



**Evaluation of UNDA Project 1617X**  
**“Sustainable Energy for All (SE4All) in Eastern Europe, the  
Caucasus and Central Asia”**

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## Acronyms

BEA	Building Efficiency Accelerator
BP	British Petroleum
CPI	Cost Performance Index
DAC	Development Assistance Committee
DESA	Department of Economic and Social Affairs
DTU	Technical University of Denmark
EA	Expected Accomplishment
EU	European Union
GA	General Assembly
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEF	Global Environment Facility
IEA	International Energy Agency
IEE	Intelligent Energy Europe
IREA	International Renewable Energy Agency
KII	Key Informant Interview
LoE	Level of Effort
MW	Megawatt
NSEAP	National Sustainable Energy Action Plan
OECD	Organization for Economic Co-operation and Development
PV	Photovoltaics
RPTC	Regular Programme of Technical Cooperation
SA	Statistics Austria
SDG	Sustainable Development Goal
SED	Sustainable Energy Division
SE4All	Sustainable Energy for All
Solar PV	Solar Power
StrA	Strategic Area
ToC	Theory of Change
ToR	Terms of Reference
UDHR	Universal Declaration of Human Rights
UN	United Nations
UNDA	United Nations Development Account
UNDESA	United Nations Department of Social and Economic Affairs
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNECE	United Nations Economic Commission for Europe
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNECOSOC	United Nations Economic and Social Council
WRI	World Resource Institute

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## I. Executive Summary

1. The evaluation of the project “Sustainable Energy for All (SE4All) in Eastern Europe, the Caucasus and Central Asia” (hereinafter “the Project”) was carried out by an external evaluator in September – December 2019. The Project was implementing from June 2016 through December 2019 and covered five beneficiary countries, the member States of the United Nations Economic Commission for Europe (UNECE): Azerbaijan, Belarus, Georgia, Kazakhstan, and Kyrgyzstan. It was financed from the United Nations Development Account (UNDA) and had a total budget of USD 564,000. The Project’s implementation involved a three-month annual Level of Effort (LoE) of P5 level staff and a month and a half annual LoE of G6 level staff in 2017- 2019.

2. Pursuant to the Terms of Reference (ToR) of the evaluation (Annex 1), the evaluation was conducted in accordance with the Development Assistance Committee’s (DAC) criteria for evaluating development projects and programs: relevance, effectiveness, efficiency, and impact. The evaluation covered the full duration of the Project and resulted in the following key findings and conclusions:

- A. The Project was developed following the resolution of the UN General Assembly on the “*Decade of Sustainable Energy for All*” in consultation with the member States and was relevant to a great extent with respect to the objective of the UNECE to support member States in achieving sustainable energy.
- B. The Project was jointly implemented by two Regional Commissions (RC) consistent to a great extent with the strategic priorities of both RCs, the UNECE (Sub-programme 5 “Sustainable Energy”) and the UNESCAP (Sub-programme 4: “Environment and Development”).
- C. The Project was in line with the Paris Agreement and the 2030 Agenda for Sustainable Development and greatly benefited the targeted countries and other member States through knowledge-sharing and capacity-building initiatives.
- D. The Project’s documents lacked a framework for conducting a structured analysis of the progress made with respect to EAs. It lacked detailed monitoring and evaluation planning. Its logical framework demonstrated a certain misconception about concept of the logical framework as well as outcome and output indicators to be used to measure the results of the activities.
- E. The Project demonstrated a reasonable focus on gender mainstreaming and human rights dimensions. It applied a non-discriminatory and equal rights-based approach to benefit both female and male experts, although the gender disparity among the experts and workshop participants was caused by exogenous factors beyond the UNECE’s control.
- F. The financial and human resources allocated to the Project’s activities and the sequencing thereof were adequate and sufficient for the achievement of the Project’s results. The timeline of separate activities of the Project was affected by external factors such as those associated with administrative regulations and data availability at the national levels.
- G. The Project has two-dimensional multiplier effect potential. Firstly, the methodology can be replicated in neighboring countries, and doing so could establish a coherent

regional sustainable energy framework. Secondly, sustainable energy (advanced at a regional level) serves as a driver for achieving the 2030 Agenda at regional level.

3. The table (Table 1) below demonstrated overall progress of the Project's activities in achieving its results.

**Table 1: The Project Outputs: Progress Reported**

The Project Activity	Status
<b>Activity 1.1:</b> A baseline review of sustainable energy data in each beneficiary country in order to assess the existing gaps in data collection.	Completed
<b>Activity 1.2:</b> Two sub-regional trainings to the national officials and experts responsible for sustainable energy data collection.	Completed
<b>Activity 2.1:</b> Identification of best practices on sustainable energy for each beneficiary country.	Completed
<b>Activity 2.2:</b> Multi-stakeholder consultations with the participation of national officials/experts, UNECE, UNESCAP, UNDESA, SE4ALL secretariat and others.	Completed
<b>Activity 2.3:</b> Development of a National Sustainable Energy Action Plan (NSEAP) for each beneficiary country.	Completed
<b>Activity 2.4:</b> A final validation workshop on the National Action Plans for sustainable energy for each beneficiary country.	Completed

*Source: The Project Reports, 2019, UNECE.*

4. Overall, the revision of the Project's design document and the accomplishments verified that the Project was eligible to the highest rating across two DAC criteria, relevance, effectiveness, and efficiency. The sustainability the Project's achievements are subject to external factors (Table 2).

**Table 2: Criteria Rating Matrix**

DAC Criterion	Ranking <sup>1</sup>
Relevance	5
Effectiveness	5
Efficiency	5
Sustainability	3

5. The evaluation resulted in the following recommendations:

- A. Continue building the capacity of the member States through technical workshops on the topics requested in the course of the evaluation, including workshops on improving statistical data for sustainable energy.
- B. Assist the targeted countries with taking practical steps towards adopting and implementing the NSEAPs at national level and encourage nearby countries to replicate the results.

<sup>1</sup> 5 – very good, 4 – good, 3- adequate, 2 – poor, 1 – unacceptable.

- C. Encourage neighboring countries to share information, with the member States and broader audience, of progress made and results achieved with regard to the adoption and implementation the NSEAPs.
- D. Address the sustainable energy implementation practices from both top-down and bottom-up approaches and continue cooperation not only with other UN agencies and top-level decision-makers in the sustainable energy agenda, but also engage the stakeholders representing local governance entities to share their real-case experience and practical guidance in implementing NSEAPs.
- E. Continue raising the awareness of the member States about the gender mainstreaming and human rights dimensions in the energy sector through workshops and presentations and introduce gender-responsive indicators and targets to measure and report the progress made regarding the gender mainstreaming agenda.
- F. Ensure that new projects have detailed monitoring and evaluation plan developed and incorporated into the projects' documents along with properly design logical framework and S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, Time-bound) indicators and timelines of individual activities to be implemented.

## II. Background

6. The current document presents the evaluation report of the project “Sustainable Energy for All (SE4All) in Eastern Europe, the Caucasus and Central Asia”. The Project was jointly implemented by the United Nations Economic Commission for Europe (UNECE) and the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) in cooperation the United Nations Department of Social and Economic Affairs (UNDESA). The Project’s implementation involved a three-month LoE of P5 and a month and a half LoE of G6 level staff of the UNECE annually in 2017-2019.

7. Overall, The Project aimed to strengthen the national capacities of economies in transition to develop NSEAP in the context of Sustainable Development Goal (SDG) 7 of the 2030 Agenda for Sustainable Development. Its implementation began in June 2016 and was scheduled to be completed in December 2019. The Project targeted five member States of the UNECE: Azerbaijan, Belarus, Georgia, Kazakhstan, and Kyrgyzstan. The Project’s beneficiary countries were selected to ensure the representation from Eastern Europe, the Caucasus, and Central Asia.

8. The main objectives or expected accomplishments (EAs) of the Project were as follows:

- Improved national capacity for data collection and monitoring of progress on energy related Sustainable Development Goals (SDGs); and
- Strengthened national capacities to develop national action plans for sustainable energy based on the best international practices.

9. The Project incorporated the following six main activities:

- **Activity 1.1:** A baseline review of sustainable energy data in each beneficiary country in order to assess the existing gaps in data collection;
- **Activity 1.2:** Two sub-regional trainings to the national officials and experts responsible for sustainable energy data collection;
- **Activity 2.1:** Identification of best practices on sustainable energy for each beneficiary country;
- **Activity 2.2:** Multi-stakeholder consultations with the participation of national officials/experts, UNECE, UNESCAP, UNDESA, SE4ALL secretariat and others;
- **Activity 2.3:** Development of a National Action Plan for each beneficiary country; and
- **Activity 2.4:** A final validation workshop for the National Action Plans for sustainable energy for each beneficiary country.

10. The Project was financed from the United Nations Development Account (UNDA) and had a total budget of USD 564,000. Its evaluation was commissioned by the United Nations Economic Commission for Europe (UNECE).

## III. Purpose, Scope and Methodology of the Evaluation

11. The purpose of this evaluation is to review the implementation of the Project activities and to assess the extent to which the objectives of the Project have been achieved so far.

12. The key objectives of this evaluation are as follows:

- (a) To assess the relevance and effectiveness of the Project’s design and implementation;
- (b) To gauge the results achieved by the Project;



- (c) To analyze the efficiency of the processes adopted in pursuit of the objectives of the Project;
- (d) To estimate the degree to which the Project's outputs will be sustained and potentially replicated in the future; and
- (e) To obtain recommendations on how gender mainstreaming and human-rights aspects were considered and incorporated in the course of the Project's design and implementation.

13. In order to develop an effective evaluation methodology, the evaluator reconstructed the logical framework of the Project (Annex 2) and its Theory of Change (ToC) (Annex 3).

## A. Methodology

14. The evaluation methodology was developed in compliance with the UNECE Evaluation Policy and the revised 2016 United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation.

15. The evaluation applied a participatory approach by including all relevant stakeholders in the evaluation process to achieve a high level of ownership of the evaluation output. The evaluation used a range of data collection techniques such as key stakeholder interviews, surveys, site observations and structured document analysis (including financial and non-financial data analysis). Quantitative and qualitative analyses of information was conducted with particular attention given to the cross-validation of data. Data were collected through different methods including document review (Annex 7), online mini-surveys, meetings, and key informant interviews (KIIs) with the representatives of the UNECE and the UNESCAP, industry experts and representatives of relevant private and public organizations. The evaluator made sure that its assessments were objective and balanced, that its findings were accurate and verifiable, and that its recommendations were realistic.

16. Overall, the evaluation consisted of three main phases: the inception phase; the fieldwork phase; and the reporting phase. *During the inception phase*, the evaluator:

- a. Reviewed relevant documentation (primary and secondary data and project papers);
- b. Carried out an inventory of the Project's activities;
- c. Defined the list of internal and external stakeholders;
- d. Developed the evaluation framework and data collection tools such as mini-survey and interview protocols;
- e. Finalized the sampling, data-gathering strategies and the evaluation timeframe; and
- f. Prepared the inception report for the evaluation.

17. The Annex 4 presents the evaluation matrix, prepared at the inception phase of the evaluation, along with the sources of information (e.g. the clusters of key stakeholders to be reached out in the course of this evaluation) and the relevant data gathering methods (i.e. interviews or online mini-surveys).

18. *During the fieldwork phase* the evaluator took necessary measures to ensure adequate interaction and consultation with different internal and external stakeholders in a participatory manner. The evaluator used the most reliable and appropriate sources of information and will triangulate (cross-validate) primary and secondary data (relevant studies produced by other donors, technical and financial reports of the Project, planning and monitoring documents, reviews, and studies).

19. During the fieldwork phase the evaluator conducted in-person and phone/skype interviews with the selected key stakeholders (Annex 5) and distributed online questionnaires national and international experts and the participants of the workshop and trainings organized within the framework of the Project: two sub-regional trainings conducted project in Kazakhstan and Georgia in 2017, and the final validation workshop which took place within the framework of the 6<sup>th</sup> Session of the Group of Experts on Energy Efficiency during the 10<sup>th</sup> International Forum on Energy for Sustainable Development in Thailand in 2019. The evaluator also attended the validation workshop in Bangkok, Thailand, and conducted in-person interviews with the selected key stakeholders to obtain in-depth information on the Project's accomplishments.

## B. Key Evaluation Questions

20. The evaluation applied the criteria of relevance, efficiency, effectiveness, and sustainability introduced by the Organization for Economic Co-operation and Development (OECD)<sup>2</sup>. Gender and human rights aspects were addressed throughout the evaluation with an appropriate methodology and evaluation questions. The evaluation also heeded partnership and coordination practices among the relevant stakeholders and will assess how similar projects can be institutionalized and replicated in other contexts/countries.

21. The evaluation was designed to provide answers to key questions listed below, to assess whether the Project delivered the optimal outcomes in the most efficient way, and to identify key lessons learned in the process:

### **Relevance:**

1. Was the project relevant to the objective of UNECE to support member States in achieving sustainable energy?
2. To what extent were the activities consistent with global and regional priorities and the programme of work of the UN Regional Commissions?
3. How relevant was the collaboration with other entities in the UN system and other international organizations?
4. To what extent did the Project respond to the priorities and needs of the beneficiary countries? How relevant was it to the target groups' needs and priorities?
5. Was the project design and implementation appropriate for meeting the project's objective?
6. Did the project apply gender and rights-based approaches in the design, implementation and results of the activities?
7. Did UNECE advocate for gender equality in this area of work?

### **Effectiveness:**

8. Did the project achieve the results expected during the project design in terms of the planned activities, outcome, and impact?
9. What value has UNECE's efforts added in this area of work?
10. What were the challenges/ obstacles to achieving the activities objective and expected accomplishments?
11. To what extent are the outputs consistent with and relevant to the overall objective and expected accomplishments?

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<sup>2</sup> Organization for Economic Co-operation and Development – Development Assistance Committee (OECD – DAC).

**Efficiency:**

12. Did the project achieve its objectives within the anticipated budget and allocation of resources?
13. How could the use of resources be improved? Would you propose any alternatives to achieve the same results? If yes, which ones?
14. Were the activities implemented according to the planned timeframe?
15. Were the activities implemented in the required sequence needed to ensure the greatest impact of the project?
16. Were the resources sufficient to achieve the intended outcomes?
17. How does the project compare with other similar efforts from other actors in the UN System (if any)?

**Sustainability:**

18. How is the stakeholders' engagement likely to continue, be scaled up, replicated or institutionalized?
19. To what extent do the partners and beneficiaries 'own' the outcomes of the work?
20. To what extent are the objectives of the activity still valid? How can the activity be replicated in the UNECE region or in other regions?

**C. Evaluation Limitations**

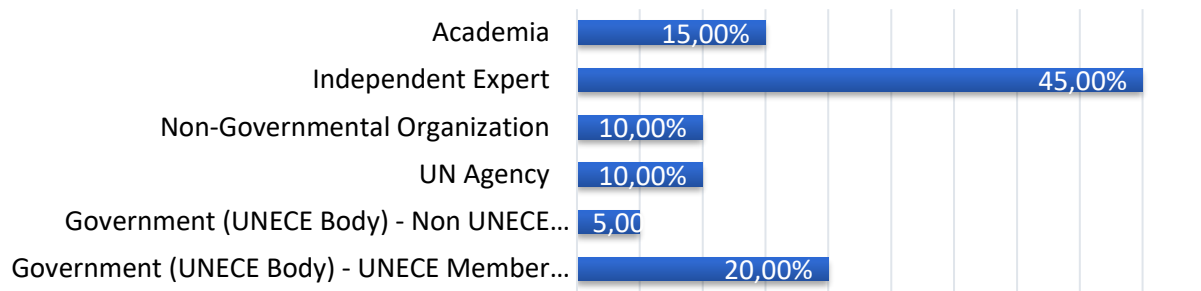
22. There are several inherent limitations in the design of this evaluation:
  - The LoE of the UNECE staff was reported on the basis of rough estimates provided by the UNECE personnel;
  - No information is available on the LoE of the UNECE staff for 2016;
  - No information was available on the UN DESA staff involved in the design stage of the Project. Therefore, the role of the UN DESA and its contribution to the Project was assessed through the prism of its personnel participating in the technical workshops organized within the framework of the Project in 2017; The UNECE personnel involved in the design stage of the project was not available for the interview during the fieldwork/data-gathering phase of the evaluation, therefore, certain aspects related to the design of the so-called logical framework presented in the Project's document remained unclear.

**D. The Evaluation Audience and Key Stakeholders Surveyed**

23. Primary users of the evaluation results are the staff of the UNECE and UNESCAP. The secondary audience of this evaluation is expected to be the relevant stakeholders of the Project's beneficiary countries: Azerbaijan, Belarus, Georgia, Kazakhstan, and Kyrgyzstan. In addition, the evaluation will be available online for all 193 Member States of the UN. In addition, the report will be presented to the United Nations Economic and Social Council (UN ECOSOC) together with a biennial reporting on overall UNDA results.

24. In total, the evaluator reached out to 123 independent experts and the participants of the workshops organized within the frameworks of the Project and interviewed 17 subject-matter experts. The chart below (Figure 1) presents a breakdown of primary stakeholders surveyed in the course of the evaluation.

**Figure 1: Primary Stakeholders Surveyed**



*Source: Evaluation Dataset, 2019.*

25. The response rate on online mini-survey was about 16 % (20 out of 123). The survey was answered by 80% (16 out of 20) male and 15 % (3 out of 20) were female respondents. One of the respondents preferred not answering the gender related question of the survey.

## IV. Evaluation Findings

26. This chapter presents an analysis of the Project's results through the prism of Development Assistance Committee's (DAC) criteria for evaluating development assistance programs. Specifically, these criteria are relevance, effectiveness, efficiency, and sustainability.

### A. Relevance

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**Finding 1:** The Project was developed following the resolution of the UN General Assembly on the "*Decade of Sustainable Energy for All*" in consultation with the member States. The Project was pursuant to SDG 7 of the 2030 Agenda for Sustainable Development and reflected the EAs of relevant sub-programmes of the UN Biennial Programme Plan and Priorities for 2016-2017 and 2018-2019.

**Finding 2:** The Project was jointly implemented by two RCs (the UNECE and the UNESCAP) in cooperation with the Statistics Division of the UNDESA. The RCs also solicited cooperation with international organizations outside the UN system. The Project's beneficiaries and external experts highly valued the contribution of the representatives of all participating parties.

**Finding 3:** The vast majority of the stakeholders confirmed that the Project was highly relevant to the needs and priorities of their country or region. The Project was in line with the Paris Agreement and the 2030 Agenda for Sustainable Development. The targeted countries submitted an official support letters to the UNECE confirming their interest in the Project.

**Finding 4:** The Project's design document clearly outlined its goal, objectives and the role of each RC, although the indicators lacked specificity and the monitoring and evaluation sections were limited and/or generic; neither indicators nor activities were time-bound. The Project's implementation results were consistent with the outputs framed at the design stage.

**Finding 5:** Gender- and rights-based approaches were reflected in the NSEAPs developed for the targeted countries. There was a notable gender imbalance in terms of the Project's experts and beneficiaries, with women underrepresented.

**Finding 6:** The gender parity themes were addressed at the UNECE's 28th Session of the Committee on Sustainable Energy, conducted in Geneva, Switzerland (in September 2019) and at the 10th International Forum on Energy for Sustainable Development, jointly organized by five RCs and the Ministry of Energy of the Kingdom of Thailand, conducted in Thailand (in October 2019).

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#### A.1 Relevance to the Objectives and Programme of Work of Regional Commissions

27. In 2012, the United Nations General Assembly (GA) declared the period of 2014-2024 as the "Decade of Sustainable Energy for All." The resolution of the GA was developed on the

basis of the increasing interest of member States in energy issues and has encouraged these States to refine their efforts in making universal access to sustainable modern energy a priority. Pursuant to its ToR<sup>3</sup>, the UNECE, mandated to facilitate greater economic integration and cooperation among its 56 member States and to promote sustainable development and economic prosperity, works pursuant to the policies of the UN. The main strategic areas (StrA) of the UNECE contributes to 11 of the 17 SDGs (Table 3).

**Table 3: The UNECE's Contribution to SDGs<sup>4</sup>**

UNECE Strategic Areas	UNECE Coverage of SDGs
<b>StrA 2:</b> Reducing environmental pressures and using resources more sustainably.	Goal 3: Good Health and Well Being
Promotes women's economic empowerment and mainstreaming of gender equality in all its activities	Goal 5: Gender Equality
<b>StrA 2:</b> Reducing environmental pressures and using resources more sustainably.	Goal 6: Clean Water and Sanitation
<b>StrA 1:</b> Improving connectivity within the region. <b>StrA 2:</b> Reducing environmental pressures and using resources more sustainably. <b>StrA 3:</b> Contributing to creating more dynamic and resilient economies.	Goal 7: Affordable and Clean Energy
<b>StrA 1:</b> Improving connectivity within the region. <b>StrA 3:</b> Contributing to creating more dynamic and resilient economies.	Goal 8: Decent Work & Economic Growth
<b>StrA 1:</b> Improving connectivity within the region. <b>StrA 3:</b> Contributing to creating more dynamic and resilient economies.	Goal 9: Industry, Innovation & Infrastructure
<b>StrA 1:</b> Improving connectivity within the region. <b>StrA 3:</b> Contributing to creating more dynamic and resilient economies.	Goal 11: Sustainable Cities and Communities
<b>StrA 2:</b> Reducing environmental pressures and using resources more sustainably	Goal 12: Responsible Production & Consumption
<b>StrA 1:</b> Improving connectivity within the region; <b>StrA 2:</b> Reducing environmental pressures and using resources more sustainably. <b>StrA 3:</b> Contributing to creating more dynamic and resilient economies.	Goal 13: Climate Action
<b>StrA 2:</b> Reducing environmental pressures and using resources more sustainably	Goal 15: Life on Land
<b>StrA 1:</b> Improving connectivity within the region. <b>StrA 2:</b> Reducing environmental pressures and using resources more sustainably. <b>StrA 3:</b> Contributing to creating more dynamic and resilient economies.	Goal 17: Partnership for the Goals

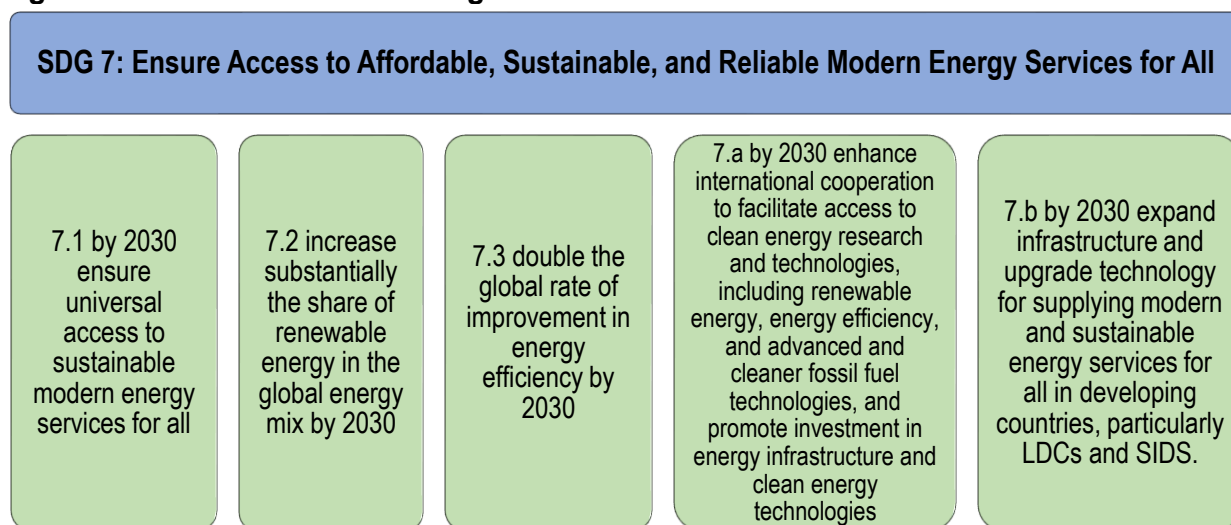
28. The Sustainable Energy Division (SED) of the UNECE directly contributes to SDG 7 (Figure 2) of the 2030 Agenda for Sustainable Development Goals (SDGs) and works with

<sup>3</sup>Section (a), Paragraph 1, page 1, Terms of Reference of the Commission, [https://www.unece.org/fileadmin/DAM/oes/mandate/Commission\\_Rev5\\_English.pdf](https://www.unece.org/fileadmin/DAM/oes/mandate/Commission_Rev5_English.pdf).

<sup>4</sup> <http://www.unece.org/sustainable-development/sdg-priorities.html>.

countries and stakeholders to attain clean and sustainable energy through implementing projects in relevant areas.

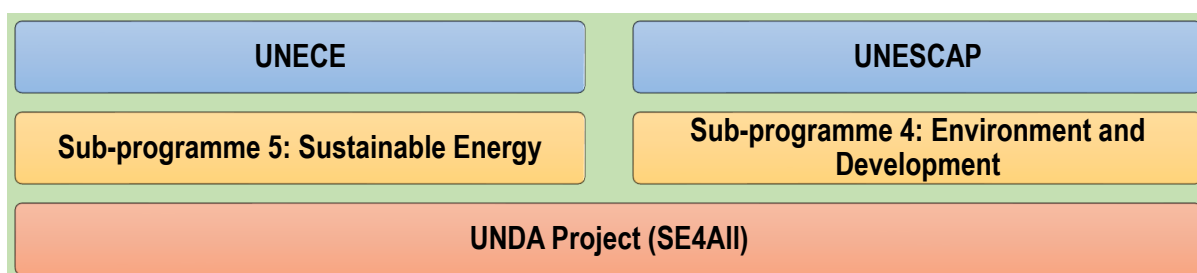
**Figure 2: SDG 7 and Relevant Targets**



Source: <https://sustainabledevelopment.un.org/sdgs>

29. The reconstructed ToC (Annex 3) demonstrated that the Project’s primary contribution to SDG 7 and secondary contribution to SDG 3 (Good Health and Well-being), SDG 5 (Gender Equality), SDG 9 (Industry, Innovation and Infrastructure), SDG 11 (Sustainable Cities and Communities), SDG 13 (Climate Action) and SDG 17 (Partnerships for the Goal). Furthermore, the revision of the UN’s planning documents (the Biennial Programme Plan and Priorities for the Period 2016-2017 and 2018-2019) verified that the Project’s goal and EAs fell under the EAs of sub-programme 5 (Sustainable Energy) of the UNECE operations and sub-programme 4 (Environment and Development) of the UNESCAP operations (Figure 3).

**Figure 3: Linkage between the Project and Relevant Sub-programmes**



Source: UN Biennial Programme Plan and Priorities for the Period 2016-2017 and 2018-2019 and the Project’s Document.

30. More specifically, two EAs of the Project fall under two out of three EAs of sub-programme 5 (Sustainable Energy) which is administered by the UNECE (Table 4).

**Table 4: Linkage between EAs of the Project and UNECE's Sub-programme 5**

EAs of the Project	EAs of Sub-programme 5
Improved national capacity for data collection and monitoring of progress on energy related sustainable development goals.	Improved policy dialogue and cooperation among all stakeholders on sustainable energy issues, in particular energy efficiency, cleaner electricity production from fossil fuels, renewable energy, coal mine methane, mineral resource classification, natural gas and energy security
Strengthened national capacities to develop national action plans for sustainable energy based on the best international practices.	Increased awareness of the role of energy efficiency and renewable energy in achieving sustainable energy development
	Strengthened implementation of ECE recommendations/guidelines, best practices and other normative instruments for sustainable energy development

Source: UN Biennial Programme Plan and Priorities for the Period 2016-2017 and 2018-2019 and the Project's Document.

31. Programme 16<sup>5</sup> of the UN's planning documents<sup>6</sup> covered in the aforementioned planning documents is implemented by the UNESCAP, aiming to facilitate the advancement of economic, social and environmental dimensions in the countries of the Asia-Pacific region. Sub-programme 4 (Environment and Development) of Programme 16 is focused on improving policies for integrating environment into development, management of energy and water resources and urban development. The UNESCAP tracks changes through three relevant EAs of sub-programme 4 (Table 5).

**Table 5: Linkage between EAs of the Project and UNESCAP's Sub-programme 4**

EAs of the Project	EAs of Sub-programme 4
Improved national capacity for data collection and monitoring of progress on energy related sustainable development goals.	Enhanced understanding by local and national government officials and other stakeholders of means of aligning environment and development policymaking and energy security, water resources management and urban development policies, including their gender dimensions, with the development agenda beyond 2015 (as and when approved by the General Assembly) and the sustainable development goals
Improved national capacity for data collection and monitoring of progress on energy related sustainable development goals.  Strengthened national capacities to develop national action plans for sustainable energy based on the best international practices.	Improved capacity of local and national governments and major stakeholders to operationalize environment and development policymaking and energy security, water resources management and urban development policies, including their gender dimensions, in the context of the development agenda beyond 2015 (as and when approved by the General Assembly) and the sustainable development goals

<sup>5</sup> Economic and Social Development in Asia and the Pacific.

<sup>6</sup> UN Biennial Programme Plan and Priorities for the Period 2016-2017 (A/69/6/Rev.1) and 2018-2019 (A/71/6/Rev.1).



	Enhanced regional cooperation frameworks and networks of local and national governments and major stakeholders with respect to environment and development policymaking and energy security, water resources management and urban development policies, including their gender dimensions
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Source: UN Biennial Programme Plan and Priorities for the Period 2016-2017 and 2018-2019 and the Project's Document.

## A.2 Collaboration with International Organizations

32. Four out of the five beneficiary countries of the Project are listed as member States of two RCs, namely the UNECE and the UNESCAP (Table 6). It served as a prerequisite for collaboration between the RCs. Furthermore, the RCs established cooperation with the Statistics Division of the UNDESA, and with the Copenhagen Centre on Energy Efficiency<sup>7</sup> to benefit from their expertise and to avoid any duplication.

**Table 6: Geographic Intersection of the UNECE and UNESCAP**

UNECE Geographic Coverage	UNESCAP Geographic Coverage
Azerbaijan	Azerbaijan
Belarus	
Georgia	Georgia
Kazakhstan	Kazakhstan
Kyrgyzstan	Kyrgyzstan

Source: UNECE and UNESCAP Data.

33. The stakeholders interviewed in the course of this evaluation highly valued the contribution of the representative of the Statistics Division of the UNDESA as well as other key experts from the International Energy Agency (IEA), British Petroleum (BP), Statistics Austria (SA), and others. The presentations were delivered during two training sessions organized in 2017 in Kazakhstan and Georgia on the role of energy statistics in achieving sustainability, the statistical methods of data collection, verification, aggregation and reporting, as well as statistical indicators relevant to monitoring sustainability energy development. The key stakeholders interviewed in the course of the evaluation highlighted that further support is required to strengthen the capacity of the member States in generating statistical data to measure sustainable energy and to improve the quality of sustainable energy statistics.

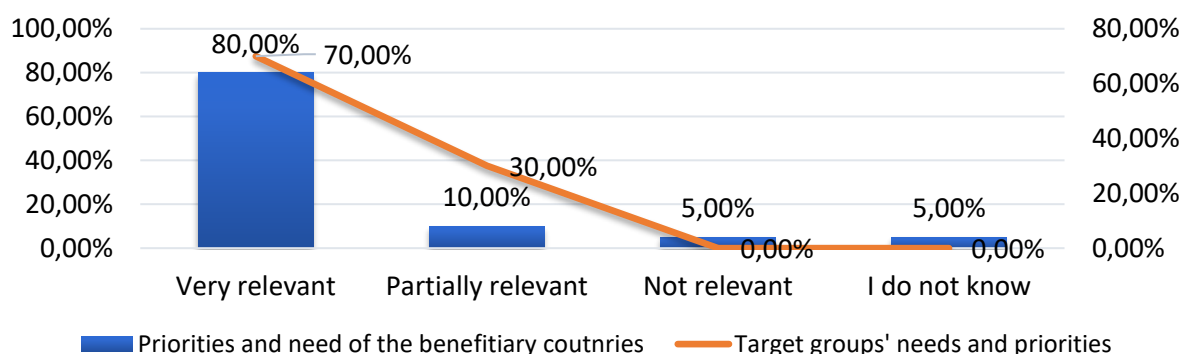
## A.3 Relevant to Needs and Priorities of Beneficiary Countries

34. The mini-survey completed by the direct beneficiaries and consultants of the Project revealed that the majority of the respondents confirmed that the Project was highly relevant to the needs and priorities of their country or the surrounding region (16 out of 20, about 80%) and even more so to the target groups' needs and priorities (14 out of 20, about 70%). In the meantime, 30 % (6 out of 20) and 10% (2 out of 20) agreed that the Project was partially relevant to the needs and priorities of their country or the region and to the target groups' needs and priorities, respectively (Figure 4). According to key stakeholders, the beneficiary countries were selected to ensure the inclusion of diverse energy profiles (energy production,

<sup>7</sup> The Copenhagen Centre on Energy Efficiency is institutionally part of the UN Environment collaborating centre operating under a tripartite agreement between UN Environment, the Danish Ministry of Foreign Affairs and the Technical University of Denmark (DTU).

consumption and transit countries)<sup>8</sup> and the geographic representations of Eastern Europe, the Caucasus, and Central Asia.

**Figure 4: Survey Responses on the Relevance of the Project’s Activities**



Source: Evaluation Dataset, 2019.

35. The stakeholders highlighted that the project was very relevant in several aspects: it provided background information to assist further research of energy-efficiency challenges and technologies; it provided support for regional decision-making on energy efficiency and the sustainable energy agenda; and it helped to identify best practices on sustainable energy. It was also noted that one of the beneficiary countries is in process of developing a new policy paper on energy sector. Therefore, an action plan on sustainable energy was produced in due time to be considered and integrated into the document.

36. Over 38% of responses pointed out the benefits of the final validation workshop for the National Action Plans, conducted in Bangkok, Thailand in October 7-8, 2019. The beneficiary countries noted the relevance of the action plans in relation to sustainable energy developed within the Project and the importance of meeting and engaging in consultations with the UNECE’s staff working on the sustainable energy agenda. The stakeholders interviewed also highlighted that the development of the action plans on sustainable energy was in line with the Paris Agreement<sup>9</sup> and the 2030 Agenda for Sustainable Development. Furthermore, the revision of national policy papers and strategic documents validated the feedback of stakeholders about sustainable energy issues being among the top priorities of the beneficiary countries.

37. Thus, in 2011, the President of the Republic of Azerbaijan issued an order “On the development of the State Strategy on use of alternative and renewable energy sources in the Republic of Azerbaijan for 2012-2020.” Following this decree, the State Agency on Alternative and Renewable Energy Sources developed a national strategy on the use of alternative and renewable energy sources in the Republic of Azerbaijan for the 2012–2020 period, which was endorsed by relevant stakeholders. One of the main objectives of the order and the strategy itself was to create a sustainable energy system in the country.

38. The Law on Electricity and Natural Gas, enforced in 1997, was the main piece of legislation regulating Georgia’s energy sector. In 2006, the country adopted its first energy

<sup>8</sup> “Azerbaijan and Kazakhstan are Energy-Rich Countries, Belarus is an Energy Importer, Georgia is an Important Energy Transit Country, and Kyrgyzstan is Looking to Diversify its Economy and has Significant Potential for Renewable Energy Development other than Hydropower”, Page 2, Project Document Template 10<sup>th</sup> Tranche of the Development Account, UNECE, December 2019.

<sup>9</sup> The agreement signed in 2016 with the United Nations Framework Convention on Climate Change (UNFCCC). It deals with mitigation adaptation and finance of greenhouse gas emissions.

policy document “Main Directions of the State Energy Policy of Georgia” which outlined the utilization of the country’s local indigenous renewable energy sources as a major element in the development of Georgia’s energy sector. In 2013, the country adopted the social-economic development strategy of Georgia “Georgia 2020” which highlighted that the energy efficiency agenda and the enhancement of relevant legislative mechanisms would be pursued in accordance with international and European norms in order to preserve the country’s energy resources. The signing of the Association Agreement with the European Union and the country’s application for full membership of the Energy Community, which has a mission of creating an integrated and sustainable pan-European energy market, created an impetus for the advancement of policy reforms in the energy sector and the development of a national action plan for sustainable energy.

39. The Republic of Belarus adopted a number of legal acts and policies relevant to sustainable energy. In 2009, the country became a member of the International Renewable Energy Agency (IREA) and adopted the Law on Renewable Energy. The National Energy Saving Programme 2011-2015 (adopted in 2010) was aimed at deploying alternative and renewable energy sources and increasing energy efficiency in all sectors. In 2015, the Council of Ministers of the Republic of Belarus approved the Concept of Energy Security of the Republic of Belarus, which, inter alia, highlighted the importance of the country’s integration into the global energy system and developing international cooperation with the Eurasian Economic Union, the EU and leading energy organizations, such as the IEA and the International Uranium Enrichment Center.

40. The Green Energy Concept of Kazakhstan, adopted in 2013, points to energy-saving and energy-efficiency approaches and set a target of decreasing the energy intensity<sup>10</sup> of Gross Domestic Product (GDP) by 10 percent by 2015, and by 25 percent by 2020 compared to the 2008 baseline. It also foresees investments in the energy sector in the amount of around USD 50 billion being made by 2030, and around USD 100 billion by 2050, adding that 50% of the investment should be allocated to renewable and alternative energy.

41. The Kyrgyz Republic also adopted a number of fundamental laws regulating the energy sector. The legal acts related to energy saving and energy efficiency were enforced and amended within the last decade: The Law “On Energy Saving” (adopted in 1998 and amended in 2008), the Law “On Renewable Energy Sources” (adopted in 2008), and the Law “On Energy Efficiency of Buildings” (enforced in 2013).

42. It is also important to mention that all beneficiary countries were partner countries of the EU’s international program INOGATE, which was operational from 1996 through 2016 and had a focus on, inter alia, supporting sustainable energy development.

#### A.4 Project Design and Implementation

43. The Project’s design document clearly outlined the Project’s goals, objectives and rationale. It clarified the roles and responsibilities of each participating party such as the UNECE, the UNESCAP and the Statistics Division of the UNDESA. All stakeholders (either interviewed or surveyed) confirmed that the Project’s design and implementation was appropriate with respect to meeting its objectives. They stated that the project activities were framed in a way that helped gathering the data needed to develop National Action Plans on sustainable energy.

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<sup>10</sup> Energy intensity is a measure of the energy inefficiency of an economy. It is calculated as units of energy per unit of GDP.

44. The detailed revision of the Project’s document verified the application of the generic performance indicators to measure the progress of its activities. On the other hand, it was notable that the indicators were not time-bound. Indicator 1.1 (“*Five countries established national data collection systems on sustainable energy in compliance with the United Nations Fundamental Principles of Official Statistics*”)<sup>11</sup> was broad and lacked specificity<sup>12</sup>. The evaluator also noticed some inconsistency between Indicator 1.1 (“*Five countries established national data collection systems on sustainable energy in compliance with the United Nations Fundamental Principles of Official Statistics*”)<sup>13</sup> and the outputs reported under the relevant activities: Activity 1.1 (“A baseline review of sustainable energy data in each beneficiary country in order to assess the existing gaps in data collection”) and Activity 1.2 (“Two sub-regional trainings to the national officials and experts responsible for sustainable energy data collection”). In addition, the monitoring and evaluation section of the Project’s document was a generic short paragraph lacking detail on how the progress of the activities was expected to be measured, and how data were to be collected to track progress against the given indicators, and how this would be analyzed and reported.

45. The Project was jointly executed by the UNECE and the UNESCAP with the participation of the Statistics Division of the UNDESA. The UNECE was responsible for implementing the Project’s activities in Belarus, Georgia, and Kyrgyzstan. The UNESCAP was responsible for implementing the Project’s activities in Azerbaijan and Kazakhstan. Meanwhile, the UNECE was responsible for coordinating the implementation of all activities.

46. Both RCs (the UNECE and the UNESCAP) engaged external subject-matter experts/consultants (national and international) to complete the assignments outlined in the relevant project documents. The scope of each activity, their objectives and tangible and measurable outputs, were all articulated in the Terms of References (ToRs) issued for each assignment. The RCs coordinated their functions in managing the relevant activities (Table 7). The Activity 1.2 and the Activity 2.4, jointly organized by the UNECE and the UNESCAP, incorporated a series of sessions and presentations delivered by the project team (UNECE staff, national and international consultants) and invited guest speakers (e.g. IEA Energy Data Centre, UNDESA, BP, Services Industriels de Genève, Statistics Austria, and the UNDESA). It is noteworthy that the stakeholders interviewed also pointed to the limited time (3-4 months) allocated for the preparation of the analytical documents such as National Action Plans.

**Table 7: The Project Work Coordination Matrix (Contextual)**

Activity	UN Office Involved	Output
<b>Activity 1.1:</b> A baseline review of sustainable energy data in each beneficiary country in order to assess the existing gaps in data collection.	UNECE UNESCAP	National Baseline Review Reports for Azerbaijan, Belarus, Georgia, Kazakhstan, and Kyrgyzstan
<b>Activity 1.2:</b> Two sub-regional trainings to the national officials and experts responsible for sustainable energy data collection.	UNECE, UNESCAP, UNDESA, UN	Energy Statistics Network Meeting, Astana, Kazakhstan, June 12-13, 2017 UN Training Workshop on Sustainable Energy Statistics, Tbilisi, Georgia, September 11-12, 2017

<sup>11</sup> Paragraph 4.2 (Logical Framework), Page 16, Project Document Template: 10th Tranche of the Development Account, the UNECE.

<sup>12</sup> It is rather an outcome than an output indicator.

<sup>13</sup> Paragraph 4.2 (Logical Framework), Page 16, Project Document Template: 10th Tranche of the Development Account, the UNECE.

	Statistics Division	
<b>Activity 2.1:</b> Identification of best practices on sustainable energy for each beneficiary country.	UNECE and UNESCAP	National Case Studies for Azerbaijan, Belarus, Georgia, Kazakhstan, and Kyrgyzstan
<b>Activity 2.2:</b> Multi-stakeholder consultations with the participation of national officials/experts, UNECE, UNESCAP, UNDESA, SE4ALL secretariat and others.	UNECE, UNESCAP	Multi-stakeholder consultations conducted in Geneva, Switzerland in 2017, and in each of the five-beneficiary countries: Belarus (2017 and 2018), Azerbaijan (2017); Kazakhstan (2018); Georgia (2018), Kyrgyzstan (2018).
<b>Activity 2.3:</b> Development of a National Action Plan for each beneficiary country.	UNECE and UNESCAP	NSEAPs for Azerbaijan, Belarus, Georgia, Kazakhstan, and Kyrgyzstan
<b>Activity 2.4:</b> A final validation workshop for the National Action Plans for sustainable energy for each beneficiary country.	UNECE and UNESCAP	Workshop NSEAPs – from Commitments to Actions (in the framework of the Tenth International Forum on Energy for Sustainable Development) 7-8 October 2019, Bangkok, Thailand.

Source: *The Project Reports, 2019, UNECE.*

47. Multi-stakeholder consultations (Activity 2.2) were conducted in Switzerland and each of the beneficiary country in 2017-2018, with active participation of the national and international experts and national officials. The consultations were mainly focused on the best practices of the countries and progress made in achieving the SDG 7.

48. The final validation workshop, organized in October 2019, was hosted by the UNESCAP in Bangkok, Thailand and conducted within the framework of the 6<sup>th</sup> Session of the Group of Experts on Energy Efficiency during the 10<sup>th</sup> International Forum on Energy for Sustainable Development. The workshop was rated by its participants at 4.8 on a scale from 1 (unsatisfactory) to 5 (excellent). The Project's team collected feedback from the workshop participants to learn from this experience, to improve practices and activities in the future, and to gather information about the capacity-building needs of the targeted audience. The results of this internal evaluation were shared with the external evaluator.

## A.5 Gender Mainstreaming and Human Rights Dimension

49. Both RCs align their work with the 2030 Agenda for Sustainable Development. In order to support the implementation of SDG 5 on Gender Equality, the UNECE developed two important documents: the Gender Parity Strategy (2017), and the UNECE Policy on Gender Equality and the Empowerment of Women (2015). The former covers all work areas of UNECE, including the SED. With regard to the SED workstream, the aforementioned policy highlights two major directions:

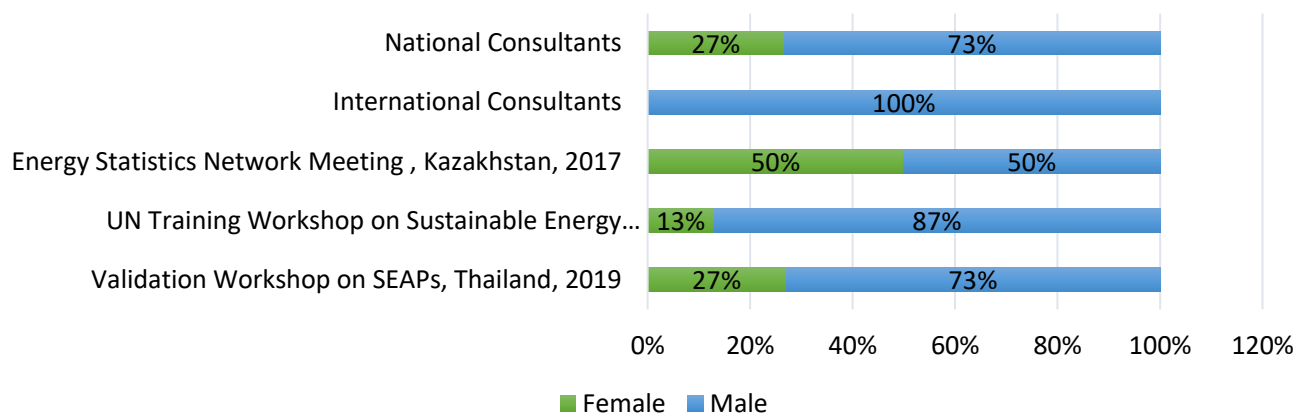
- (a) Promoting and raising awareness of the importance of taking into account gender perspectives in different activities and events under the Committee on Sustainable Energy and Groups of Experts, as appropriate; and
- (b) Creating a supportive environment for expert participation, policies, regulations, innovative development and knowledge-based economies in the area of sustainable energy tailored to the needs of both women and men.

50. Furthermore, the Article 25 of the Universal Declaration of Human Rights (UDHR)<sup>14</sup> stipulates that “Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control”.

51. The stakeholders interviewed in the course of the evaluation confirmed that the UNECE advocates for, and raises awareness on, gender equality in the energy sector. Site observations and in-person interviews verified that the SED had started to address the gender parity theme during the session of the Committee on Sustainable Energy. Thus, Agenda Item 6 of the 28<sup>th</sup> Session of the Committee on Sustainable Energy (conducted in Geneva, Switzerland on 25-27 September 2019) was centered around the discussions on gender and energy. Presentations on the matter were delivered by experts from Kazakhstan, Georgia, Kyrgyzstan, and the United States. Likewise, at the 10<sup>th</sup> International Forum on Energy for Sustainable Development, jointly organized by five RCs and the Ministry of Energy of the Kingdom of Thailand, a separate panel session was organized to address sustainable energy and women’s empowerment. Furthermore, the contextual analysis of the Project’s deliverables (NSEAPs for Azerbaijan, Belarus, Georgia, Kazakhstan and Kyrgyzstan) identified relevant references to the SDGs and their link to human rights for all and gender equality. Two of the aforementioned documents elaborated further the potential opportunities that could be created by the increased access of women to the energy sector, as well as by energy being viewed as an issue of health improvement.

52. Stakeholders also confirmed that the participants of the events of the UNECE or the UNESCAP were usually nominated by the relevant agencies of the member States from a sector (energy) where women are generally underrepresented. This underrepresentation of female participants was also noted at the final validation workshop organized in October 7-8, 2019, in Thailand where 70% of the participants were male. The evaluator also assessed the gender parity aspect with regard to the project-related recruitment strategy. Specifically, of the experts and guest speakers invited, the majority were male (Figure 5).

**Figure 5: Sex Disaggregated Data: Event Participants and Consultants<sup>15</sup>**



Source: *The Project Reports, 2019, UNECE.*

<sup>14</sup>A milestone document in human rights dimension proclaimed by the UN General Assembly in Paris in 1948 (General Assembly resolution 217 A) as a common standard of achievements for all peoples and all nations. [https://www.ohchr.org/EN/UDHR/Documents/UDHR\\_Translations/eng.pdf](https://www.ohchr.org/EN/UDHR/Documents/UDHR_Translations/eng.pdf).

<sup>15</sup> It excludes the evaluation consultant (female) hired to conduct the final evaluation of the Project.

## B. Effectiveness

**Finding 7:** The Project completely achieved all six outputs and activities by the end of December 2019.

**Finding 8:** The stakeholders highly regarded the status of the UNECE and its capacity to mobilize global experience and resources for the benefit of the national contexts in which the member States operate, as well as the regional coverage of its mandate.

**Finding 9:** The outputs of the Project were relevant to and consistent with the implementation outputs reported on the Project’s website although they were inconsistent with Indicator 1.1 (“Five countries established national data collection systems on sustainable energy in compliance with the United Nations Fundamental Principles of Official Statistics”).

53. The Project was designed around two key EAs and six activities. The concept paper of the Project did not include any logical framework. However, the Project’s document presented a table titled “Logical Framework”. This table did provide an overview of the Project’s objectives and activities, but not the resources anticipated. It also incorporated certain elements of the evaluation matrix (e.g. indicators and means of verification) which does not reflect the concept of the logical framework<sup>16</sup>. The reconstructed logical framework of the Project is presented under Annex 2. All activities had been completely accomplished by the end of December 2019, including Activity 2.3 (Development of a National Action Plan for Each Beneficiary Country). The NSEAPs for Azerbaijan, Georgia, Belarus, Kazakhstan and Kyrgyzstan have been finalized and shared through the Project’s website<sup>17</sup>. The table below (Table 8) outlines the achievements reported for each activity.

**Table 8: The Project’s Achievements**

The Project Activity	Output	Status
<b>Activity 1.1:</b> A baseline review of sustainable energy data in each beneficiary country in order to assess the existing gaps in data collection.	National Baseline Review Reports for all the beneficiary countries are completed and posted online in English	Achieved
<b>Activity 1.2:</b> Two sub-regional trainings to the national officials and experts responsible for sustainable energy data collection.	Two workshops conducted in 2017 on: Energy Statistics Network Meeting (in Kazakhstan) and Workshop on Sustainable Energy Statistics (in Georgia)	Achieved
<b>Activity 2.1:</b> Identification of best practices on sustainable energy for each beneficiary country.	National case studies and best practices in sustainable energy for all the targeted countries prepared. The analysis of the national case studies prepared by the international expert.	Achieved
<b>Activity 2.2:</b> Multi-stakeholder consultations with the participation of national officials/experts, UNECE,	Multi-stakeholder consultations facilitated by the RCs. The consultations were held in: Geneva, Switzerland (2017); Minsk, Belarus (2017 and	Achieved

<sup>16</sup> According to the feedback of the Project’s staff, the Project document and logical framework was developed in accordance with the UNDA template.

<sup>17</sup> <https://www.unece.org/info/open-unece/pmt/regular-budget/1617x-sustainable-energy-for-all-se4all-in-eastern-europe-the-caucasus-and-central-asia.html>.

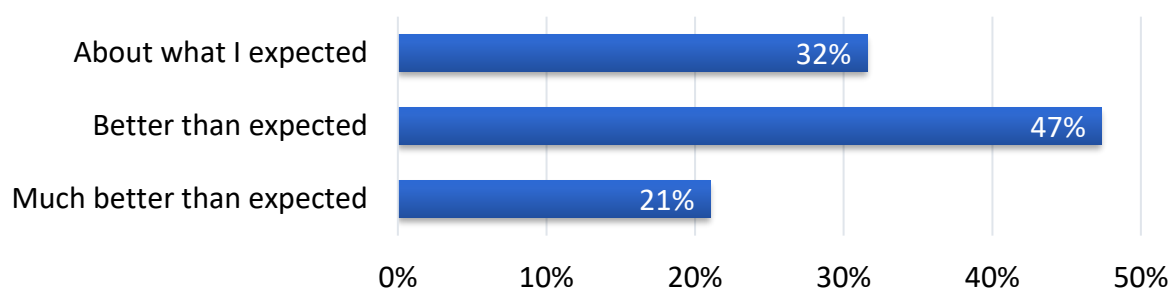
UNESCAP, UNDESA, SE4ALL secretariat and others.	2018); Baku, Azerbaijan (2017); Astana, Kazakhstan (2018); Tbilisi, Georgia (2018); and Bishkek, Kyrgyzstan (2018).	
<b>Activity 2.3:</b> Development of a National Action Plan for each beneficiary country.	NSEAP for Azerbaijan prepared and published in English <sup>18</sup> . NSEAP for Georgia prepared and published in English <sup>19</sup> . NSEAP for Belarus prepared and published in English <sup>20</sup> NSEAP for Kazakhstan prepared and published in English <sup>21</sup> NSEAP for Kyrgyzstan prepared and published in English <sup>22</sup> and Russian <sup>23</sup> .	Achieved
<b>Activity 2.4:</b> A final validation workshop for the National Action Plans for sustainable energy for each beneficiary country.	A final validation workshop on the NSEAPs conducted in Thailand in 2019.	Achieved

Source: *The Project Reports, 2019, UNECE.*

54. The Project's results (study papers, presentations and the documents of relevant workshops, as well as NSEAPs) were published online and are freely accessible to all interested parties.

55. The respondents of the online mini-survey gave positive feedback about the Project's activities. About 68% of them confirmed that the activities exceeded their expectations (Figure 6). The final validation workshop conducted in Bangkok in October 2019 received the highest recognition from respondents as it gave them an opportunity to summarize and share the results of the Project's activities, which in turn would help national policymakers to reframe existing policies to achieve SDG 7.

**Figure 6: Survey Respondents' Feedback on the Project's Activities**



Source: *Evaluation Survey Data, 2019.*

<sup>18</sup> [https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16\\_17X/E2\\_A2.3/Action\\_Plan\\_of\\_Azerbaijan-new-03.12.2019.pdf](https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16_17X/E2_A2.3/Action_Plan_of_Azerbaijan-new-03.12.2019.pdf).

<sup>19</sup> [https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16\\_17X/E2\\_A2.3/NSEAP\\_Georgia.pdf](https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16_17X/E2_A2.3/NSEAP_Georgia.pdf).

<sup>20</sup> [https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16\\_17X/E2\\_A2.3/NSEAP\\_Belarus\\_EN\\_final\\_draft12-09-19.pdf](https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16_17X/E2_A2.3/NSEAP_Belarus_EN_final_draft12-09-19.pdf)

<sup>21</sup> [https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16\\_17X/E2\\_A2.3/Contract\\_2500197899\\_report\\_2\\_2.pdf](https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16_17X/E2_A2.3/Contract_2500197899_report_2_2.pdf).

<sup>22</sup> [https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16\\_17X/E2\\_A2.3/NSEAP\\_Kyrgyzstan\\_ENG.pdf](https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16_17X/E2_A2.3/NSEAP_Kyrgyzstan_ENG.pdf).

<sup>23</sup> [https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16\\_17X/E2\\_A2.3/NSEAP\\_Kyrgyzstan\\_RUS.pdf](https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16_17X/E2_A2.3/NSEAP_Kyrgyzstan_RUS.pdf).



56. Of the 41 responses, 12 pointed out that the final validation workshop in Thailand (2019) far exceeded their expectations. According to the participants' feedback, the content of the validation workshop met their expectations (average rate of 4.8 out of 5) and significantly improved their knowledge about national sustainable energy policies (average rate of 4.6 out of 5). The topics of most interest in the course of the workshop were as follows: national sustainable energy action plans; progress in energy efficiency and renewable energy (with a specific emphasis on legislation, policies, barriers and ways to overcome them); and understanding gaps and analyzing options in collection of energy-related data. The majority of the participants (average rate of 4.8 out of 5) confirmed their satisfaction with the selected workshop methods and presentations.

57. Of the 41 participants, six pointed out that the meeting and consultation with the UNECE's staff on the Project's topics was either better or much better than they had expected. Meanwhile, three of the 41 participants gave the same verdict with respect to the workshop on Sustainable Energy Statistics in Georgia (2017). None of the participants reported being dissatisfied by the quality or the content of the Project's activities.

58. With regard to the value added by the UNECE in the area of sustainable energy, most of the respondents highlighted the regional dimension of the UNECE's activities as well as its technical expertise and unique position which allows the organization to mobilize global experience and resources to the benefit of the national contexts in which they operate. The UNECE, as one of the RCs, by definition formed direct communication channels and created trustful professional partnerships with the national and regional constituencies. It allows for the sharing of first-hand, reliable, updated and unique professional data and knowledge among the UNECE community to the benefit of the member States.

59. In order to assess whether the outputs of the Project were consistent with and relevant to its overall objectives and EAs, the evaluator conducted a comparative analysis of the Project's outputs, the indicators and the EAs outlined in the Project's documents. The outputs of the Project are relevant and consistent with the implementation outputs reported on the Project's website<sup>24</sup> as well as with the EAs of the Project and its overall objectives. The Project's results are also consistent with Indicator 1.2 and Indicator 2.2 (Table 9).

**Table 9: Linkage between the Project's Achievements and the EAs.**

The Project's Outputs	Indicators <sup>25</sup>	EAs
National Baseline Review Reports for all the beneficiary countries are completed and posted online in English	1.1 Five countries established national data collection systems on sustainable energy in compliance with the United Nations Fundamental Principles of Official Statistics.	EA 1: Improved national capacity for data collection and monitoring of progress on energy related sustainable development goals
Two workshops conducted in 2017 on: Energy Statistics Network Meeting (in Kazakhstan) and Workshop on Sustainable Energy Statistics (in Georgia)	1.2 80% of national experts responsible for data collection and monitoring from relevant line ministries confirm increased knowledge of relevant best practices on collection and monitoring of national sustainable energy data.	

<sup>24</sup> <https://www.unece.org/info/open-unece/pmt/regular-budget/1617x-sustainable-energy-for-all-se4all-in-eastern-europe-the-caucasus-and-central-asia.html>.

<sup>25</sup> As per the Project's document.

National case studies and best practices in sustainable energy for all the targeted countries prepared. The analysis of the national case studies prepared by the international expert.	2.1 Five National Action Plans for sustainable energy developed and submitted to the Government.	EA 2: (As per the project document) Strengthened national capacities to develop national action plans for sustainable energy based on the best international practices
Multi-stakeholder consultations facilitated by the RCs.		
NSEAP for Georgia prepared and published in English <sup>26</sup> . NSEAP for Kyrgyzstan prepared and published in English <sup>27</sup> and Russian <sup>28</sup> .		
A final validation workshop on the NSEAPs conducted in Thailand in 2019.		

Source: Evaluation Dataset and the Project's Document, 2019.

60. However, the relevance of Indicator 1.1 is rather questionable as this indicator lacked specificity and was too ambitious. The establishment of national data collection systems falls under the mandate of the national governments and could have been affected by exogenous factors such as national regulations, national institutional and human capacity, and the reorganization of internal business processes at national level.

<sup>26</sup> [https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16\\_17X/E2\\_A2.3/NSEAP\\_Georgia.pdf](https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16_17X/E2_A2.3/NSEAP_Georgia.pdf).

<sup>27</sup> [https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16\\_17X/E2\\_A2.3/NSEAP\\_Kyrgyzstan\\_ENG.pdf](https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16_17X/E2_A2.3/NSEAP_Kyrgyzstan_ENG.pdf).

<sup>28</sup> [https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16\\_17X/E2\\_A2.3/NSEAP\\_Kyrgyzstan\\_RUS.pdf](https://www.unece.org/fileadmin/DAM/project-monitoring/unda/16_17X/E2_A2.3/NSEAP_Kyrgyzstan_RUS.pdf).

## C. Efficiency

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**Finding 10:** By the end of December 2019, the budget utilization rate was 71.5% (excluding the budget allocated for the Project's evaluation). The financial data showed that the actual spending was lower than budgeted and the value of the work accomplished was more than the amount spent. The Project team reallocated financial resources and received in-kind contributions from two countries to sustain the desired output.

**Finding 11:** The procurement of external experts from the UNESCAP regions went through a two-tier system which caused certain delays. The middleman coordination process between international and national consultants, which was introduced for coordination and quality control purposes, was reported to be lacking in efficiency from a technical viewpoint.

**Finding 12:** The feedback of the stakeholders on the sequencing of activities was positive. They however stated that the three-or four-month timeline to complete some research assignment had to be reconsidered.

**Finding 13:** According to the stakeholders, the UNECE applies a technology-neutral approach and presents sustainable energy in a wide context rather than simply as a means to minimize negative social and environmental impacts, which in general is the approach of other UN agencies.

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### C.1 Project Timeline, Challenges and Accomplishments

61. The Project's planned budget covered: fees for subcontracted experts and national consultants; contractual services to develop NSEAPs for the beneficiary countries, the travel costs of the Project's staff; and grants and subsidiary contributions for participants of the training sessions, workshops, and multi-stakeholder consultations conducted within the framework of the project. In the course of the Project's implementation, the funds from the budget line items of "Contractual services" and "Consultants and experts" were allocated to cover service fees for external experts (national and international consultants). The actual amount spent was reported under the budget line item "Consultants and experts." (Table 10).

**Table 10: The Project's Budget: Planned vs. Spent (USD \$)**

Budget line	Planned	Spent as of 03.12.2019
Consultants/ Experts and Contractual services	146,800	200,325.66
Travel of Staff	94,000	58,188.37
Contractual services	75,000	0
Seminars, Workshops and Study Tours	243,000	144,635.67
Operating expenses	5,200	45.44
Total	564,000	403,195.14

Source: *The Project's Documents, 2019.*

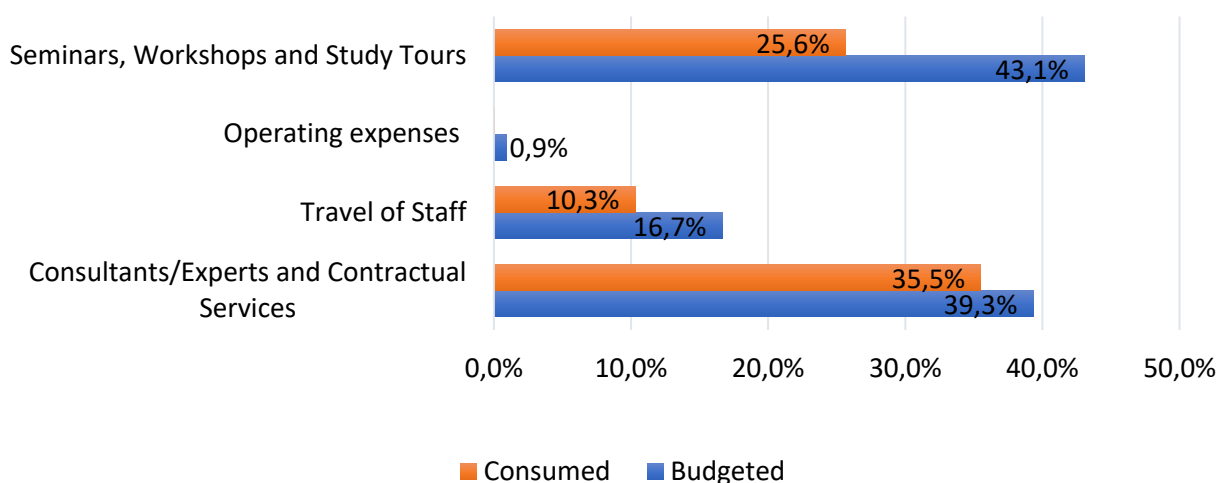
62. Pursuant to the Project document<sup>29</sup>, the grants and contributions budget line item of the Project's budget had the largest share, slightly exceeding 43% of the planned budget. Funds for this budget line were allocated to cover travel-related fees for participants of the training sessions, workshops and multi-stakeholder consultation meetings. No budget was

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<sup>29</sup> Project Document Template 10<sup>th</sup> Tranche of the Development Account, UNECE.

allocated for the provision of temporary assistance services (so called generally temporary assistance). By December 3, 2019, the actual spending was lower than the amount budgeted (Figure 7).

**Figure 7: The Share of the Project Budget Items (Budgeted and Consumed)<sup>30</sup>**



Source: *The Project Documents, UNECE, October 2019.*

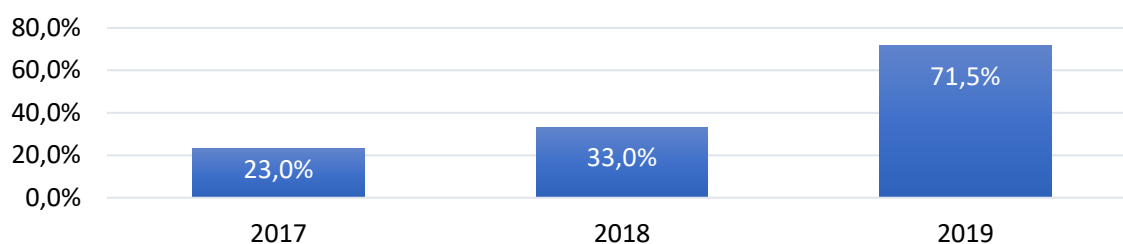
63. The Project’s documents reported a saving of USD 89,886 in 2017, meaning that only USD 45,114 of the allocated USD 135,000 was spent. This was due to in-kind contributions of the Government of Kazakhstan and the Government of Georgia respectively for the implementation of Activity 1.2 (two training workshops organized in Georgia and Kazakhstan). The Project’s team reallocated the funds saved in Activity 1.2 to conduct Activity 2.4 (a final validation workshop of the National Sustainable Energy Action Plans for each beneficiary country).

64. By the beginning of December 2019, the budget utilization rate (the actual amount spent against the total budget approved) was about 71.5% (\$403,192.14), excluding the budget allocated for the Project’s evaluation (Figure 8). The budget utilization rate in 2017 and 2018 was 23% and 33%, respectively). In 2016, the Project’s team was mainly focused on preparatory work, drafting the ToRs of the consulting services, and identifying potential consultants/experts from beneficiary countries. The Project’s implementation involved a three-month annual Level of Effort (LoE) of P5 level staff and a month and a half annual LoE of G6 level staff in 2017- 2019. Both were funded from the Regular Programme of Technical Cooperation (RPTC)<sup>31</sup>.

<sup>30</sup> Actual expenses cover the project implementation period till October 2019.

<sup>31</sup> The RPTC was established by General Assembly resolution 58(I) in 1946 with a view to providing the UN with flexibility to respond to urgent needs of developing countries in technical assistance when funding from other parts of the regular budget is not available.

**Figure 8: Budget Utilization Rate per Year**



Source: Project Documents, UNECE, October 2019.

65. The grants and contributions budget line item (money allocated to cover travel and lodging fees of the participants of the workshops) constituted the largest share (over 61%) of the unconsumed budget. According to the feedback of the UNECE personnel, at the design stage of the project, the UNECE made reasonably rough calculations about the number of the participants expected and the amount to be spent per participants. It estimated spending USD 4,000 per workshop beneficiary (participant). In the course of the Project's implementation, these estimates were affected by external factors such as availability of potential participants to take part in the events organized within the framework of the Project and in-kind contribution of host entity (the Government of Kazakhstan, the Government of Georgia, and UNESCAP). While the Project's financial data pointed to the unused amount of USD 98,364, under the grants and contributions budget line item, it also reported the saving of USD 35,812 (under the staff travel budget line item) and the saving of USD 9,474<sup>32</sup> (under the consultants/experts and contractual services budget line item). The Project's Cost Performance Index (CPI)<sup>33</sup> is about 1.4 which means that the value of the work accomplished is more than the amount spent<sup>34</sup>.

66. The Project document<sup>35</sup> indicates a generic implementation timeline covering June 2016-December 2019 but no detailed timeline per activity was presented in this document. The Project's progress reports do not provide notifications about any issues or delays associated with implementing the Project's activities. The KIs have revealed that, overall, the procurement process was slightly delayed because of a slow internal procurement process which that was partially caused by different internal financial and contracting procedures of the RCs (the UNECE and the UNESCAP) and administrative interactions between the RCs. For the national consultants of UNESCAP regions, the procurement went through a two-tier system which caused delays ranging between one and two months. The consultants were contracted by the UNESCAP and the purchase orders for financial transactions were created in the UNECE. All of the financial transactions within the Project's framework went through the UNECE office. In total, there were 14 national and international consultants recruited. Some of them were contracted for the summer period. The communications among national and international experts went through the UNECE's SED as well. The reports submitted from targeted countries by national experts were subject to internal revision by the UNECE Project

<sup>32</sup> Including the cost of the Project's evaluation.

<sup>33</sup> CPI measures the cost efficiency of budgeted resources. It is expressed as a ratio of Earned/Estimated Value of the work to be done (EV) to Actual Cost of work done (AC);  $CPI = EV/AC = 564,000/ 403,195$ .

<sup>34</sup> According to the project management concept, if  $CPI > 1$  it means that the project is **under budget** (which is a favourable condition) and the value of the work accomplished is more than the amount spent. If  $CPI < 1$  it indicates that the project is **over budget** (an unfavourable condition) and the value of the work accomplished is less than the amount spent. If  $CPI = 1$  it means that the project is **right on budget** and it has spent exactly what was budgeted.

<sup>35</sup> Project Document Template 10<sup>th</sup> Tranche of the Development Account, UNECE.

Manager. The international experts, pursuant to their ToR, were provided with relevant research papers produced by the national consultants.

67. The analysis of the ToRs revealed that the duration of consulting assignments varied from three to seven months. The assignments with a timeframe of between three and four months, scheduled for the summer period, were reported to have been challenging by the key informants. First and foremost, they stated that such timeframes were difficult and that, on average, a six-month period was a reasonable timeframe for implementing such assignments. Secondly, the middleman (or two-tier) system, which was introduced for coordination and quality control purposes, was less efficient from a technical viewpoint. In some cases, this led to the duplication of certain parts of the research work carried out by national and international experts. Overall, all stakeholders confirmed that the sequence of activities was properly designed to meet the Project's objectives.

## C.2 Comparison with Similar Projects of other UN Agencies

68. A number of other UN agencies also contribute to sustainable energy area (Table 8). One such example is the United Nations Development Program (UNDP) which in 2016 introduced its Strategy Note on Sustainable Energy for 2017-2021. Pursuant to this strategic note, the UNDP focuses on the following three action areas: energy access<sup>36</sup>, energy efficiency<sup>37</sup>, and renewable energy<sup>38</sup>. In this work, the UNDP supports countries in developing energy access plans and helps them to assess gaps in achieving the universal access to energy. It promotes off-grid and mini-grid renewable energy solutions and access to clean, affordable and reliable energy services for households, communities and businesses in rural and urban areas alike. The organization develops specific interventions to address subcomponents of the sustainable energy agenda. For example, currently, the UNDP is implementing the project "Sustainable Energy Financing Mechanism for Solar Photovoltaic (PV) Systems in Forest Villages in Turkey (ORKÖY-PV Project)." The project is funded by the Global Environmental Facility (GEF) and aims to support the successful launching of a sustainable energy financing mechanism within the ORKÖY credit mechanism to ensure that there is at least 30 megawatt (MW) of installed capacity of grid-connected, cooperative solar PV<sup>39</sup> in forest villages by the end of the project. The project-specific objectives are to:

- Develop and expand the policy and institutional framework to promote on-grid residential solar PV;
- Demonstrate the technical and economic viability, as well as the business model, of the ORKÖY sustainable energy financing mechanism for solar PV systems through four pilot installations, mainly land-based solar PV plants; and
- Scale up and replicate the project at the national level.

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<sup>36</sup> The need for electrical, thermal and mechanical energy for households, small and medium-sized businesses and communities, with an emphasis on clean energy for the poor.

<sup>37</sup> The promotion of energy efficiency across sectors and the creation of strong market demand and incentives for public and private investment.

<sup>38</sup> The increased adoption of sustainable on- and off-grid renewable energy technologies and delivery services and de-risking investment.

<sup>39</sup> Photovoltaics (PV) is the conversion of light into electricity using semiconducting materials that exhibit the photovoltaic effect.

**Table 11: Comparison of SE4LL Interventions**

UN Agency	Project	Geographic coverage	Budget (USD)	Key Outcomes
UNECE/ UNESCAP	SE4ALL in Eastern Europe, the Caucasus and Central Asia	Regional (five countries)	564,000	<ul style="list-style-type: none"> <li>- National baseline review reports for five targeted countries.</li> <li>- Capacity building and knowledge sharing events: trainings and workshops.</li> <li>- National case studies and action plans on sustainable energy developed for five targeted countries.</li> </ul>
UNESCAP	Evidence-Based Policies for Sustainable Use of Natural Resources in the Asia – Pacific Region	Kazakhstan, Pakistan, Thailand, Tonga, Fiji	666,000	<ul style="list-style-type: none"> <li>- Fiji: develop a more comprehensive understanding of renewable energy resources and the potential of electric vehicles.</li> <li>- Kazakhstan: develop a study on the benefits of increasing the share of renewable heat in the energy mix of Kazakhstan and its impact.</li> <li>- Pakistan: Undertake outlook on future energy demand, building the capacity in modelling and report on the contribution of the power sector to achieving Pakistan’s Nationally Determined Contributions.</li> <li>- Thailand: Identify areas where policy improvements can be made to enable future revisions of Thailand’s energy sector plans.</li> <li>- Tonga: enhance energy data collection and analysis through improving the cooperation among stakeholders and knowledge sharing.</li> <li>- Fiji: contribute to the country’s progress towards the targets under the National Energy Policy and achieving Goal 7 through preparing a study on electric vehicles and its impact on the energy sector and providing recommendations for developing an energy knowledge management system.</li> </ul>
UNEP/GEF/WRI	Scaling up the SE4ALL Building Efficiency Accelerator (BEA).	Global	10,268,347	<ul style="list-style-type: none"> <li>- Expand partnership to transform local efficiency markets.</li> <li>- Build capacities of cities to engage in energy efficient actions.</li> <li>- Establish place-based market transformation partnerships for policy and project implementation.</li> </ul>
UNDP	Sustainable Energy Financing Mechanism for Solar PV in Forest Villages in Turkey (ORKÖY-PV Project)”.	Country level: Turkey	56,280,000	<ul style="list-style-type: none"> <li>- Develop and Expand the policy and institutional framework.</li> <li>- Demonstrate the technical and economic viability as well as the business model of the ORKÖY sustainable energy financing mechanism for solar PV systems through four pilot installations, mainly land-based solar PV plants; and</li> <li>- Scale up and replicate the project at the national level.</li> </ul>

Source: UNDP/UNEP/GEF Data, 2019.

69. The UNDA project “Evidence-Based Policies for Sustainable Use of Natural Resources in the Asia–Pacific Region” is implemented in five countries of the UNESCAP region: Kazakhstan, Pakistan, Thailand, Tonga, and Fiji. The project is focused on strengthening capacities of policymakers in the Asia- Pacific region to develop stronger, evidence-based policy and planning for the sustainable use of energy resources. In particular, the project considers:

- (a) Increasing the capacity of the beneficiary countries to assess, forecast and track energy development trends and future scenarios using data, policy and analytical tools;
- (b) Applying knowledge gained from informational tools and project activities to evidence-based policymaking; and
- (c) Comprehensively understanding informational sources to monitor and evaluate energy targets.

70. It is noteworthy that the project activities in Kazakhstan are reported to be in line with the vision of the NSEAP developed within the framework of the project SE4ALL.

71. Another example is the United Nations Environment Program (UNEP). In 2016, it started implementing, jointly with the GEF was jointly with the World Resource Institute (WRI), the project “Scaling up the SE4ALL Building Efficiency Accelerator (BEA)”<sup>40</sup>. The project had a global geographic coverage and considered supporting global and local partnerships of the private sector, NGOs and local governments to transform local energy efficiency markets. The practical steps, inter alia, incorporated:

- (a) Helping selected cities to define their commitment and goals related to building efficiency through technical assistance, decision support tools, peer exchange, and other technical resources;
- (b) Supporting the assessment and development of city goals;
- (c) Assisting city partners with action planning, identifying and implementing programs; and
- (d) Engaging with a core group of six cities to prepare for implementation of building efficiency policies and projects, etc.

72. According to the stakeholders’ feedback, the UNECE applies a technology-neutral<sup>41</sup> approach and presents sustainable energy in a wide context, as a driver in the pursuit of other SDGs of the 2030 Agenda and system change. The UNECE projects have regional coverage and are aimed at improving the knowledge and understanding of ECE member States in this area as well as enhancing the network of experts. Meanwhile, other UN agencies are more focused on specific interventions to minimize negative social and environmental impacts.

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<sup>40</sup> <https://www.thegef.org/project/scaling-se4all-building-efficiency-accelerator-bea>.

<sup>41</sup> An approach that caters for all possible solutions without prejudice to, or predisposition against, any single option.



## D. Sustainability

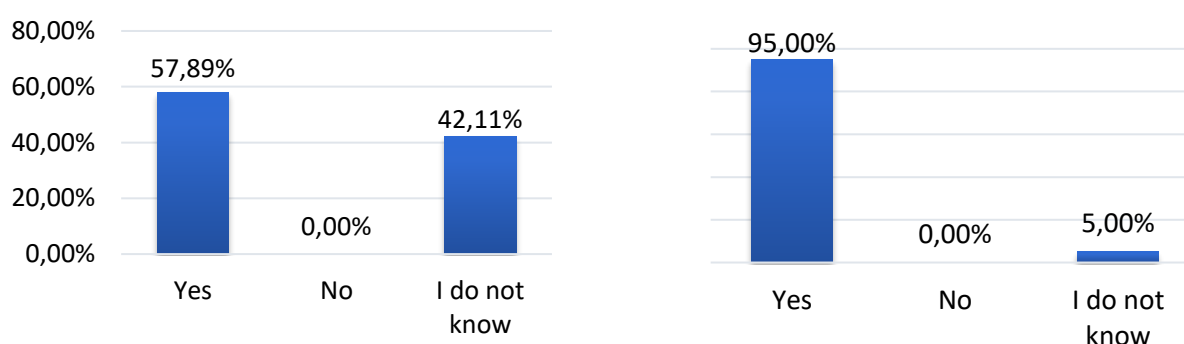
**Finding 14:** The vast majority (about 90 percent) of respondents called for the replication of the Project's results in national and regional contexts. All stakeholders expressed their firm interest in sustaining collaboration with the UNECE and requested that it continue building the capacity of member States.

**Finding 15:** The stakeholders claimed that the Project's results are valid and important with regard to achieving SDG 7 of the 2030 Agenda.

73. The sustainability of the project results primarily depends on the interests and the commitment of the national governments of the beneficiary countries. All of the national governments of the beneficiary countries confirmed their interest in the Project at its design phase. Such confirmation was gleaned through both informal and formal channels such as the communication of a support letter addressed to the Director of the SED (UNECE). All of the national stakeholders and experts interviewed in the course of the evaluation confirmed the interest of relevant state agencies in the NSEAP. Some of them claimed that their national government had already started implementing certain activities outlined in the NSEAPs. In one case, the national authorities were about to start preparation procedures to safeguard the adoption of the NSEAP at ministerial level. Over 52% (10 out of 19) of the responses confirmed that the Project's results were extremely useful for their countries. Over 57% (11 out of 19) claimed that the results of the Project will have an impact on their country.

74. At the same time, 95% (19 out of 20) of respondents claimed that they had started applying the knowledge and skills gained within the framework of the UNECE Project in their daily work (Figure 9) (e.g. while working on the development of the residential sector). Some respondents also asserted that the knowledge acquired would both help them to better structure and systematize sustainable energy policy documents and be very useful when implementing NSEAP.

**Figure 9: The Feedback about the Project's Results and Application of Knowledge**



Source: Evaluation Dataset, 2019.

75. All of the stakeholders (surveyed and interviewed) confirmed their interest in the UNECE's activities and highly recommended that the UNECE continue to build the capacity of the member States and increase visibility of sustainable energy issues. Ninety percent (18 out of 20) of the survey respondents called for replication of the results achieved in the regional context as all of the member States are committed to achieving the 2030 Agenda. They also

recommended wider dissemination of the Project's results to encourage beneficiary countries to share the progress among the member States as a way of sharing lessons learned.

76. The representatives of three beneficiary countries suggested organizing sustainable energy workshops for top-level decision-makers<sup>42</sup> to help them to adopt the NSEAPs in a timely manner. The respondents were highly interested in technical workshops and seminars on the following topics: sustainable energy indicators, best practices of integration of renewable energy sources in to the electric grid, policies to provide incentive for renewable energy and energy efficiency (in particular, energy efficiency in buildings), renewable energy legislation and investment mechanisms, the role of local governments in implementing sustainable energy transition, achieving SDG7 targets with a focus on indicators and methodology, specific information on data collection and processing; regional and inter-regional cooperation in sustainable energy; energy efficiency in buildings and synergies with district heating, energy efficiency funds, Energy Management Systems, overcoming financial barriers to sustainable energy development; and case studies.

## V. Conclusions and Recommendations

77. The evaluation reached the following conclusions:

- (A) The Project was relevant to a great extent with respect to the objective of the UNECE to support member States in achieving sustainable energy through two EAs of the Secretariat: (a) improved policy dialogue and cooperation among all stakeholders on sustainable energy issues, in particular energy efficiency, cleaner electricity production from fossil fuels, renewable energy, coal mine methane, mineral resource classification, natural gas and energy security; and (b) increased awareness of the role of energy efficiency and renewable energy in achieving sustainable energy development.
- (B) The Project was consistent to a great extent with the strategic priorities of both RCs, the UNECE (Sub-programme 5 "Sustainable Energy") and the UNESCAP (Sub-programme 4: "Environment and Development"). It responded to the needs for ongoing reforms expressed by the beneficiary countries.
- (C) The collaboration among the RCs, the Statistics Division of the UNDESA and other external parties was successful. This greatly benefited the targeted countries and other member States through knowledge-sharing and capacity-building initiatives.
- (D) The Project's documents lacked a framework for conducting a structured analysis of the progress made with respect to EAs. It lacked detailed monitoring and evaluation planning. The logical framework of the Project demonstrated a certain misconception about the notion of the logical framework outcome and output indicators to be used to measure the results of the activities. Nevertheless, the Project greatly contributed to building the capacity of the beneficiary countries and the member States in the sustainable energy domain.
- (E) The Project demonstrated a reasonable focus on gender mainstreaming and human rights dimensions. It applied a non-discriminatory and equal rights-based approach to benefit both female and male experts, although the gender disparity among the experts

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<sup>42</sup> A day long workshop in the respective country, outside the capital.

and workshop participants was caused by exogenous factors beyond the UNECE's control.

- (F) The financial and human resources allocated to the Project's activities and the sequencing thereof were adequate and sufficient for the achievement of the Project's results. The timeline of separate activities of the Project was affected by external factors such as those associated with administrative regulations and data availability at the national levels.
- (G) The Project has two-dimensional multiplier effect potential. Firstly, the methodology can be replicated in neighboring countries, and doing so could establish a coherent regional sustainable energy framework. Secondly, sustainable energy (advanced at a regional level) serves as a driver for achieving the 2030 Agenda at regional level.

Based on the evaluation's findings, it is highly recommended to continue supporting the member States in advancing their sustainable energy agendas through the following workstreams:

- (A) Continue building the capacity of the member States through technical workshops on the topics requested in the course of the evaluation, including workshops on improving statistical data for sustainable energy.
- (B) Assist the targeted countries with taking practical steps towards adopting and implementing the NSEAPs at national level and encourage nearby countries to replicate the results. A series of consultations and awareness-raising workshops need to be facilitated for the top-level decision makers in their respective countries. It is also advisable to support the beneficiary countries to develop the NSEAP implementation roadmap and the monitoring frameworks.
- (C) Encourage neighboring countries to share information, with the member States and broader audience, of progress made and results achieved with regard to the adoption and implementation the NSEAPs.
- (D) Address the sustainable energy praxes from both top-down and bottom-up approaches and continue cooperation not only with other UN agencies and top-level decision-makers in the sustainable energy agenda, but also engage the stakeholders representing local governance entities to share their real-case experience and practical guidance in implementing NSEAPs.
- (E) Continue raising the awareness of the member States about the gender mainstreaming and human rights dimensions in the energy sector through workshops and presentations. Particular attention should be given to the challenges and opportunities at national level that impede or support the engagement of female professionals in the energy sector.
- (F) Introduce gender-responsive indicators and targets to measure and report the progress made regarding the gender mainstreaming agenda and continue to encourage active participation of female subject-matter experts in relevant activities.
- (G) Ensure that new projects have detailed monitoring and evaluation plan developed and incorporated into the projects' documents along with properly design logical framework and S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, Time-bound) indicators and timelines of individual activities to be implemented.

## **Annexes**

<b>Annex 1</b>	ToR of the Evaluation
<b>Annex 2</b>	Logical Framework of the Project
<b>Annex 3</b>	Reconstructed Theory of Change
<b>Annex 4</b>	Evaluation Matrix
<b>Annex 5</b>	The List of Stakeholders Interviewed
<b>Annex 6</b>	Data Gathering Tools
<b>Annex 7</b>	References

# Annex 1: ToR of the Evaluation

## TO BE GIVEN TO CONSULTANT/INDIVIDUAL CONTRACTOR

### TERMS OF REFERENCE

#### Requesting Office: Sustainable Energy Division

#### 1. Objectives and targets (Specific functions of Consultant/Individual Contractor)

The purpose of this evaluation is to review the implementation and assess the extent to which the objectives of the project "Sustainable Energy for All (SE4All) in Eastern Europe, the Caucasus and Central Asia" (hereinafter "Project") to be completed in December 2019 were achieved. The evaluation will assess the relevance, effectiveness, efficiency, and sustainability of the Project in supporting member States in their transition to sustainable energy. The results of the evaluation will support improvement of the services provided as well as future projects and activities implemented by UNECE.

##### 1. Tangible and measurable outputs of the work assignment:

###### 1.1 Scope

The evaluation will cover the entire period of the project, from June 2016 to December 2019, with no exclusions. The beneficiary countries of this project are: Azerbaijan, Belarus, Georgia, Kazakhstan, and Kyrgyzstan.

The universally recognized values and principles of human rights and gender equality need to be integrated at all stages of an evaluation, in compliance with the United Nations Evaluation Group's revised gender-related norms and standards. Therefore, the evaluation will assess how gender considerations were included in the project design and implementation and make recommendations on how gender equality and the empowerment of women can be better included in the process.

###### 1.2 Background

The overall goal of the project is to strengthen the national capacity of economies in transition to develop National Action Plans for Sustainable Energy for All (SE4All) in the context of the post-2015 Sustainable Development agenda. The project is implemented jointly by UNECE and the UN Economic Commission for Asia and the Pacific (UN ESCAP), with UNECE as the lead agency.

The objective of the project is pursued by achieving the following results:

- (EA1) Improved national capacity for data collection and monitoring of progress on energy related sustainable development goals;
- (EA2) Strengthened national capacities to develop national action plans for sustainable

energy based on the best international practices.

Both the objective and the expected accomplishments are achieved by the implementation of the following activities:

- (A1.1) A baseline review of sustainable energy data in each beneficiary country in order to assess the existing gaps in data collection;
- (A1.2) Two sub-regional trainings to the national officials and experts responsible for sustainable energy data collection;
- (A2.1) Identification of best practices on sustainable energy for each beneficiary country;
- (A2.2) Multi-stakeholder consultations with the participation of national officials/experts, UNECE, UNESCAP, UNDESA, SE4ALL secretariat and others;
- (A2.3) Development of a National Action Plan for each beneficiary country;
- (A2.4) A final validation workshop for the National Action Plans for sustainable energy for each beneficiary country.

The budget of the project is US\$ 564,000 and was financed from the UN Development Account. One P-5 and one G-6 staff in UNECE and one P-4 and one G-5 staff in ESCAP were assigned for implementation of this project.

### 1.3 Issues

The evaluation criteria are relevance, efficiency, effectiveness and sustainability.:

#### Relevance:

1. Was the project relevant to the objective of UNECE to support member States in achieving sustainable energy?
2. To what extent were the activities consistent with global and regional priorities and the programme of work of the UN Regional Commissions?
3. How relevant was the collaboration with other entities in the UN system and other international organizations?
4. To what extent did the Project respond to the priorities and needs of the beneficiary countries? How relevant was it to the target groups' needs and priorities?
5. Was the project design and implementation appropriate for meeting the project's objective?
6. Did the project apply gender and rights-based approaches in the design, implementation and results of the activities?
7. Did UNECE advocate for gender equality in this area of work?

#### Effectiveness:

8. Did the project achieve the results expected during the project design in terms of the planned activities, outcome, and impact?
9. What value has UNECE's efforts added in this area of work?
10. What were the challenges/ obstacles to achieving the activities objective and expected accomplishments?
11. To what extent are the outputs consistent with and relevant to the overall objective and expected accomplishments?

#### Efficiency:

12. Did the project achieve its objectives within the anticipated budget and allocation of resources?
13. How could the use of resources be improved? Would you propose any alternatives to

achieve the same results? If yes, which ones?

14. Were the activities implemented according to the planned timeframe?
15. Were the activities implemented in the required sequence needed to ensure the greatest impact of the project?
16. Were the resources sufficient to achieve the intended outcomes?
17. How does the project compare with other similar efforts from other actors in the UN System (if any)?

Sustainability:

18. How is the stakeholders' engagement likely to continue, be scaled up, replicated or institutionalized?
19. To what extent do the partners and beneficiaries 'own' the outcomes of the work?
20. To what extent are the objectives of the activity still valid? How can the activity be replicated in the UNECE region or in other regions?

1.4 Methodology:

The evaluation will be conducted on the basis of:

1. Desk study of project materials: all relevant project documents, including project descriptions, reports, publications, etc. and other information will be provided to the evaluator.
2. Interviews with key stakeholders (face-to-face, via telephone and skype) including: relevant Government officials in the beneficiary countries, project consultants, colleagues from UN ESCAP, participants of project trainings and workshops, and other relevant stakeholders (list of contacts and details to be provided by the project manager). This includes personal attendance of the final validation workshop for the draft National Action Plans for sustainable energy for the beneficiary countries.
3. An electronic survey of internal and external stakeholders, in English and, if necessary, in Russian, will be developed by the consultant to assess the perspective of key stakeholders; results of the survey will be disaggregated by gender.

UNECE will provide all documentation, support and guidance to the evaluation consultant as needed throughout the timeline of the evaluation. A gender-responsive methodology, methods and tools, and data techniques are selected. The evaluation findings, conclusions and recommendations reflect a gender analysis.

The evaluation report of maximum 15-20 pages will summarize the findings, conclusions and recommendations of the evaluation. An executive summary (max. 2 pages) will summarize the methodology of the evaluation, key findings, conclusions and recommendations.

2. Evaluation Schedule:

- A. Selection of the evaluation consultant- August 2019
- B. Desk review - September 2019
- C. Delivery of inception report including design of survey- 30 September 2019
- D. Feedback on inception report by the project manager- 5 October 2019
- E. Data Collection- 20 days - October 2019

- F. Participation in the final validation workshop for the draft National Sustainable Energy Action Plans for 2 days - 7-8 October 2019 (Bangkok)
- G. Data Analysis - 10 days - November 2019
- H. Draft Report sent to project manager - 15 November 2019
- I. Comments back to the evaluator after review by the project manager and the PMU - 29 November 2019
- J. Final Report-12 December 2019

### 3. Contract management:

The consultant will be managed by the UNECE project manager - P5 staff member Oleg Dzioubinski -who will provide support by ensuring the provision of all necessary documentation needed for the desk review, guide the evaluator on the appropriate recipients for the questionnaire and for follow-up interviews and ensure that the necessary communications with these recipients are introduced by the secretariat.

The UNECE Programme Management Unit will provide guidance to the Project Manager and evaluator as needed on the evaluation design, methodology for the evaluation, and for quality assurance of the draft report.

### 4. Criteria for Evaluators:

Evaluators should have:

- An advanced university degree or equivalent background in relevant disciplines.
- Specialized training in areas such as evaluation, project management, social statistics, advanced statistical research and analysis.
- Demonstrated relevant professional experience in design, management and conduct of evaluation processes with multiple stakeholders, survey design and implementation, and project planning, monitoring and management.
- Good knowledge of and experience in energy-related capacity building projects.
- Demonstrated methodological knowledge of evaluations, including quantitative and qualitative data collection and analysis for end-of-cycle project evaluations.
- Fluent in written and spoken English. Knowledge of Russian is highly desirable.
- Demonstrated experience in applying gender perspective and human-rights based approach to evaluations.

Evaluators should declare any conflict of interest to UNECE before embarking on an evaluation project, and at any point where such conflict occurs.

#### **Ultimate results of services**

A report of 15-20 pages in Word format.

The evaluation results will be used in the planning and design of future sustainable energy capacity building projects in the UNECE region.

The findings of the evaluation will inform follow up actions and guide initiatives already started and required to disseminate the



knowledge created and enhance its use. The outcomes of the evaluation will also contribute to the broader lessons learned, by being made available on the project website (UNECE sub-page).

### **Knowledge and expertise that will be transferred to UNECE**

Assessment of the extent to which the objectives of the completed project "Sustainable Energy for All (SE4All) in Eastern Europe, the Caucasus and Central Asia" were achieved, and thereby the relevance, effectiveness, efficiency, and impact of the Project.

### **2. Tangible and measurable outputs of the work assignment**

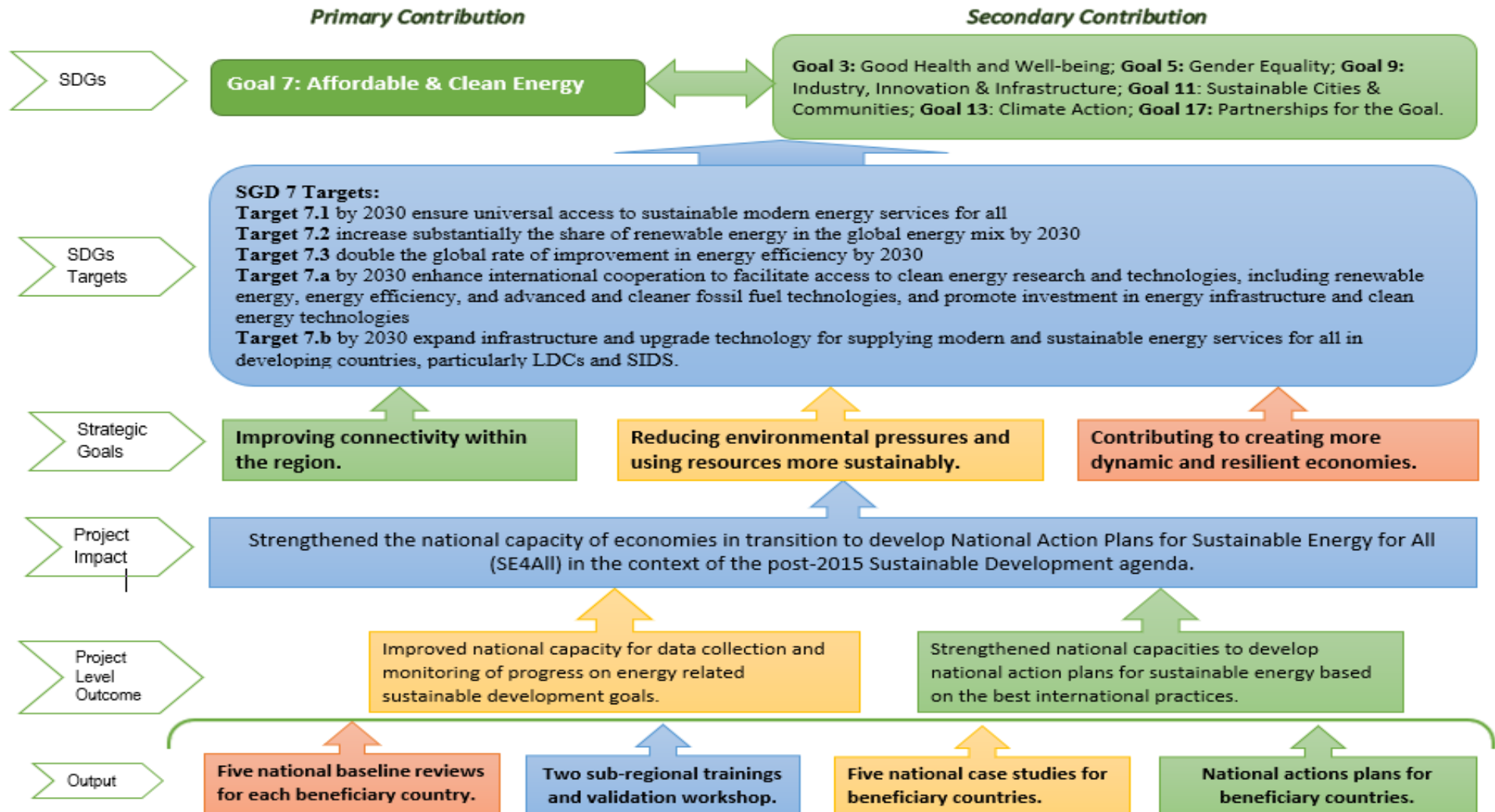
1. Report, 15-20 pages, English.

Report required	Report language(s)	Report format
<input checked="" type="checkbox"/> Yes    No	English	WORD ( 21-30)

## Annex 2: Reconstructed Logframe of the Project

Activities	Output	Outcome /Expected Accomplishment (EA)	Project Impact
<b>Activity 1.1:</b> A baseline review of sustainable energy data in each beneficiary country in order to assess the existing gaps in data collection.	Five national baseline reviews conducted, and the review reports produced for each beneficiary country.	<p><b>EA1:</b> Improved national capacity for data collection and monitoring of progress on energy related sustainable development goals.</p> <p><b>EA2:</b> Strengthened national capacities to develop national action plans for sustainable energy based on the best international practices.</p>	Strengthened the national capacity of economies in transition to develop National Action Plans for Sustainable Energy for All (SE4All) in the context of the post-2015 Sustainable Development agenda.
<b>Activity 1.2:</b> Two sub-regional trainings to the national officials and experts responsible for sustainable energy data collection.	Two sub-regional trainings conducted: 1. Energy Statistics Network Meeting, Astana, Kazakhstan (June 12-13, 2017); 2. UN Training Workshop on Sustainable Energy Statistics, Tbilisi, Georgia (September 11-12, 2017).		
<b>Activity 2.1:</b> Identification of best practices on sustainable energy for each beneficiary country.	Five national case studies prepared on best practices in sustainable energy in each beneficiary country.		
<b>Activity 2.2:</b> Multi-stakeholder consultations with the participation of national officials/experts, UNECE, UNESCAP, UNDESA, SE4ALL secretariat and others.	Meetings and consultations conducted.		
<b>Activity 2.3:</b> Development of a National Action Plan for each beneficiary country.	Five national action plans developed.		
<b>Activity 2.4:</b> A final validation workshop for the National Action Plans for sustainable energy for each beneficiary country.	A validation workshop conducted within the framework of the Tenth International Forum on Energy for Sustainable Development (7-8 October 2019, Bangkok, Thailand)		

### Annex 3: Reconstructed Theory of Change



## Annex 4: Evaluation Matrix

Evaluation Question	Data collection methods	Data source
<b>Relevance</b>		
Was the project relevant to the objective of UNECE to support member States in achieving sustainable energy?	Desk research KIIs	UNECE reports, UNECE staff and key experts.
To what extent were the activities consistent with global and regional priorities and the programme of work of the UN Regional Commissions?	Desk research KIIs	UNECE & UNESCAP reports and Project's reports; UNECE & UNESCAP staff;
How relevant was the collaboration with other entities in the UN system and other international organizations?	Desk research KIIs	UNECE & UNESCAP reports; UNECE & UNESCAP staff; UN DESA (statistics division), SE4ALL, CCEE staff.
To what extent did the Project respond to the priorities and needs of the beneficiary countries? How relevant was it to the target groups' needs and priorities?	Desk research KIIs Online mini-survey	UNECE & UNESCAP reports and the Project's reports; UNECE & UNESCAP staff; UN DESA, SE4ALL and CCEE staff and key experts; The participants of two sub-regional trainings and a validation workshop.
Was the project design and implementation appropriate for meeting the project's objective?	Desk research KIIs Online mini-survey	UNECE & UNESCAP reports and Project's reports; UNECE & UNESCAP staff; The participants of two sub-regional trainings and a validation workshop.
Did the project apply gender and rights-based approaches in the design, implementation and results of the activities?	Desk research KIIs	UNECE & UNESCAP reports; UNECE & UNESCAP staff and key experts; UN DESA, SE4ALL and CCEE staff.
Did UNECE advocate for gender equality in this area of work?	Desk research KIIs	UNECE & UNESCAP reports; UNECE & UNESCAP staff and key experts; UN DESA, SE4ALL and CCEE staff.
<b>Effectiveness:</b>		
Did the project achieve the results expected during the project design in terms of the planned activities, outcome, and impact?	Desk research KIIs	UNECE & UNESCAP reports; UNECE & UNESCAP staff; UN DESA, SE4ALL staff.

What value has UNECE's efforts added in this area of work?	Desk research KIIs	UNECE & UNESCAP reports; UNECE & UNESCAP staff; UN DESA, SE4ALL staff.
What were the challenges/ obstacles to achieving the activities objective and expected accomplishments?	Desk research KIIs	UNECE & UNESCAP reports; UNECE & UNESCAP staff and key experts;
To what extent are the outputs consistent with and relevant to the overall objective and expected accomplishments?	Desk research KIIs	UNECE & UNESCAP reports; UNECE & UNESCAP staff and key experts;
<b>Efficiency</b>		
Did the project achieve its objectives within the anticipated budget and allocation of resources?	Desk research KIIs	UNECE & UNESCAP reports; UNECE & UNESCAP staff and key experts;
How could the use of resources be improved? Would you propose any alternatives to achieve the same results? If yes, which ones?	Desk research KIIs	UNECE & UNESCAP reports; UNECE & UNESCAP staff and key experts;
Were the activities implemented according to the planned timeframe?	Desk research KIIs	UNECE & UNESCAP reports; UNECE & UNESCAP staff and key experts;
Were the activities implemented in the required sequence needed to ensure the greatest impact of the project?	Desk research KIIs	UNECE & UNESCAP reports; UNECE & UNESCAP staff and key experts;
Were the resources sufficient to achieve the intended outcomes?	Desk research KIIs	UNECE & UNESCAP reports; UNECE & UNESCAP staff and key experts;
How does the project compare with other similar efforts from other actors in the UN System (if any)?	Desk research KIIs Online mini-survey	UNECE & UNESCAP reports; UNECE & UNESCAP staff and key experts; the reports produced by UNDP and GEF
<b>Sustainability</b>		
How is the stakeholders' engagement likely to continue, be scaled up, replicated or institutionalized?	Desk research KIIs Online mini-survey	UNECE & UNESCAP reports and Project's reports; UNECE & UNESCAP staff; The participants of two sub-regional trainings and a validation workshop.

To what extent do the partners and beneficiaries 'own' the outcomes of the work?	Desk research KIs Online mini-survey	UNECE & UNESCAP reports and Project's reports; UNECE & UNESCAP staff; The participants of two sub-regional trainings and a validation workshop.
To what extent are the objectives of the activity still valid? How can the activity be replicated in the UNECE region or in other regions?	Desk research KIs Online mini-survey	UNECE & UNESCAP reports and Project's reports; UNECE & UNESCAP staff; The participants of two sub-regional trainings and a validation workshop.

## Annex 5: The List of Stakeholders Interviewed

#	Name	Title	Organization
1.	Mr. Oleg Dzioubinski	Regional Advisor	UNECE
2.	Mr. Sergey Tulinov	Economic Affairs Officer	ESCAP
3.	Mr. Branko Milicevic	Economic Affairs Officer	UNECE
4.	Mrs. Ms. Inna Eliseyeva,	Head, Section of Analysis and Forecasting of Energy Saving Development	Department for Energy Efficiency of the State Standardization Committee of Belarus
5.	Mr. Leonardo Rocha Souza	Statistician	UNDESA, Statistics Division
6.	Mrs. Ksenia Petrichenko	Former Senior Advisor of the Copenhagen Centre on Energy Efficiency	UNESCAP
7.	Mrs. Margalita Arabidze	Deputy Head of Department, Energy Policy Department	The Ministry of Economy and Sustainable Development of Georgia
8.	Mrs. Natalia Jamburia	Division of Energy Efficiency and Renewable Energy	Ministry of Economy and Sustainable Development of Georgia
9.	Mr. Andrei Malochka,	Country Expert for Belarus	EU4Energy, Belarus
10.	Mr. George Abulashvili	Director	Energy Efficiency Center, Georgia
11.	Mrs. Liana Garibashvili	Communication Expert for Georgia & Azerbaijan	Energy Efficiency Center, Georgia
12.	Mr. Abulfaz Karimov	Deputy Head of Energy and Environment	State Statistical Committee of the Republic of Azerbaijan
13.	Mr. Valeh Nasibov	Deputy Director	Azerbaijani Scientific – Research Designed–Prospecting Institute of Energetics, Azerbaijan
14.	Mrs. Bilyana Chobanova	Project Manager EU4Energy Project Unit	Energy Charter Secretariat
15.	Mr. Giorgi Sanadze	Head of Business Statistics Department	National Statistics Office of Georgia - GEOSTAT
16.	Mr. Robert Smith	International Consultant	Midsummer Analysis
17.	Mr. Sergey Katyshev	International Consultant	UNECE
18.	Mrs. Ainura Nurbaeva	Head of Department	National Statistical Committee of the Kyrgyz Republic
19.	Mr. Alexandre Chachine	International Consultant	UNECE

## Annex 6: Data Gathering Tools

	Interview Protocol	UNECE & UNESCAP Staff and Key Experts <sup>43</sup>
1.	Name of Interviewee(s)	
2.	Organization	
3.	Position	
4.	Location	
5.	Date of Interview	
Q1	Was the project relevant to the objective of UNECE to support member States in achieving sustainable energy?	
A1		
Q2	To what extent were the activities consistent with global and regional priorities and the programme of work of the UN Regional Commissions?	
A2		
Q3	How relevant was the collaboration with other entities in the UN system and other international organizations?	
A3		
Q4	To what extent did the Project respond to the priorities and needs of the beneficiary countries? How relevant was it to the target groups' needs and priorities?	
A4		
Q5	Was the project design and implementation appropriate for meeting the project's objective?	
A5		
Q6	Did the project apply gender and rights-based approaches in the design, implementation and results of the activities?	
A6		
Q7	Did UNECE advocate for gender equality in this area of work?	

<sup>43</sup> Some questions will be addressed exclusively to UNECE and UNESCAP Staff (as it was defined in the Evaluation Framework).



A7	
Q8	Did the project achieve the results expected during the project design in terms of the planned activities, outcome, and impact??
A8	
Q9	What value has UNECE's efforts added in this area of work
A9	
Q10	What were the challenges/ obstacles to achieving the activities objective and expected accomplishments?
A10	
Q11	To what extent are the outputs consistent with and relevant to the overall objective and expected accomplishments?
A11	
Q12	Did the project achieve its objectives within the anticipated budget and allocation of resources?
A12	
Q13	How could the use of resources be improved? Would you propose any alternatives to achieve the same results? If yes, which ones?
A13	
Q14	Were the activities implemented according to the planned timeframe?
A14	
Q15	Were the activities implemented in the required sequence needed to ensure the greatest impact of the project?
A15	
Q16	Were the resources sufficient to achieve the intended outcomes?
A16	
Q17	How does the project compare with other similar efforts from other actors in the UN System (if any)?
A17	

Q18	How is the stakeholders' engagement likely to continue, be scaled up, replicated or institutionalized?
A18	
Q19	To what extent do the partners and beneficiaries 'own' the outcomes of the work?
A19	
Q20	To what extent are the objectives of the activity still valid? How can the activity be replicated in the UNECE region or in other regions?
A20	

### Mini-Survey

#### Consent and Confidentiality Statement

The UNECE cordially invites you to participate in the independent evaluation of the project “**Sustainable Energy for All (SE4All) in Eastern Europe, the Caucasus and Central Asia**” (the **UNECE Project**) conducted in 2016-2019.

With this regard, we are sending you the online questionnaire to fill in.

The information received through this questionnaire will be treated confidentially with no reference to the names of the respondents.

Completing the survey will only take 10 minutes of your time. This survey will be available from October 28, 2019, until November 7, 2019.

The UNECE would like to thank you in advance for your support and input.

**1. Where do you work (please check the one that applies)**

- Government (UNECE Body) - UNECE Member State
- Government (UNECE Body) - Non UNECE Member State
- UN Agency
- Non-Governmental Organization
- Independent Expert
- Academia
- Other (please specify): .....

**2. Country (Please specify):**

**3. Gender:**

**4. Was the project relevant to the needs and priorities of your country or region?**

- Very relevant
- Partially relevant
- Not Relevant
- I do not know

**5. Was the project relevant to your needs and priorities?**

- Very relevant
- Partially relevant
- Not Relevant
- I do not know

Please specify your answer...

**6. Please select the activities you took part in within the framework of the UNECE project “Sustainable Energy for All (SE4All) in Eastern Europe, the Caucasus and Central Asia” in 2016-2019?**

Checkbox	Activity
<input type="checkbox"/>	A baseline review of sustainable energy for:
<input type="checkbox"/>	Georgia
<input type="checkbox"/>	Azerbaijan
<input type="checkbox"/>	Belarus
<input type="checkbox"/>	Kazakhstan
<input type="checkbox"/>	Kyrgyzstan
<input type="checkbox"/>	Energy Statistics Network Meeting, Astana, Kazakhstan (June 12-13, 2017)
<input type="checkbox"/>	UN Training workshop in Sustainable Energy Statistics, Tbilisi, Georgia (September 11-12, 2017)
<input type="checkbox"/>	Identification of best practices on sustainable energy for:
<input type="checkbox"/>	Georgia
<input type="checkbox"/>	Azerbaijan
<input type="checkbox"/>	Belarus
<input type="checkbox"/>	Kazakhstan
<input type="checkbox"/>	Kyrgyzstan
	Development of a National Action Plan for:
<input type="checkbox"/>	Georgia
<input type="checkbox"/>	Azerbaijan
<input type="checkbox"/>	Belarus
<input type="checkbox"/>	Kazakhstan
<input type="checkbox"/>	Kyrgyzstan
<input type="checkbox"/>	A final validation workshop for the National Action Plans, Bangkok, Thailand (October 7-8, 2019)
<input type="checkbox"/>	Meeting and consultation with UNECE staff on the Project topic

**7. How well did the event (or events) meet your expectations?**

- Much better than expected
- Better than expected
- About what I expected
- Worse than expected
- Much worse than expected

Please specify your answer...

**8. Was the project design and implementation appropriate for meeting the project's objective?**

- Yes
- No
- I do not know

**9. How does the project compare with other similar efforts from other actors in the UN System (if any)?**

Please specify your answer...

**10. Were there any the positive effects of the UNECE Project activities?**

- Yes
- No
- I do not know

Please specify your answer:

**11. Did you apply the knowledge and skills you got within the framework of the UNECE Project?**

- Yes
- No
- I do not know

Please specify your answer:

**12. To what extent the Project's results are useful for your country?**

- Very useful
- Practically useful
- Not useful

I do not know

**13. Do you envision that the results of the project will have any impact on your country? If yes , what kind of?**

- Yes
- No
- I do not know

Please specify your answer:

**14. Would you recommend replicating the project activities in other countries?**

- Yes
- No
- I do not know

Please specify your answer:

**15. What would you recommend as a potential follow up activity?**

## Annex 7: References

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