
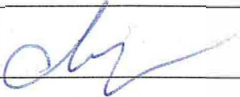



MANAGEMENT RESPONSE

Evaluation Title:	Independent Evaluation of the United Nations Road Safety Trust Fund (UNRSF) Secretariat		
Period of Review:	October 2018 to December 2020		
Date of Evaluation Report:	04/08/2021		
Approved by	Nicolas Dath-Baron Officer-in-Charge, Programme Management Unit	Date	Signature
		28.05.2021	
Cleared by:	Deputy Executive Secretary Mr. Dmitry Mariyasin	28.05.2021	
Prepared by:	Head of the Road Safety Fund Ms. Nneka Henry	28/05/2021	

Recommendation 1: UNRSF needs to actively promote synergistic collaboration across various participating UN agencies as the means to developing a distinctive competitive advantage, which would emphasize approaching road safety with an inter-sectoral lens critical to the achievement of the SDGs.

- 1.1 Organize small strategy session/s with key stakeholders for discussing various strategic options that can help UNRSF develop distinctive competitive advantages over other road safety funds. Such an exercise should serve as the foundation for UNRSF's strategy.
- 1.2 One possible option that UNRSF can consider is to promote synergistic collaboration among participating UN agencies. Thus, for example, these PUNOS should be encouraged and incentivized to develop joint project proposals. Such an approach will not only leverage unique expertise of participating UN agencies, but also help foster innovative solutions to intractable road safety challenges facing many Member States. Further, it will incentivize donors to approach UNRSF rather than individual UN agencies. Donors have limited utility to fund a UNICEF implemented solution through UNRSF, if they can directly fund UNICEF. Thus, UNRSF needs to demonstrate its value addition by helping develop collaborative solutions.
- 1.3 Building on the success of these joint proposals, UNRSF should incentivize PUNOS to harmonize their in-country programmes and plans. In such a scenario, UNRSF will play a bigger role in coordinating the work of PUNOS.
- 1.4 In the medium to long run, UNRSF should consider developing a tight-knit PUNOS network on road safety to foster high collaboration and impactful work.

Management Response:

UNECE **accepts** this recommendation.

Follow up actions and responsibilities:

1. Organize a strategy session with key stakeholders from the PUNOs to discuss various strategic options that can help UNRSF develop distinctive competitive advantages over other road safety

funds, this will include a further emphasis on joint project proposals. **(responsible – UNRSF Secretariat, deadline – 31 December 2021).**

2. Undertake quarterly group engagements with key stakeholders from the PUNOs to foster a spirit of collaboration and joint programming opportunities as well as to facilitate project monitoring, reporting and communications efforts. **(responsible – UNRSF Secretariat, deadline – 31 May 2022).**
3. Increase engagement with the WHO, Regional Commissions and Resident Coordinator-led UN Country Teams to encourage a whole-of-UN response to road safety. **(responsible – UNRSF Secretariat, deadline – 31 May 2022).**

Recommendation 2: UNRSF should consider “Fit-for-purpose” governance systems.

2.1 UNRSF should consider merging steering committee and advisory board both for reducing governance-related workload on the secretariat and increased shared understanding among various stakeholder groups. The current governance system is more suited for a large UN agency than a small trust fund. Since private donors and innovative funding mechanism are expected to provide a significant portion of funding, it is also better from a governance perspective to give these stakeholders a bigger role in steering the direction of the fund.

2.2 UNRSF should consider involving the member of such a combined board in joint fundraising efforts. Organizing joint events, participating in their governance and large public events and encouraging them to spread the word about UNRSF and its road safety work are some of the steps that can be undertaken to raise the profile and visibility of the Fund.

2.3 UNRSF should clearly discuss expectations and evaluate board members on pre-defined and agreed metrics to evaluate their contributions to the Fund.

Management Response:

UNECE **partially accepts** this recommendation.

Follow up actions and responsibilities:

UNRSF Secretariat will propose some changes to the governance system, for consideration by its governing bodies:

1. The evaluation’s recommendation to combine the Advisory Board and Steering Committee will be discussed at the next Advisory Board and Steering Committee meetings taking place in 2021. The implementation of the recommendation will be implemented in accordance with the decision of the Steering Committee. **(responsible – UNRSF Secretariat, UNRSF Steering Committee, deadline – 31 May 2022).**
2. A roadmap of advocacy opportunities and target donors will be presented to the governance body with a view that governance body members accept to undertake responsibility contribute to the strategic development of the UNRSF and to pursue advocacy opportunities and fundraising targets. **(responsible – UNRSF Secretariat, deadline – 31 December 2021).**

Recommendation 3: UNRSF should setup mechanisms for monitoring outcomes and impacts from the projects.

- 3.1 Systematic RBM mechanisms: UNRSF Secretariat needs to establish systematic mechanisms and tools for operationalizing a results-based monitoring and reporting systems. These mechanisms should also collect data specific to gender and vulnerable populations dimensions.
- 3.2 UNRSF secretariat should play a bigger role in coordination on substantive functions across various UN agencies, while simultaneously involving partner agencies in data collection and reporting.
- 3.3 When a PUNOS network is operational, UNRSF should consider using the network for promoting knowledge management/ organizational learning role of the secretariat, including for documenting best practices and lessons learned in road safety. This should also include tools for wider dissemination of these learning tools and results achieved.

Management Response:

UNECE **accepts** this recommendation.

Follow up actions and responsibilities:

1. In consultation with MPTFO and internationally accepted standards on results measurement, the UNRSF Secretariat will develop and roll-out a system and related tools for operationalizing results-based monitoring and reporting, taking into account gender and vulnerable populations. **(responsible – UNRSF Secretariat, deadline – 31 May 2022).**
2. A system will be designed and implemented to ensure PUNOs benefit from good practices and lessons learnt in road safety, including based on increased engagement with WHO, UN Regional Economic Commissions and regional road safety data observatories. **(responsible – UNRSF Secretariat, deadline – 31 May 2022).**

Recommendation 4: UNRSF should pay greater attention to fundraising and scaling up its operations.

Scaling up should be the topmost priority of UNRSF. As soon as UNRSF has put in place the right strategy, systems to develop collaborative solutions and demonstrate results, UNRSF secretariat should ramp up its fundraising efforts. It's ability to undertake steps outlined above and make a meaningful impact as a "UN" Fund, which creates high expectations, depends on its success in fundraising. To this end, UNRSF may need to invest upfront in hiring expert fundraisers with experience in raising funds from innovative sources.

Management Response:

UNECE **accepts** this recommendation.

Follow up actions and responsibilities:

1. The UNRSF Secretariat will develop a Case for Support to be used as the main engagement with funders. Other supporting materials and messaging will be developed and implemented, including a Strategic Plan, Annual Report, Impact Stories Brochure and Communications and Outreach Strategy. A fundraising contractor will also be hired. **(responsible – UNRSF Secretariat, deadline – 31 May 2022).**
2. A roadmap of advocacy opportunities and target donors will be presented to the governance body with a view that governance body members accept to undertake responsibility contribute to the strategic development of the UNRSF and to pursue advocacy opportunities and fundraising targets. **(responsible – UNRSF Secretariat, deadline – 31 December 2021).**