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**ECONOMIC COMMISSION FOR EUROPE**

**COMMITTEE ON ECONOMIC COOPERATION AND INTEGRATION**

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**PERFORMANCE EVALUATION OF THE  
SUBPROGRAMME FOR 2008-2009**

Note by the secretariat

*Summary*

This document gives an overview of the planned performance assessments and self-evaluations for the Economic Cooperation and Integration subprogramme. In line with the decision of the Commission requesting each Sectoral Committee to conduct biennial evaluations, it sets the framework for such evaluation to be performed in the context of the 2008-2009 biennium. The Committee is invited to review and agree on the expected accomplishments and related indicators of achievement proposed for each cluster of activities in this framework.

In addition, the Committee is presented with a proposal of the subprogramme's 2010-2011 strategic framework drawn up in the context of the United Nations programme budget preparations. The Committee is invited to review the proposal before its submission to the Executive Committee.

## INTRODUCTION

1. The United Nations Organization, including UNECE, is expected to plan its activities in advance and with the participation of stakeholders, enabling the Fifth Committee of the General Assembly to make the necessary funding decisions. After a defined period – in the case of the United Nations two years – those responsible for a programme should report on their achievements, and be answerable for the results.
2. In recent years, the United Nations has moved to a results-based management system, where programmes are assessed in terms of results achieved and not just the outputs produced. This necessitates putting in place mechanisms to monitor and report on achievements and lessons learned which should lead to improved performance.
3. In the case of the Economic Cooperation and Integration subprogramme, there are two formal frameworks for programme planning, performance assessment and reporting:
  - (a) The United Nations-wide mandatory assessment system, in compliance with the instructions provided by the General Assembly and Headquarters; and
  - (b) UNECE biennial performance evaluations to be implemented by each Sectoral Committee at the request of the Commission.
4. Each of the two systems has its own legitimate requirements, and cannot be ignored or short-circuited. The challenge is to align all the processes and to streamline the use of resources, for instance by harmonizing planning periods, and using the same methods to assess performance.

### I. UNITED NATIONS-WIDE MANDATORY ASSESSMENT SYSTEM

5. In order to achieve the best possible results and as mandated by the United Nations, two key tools are employed by all its entities to ensure that the work carried out corresponds adequately to objectives set and the needs of users and stakeholders:
  - (a) The United Nations results-based management and results-based budgeting framework; and
  - (b) Self-evaluations.
6. According to the United Nations results-based management and results-based budgeting system, all subprogrammes, before each biennium set up a strategic framework that determines their objectives in terms of “expected accomplishments” and, for each of them, indicators of achievement. The 2008-2009 strategic framework for the Economic Cooperation and Integration subprogramme was approved by the General Assembly (A/61/6 (Prog. 16)).
7. Apart from the above assessments, subprogramme managers are also requested to undertake self-evaluations of selected areas of work, projects or key activities. The main aim of these self-evaluations is to ensure the effectiveness and efficiency of the work undertaken and to optimize its impact. For example, in the 2008-2009 biennium, the CECI Information Exchange Platform will be self-evaluated.

## II. UNECE BIENNIAL PERFORMANCE EVALUATIONS 2008-2009

8. The UNECE member countries, being committed to the transparency and effectiveness of programme management, agreed at the Commission session in 2004 to place more emphasis on evaluation as a tool in managing the Commission's work. The Sectoral Committees were therefore requested by the Commission to conduct biennial evaluations of their respective subprogrammes and to take into account the results of these evaluations in determining their work programmes. The 2005 UNECE reform further strengthened this approach.

9. The biennial evaluations should give an opportunity for the members of each Sectoral Committee to review and reaffirm, on a continuous basis, the relevance of the activities and their clusters in view of the subprogrammes' objectives. The results of these evaluations should contribute to defining subprogramme priorities and the related redistribution of resources.

10. In the context of the biennial evaluations, each Sectoral Committee has been mandated to identify clusters of activity and agree on expected accomplishments for 2008-2009 for each of them, together with the related indicators of achievement and measurement methodologies. This approach is more detailed than the more aggregated United Nations-wide approach (see section I above), while following the same results-based methodology.

11. These biennial evaluations should comprise two phases: (a) a planning phase, prior to each biennium as mentioned above; and (b) an evaluation phase, towards the end of any biennium, drawing up an accomplishment account for each expected accomplishment, including lessons learned and recommendations for possible programmatic adjustments.

12. The secretariat has drawn up draft expected accomplishments and indicators of achievement for each cluster of its activities for review and agreement by the Committee. At its annual session in 2009 the Committee will be requested to address some key evaluation elements (relevance, effectiveness, impact and efficiency) in reviewing the accomplishments of the subprogramme in each of its clusters. Some guidelines for these evaluations have been prepared by the UNECE Programme Planning, Monitoring and Evaluation Unit and are available in the "Guide for biennial evaluations of subprogramme performance by UNECE Sectoral Committees" (available at <http://www.unece.org>).

13. The following clusters of activities (focus areas) were identified for the Economic Cooperation and Integration subprogramme:

(a) Creating a supportive environment for innovative development and knowledge-based competitiveness;

(b) Promoting an enabling environment for entrepreneurship and SME development;

(c) Promoting an enabling environment for efficient financial intermediation in support of innovative development;

(d) Facilitating the effective regulatory protection of intellectual property rights and strengthening their role in innovative development; and

- (e) Promoting best practice in efficient public-private partnerships.

14. The draft expected accomplishments and indicators of achievement for these clusters for the purpose of the 2008-2009 biennial performance evaluations are presented in Annex I.

15. The Committee is invited to discuss and agree on the expected accomplishments for the 2008-2009 biennial performance evaluations.

### **III. UNITED NATIONS STRATEGIC FRAMEWORK 2010-2011**

16. In accordance with the UNECE programme planning process, the draft strategic framework has to be reviewed by the Sectoral Committees before submission to the Executive Committee in November/December 2007 and to the United Nations Headquarters in early 2008.

17. As outlined in Annex II, the 2010-2011 strategic framework for the subprogramme contains the following elements:

- (a) Subprogramme objective;
- (b) Expected accomplishments and indicators of achievement;
- (c) Strategy to achieve the subprogramme's expected accomplishments and objective;

and

- (d) List of legislative mandates.

18. The Committee is invited to review the draft 2010-2011 strategic framework before its submission to the Executive Committee.

## ANNEX I

**EXPECTED ACCOMPLISHMENTS AND INDICATORS OF ACHIEVEMENT  
FOR THE SUBPROGRAMME ON ECONOMIC COOPERATION AND  
INTEGRATION FOR THE PURPOSE OF 2008-2009 BIENNIAL  
PERFORMANCE EVALUATIONS**

<b>Expected accomplishments</b>	<b>Indicators of achievement</b>
<p>(a) Increased awareness of authorities of good practices and policy options facilitating innovative development and innovation-driven competitiveness</p> <p>(Relevant cluster: Creating a supportive environment for innovative development and knowledge-based competitiveness)</p>	<p>(i) Number of good practices identified, discussed and disseminated through UNECE activities</p> <p>(ii) Number of website visits and downloads of documents</p> <p>(iii) Number of contributions made to the CECI Information Exchange Platform by members of the Team of Specialists on Innovation and Competitiveness Policies</p>
<p>(b) Identification and dissemination of good practices with a view to facilitating national decision-making in the area of enterprise development</p> <p>(Relevant cluster: Promoting an enabling environment for entrepreneurship and SME development)</p>	<p>(i) Number of good practices identified, discussed and disseminated through UNECE activities</p> <p>(ii) Number of website visits and downloads of documents</p>
<p>(c) Increased awareness of authorities of good practices in government policies and regulations creating an environment conducive to the financing of innovation-related activities</p> <p>(Relevant cluster: Promoting an enabling environment for efficient financial intermediation in support of innovative development)</p>	<p>(i) Number of good practices identified, discussed and disseminated through UNECE activities</p> <p>(ii) Number of website visits and downloads of documents</p>
<p>(d) Identification and dissemination of good practices and policy options with a view to facilitating the effective commercialization, protection and enforcement of intellectual property rights</p> <p>(Relevant cluster: Facilitating the effective regulatory protection of intellectual property rights and strengthening their role in innovative development)</p>	<p>(i) Number of good practices identified, discussed and disseminated through UNECE activities</p> <p>(ii) Number of website visits and downloads of documents</p> <p>(iii) Number of contributions made to the CECI Information Exchange Platform by members of the Team of Specialists on Intellectual Property</p>

<b>Expected accomplishments</b>	<b>Indicators of achievement</b>
<p>(e) Increased awareness of authorities of good regulatory practices in promoting efficient public-private partnerships</p> <p>(Relevant cluster: Promoting best practice in efficient public-private partnerships)</p>	<p>(i) Number of countries using the UNECE Guide to Promoting Good Governance in PPPs</p> <p>(ii) Number of governmental representatives from countries with economies in transition participating in UNECE PPP-related activities</p>
<p>(f) Strengthened national capacities in countries with economies in transition to promote a policies as well as a financial and regulatory environment conducive to economic growth, innovative development and higher competitiveness of enterprises and economic activities</p> <p>(This expected accomplishment addresses the capacity building activities carried out within the five clusters of activities)</p>	<p>(i) Number of trained participants as a result of training courses and other capacity-building activities</p> <p>(ii) Number of follow-up country-level activities resulting from training courses and other capacity-building activities</p>

## ANNEX II

### PROPOSED STRATEGIC FRAMEWORK FOR THE PERIOD 2010-2011 SUBPROGRAMME ON ECONOMIC COOPERATION AND INTEGRATION

**Objective of the Organization:** To promote policy, financial and regulatory environment more conducive to economic growth, innovative development and higher competitiveness of enterprises and economic activities in the UNECE region.

Expected accomplishments	Indicators of achievement
(a) Enhanced sharing of good practices on policies as well as a financial and regulatory environment conducive to economic growth, innovative development and higher competitiveness of enterprises and economic activities, and adoption of related UNECE policy recommendations	(i) Higher degree of usefulness of the policy dialogue and the related activities and documents as perceived by policymakers and other stakeholders (ii) Number of countries participating in drawing up and adopting policy recommendations
(b) Wider dissemination and implementation of the above UNECE policy recommendations	(i) Increased number of practical steps taken by Governments and other stakeholders to implement the policy recommendations
(c) Strengthened national capacity in countries with economies in transition to promote the good practices and implement the UNECE policy recommendations mentioned above	(i) Increased number of trained participants as a result of training courses and other capacity-building activities (ii) Increased number of country-level follow-up activities resulting from training and other capacity-building activities

#### Strategy

The responsibility for the subprogramme is vested in the Economic Cooperation and Integration Division. In order to achieve its objective, the subprogramme will take up key aspects of economic development and integration and focus mainly on countries with economies in transition. It will facilitate the application of experience gained, lessons learned and good practices conducive to economic growth and innovative development. Recommendations aimed at creating a policies as well as a financial and regulatory environment conducive to economic development, investment and innovation will be drawn up. Greater emphasis will be placed on delivering policy advice and capacity building activities to requesting countries, based on the related policy dialogue, exchange of experience and good practices as well as guidelines and other policy-related documents.

Building, inter alia, on relevant work carried out by other organizations and institutions, as well as contributions mobilized from external experts, advisers and decision-makers, in particular those from countries with economies in transition, an enhanced exchange of experience and policy debate among member States and other stakeholders will take place. Thematic teams of specialists and other groups of experts involving representatives of governments, international organizations, business associations and other stakeholders will provide a platform for the exchange of national policy experience and identification of good practices. Subsequently, member States will apply these outputs in drawing up relevant policy recommendations, guidelines and standards. The results of this work would be broadly disseminated to all interested stakeholders and would also serve as the basis for technical cooperation activities organized by the secretariat, such as policy advisory services and capacity-building workshops.

### **Legislative mandates**

#### **Subprogramme on Economic Cooperation and Integration**

General Assembly resolutions

59/243. Integration of the economies in transition into the world economy

ECOSOC resolutions

2006/38 Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission.

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