measure the extent to which expected accomplishments have been achieved.
13. Accomplishment account – a one to two page summary of what has been achieved in relation to an expected accomplishment in a given biennium as evidenced by data collected in relation to agreed indicators of achievement and other supporting information.