



UNITED NATIONS

الاستسقا  
ESCWA

# Biennial Report of Evaluations

2016 - 2017

March 2018

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## INTRODUCTION & BACKGROUND

ESCWA considers evaluation to be a strategic function that independently assesses the relevance, effectiveness, efficiency, impact and sustainability of its work. In recognition of the importance of keeping abreast with latest evaluation practices, ESCWA has revised its Evaluation Policy to better appraise the results of its normative and policy support efforts. In line with the new Policy issued in 2017, this biennial report provides an overview of evaluation related efforts at ESCWA in 2016 and 2017. It presents the main achievements and the lessons learned, and highlights the challenges and the steps forward.

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***“Our commitment to the function of Evaluation in ESCWA is fundamental to our mandate in serving the Arab region. We do not consider Evaluation an after-the-fact exercise; it is a crucial pillar of our thinking, planning and delivery as we work to advance the social, economic, political and environmental wellbeing of the people of this region.”***

*Mohamed Ali Alhakim, Executive Secretary  
Foreword – ESCWA Evaluation Policy 2017*

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## META-ANALYSIS OF ESCWA EVALUATIONS

In January 2017, ESCWA undertook, for the first time, a comprehensive meta-analysis of its past evaluations. This exercise included the review of 19 evaluations completed since 2012 covering ESCWA’s sub-programmes, thematic evaluations, as well as extra-budgetary (XB) and Development Account (DA) projects. The aim of this exercise was to identify trends and patterns, both positive and negative through a horizontal comparison of all evaluations. Each evaluation provides an independent, vertical assessment but often focuses only on one project, sub-programme, or theme which makes it difficult for Programme Managers to determine whether the findings and recommendations are unique to the sub-programme or project, or whether they are systemic across ESCWA. The meta-analysis provided ESCWA for the first time with an analytical tool identifying organization-wide areas of strength and improvement that the organization may wish to capitalize on or address, helping it ensure its regional impact is more than the sum of its parts.

As encouraged by the United Nations Evaluation Group (UNEG), ESCWA’s meta-review of evaluations followed a rigorous process. As a first step, 12 ESCWA internal evaluations from 2012-2015 were applied to a matrix of 14 categories, such as project design, stakeholder engagement, monitoring, and sustainability. These categories represented common themes found in ESCWA evaluations, resulting in 12 Key Insights. These 12 Key Insights were then validated through a review of 7 more recent evaluations from 2016-2017.

The 12 Key Insights of the meta-analysis were organized based on the criteria of relevance, effectiveness, efficiency and sustainability and indicated the following:

### Relevance

Overall, ESCWA's work is relevant to the needs of the region, to the Internationally Agreed Development Goals and to its mandates, although further opportunities exist to better target its work.

#### Key Insight 1 - Relevance levels vary between member States and topics

- **Finding:** Insufficient attention is paid to the differences between the sub-regions and member States.
- **Recommendation:** ESCWA should tailor its support to the sub-regional level to increase its relevance to its member States.

#### Key Insight 2 - More knowledge about the problems being addressed is recommended

- **Finding:** Needs assessments and problem analysis are rarely undertaken with external input, and baselines are often missing as normative work is hard to quantify.
- **Recommendation:** Ensure input from external stakeholders in the needs assessments and problem trees and consider knowledge or capacity surveys at the start of projects to establish baselines.

#### Key Insight 3 - Participation in DA projects is consistently problematic

- **Finding:** Project teams are often not able to impose criteria for participation and project focal points are frequently unaware of them. As a result, participants often do not meet the required profile. Women participation is typically around 30-40%.
- **Recommendation:** Define participation criteria clearly and explain them to the focal points and senior officials in member States; ensure women's participation is closer to 50%.

### Effectiveness

ESCWA produces unique work and is often praised for addressing topics that are otherwise disregarded. However, inconsistent engagement with external stakeholders and participants and inconsistent quality often limits the effectiveness of its work.

#### Key Insight 4 - Inconsistent engagement with external partners and participants

- **Finding:** External partners and participants would prefer greater and more consistent engagement in ESCWA's projects. Some ESCWA partnerships could be more strategic.

- **Recommendation:** Ensure that partnerships are goal-oriented and ensure regular and consistent engagement with partners and participants at the time of project inception.

#### **Key Insight 5 - The quality of ESCWA's work in its three core functions is varied**

- **Finding:** ESCWA knowledge products often do not target a specific audience and are not sufficiently disseminated and tracked for their uptake. Technical cooperation is much appreciated but often is not aligned with the programme of work. ESCWA's Technical Committees can be maximized for more impact.
- **Recommendation:** Clearly define the target audience and develop a dissemination plan for knowledge products; further align technical cooperation with the programme of work; and design a strategy to maximise the impact of Technical Committees.

### **Efficiency**

ESCWA's work has garnered praise for its flexibility but could be more efficient if workplans and internal monitoring for results mechanisms were better designed and implemented.

#### **Key Insight 6 - Logical Frameworks are often poorly designed, but projects work within budget and are efficient at gaining in-kind support**

- **Finding:** Given Secretariat requirements, Expected Accomplishments (EAs) and Indicators of Achievement (IoAs) often exceed the scope of the project or programme and are not readily measurable. Projects are completed within budget and often solve the problems creatively to obtain in-kind support.
- **Recommendation:** Consider developing a Theory of Change alongside the logframe, and if IoAs are outside the scope of work, develop proxy indicators.

#### **Key Insight 7 - Internal monitoring and reporting is inconsistent**

- **Finding:** Most Divisions and projects do not have a system in place to monitor for results/impact.
- **Recommendation:** ESCWA should decide how substantive and results-based monitoring takes place. Tools and mechanisms for monitoring for results should be designed for ESCWA's regular work and for its projects.

#### **Key Insight 8 - Flexibility in project/programme workplan leads to greater relevance and greater efficiency**

- **Finding:** Some DA projects and programmes of work are modified during implementation to address emerging issues, thereby improving relevance and impact, but not all project/programme managers are aware of this option.
- **Recommendation:** When applicable, undertake changes through formal review channels as soon as possible to improve relevance and impact.

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**Key Insight 9 - Sub-contracting and administrative challenges are persistent and can deter ESCWA staff from initiating XB/DA projects**

- **Finding:** Contracts with consultants are often time consuming, consultant deliverables are often delayed and sometimes below quality, and ESCWA staff are frequently unaware of recourse options.
- **Recommendation:** Staff should be trained on the contracting of consultants and should know their options, and be empowered to pursue them when a consultant under-performs.

**Sustainability**

Although a majority of project stakeholders and participants request projects to continue, the sustainability of most projects is not sufficiently institutionalized or ensured.

**Key Insight 10 - Insufficient sustainability measures**

- **Finding:** Many projects assume that knowledge production, capacity building and maintenance of online platforms equals sustainable gains.
- **Recommendation:** Design an explicit exit strategy within each project, with continued opportunities for the application of skills acquired.

**Key Insight 11 - Projects are not integrated enough into regular programme of work**

- **Finding:** As DA projects are not extended, much of their sustainability lies in the integration of the project into the Section's regular programme of work.
- **Recommendation:** Identify how the various components of ESCWA's regular work can continue aspects of project work.

**Key Insight 12 - Attempts at Resource Mobilisation for follow-up projects are limited**

- **Finding:** Successful small DA projects can be treated as "pilot projects" and used to gain larger XB funds, but this is rarely done.
- **Recommendation:** Use the positive experience of DA projects when pitching to donors.

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## IMPLEMENTED EVALUATIONS

Every biennium, ESCWA carries out discretionary and mandatory evaluations of its Subprogrammes, Development Account (DA) projects and projects financed from extra-budgetary sources (XB), according to a set biennial workplan and budget. In 2016-2017, ESCWA completed the evaluation of five DA projects and two extra-budgetary projects. In addition, it completed a thematic evaluation of ESCWA's publications and initiated the evaluation of two Subprogrammes (see Annexes 1, 2 and 3).

### THEMATIC & SUBPROGRAMME EVALUATIONS

**Thematic evaluations** focus on a specific theme that is critical across different divisions in ESCWA and assesses the performance of ESCWA's work in this area. In the 2016-2017 Biennium, ESCWA undertook a thematic evaluation of publications produced in 2014-2015. The evaluation focused on the quality of publications and assessed selected publications according to the criteria of content, relevance and process.

The evaluation was divided into two phases, undertaken between July and December 2016. The first phase consisted of a desk review of 41 publications that were assessed against 18 criteria for content and relevance. The first phase concluded with a scored matrix against which the 41 publications were measured. The scoring of individual publications was confidential, and analysis focused on identifying broad trends. The second phase of the evaluation focused on assessing the process for publications, from conceptualization to implementation. An in-depth assessment was undertaken of five publications, and a total of 19 interviews and one focus group were conducted to validate findings and to explore forward-looking mechanisms to enhance the quality of ESCWA publications.

Overall, ESCWA publications were found to be relevant to the needs of the region, issued in a timely manner and citing respected sources, with good outreach to key experts in the field. ESCWA authors demonstrated pride in their work, and all ESCWA staff provided many suggestions for ways to further improve the quality of publications, indicating their positive engagement in the process.

While the evaluator identified the strengths of ESCWA publications, she also highlighted some areas for further work to improve the quality of publications. These key findings focused on the role of publications in promoting policy change, the integration of gender and human rights concerns, quality assurance mechanisms, and compliance with UN standards and methodologies.

The evaluation triggered the organization of an inclusive internal process of consultations through five thematic focus groups and individual interviews, resulting in the preparation of ESCWA's first draft Publication Strategy and guidelines.

**Subprogramme evaluations** examine the overall performance of a substantive Subprogramme or Division in ESCWA. Such evaluations normally examine the relevance, effectiveness and impact of the Subprogrammes through their knowledge production, engagement with stakeholders, technical cooperation, strategy and implementation of projects. In the 2016-2017 Biennium, ESCWA initiated two discretionary programmatic evaluations: The Economic Development and Integration Division and the Sustainable Development Policies Division. These are expected to be finalized in the first half of 2018. (see Annex 3: Discretionary Thematic & Subprogramme Evaluations). Discretionary evaluations of other Subprogrammes are also planned for the next biennia. In 2018-2019, ESCWA plans to undertake programmatic evaluations for the Statistics Division (SD) and the Social Development Division (see Annex 4: ESCWA's 2018-19 Evaluation Workplan).

#### **EXTRA-BUDGETARY & DEVELOPMENT ACCOUNT EVALUATIONS**

ESCWA also undertakes evaluations of specific projects managed by the different Subprogrammes. Project evaluations are normally time bound to the life of the project and focus on assessing the extent to which ESCWA met the stated objectives and outcomes identified in the project document. In the 2016-17 biennium, ESCWA completed two extra-budgetary evaluations<sup>1</sup>: one evaluation of the XB project the “National Agenda for the Future of Syria” and one evaluation of the XB project on “Establishing a Regional Mechanism for Improved Monitoring and Reporting on Access to Water Supply and Sanitation Services in the Arab Region (MDG+ Initiative)”. In addition, it initiated the evaluation of the XB project “Assessment of Climate Change Impacts on Water Resources and Socio-Economic Vulnerability in the Arab Region (RICCAR)”, which will be finalized in the first quarter of 2018. (See Annex 1: Extra-budgetary Project Evaluations, 2016-2017.)

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<sup>1</sup> ESCWA's 2014 Evaluation Policy indicates that all extra-budgetary projects with budgets exceeding \$500,000 will be evaluated, the evaluation of other projects lies at the discretion of the donor. It is recommended to allocate 2 to 4 per cent of the budget for monitoring and evaluation.



### Box 1 - The NAFS evaluation supports upcoming planning and fund-raising

In June 2016, ESCWA completed a formative evaluation of its largest extra-budgetary project: the “National Agenda for the Future of Syria” (NAFS). The aim of this evaluation was to provide key findings and recommendations for the planning of the second phase of the project. Given its formative nature, the evaluation was carried out during the implementation of the first phase to be able to provide timely feedback to the project team before the start of the second phase.

The evaluation was undertaken by the Royal Tropical Institute (KIT), a leading development institute based in the Netherlands, which conducted the evaluation fieldwork in Beirut, Gaziantep, Istanbul and Berlin. The data collection consisted of 58 semi-structured interviews, a comprehensive review of the project documentation, and the observation of meetings and conferences. The evaluation findings were validated through a series of workshops with the NAFS project team, and shared with all donors and partners. As result of the rigor and credibility of the evaluation, the project was able to raise further funds for the second phase of NAFS.

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*"The evaluation helped us see that, in our ambition to address all needs, we spread too thin. it gave our experts the chance to speak anonymously about their real views, so that we could formulate our work more effectively."*

*Bassel Kaghadou, Senior Technical Advisor of NAFS*

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Additionally, in the 2016-2017 biennium, ESCWA completed the following Development Account (DA) evaluations:

- Institutional and capacity building for Parliaments in Selected Arab Countries and other stake holders to implement SCR 1325 (2000) on Women, Peace and Security;
- Academy of ICT Essentials for Government Leaders in the ESCWA Region (AIGLE);
- Strengthening Capacities to Utilize Workers’ Remittances for Development;
- Developing Capacities of the Arab Countries for Climate Change Adaptation by Applying Integrated Water Resource Management Tools; and
- Building Capacities in Developing Appropriate Green Technologies for Improving the Livelihood of Rural Communities in the ESCWA Region,

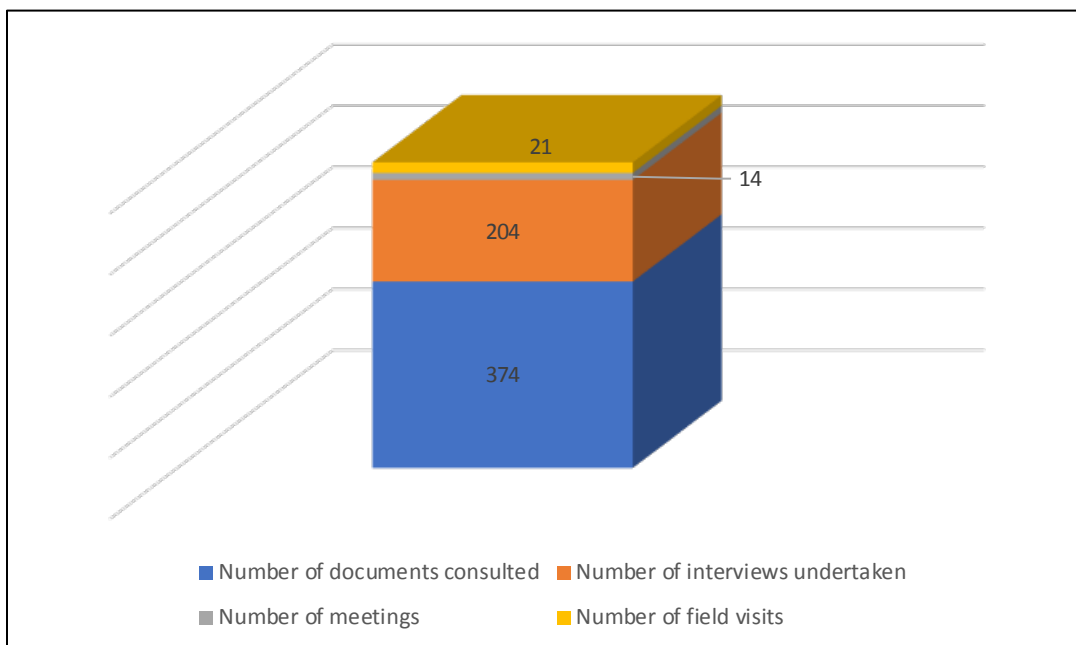
and initiated the following DA evaluations:

- Strengthening the statistical capacity of the countries members of the Economic and Social Commission for Western Asia in producing and disseminating short-term economic indicators for sustainable growth;
- Promoting renewable energy investments for climate change mitigation and sustainable Development;
- Developing the capacity of countries members of the Economic and Social Commission for Western Asia to address the water and energy nexus for achieving sustainable development goals; and
- Establishing National Technology Development and Transfer Systems in select ESCWA member states.

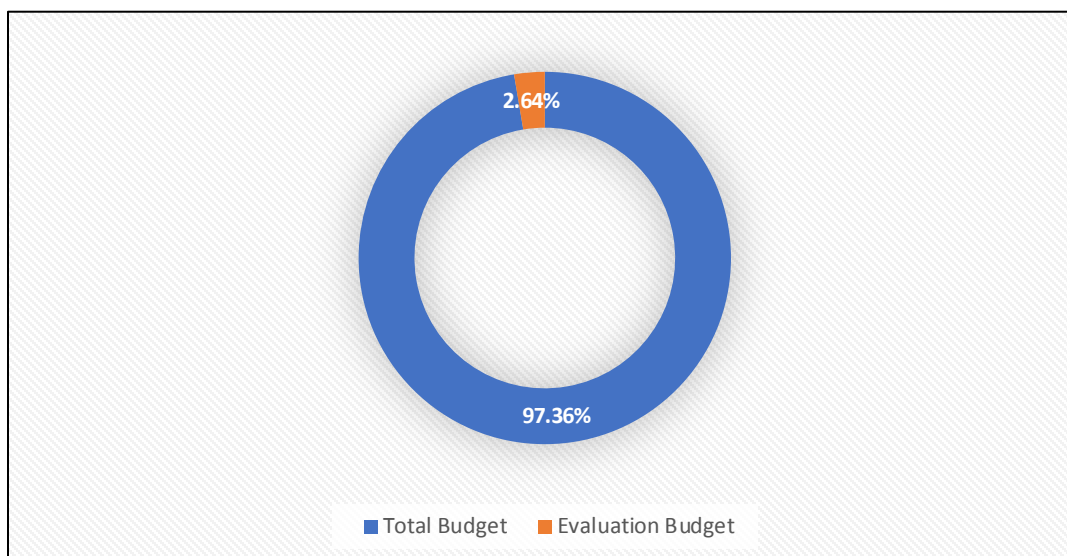
Of the completed DA evaluations, three were initiated in 2015. (See Annex 2: Development Account Project Evaluations, 2016-2017).

The findings and recommendations of all the project evaluations undertaken in 2016-17 were included in the meta-analysis of ESCWA evaluations, presented in this report under the section on meta-analysis. The following two charts provide an overview of the resources and effort to conduct XB and DA project evaluations in 2016-17.

**Chart 1 – Triangulation in Development Account and extra-budgetary projects**



**Chart 2 – Budget allocation for project evaluations**



In 2018-2019, ESCWA will conclude the evaluation of the following DA and XB projects:

**DA projects:**

- Strengthening the statistical capacity of the countries members of the Economic and Social Commission for Western Asia in producing and disseminating short-term economic indicators for sustainable growth

- Promoting renewable energy investments for climate change mitigation and sustainable Development
- Developing the capacity of countries members of the Economic and Social Commission for Western Asia to address the water and energy nexus for achieving sustainable development goals
- Establishing National Technology Development and Transfer Systems in select ESCWA member states
- Strengthened national capacities for integrated, sustainable and inclusive population and development policies in the Arab region
- Promoting Social Justice in Selected Countries in the Arab Region
- Facilitating the Implementation of the Arab Custom Union

**XB projects:**

- Assessment of Climate Change Impacts on Water Resources and Socio-Economic Vulnerability in the Arab Region (RICCAR)
- National Agenda for the Future of Syria Phase II
- Promoting food and water security through cooperation and capacity development in the Arab Region

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## IMPROVING ESCWA'S EVALUATION PERFORMANCE

### ESCWA'S NEW EVALUATION POLICY

In July 2017, the Executive Secretary, Mohamed Ali Alhakim, launched ESCWA's revised Evaluation Policy. The comprehensive update reflects a dynamic policy that adapts to the developments in the UN evaluation community and in the global development work. In practical terms, the new Policy integrates all the new Evaluation Norms and Standards adopted by the UN Evaluation Group (UNEG) in June 2016. The Policy also considers the global development advances represented by the 2030 Agenda and the focus on sustainable and inclusive development. It guides evaluations to address the long-term impact of ESCWA's work, the extent to which ESCWA's interventions address the root causes of inequality and injustice, and ESCWA's efforts to push for transformative change. Finally, the revised Policy keeps its three main objectives - accountability, managing for results and continuous learning - and renews ESCWA's commitment to uphold and advance the UN principles of Human Rights and Gender Equality.

### CONSOLIDATING EVALUATION PRACTICES

The 2016-2017 biennial Evaluation Plan was developed in consultation with the Executive Secretary, and with ESCWA's governing Commission and subsidiary Executive Committee. As part of the new plan ESCWA consolidated many practices and improvements.

ESCWA further developed the roster of evaluators with regional experience. A call for applicants was placed on relevant websites, and a large number of applications were received. After a thorough review and preliminary interviews, further experienced evaluators were added to the roster, including Arabic-speaking experts.

The ESCWA evaluation team created new evaluation tools and revised existing ones. ESCWA further refined its standardized annexes of evaluation Terms of Reference with a detailed outline for inception and evaluation reports, and created a new checklist for integrating gender in Evaluation Reports. These tools provide external experts with clear instructions on how to structure reports, how to mainstream gender and human rights, and how to comply with the new UNEG Norms and Standards.

ESCWA continued its outreach activities in 2016-2017 to strengthen its evaluation culture. For each Subprogramme evaluation, the ESCWA evaluation team organized division-wide meetings to explain the objectives, steps, roles and responsibilities in the evaluation process. Further, evaluation findings and recommendations are publicly available on ESCWA's website<sup>2</sup>.

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<sup>2</sup> [https://www.unescwa.org/sites/www.unescwa.org/files/page\\_attachments/escwa-evaluation\\_policy\\_online.pdf](https://www.unescwa.org/sites/www.unescwa.org/files/page_attachments/escwa-evaluation_policy_online.pdf)

Finally, Subprogramme evaluation recommendations continued to form a pillar in every Management Performance Compact signed between Division Directors and the Executive Secretary, thus integrating the learning component of evaluations directly into time-bound and regularly monitored action plans.

### Box 2 - ESCWA's Evaluation Activities in 2014-2015, assessed by OIOS

ESCWA's achievements in the 2014-2015 biennium built on progress made in the previous biennium as acknowledged in "United Nations Secretariat Evaluation Scorecards 2014-2015", prepared by the Inspection and Evaluation Division of the Office of Internal Oversight Services (IED/OIOS). This exercise acknowledged the progress made by ESCWA during the 2014-15 biennium to enhance the evaluation function. It also identified areas for further improvement.

ESCWA's overall assessment was positive, as it improved its performance in eight of the fourteen indicators. Among others, it improved its performance regarding the quality of the reports and recommendations, the evaluation policy, the reporting lines and the Subprogramme coverage. However, the results did not improve with regards to the independence of the evaluation function and of the overall M&E budget.

The report acknowledged the changes made since the 2012-2013 biennium, in particular the adoption of ESCWA's Evaluation Policy in 2014. The report commended the integration of gender in evaluations and the improvement in the quality and ownership of Subprogramme Evaluations through the introduction of Steering Groups and participatory final evaluation workshops where findings are validated and recommendations jointly developed.

The scorecard underlined that ESCWA's programme budget allocated for monitoring and evaluation was below the UN secretariat wide average. For the 2014-2015 biennium, this did not lead to a limited activity of ESCWA's evaluation function. As OIOS highlighted: "Leadership from the office of the Executive Secretary, and proactive engagement by the Evaluation Chief were identified as contributing factors to their strong function"<sup>3</sup>.

Overall, according to the OIOS Report, ESCWA's evaluation performance was notable, in comparison to other Regional Commissions, with only ECLAC obtaining a higher final score.

Source: OIOS, United Nations Secretariat Evaluation Scorecards 2014-2015, 19 June 2017, Assignment No.: IED-17-003

<sup>3</sup> See A/72/72 on "Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives", page 13.

### ESCWA EFFORTS TO INTEGRATE GENDER IN EVALUATIONS

ESCWA continued to report on the degree of gender mainstreaming of its evaluations to the UN System-wide Action Plan on Gender Equality and the Empowerment of Women, or UN-SWAP. During the 2016-2017 biennium, ESCWA maintained its high score in the UN-SWAP exercise obtaining “exceeds requirements” in 2016 and 2017. This continued achievement underscores ESCWA’s commitment to integrate gender equality and the empowerment of women in all the stages of the evaluation process.

#### Box 3 - ESCWA Gender Award for Integrating Gender in Evaluations

In September 2016, the positive results of integrating gender into evaluations were recognized with the ESCWA Award on Advancing Gender Equality and the Empowerment of Women. The Executive Secretary presented the award to two staff members from the evaluation team. Mehrinaz Elawady, Director of the ESCWA Centre for Women, said the process for selecting winners was very competitive and based on clear set criteria. Applications were reviewed by an independent four-member panel.

*“Sonya Knox and Felix Herzog worked collaboratively on reviewing ESCWA evaluation policy to ensure the integration of gender and human rights perspectives. They ensured that all recruited consultants for evaluations have a gender background. They developed hands-on tools guiding evaluators to address gender equality. The team also instituted a process of ensuring that all ESCWA evaluations are reviewed by a gender specialist to include a gender dimension.”*

*ESCWA Gender Award Panel<sup>4</sup>*

<sup>4</sup> See ESCWA website under: <https://www.unescwa.org/news/escwa-rewards-staff-members-distinguished-work-gender-equality-and-women-empowerment-0>

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## STRUCTURE & RESOURCES

Since November 2013, evaluations at ESCWA have been managed by an evaluation team within the Strategy, Evaluation and Partnerships Section (StEPS), reporting directly to the Deputy Executive Secretary and to the Executive Secretary. The Deputy Executive Secretary for Programme acts as Head of Evaluation and is a full member of UNEG. Since the departure of the Deputy Executive Secretary for Programme in February 2017, the role of Head of Evaluations has been temporarily assigned to the Deputy Executive Secretary for Programme Support, who is currently overseeing ESCWA's work on evaluation.

To strengthen the rigour of the evaluation process, ESCWA's evaluations are managed separately from the monitoring and planning functions. In addition, external evaluators are selected independently by the evaluation team, which adds to the impartiality of the exercise.

Throughout 2016 and 2017, the work on evaluations was undertaken by a Strategy and Evaluation Officer (P4) working at 50% on evaluations and an Associate Evaluation Officer (P2) working exclusively on evaluations.

Support from the Chief of Section and General Service Staff was provided throughout the biennium. In addition, staff from substantive divisions at different levels also supported each of the completed evaluation assignments. Thus, it is estimated that the total staff time dedicated to evaluations reached around 52.4 work months in the 2016-2017 biennium (See Endnote).

## NETWORKING ON EVALUATIONS

ESCWA is actively engaged with global and regional networks on evaluation. At the global level, ESCWA is a member of UNEG, participating in the annual UNEG evaluation week, and contributing to specific outputs of the Evaluation Practice Exchange. In 2016, ESCWA showcased the meta-analysis of evaluations (see first section of this report), and in 2017, ESCWA was invited to present the concept gender transformative change in evaluations. Finally, ESCWA was a member of the UNEG Working Group on promoting Human Rights and Gender Equality in Evaluations.

Regionally, ESCWA contributed to the efforts of the Evaluation Network of the Middle East and North Africa (EvalMENA) and attended the annual evaluation meeting in Amman in October 2017. On this occasion, ESCWA participated in the launch of the Arab Network of Young Evaluators (EvalYouth) and showcased the role of the Arab Forum for Sustainable Development with regards to monitoring and evaluating SDGs in the Arab region.



**ANNEX 1: EXTRA-BUDGETARY PROJECT EVALUATIONS, 2016-2017**

Project Title	Amount	Status
<b>National Agenda for the Future of Syria (NAFS)</b>	\$ 5 million (\$100,000)	Evaluation completed in June 2016
<b>Establishing a Regional Mechanism for Improved Monitoring and Reporting on Access to Water Supply and Sanitation Services in the Arab Region (MDG+ Initiative)</b>	\$ 1,479,290 (\$ 10,000)	Evaluation completed in December 2016
<b>Assessment of Climate Change Impacts on Water Resources and Socio-Economic Vulnerability in the Arab Region (RICCAR)</b>	\$ 3 million (\$13,068)	Evaluation initiated in November 2017

**ANNEX 2: DEVELOPMENT ACCOUNT PROJECT EVALUATIONS, 2016-2017**

Project Title	Tranche	Amount	Status
<b>DA Evaluations completed in 2016-2017</b>			
<b>Institutional and capacity building for Parliaments in Selected Arab Countries and other stake holders to implement SCR 1325 (2000) on Women, Peace and Security"</b>	8 <sup>th</sup> Tranche	\$ 510,000 (\$17,000)	Evaluation completed in March 2016
<b>Academy of ICT Essentials for Government Leaders in the ESCWA Region (AIGLE)</b>	8 <sup>th</sup> Tranche	\$ 509,000 (\$11,000)	Evaluation completed in April 2016
<b>Strengthening Capacities to Utilize Workers' Remittances for Development</b>	8 <sup>th</sup> Tranche	\$ 464,000 (\$ 17,500)	Evaluation completed in March 2016
<b>Developing Capacities of the Arab Countries for Climate Change Adaptation by Applying Integrated Water Resource Management Tools</b>	8 <sup>th</sup> Tranche	\$ 517,000 (\$11,000)	Evaluation completed in October 2016
<b>Building Capacities in Developing Appropriate Green Technologies for Improving the Livelihood of Rural Communities in the ESCWA Region</b>	8 <sup>th</sup> Tranche	\$ 590,936 (\$12,000)	Evaluation completed in January 2017
<b>DA Evaluations initiated in 2017</b>			
<b>Strengthening the statistical capacity of the countries members of the Economic and Social Commission for Western Asia in producing and disseminating short-term economic indicators for sustainable growth</b>	9 <sup>th</sup> Tranche	\$518,000 (\$10,000)	Evaluation completed in March 2018
<b>Promoting renewable energy investments for climate change mitigation and sustainable Development</b>	9 <sup>th</sup> Tranche	\$ 632,000 (\$ 16,500)	Evaluation completed in March 2018

<b>Developing the capacity of countries members of the Economic and Social Commission for Western Asia to address the water and energy nexus for achieving sustainable development goals</b>	9th Tranche	\$525,000 (\$ 9,975)	Evaluation completed in March 2018
<b>Establishing National Technology Development and Transfer Systems in select ESCWA member states</b>	9th Tranche	\$ 497,000 (\$ 10,000)	Evaluation completed in March 2018

### ANNEX 3: THEMATIC & SUBPROGRAMME EVALUATIONS, 2016-2017

Title	Status
<b>Thematic Evaluation</b>	
<b>Evaluation of ESCWA Publications 2014-2015</b>	Evaluation completed in January 2017
<b>Subprogramme Evaluations</b>	
<b>Discretionary Self-Evaluation of the Economic Development and Integration Subprogramme</b>	Evaluation initiated in April 2017.
<b>Discretionary Self-Evaluation of the Sustainable Development Policies Subprogramme</b>	Evaluation initiated in November 2017.

#### ANNEX 4: ESCWA'S PROVISIONAL 2018-2019 EVALUATION WORKPLAN<sup>5</sup>

Evaluation Title	By Whom	Resources (Financial & Human)	Schedule (Q/Y)	Type
<b>Internal Discretionary Evaluations</b>				
<b>Evaluation of the Social Development Sub-Programme</b>	External Evaluator	\$ 23,800	2018/19	Sub-Programme
<b>Evaluation of the Statistics for Evidence-Based Policymaking Sub-Programme</b>	External Evaluator	\$ 23,800	2018/19	Sub-Programme

Evaluation Title	By Whom	Resources (Financial & Human)	Schedule (Q/Y)	Type
<b>Internal Mandatory Evaluations</b>				
<b>Evaluation of DA project: Strengthened national capacities for integrated, sustainable and inclusive population and development policies in the Arab region</b>	External Evaluator	\$ 14,000	September 2018	DA Project Evaluation
<b>Evaluation of XB project "Promoting food and water security through cooperation and capacity development in the Arab Region"</b>	External Evaluator	\$ 22,728	December 2018	XB Project Evaluation
<b>Evaluation DA project: Promoting Social Justice in Selected Countries in the Arab Region</b>	External Evaluator	\$ 10,000	June 2019	DA Project

<sup>5</sup> The full implementation of the workplan will be dependent on the availability of human resources, namely clearance for the recruitment of a Strategy and Evaluation Officer (P-4).

<b>Evaluation of DA Project "Facilitating the Implementation of the Arab Custom Union"</b>	External Evaluator	\$ 15,000	December 2019	DA Project Evaluation
<b>Evaluation of XB Project "National Agenda for the Future of Syria Phase II"</b>	External Evaluator	\$ 230,000	2018/19 (Possibly extended)	XB Project Evaluation

Evaluation Title	By Whom	Schedule (Q/Y)	Type
<b>External Mandatory Evaluations</b>			
<b>Strengthening the role of evaluation and the application of evaluation findings on programme design, delivering and policy directives in the UN Secretariat</b>	OIOS/IED	1 April 2018 - Q1 2019	Thematic Evaluation
<b>Thematic evaluation of preparedness and policy coherence in the UN Secretariat to implement, monitor and report on its contributions to the SDGs</b>	OIOS/IED	1 April 2018 - Q1 2019	Thematic Evaluation
<b>A 435: Strengthening the policy research uptake in service of the 2030 Agenda</b>	JIU	March 2018 – Q1 2019	Thematic Evaluation

## ENDNOTE

<b>Estimated Staff time dedicated to evaluations during the 2016-17 Biennium</b>			
Staff and level	Percentage dedicated to evaluations	Duration	Work months
Deputy Executive Secretary for Programme/Programme Support (D2)	5%	24 months	1.2
Chief of Strategy, Evaluation and Partnership Section (P5)	20%	24 months	4.8
Strategy and Evaluation Officer (P4)	50%	24 months	12
Associate Evaluation Officer (P2)	100%	24 months	24
Programme Assistant (G6)	10%	24 months	2.4
Additional Staff Time from Divisions/Teams of the eight evaluations completed in the biennium			
Senior Officers (0.5 months per evaluation)			4
Research Assistants (0.5 months per evaluation)			4
<b>Total Staff Time</b>			<b>52.4</b>