

# **Independent Evaluation Report**

**Effectiveness and impact of the  
UNECE Sustainable Energy sub-programme**

**“Review of the case studies of the application of best  
practices guidance for coal mine methane management”**

**Geneva**

**October 2017**

# Evaluation

**Systematic process to review and analyze  
processes and results, to generate  
knowledge**



# Assessment following Evaluation Criteria

**Relevance** >> **Excellent!**

**Effectiveness** >> **Partly Satisfactory** (-results measurement!)

**Efficiency** >> **Partly Satisfactory**

**Sustainability** >> **Excellent!**

# Strategic Recommendations

**Recommendation 1:** The sustainable Energy Division should continue using the mixed **technical-political** approach: the technical level brings together state-of-the-art knowledge, while the political dialogue can stimulate the politics in the UNECE member States to intensify the adoption of the best practices in coal mine industry. For the Division, the GoE on CMM brings tangible results and an added value, strengthening the position of the Secretariat.

This recommendation will play an even stronger role in the context of SDGs. It is also likely to gain importance as the biggest coal extracting countries become increasingly open and interested in adopting the best standards in safety and environmental protection.

# Strategic Recommendations

**Recommendation 2:** The GoE should **generate more knowledge** applicable to broader extraction industry, in order to sustain the results, given the excellent relevancy and sustainability. This recommendation applies provided that a draft Work Plan of the Group of Experts for 2018-2019, and the GoE's request for extension of its mandate is approved during the twenty-sixth session of the Committee on Sustainable Energy.

The mandate extension should encompass work on the **transition** of traditional mining companies **to become integrated service companies**. It should also explore the impact this transition might have on the contributions of the energy sector on sustainable development and possible formal adoption and implementation of the standards. (Recommendation 8 lists several stakeholders to be consulted in this process)

# Strategic Recommendations

**Recommendation 3:** It is recommended to employ a **network of “champions”** to lead the work on implementing the recommendations created by GoE, a practice frequently observed in policy making. The “champions” would be key political figures in governments of UNECE member States, advocating for legislative changes, eventually involving the mining companies in setting national industry standards;

**Recommendation 4:** Given the raising importance of the private sector for sustainable development (also enshrined in the SDGs), the Division and GoE should frame ways to **involve the private sector** in enhancing the results of their activities. The partnerships with the private sector could pave the way to adopt (voluntary) industry standards, could further facilitate the knowledge transfer, and could augment extra-budgetary resources.

# Operational Recommendations

**Recommendation 5:** Strengthen internally the Secretariat to enable **constant and predictable support services to the GoE.** This would require a multi-level approach: Staffing, Resourcing, and Strategic Partnerships.

# Operational Recommendations

**Recommendation 6:** The GoE should initiate a process to establish agreed **measuring standards** related to its work: incidents / explosions statistics and reporting, measure capture and commercial use of methane, measure the GHG emission reductions; and common evaluation methodologies for all fossil sources of energy.

This task has two constraints: a) this type of information is under direct control of safety and environmental bureaus and agencies resident in the member States, and their reliability and comparability would be a challenge; and b) it would be difficult to establish a direct attribution of the GoE's activities to the final results – number of accidents or quantity of emissions; rather it would be a contribution to achieving set targets.

The **shift** from **output oriented measuring to outcomes indicators** will support the Division and the Group of Experts in presenting more convincingly the results of their work, especially given the international rhetoric related to results based management and the raising importance of the private sector in sustainable development.

# Operational Recommendations

**Recommendation 7:** As an emerging practice , consider creating a **“Training of Trainers” program** implemented through the ICEs, to expand the knowledge base and specialist community (ideally also involving an academic program, or even creating specialized studies at higher education level). This approach should also consider elements of integrating capacity building measurement and reasonable ways of integrating **results measurement** into future projects.

# Operational Recommendations

**Recommendation 8:** To maximise sustainability, consider a more focused **engagement** with technical community, policy makers in UNECE member States, other UN System organizations, financial markets, private sector, NGOs. It is important to bring all stakeholders to **dialogue**, to establish common action plan and to create the legal frameworks within the UNECE member States. For the European Union Member States, it would make sense to create a strategic partnership / technical involvement of the EU bodies responsible with energy resources, to include best practices in the national legislation.

# Operational Recommendations

**Recommendation 9:** It is advisable for the Division to include a stronger **Results Based Management approach** when creating project documentation and reports. This would make the results easily understandable to stakeholders, thus increasing credibility and evaluability. In turn, the future evaluations will have a stronger internal and external validity.

# Q&A

**Thank you!**

**Geneva**

**25<sup>th</sup> of October, 2017**