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**Management issues: Report on evaluation activities of
ESCAP during the biennium 2010-2011**

Report on evaluation activities of ESCAP during the biennium 2010-2011

Note by the secretariat

Summary

The present report summarizes the main findings and recommendations of key evaluations and evaluative reviews undertaken by the secretariat during the biennium 2010-2011 and the steps taken by ESCAP to implement those recommendations.

The report also provides an overview of existing arrangements in which the secretariat coordinates its work with regional and subregional organizations operating in Asia and the Pacific, and describes the functioning, decision-making and results of the Asia-Pacific Regional Coordination Mechanism.

The Commission may wish to use the information contained in the report to guide the direction and focus of the future work of ESCAP.

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I. Introduction

1. The purpose of the present report, a biennial evaluation report, is to provide the Commission with evidence-based information on the results of the work of ESCAP, as well as the secretariat's efforts to improve the quality of its work and strengthen accountability to member States. The report summarizes the main findings and recommendations of key evaluations conducted in 2010 and 2011 and the steps taken by the ESCAP secretariat to implement those recommendations. Additionally, the secretariat provides a summary of evaluation reports mandated by the Commission, through a resolution, as separate pre-session documents either under the agenda item on Management issues if the evaluation focuses on a cross-cutting theme, modality or service, or under the agenda item of a relevant subprogramme if the evaluation relates directly to the work of a particular subprogramme.

2. Pursuant to resolution 67/14 on cooperation between the Economic and Social Commission for Asia and the Pacific and other United Nations and regional and subregional organizations serving Asia and the Pacific, the present report also provides an overview of existing arrangements in which the secretariat coordinates its work with regional and subregional organizations operating in Asia and the Pacific, and describes the functioning, decision-making and results of the Asia-Pacific Regional Coordination Mechanism.

3. During the biennium 2010-2011, the ESCAP secretariat implemented 3 evaluations and 13 evaluative reviews¹ (see the annex for

¹ Evaluative processes at ESCAP are categorized into "evaluations" and "evaluative reviews", according to their management arrangements. See the ESCAP *Evaluation Guidelines*, available at www.unescap.org/pmd/evaluation.asp, for further details.

more details). The present report focuses primarily on the key findings and recommendations of evaluations, and related actions taken by the secretariat.

4. During the reporting period, there were critical milestones in support of the secretariat's efforts to strengthen its evaluation function. In its resolution 66/15 on the strengthening of the evaluation function of the secretariat of the Commission, the Commission reaffirmed the importance of evaluation as a way to strengthen the accountability of the secretariat vis-à-vis members and associate members by providing evidence-based information on the performance and relevance of the activities and strategic operations of the secretariat. In this regard, the Commission requested the Executive Secretary to ensure that the secretariat's programmatic work, including the work of divisions, subregional offices and regional institutions, is evaluated periodically.

5. In line with the above-mentioned request of the Commission, the ESCAP secretariat had undertaken several evaluations and reviews to assess the performance of a subprogramme, project or other initiative of the secretariat in line with the biennial ESCAP evaluation plan. The evaluation plan provides a framework for identifying and budgeting evaluations and reviews in a transparent and consistent way and for seeking endorsement from the relevant legislative bodies. It also provides an overview of planned evaluations so that all stakeholders involved can prepare adequately.

6. Significant organizational reforms had taken place during the reporting period as a result of an audit by the Office of Internal Oversight Services (OIOS) of the governance and organizational structure of ESCAP in 2010. The purpose of the audit was to assess whether ESCAP has established effective governance mechanisms for the formulation, management and monitoring of its programme of work and utilization of resources in implementing its mandate. A total of 23 recommendations for structural reforms of ESCAP were made in connection with increasing transparency in resource allocation, strengthening ESCAP regional institutions, streamlining the administration of grants, restructuring the former Programme Management Division, integrating the work of subregional offices with the substantive divisions, and streamlining conference servicing. The significant work on the organizational effectiveness initiative of ESCAP provided a timely platform for discussing and implementing the OIOS recommendations in a coordinated and timely manner. By the end of 2011, nearly all of the recommendations had been implemented.

7. Prior to the current reporting period, in 2009, the secretariat revised the ESCAP monitoring and evaluation system overview and launched the evaluation guidelines.² Further, an evaluation tracker was developed with the purpose of monitoring the use of evaluations for improved performance. These undertakings were expected to improve the quality of evaluations and further institutionalize a culture of using information generated by evaluations to enhance learning for improved performance and accountability.

² See *ESCAP M&E System: Monitoring & Evaluation System Overview and Evaluation Guidelines* (United Nations publication, Sales No. E.10.II.F.11), available at www.unescap.org/pmd/evaluation.asp.

II. Key recommendations from ESCAP evaluations and reviews implemented during the biennium 2010-2011 and related actions taken by the secretariat

8. At the subprogramme level, the secretariat undertook an evaluation of the work of the subprogramme on information and communications technology and disaster risk reduction and an evaluative review of the ESCAP Pacific Office for the purposes of assessing the relevance, efficiency and effectiveness of the subprogramme and the Pacific Office in delivering its programme of work and ascertaining ESCAP's comparative advantages and value addition to the work of other relevant international and regional organizations. All evaluations were undertaken by independent evaluators and followed the norms and standards for evaluation developed by the United Nations Evaluation Group.

9. The evaluation of the subprogramme on information and communications technology and disaster risk reduction was initiated towards the end of the reporting period. Preliminary findings pointed to the need for the secretariat to continue to strengthen the quality and extent of internal collaboration as well as externally with other regional and subregional organizations, including other United Nations entities. The evaluation also suggested that the subprogramme should review its capacity development activities with a view to focusing on the comparative advantages of ESCAP and re-emphasizing its analytical and normative work on information and communications technology for development, and to strengthen its internal system for monitoring and evaluation of its work programme and projects. The final outcome of the evaluation as well as the follow-up actions by the secretariat will be reported to the Commission at a subsequent session.

10. In the context of the preparation of capacity development projects for 2011-2013 and the strategic framework for 2014-2015, the secretariat had already placed high priority on collaboration between divisions through interdivisional activities and projects. Substantive divisions and offices shared and discussed proposals for joint activities early on in the planning process, so that the allocation of the limited resources for capacity development projects is done in a participatory and transparent manner.

11. An evaluative review of the ESCAP Pacific Office was undertaken to ascertain how the ESCAP Pacific Office could be strengthened to better serve the needs of Pacific members and associate members. It was also expected to draw lessons from the experiences of the ESCAP Pacific Office as a subregional office that could inform the operations of the other three ESCAP subregional offices. The review found that the ESCAP Pacific Office is critical to the relevance of ESCAP in the Pacific, having established some core areas of work which are considered to meet the needs of Pacific island member States. The review made a strong case for strengthening the alignment of the work of the ESCAP Pacific Office and the substantive divisions in Bangkok in order to improve the overall impact of the collective work of ESCAP in the Pacific. The recommendations included clarifying the core function of the ESCAP Pacific Office, including the respective roles, responsibilities and authority of substantive divisions and the ESCAP Pacific Office, and for the secretariat to document these as a management circular/instruction. The secretariat is in the process

of finalizing a management response and follow-up actions to the recommendations.

12. An evaluative review of the ESCAP Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness in Indian Ocean and Southeast Asian Countries was undertaken in mid-2011, in accordance with the Fund's monitoring and evaluation framework, which allows for an independent evaluation to be carried out every three years. The review recognized several positive results. An effective network and regional coordination mechanism for tsunami warnings has been established, including on standard operating procedures and simulation drill exercises. Early warning capacities for tsunami at the national level have been significantly enhanced, and will contribute to saving lives in the case of another tsunami. Within this overall picture, the Fund did play a role as one of the few available financial resources for regional tsunami early warning. The establishment of the Regional Integrated Multi-hazard Early Warning System (RIMES) was noted as a significant achievement which has made a unique contribution to least developed countries and small island developing States. Increasing awareness of the Makran tsunami hazard was another unique achievement of the Fund. The review also noted the efficiency of the governance mechanism, management procedures and the coordination with United Nations partners. Follow-up actions undertaken by the secretariat in response to the recommendations of the review resulted in refinement of the scope, roles and priorities of the Fund, development of strategic communication and resource mobilization plans, engagement of a broader range of partners and institutions in peer review of project proposals for funding, increased coherence across the Fund's projects, and enhanced focus on small or less resourced countries.

13. During the biennium 2010-2011, ESCAP was involved in evaluative reviews of six projects funded through the United Nations Development Account (see the annex for more details), which is managed by the Department of Economic and Social Affairs and funds projects aimed at developing capacities in the priority areas of the United Nations development agenda. The projects are implemented by different departments of the United Nations Secretariat, including the Department of Economic and Social Affairs and the regional commissions. These reviews made systematic assessments of the key results and outcomes of the projects and derived lessons learned in order to formulate recommendations for follow-up projects and actions to improve the implementation of future projects. A few common observations and recommendations have emerged from these reviews, as follows:

(a) First, for some projects, the formulation required more specific and detailed needs and problem analysis as well as a careful and participatory planning state to create ownership. Hence, the focus of the projects was not as clear as would have been desirable. It was therefore recommended that a stronger emphasis be placed on problem analysis in order to achieve focus according to the needs of target beneficiaries;

(b) Next, the United Nations Development Account projects were ambitious in setting out their expected achievements in the project documents, particularly in the light of the resources available for implementing the projects, and the monitoring and evaluation framework, including the formulation of indicators, should be more results-oriented to

allow proper assessment of project achievements. The project reviews revealed that it was challenging to assess the results of the projects against their original results frameworks;

(c) Finally, the issue of sustainability of project interventions was raised in some projects. It was recommended that projects be based on a strong partnership and collaboration arrangement with other regional and subregional entities to create synergies and complementarities and a broader source of funding, including through the private sector and promoting in-kind contributions from project stakeholders.

14. The above observations and recommendations have been reflected in the revised guidelines for the preparation of the project documents for the 8th tranche of the United Nations Development Account issued by the Department of Economic and Social Affairs in 2011. In particular, there was a stronger emphasis on ensuring that the project formulations meet the requirements of sustainability, a robust monitoring and evaluation framework, including formulation of indicators according to the Specific, Measurable, Achievable and Attributable, Relevant and Realistic, Time-bound, Timely, Trackable and Targeted (SMART) criteria, and subjected to an internal quality review process prior to submission to Department of Economic and Social Affairs. At ESCAP, project documents for Development Account funding are required to undergo a proper project appraisal process through an in-house quality assurance team.

15. During the reporting period, the Environment and Development Division of ESCAP commissioned evaluative reviews of its project on the development of eco-efficiency water infrastructure for socio-economic development in Asia and the Pacific, which is funded by the Korea International Cooperation Agency (KOICA), and its Green Growth Capacity Development Programme, which is funded by KOICA and other partners. The reviews provided the Environment and Development Division with information on the positive results of the projects and guidance on follow-up activities based on the needs of member States that are building and expanding on the success of the projects.

16. Pursuant to Commission resolution 63/9 on the implementation of the Busan Declaration on Transport Development in Asia and the Pacific and the Regional Action Programme for Transport Development in Asia and the Pacific, phase I (2007-2011), the Transport Division of ESCAP undertook an evaluative review of the implementation of Phase I of the Regional Action Programme for Transport Development (2007-2011). The substantive recommendations of the review informed the formulation of policy documents for the second session of the Ministerial Conference on Transport, which was held in March 2012, and guided the development of the Phase II of the Regional Action Programme covering the period 2012-2016.³ On operational matters, the review recommended that communication and promotional activities of the Regional Action Programme be enhanced, including through improved dissemination of information via the Internet.

17. The Trade and Investment Division undertook an evaluative review of Phase II (2007-2010) of the Asia-Pacific Research and Training Network on Trade (ARTNeT). The review provided inputs for the planning of future

³ See E/ESCAP/68/9, chap. I.

programmes and for modalities of operation under Phase III. An important recommendation related to the financial sustainability of the network. In this regard, the Trade and Investment Division argued that the real sustainability issue relates to the risk of ARTNeT being too dependent on a single donor (currently the International Development Research Centre (IDRC) and ESCAP). In order to mitigate this risk, the Division agreed to focus on maximizing impacts with existing funds and diversifying funding sources, including cost-sharing arrangements with training participants and ARTNeT member institutions.

III. Coordination mechanisms with regional and subregional organizations

18. Pursuant to Commission resolution 67/14, the following summary provides an overview of the manner in which the secretariat carries out its mandate and coordinates its work with regional and subregional organizations operating in Asia and the Pacific, and describes the functioning, decision-making and results of the Asia-Pacific Regional Coordination Mechanism, including how the secretariat leverages synergies and other efficiencies that could serve as a model for coordination. Inter alia, the summary draws on feedback provided by a survey conducted in 2011 of the thematic working groups operating under the auspices of the Regional Coordination Mechanism, as well as comprehensive input provided by the secretariat on ESCAP cooperation and coordination with United Nations and non-United Nations regional bodies in the context of the study sponsored by the United Nations regional commissions in 2011 entitled *The Regional Dimension of Development and the UN System*.⁴

A. Asia-Pacific Regional Coordination Mechanism

19. Established by Economic and Social Council resolution 1998/46, the Regional Coordination Mechanism provides the primary vehicle for strengthening policy coherence within the United Nations system and promoting cooperation and collaboration among United Nations entities and their development partners in addressing regional development issues. It also provides an important means of articulating regional concerns and priorities at the global level and acting as a bridge between global, regional and national agendas. The body works by consensus with a focus on identifying shared concerns and priorities and leveraging synergies across the United Nations system in Asia and the Pacific in addressing regional challenges.

20. The Regional Coordination Mechanism has a membership of 30 United Nations and affiliated entities, including ADB and the World Bank. Currently, there are six thematic working groups that operate as subsidiary bodies of the Regional Coordination Mechanism: Education for all; Environment and disaster risk management; Gender equality and empowerment of women; Health; International migration including human

⁴ Economic Commission for Africa, Economic Commission for Europe, Economic Commission for Latin America and the Caribbean, Economic and Social Commission for Asia and the Pacific, and Economic and Social Commission for Western Asia (New York, November 2011), available from <https://www.un.org/regionalcommissions/PrintRegionalDimensionStudy.pdf>.

trafficking; Poverty and hunger. Each is jointly chaired by two or more member United Nations agencies. As convenor of the Regional Coordination Mechanism, ESCAP provides the secretariat services required to support the Mechanism overall, particularly at the executive level, and to monitor and follow up on agreed commitments. This includes ensuring efficient interaction and information exchange within and across the Regional Coordination Mechanism and its working groups.

21. A key foundation for the work of the Regional Coordination Mechanism was provided by a regional mapping study commissioned by ESCAP in 2008-2009.⁵ This identified priority work areas across the work programmes of United Nations agencies in Asia and the Pacific in order to help strengthen alignment and harmonization and provide a basis for clarifying areas of agency comparative advantage. Among other things, the study identified existing regional coordination frameworks and possible structural obstacles to coordination of regional programmes.

22. The valued-added of the Regional Coordination Mechanism can be seen from the diverse range of joint activity facilitated under its umbrella. The joint regional assessment of Millennium Development Goal progress through the ESCAP/ADB/UNDP regional Millennium Development Goal partnership provides one example. Started in 2001, the partnership has jointly issued annual Asia-Pacific Regional MDG reports, advocated policies in support of the achievement of the Millennium Development Goals in various high-level forums, and organized capacity-building activities on Millennium Development Goal data collection, analysis and reporting. This tripartite initiative is the first of its kind in the world and is referred to globally as a “best practice”. It ensures a common voice on the Millennium Development Goals in the region, helps build a consolidated regional platform and presents a clear plan of action for their achievement. The Regional Coordination Mechanism provides a key platform for wider United Nations input into the Millennium Development Goal reports and the effective dissemination and use of findings.

23. The role of the Regional Coordination Mechanism in providing a means for coherent United Nations agency input into the wider relationship between the United Nations and the Association of Southeast Asian Nations (ASEAN) is another example. Through the 2008 and 2010 studies *Striving Together: ASEAN & the UN*^{6,7} which were produced under the auspices of the Regional Coordination Mechanism, the United Nations system as a whole contributed to a stock-taking of ASEAN achievements and areas to be addressed jointly in the context of the decades-long ASEAN-United Nations partnership.

24. Selected current and recent examples of joint activities facilitated through the Regional Coordination Mechanism and its working groups include: (a) a regional inter-agency publication on the United Nations Conference on Sustainable Development; (b) the launch and

⁵ Economic and Social Commission for Asia and the Pacific, *Regional Mapping Study: Priority Areas of Work in the Regional Programmes of United Nations Entities in Asia and the Pacific for 2008-2009* (Bangkok: United Nations, 2008).

⁶ United Nations publication, Sales No. E.09.II.F.3 (2008 issue).

⁷ ST/ESCAP/2585 (2010 issue).

implementation at the regional level of the Secretary-General's UNiTE to End Violence against Women campaign; (c) the establishment of a Regional Advisory Group on Women, Peace and Security; (d) regional implementation of the Global Strategy to Improve Agricultural and Rural Statistics; (e) preparation of End-of-Decade Notes on Education for All progress; (f) implementation of the Secretary-General's Joint Action Plan for Women's and Children's Health; and (g) the convening of the Asia-Pacific Regional Preparatory Meeting for the Global Forum on Migration and Development 2010. As part of the High-level Committee on Programmes, the Regional Coordination Mechanism has furthermore become the forum for the exchange of regional good practices and lessons for priority actions identified by the Secretary-General and the United Nations System Chief Executives Board for Coordination, providing important regional dimensions to issues on the agenda of the High-level Committee on Programmes.

25. A self-assessment survey of the Regional Coordination Mechanism Thematic Working Groups carried out by the secretariat in 2011 affirmed the value of the Regional Coordination Mechanism as a vehicle through which United Nations entities can strengthen policy coherence, share information and analysis of regional issues and trends, and identify and implement joint activities. The thematic working groups reported that they each have their own terms of reference and annual work plan and that they meet formally on average from three to six times per year. In some cases, thematic working group membership includes subregional entities, such as ASEAN, international financial institutions and civil society representatives. As an indication of commitment to collaborative approaches, resources to support joint activities are generally provided as in-kind contributions by participating agencies, ad hoc funds for particular purposes or (in two cases) through a thematic working group joint trust fund arrangement.

26. Areas suggested for ongoing strengthening of the role of the Regional Coordination Mechanism included: (a) increasing linkages between the respective thematic working groups; (b) strengthening linkages with United Nations agencies and theme groups at the subregional level; (c) increasing agency contributions to the resource base of the thematic working groups, including through joint funding arrangements; and (d) enhancing joint monitoring and reporting of results achieved, based on thematic working group annual work plans.

27. Additionally, ESCAP acts as chair and secretariat of the United Nations Regional Inter-agency Group on Youth, which was established to support the regional implementation of the World Programme of Action for Youth to the Year 2000 and Beyond,⁸ the Millennium Development Goals and international conventions and legal instruments affecting young people. Its membership comprises entities of the United Nations system and other key stakeholders, and its programme of work focuses on the following four areas: advocacy; information sharing and networking; enhancing cooperation and coordination; and dissemination of good practices and lessons.

⁸ General Assembly resolution 50/81 of 13 March 1996, annex.

B. United Nations Development Group Asia-Pacific

28. Complementing the Regional Coordination Mechanism and providing another key vehicle for ESCAP coordination and interaction with other entities in the United Nations system is the United Nations Development Group Asia-Pacific (UNDG Asia-Pacific) (the former Regional Directors' Team). Initiated in 2005 to support United Nations country teams, UNDG Asia-Pacific is chaired by the Director of the UNDP Regional Bureau for Asia and Pacific and has a membership of 18 United Nations agencies, including ESCAP. Its central role is to provide leadership, strategic guidance and support for the achievement of country-level results. A particular focus in this context is support for country-level United Nations Development Assistance Framework (UNDAF) processes. Through its participation in the UNDG Asia-Pacific Programme Support Group, ESCAP engages actively with selected UNDAF processes, with a particular focus on regional and subregional cooperation dimensions.

29. The Regional Coordination Mechanism and the UNDG Asia-Pacific are, each in itself, important instruments for enhancing coordination and coherence among United Nations agencies and obtaining the highest possible value on the ground from limited resources. In order to strengthen the linkages between the Regional Coordination Mechanism and UNDG Asia-Pacific, sessions of the Regional Coordination Mechanism and UNDG Asia-Pacific are held back-to-back to the extent possible.

C. Formal arrangements with United Nations and international agency counterparts

30. ESCAP coordination and collaboration with United Nations and other international agency counterparts is further underpinned through a series of memorandums of understanding. Signed by ESCAP at the level of the Executive Secretary, these memorandums typically set out priority areas for cooperation and arrangements for working together. In the cases of ADB, ILO and UNDP (in the latter instance as part of a global memorandum of understanding with the regional commissions), annual formal consultations are held at the senior management level. The agendas for these consultations typically include consideration of a joint mapping study of the various areas of joint activity, a review of progress in the implementation of previous joint commitments, a review of lessons and experiences, and the identification of key priorities for the next 12-month period. The chairing and convening of these meetings alternates between ESCAP and the respective agencies, and decision-making is by consensus.

31. Outside formal memorandum of understanding arrangements, numerous examples can be cited of ESCAP coordination and collaboration with United Nations and other international organizations on a day-to-day basis. These range from joint reports to harmonize United Nations approaches and outreach in the areas of disaster risk reduction in Asia and the Pacific (with the Inter-Agency Secretariat of the International Strategy for Disaster Reduction) and environmental sustainability (with ADB and UNEP) to jointly organized regional events, such the Asia-Pacific High-level Intergovernmental Meeting on the Assessment of Progress against Commitments in the Political Declaration on HIV/AIDS and the

Millennium Development Goals, which involved a partnership between ESCAP and seven United Nations entities.⁹

D. Relations with subregional bodies

32. Formal memorandum of understanding arrangements also provide an important basis for cooperation with regional and subregional bodies, including the ASEAN, the South Asian Association for Regional Cooperation (SAARC), the Economic Cooperation Organization (ECO), the Pacific Islands Forum Secretariat, the Secretariat of the Pacific Community, the Central Asia Regional Economic Cooperation (CAREC) Programme, and the Shanghai Cooperation Organization (SCO).

33. The relationship between ESCAP and ASEAN illustrates what can be achieved through such an arrangement. The Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations of 19 November 2011¹⁰ makes particular reference to the “close relationship” with ESCAP, including in its capacity as convenor of the Regional Coordination Mechanism. As indicated above, one focus of the relationship, in partnership with members of the Regional Coordination Mechanism, has been the publication *Striving Together: ASEAN & the UN* as a United Nations contribution to the ASEAN summits in 2008 and 2010. The publication took stock of ASEAN progress with regional integration, the support provided to it by United Nations agencies over the years, and opportunities to deepen cooperation between the two organizations in the years ahead.

34. The 2010 ASEAN Summit outcomes ensured further strengthening of coordination between ASEAN and the United Nations through: (a) regular exchanges of best practices and capacity-building initiatives to enhance the promotion and protection of human rights; (b) exchange of experiences and best practices through a series of ASEAN-United Nations seminars, workshops and training activities on issues such as preventive diplomacy, peace-keeping and peace-building; (c) the preparation and implementation of a joint ASEAN-United Nations Strategic Plan of Cooperation on Disaster Management, as called for in the Joint Declaration on ASEAN-United Nations Collaboration in Disaster Management, which was adopted by the Summit; and (d) cooperation to support the implementation of Work Plan 2 of the Initiative for ASEAN Integration and the *Master Plan on ASEAN Connectivity*.¹¹ These commitments both provide an important framework for the direct engagement of ESCAP with ASEAN and are supported by the role of ESCAP as convenor of the Regional Coordination Mechanism.

35. To further illustrate the manner in which agreements with subregional bodies, in particular, have defined specific priorities for coordinated work and the leveraging of synergies, the following is a summary of agreed priorities under selected ESCAP memorandums of understanding:

⁹ See E/ESCAP/68/13, para. 68.

¹⁰ www.aseansec.org/documents/19th%20summit/UN-JD.pdf.

¹¹ www.asean.org/documents/MPAC.pdf.

(a) SAARC: Environment, health and population, rural development, gender, transport;

(b) ECO: Transport and logistics, environment, energy, disaster risk reduction and statistics;

(c) Pacific Islands Forum Secretariat: Trade and investment, energy, transport infrastructure, social and economic development;

(d) Secretariat of the Pacific Community: Health, statistics, environment and sustainable development, transport, information and communications technology, disaster risk reduction;

(e) CAREC: Environment and sustainable development, economic, trade, transport;

(f) SCO: Economy and trade, energy, transport and communications, environmental protection and sustainable development, information and communication and space technologies, poverty reduction.

IV. Conclusion

36. As outlined in the present report, evaluation and evaluative reviews undertaken during the period 2010-2011 continued to provide evidence-based information on the performance and relevance of ESCAP operations at the subprogramme and project levels. The information facilitated performance enhancement and guided organization-wide changes at ESCAP. Key follow-up actions to evaluation recommendations were being implemented with a view to enhancing collaboration and cooperation internally among substantive units of ESCAP and externally with other regional and subregional organizations, improving the internal system for the planning of programmes and projects as well as the monitoring and evaluation thereof, clarifying the function of the secretariat's subregional offices vis-à-vis substantive divisions, and developing a strategic communication and advocacy strategy in support of the secretariat's resource mobilization efforts. ESCAP management is committed and thus accountable for the implementation of follow-up actions by signing off on an evaluation management response and follow-up actions and putting in place an internal system of tracking progress in the implementation of follow-up actions.

37. Additionally, the secretariat will continue to document and assess the manner in which it carries out its mandate and coordinates its work with regional and subregional organizations operating in Asia and the Pacific, and with other United Nations and international organization counterparts in the context of the Regional Coordination Mechanism. In the case of the Regional Coordination Mechanism, information on its activities and joint work carried out by members will be maintained on its website, which is part of the wider ESCAP website.

38. The experience described above indicates the value of formalized frameworks for coordination and collaboration, including memorandums of understanding with key partners, which can enhance transparency and accountability through processes of regular joint review and planning based on agreed commitments and processes for working together. Also

highlighted is the importance of ensuring that coordination and leveraging synergies with other stakeholders are embedded in all aspects of the planning, implementation, monitoring and evaluation of the work of ESCAP. It is considered that the secretariat has made significant progress in these directions in recent years, as described above. However, it is vital to continuously review progress, lessons and gaps in order to maximize the effective and efficient use of limited resources to ensure inclusive and sustainable results which address the development challenges facing the people of Asia and the Pacific.

Annex

Evaluations and evaluative reviews implemented by ESCAP during the biennium 2010-2011

<i>Topic</i>	<i>Category of evaluation</i>	<i>Type of evaluation</i>	<i>Year completed</i>
ESCAP Pacific Office	Evaluative review	Subprogramme	2011
ESCAP subprogramme on information and communications technology and disaster risk reduction	Evaluation	Subprogramme	Under finalization
Statistical Institute for Asia and the Pacific (SIAP) ^a	Evaluation	Subprogramme	2010
Asian and Pacific Training Centre for Information and Communication Technology for Development (APCICT) ^b	Evaluation	Subprogramme	2010
ESCAP Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness in Indian Ocean and Southeast Asian Countries	Evaluative review	Other	2011
Development Account Project: Improvement of Disability Measurement and Statistics in Support of the Biwako Millennium Framework and Regional Census Programme	Evaluative review	Project	2010
Development Account Project: Interregional Cooperation on the Measurement of Informal Sector and Informal Employment	Evaluative review	Project	2010
Development Account Project: Eco-Efficient and Sustainable Urban Infrastructure Development in Asia and Latin America	Evaluative review	Project	2011
Development Account Project: Knowledge Networks through ICT Access Points for Disadvantaged Communities in the Asia-Pacific Region	Evaluative review	Project	2010
Development Account Project: Public-Private Partnership Alliance Programme for Capacity-Building in Infrastructure Development and Provision of Basic Services	Evaluative review	Project	2010
Development Account Project: Strengthening Social Inclusion, Gender Equality and Health Promotion in the Millennium Development Goals	Evaluative review	Project	2010

<i>Topic</i>	<i>Category of evaluation</i>	<i>Type of evaluation</i>	<i>Year completed</i>
Green Growth Capacity Development Programme	Evaluative review	Project	2011
Eco-Efficient Water Infrastructure for Socio-Economic Development in Asia and the Pacific	Evaluative review	Project	2011
Regional Action Programme for Transport Development in Asia and the Pacific, Phase I (2007-2011)	Evaluative review	Project	2011
Asia-Pacific Research and Training Network on Trade (ARTNeT), Phase II, 2007-2010	Evaluative review	Project	2010
<i>Asia-Pacific Population Journal</i>	Evaluative review	Project	Ongoing

^a Results of this evaluation were reported to the Commission at its sixty-sixth session, in May 2010 (see E/ESCAP/66/19 and Add.1).

^b Results of this evaluation were reported to the Commission at its sixty-sixth session, in May 2010 (E/ESCAP/66/18 and Add.1).