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INDEPENDENT EVALUATION OF THE "STRENGTHENING ROAD SAFETY – A PARTNERSHIP TO BUILD CAPACITY, DRIVE INNOVATION, AND DELIVER MEANINGFUL IMPACT" PROJECT

UNITAR
United Nations Institute for Training and Research

Preface

Through the project "Strengthening Road Safety – A Partnership to Build Capacity, Drive Innovation and Deliver Meaningful Impact" UNITAR with the support of AB InBev and in collaboration with academic institutions and other partners aim to contribute to advancing road safety targets by:

- Promoting the implementation of holistic, evidence-based approaches to improve road safety
- Exploring and testing how digital transformation can deliver significant road safety improvements
- Enhancing the capacity of government agencies and municipal authorities to implement road safety interventions
- Promoting public-private partnerships, leveraging the UNITAR - AB InBev collaboration as a model of collaboration
- Raising awareness on best practices that advance the 2030 SDG agenda and contribute to achieve road safety related targets

The project builds on UNITAR efforts to support road safety and contribute to related 2030 Agenda targets as part of a broader initiative that has been underway since 2016.

The project is one of the Institute's largest private sector funded undertakings and is implemented by the Social Development Programme Unit (SDP) under the Division for People and Social Inclusion, with the support of CIFAL centres and other partners. The project is also one of UNITAR's most closely SDG-aligned projects and aims to contribute to SDG 3, Good health and well-being (target 3.6). The project was implemented during the COVID-19 pandemic and made use of e-learning, webinars and a mobile app to continue to deliver learning events. The project is supported with funding from the AB InBev since 2018.

The evaluation covers the project's 2018-2021 phase and assessed the project's relevance, coherence, effectiveness, efficiency, likelihood of impact and sustainability. In doing so, the evaluation not only assessed the project's performance over the course of the last phase but also sought to identify the 'why' question by identifying factors contributing to or inhibiting the project's implementation and achievement of results. The evaluation issued a set of six recommendations.

The evaluation was managed by the Planning, Performance Monitoring and Evaluation Unit (PPME) and was undertaken by Peter Freeman, consultant and independent evaluator. The PPME Unit provided guidance, oversight and quality assurance, as well as support for survey administration. The SDP Unit's response to the evaluation and its conclusions and recommendations are outlined in the Management Response. The PPME Unit is grateful to the evaluator, SDP, CIFALs and other partners, AB InBev, and the other evaluation stakeholders for providing important input into this evaluation and engaging cooperatively throughout the exercise.

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Executive summary

According to the World Health Organization, road traffic injuries account for more than 1.35 million lives each year with a grave negative impact on health and development. UNITAR supports UN Member States in their endeavors to achieve the road safety related Sustainable Development Goals of the 2030 Agenda for Sustainable Development. Specifically, the Agenda set a goal for 2030 to reduce road traffic deaths and injuries by 50 per cent. This report is an independent evaluation of the Strengthening Road Safety – A Partnership to Build Capacity, Drive Innovation and Deliver Meaningful Impact project. The purpose of the evaluation is to assess the relevance, coherence, effectiveness, efficiency, likelihood of impact and sustainability of the project.

The evaluation focuses primarily on the project's learning events, defined as having specific learning objectives. Although the scope of the evaluation excludes the non-learning components of UNITAR's broader road safety related programming in detail, it takes them into account insofar as internal coherence related questions are concerned, and in framing the evaluation's findings and conclusions. The evaluator carried out a comprehensive desk review. A logical framework results tracking indicator was prepared and a virtual workshop with stakeholders was held on the Theory of Change model, a roadmap on how to create the desired changes for short and long-term outcomes. The workshop also included a session on outcome harvesting whereby behavior changing attitudes to road safety were identified.

The evaluation followed a participatory approach and commenced with a stakeholder analysis and detailed interviews. A beneficiary survey was designed and implemented. The number of respondents was 347, corresponding to a response rate of 27 per cent. The survey was sent primarily to the participants from designated "learning events," whereby 96.5 per cent of all learning events were accounting for events funded by AB InBev. The COVID-19 pandemic was a major challenge to the project. Courses, seminars, and lectures that were previously conducted on an in-person basis had to be restructured as virtual events (e.g. as webinars and online courses) at relatively short notice and this to some extent impacted on the nature of the products delivered to project beneficiaries.

The evaluation found that the project was substantially relevant in that it was strongly aligned to the global agenda for sustainable development and the goal to reduce traffic deaths and injuries. Some 90 per cent of beneficiaries strongly agreed or agreed that road safety events were relevant to their jobs. However, there was insufficient coverage of the poorer countries and nations with special situations that had been hampered by disaster, conflict or that were landlocked. Given that the transport sector was male dominated, there was a need to make road safety offerings more inclusive for women and other vulnerable groups.

Coherence was assessed as modest because the project (and other components of the overall UNITAR road safety initiative) were operated without a broad strategic direction, given that many other organizations were operating in the road safety environment. There was a clear opportunity to map road safety initiatives by all major players and to play a stronger role in establishing global linkages. To fulfill the UNITAR mandate road safety interventions would have to be scaled up with a view to ensuring the weakest beneficiaries were not left behind. Moreover, further development of the Safer Roads Toolkit could include linkages to toolkits developed by other organizations that offered different but complimentary information.

On effectiveness, the evaluation found that while outputs were substantial, outcomes were modest. This was partially due to the disruption caused by the COVID-19 pandemic but also to the lack of a sufficiently rigorous results framework. Nevertheless, significant progress had been made with capacity building workshops, the development of the Road Safety Toolkit app and specialized offerings such as Youth and Road Safety and the development of more appropriate social norms that impacted road safety. It was noted that the road safety city intervention in Shanghai, though behind schedule, was promising and highly innovative in its handling of data.

The road safety team made considerable efforts to meet the output targets despite COVID-19, corresponding to a substantial assessment rating for efficiency. However, it was observed that virtual learning, though it can reach more people at a lower cost, has negative consequences due to loss of face-to-face contact even in developed countries. Consequently, the right blend of virtual and face-to-face learning will require careful consideration going forward. The pandemic actually widened the technological divide between the developed and less developed countries and this was exemplified in the Philippines, which had to temporarily abandon road safety and turn to other priorities during the pandemic. Connectivity was poor in many areas of this archipelago.

The evaluation rated the likelihood of impact as modest because of the lack of evidence. Most projects in UNITAR have a two-year lifespan but the impacts may be measurable for several years after that. Although some efforts to get the necessary feedback are being made, appropriate mechanisms for monitoring and evaluation with a suitable budget need to be formalized and implemented. This applies not only to events but also the Safer Roads Toolkit and the case studies used in the toolkit. On the other hand, the evaluator commended the toolkit developers for translating the toolkit into multiple languages.

Finally, beneficiaries were mostly positive about sustainability. The AB InBev partnership showed the potential for scaling up UNITAR's activities in road safety with a suitable international partner. Concerns expressed by some road safety entities that AB InBev sold alcohol and that this was associated with road accidents, were ameliorated to some extent by the social responsibility policy of the multinational company. However, it showed the need for UNITAR to diversify and have a range of such partners to ensure sustainable outcomes.

The evaluation issued six recommendations:

On overall strategy and reaching the furthest behind first
1. Develop a strategy that responds to the needs of low-income and other disadvantaged countries and that also addresses an appropriate mix of face-to-face and e-learning technology, customized to the needs of the beneficiaries.
2. When developing the strategy, differentiate features of the project's toolkit from other toolkits and emphasize the value added; link to other toolkits that provide additional information.

On coherence and partnerships
3. Map who does what in road safety – identify synergies, overlaps and duplications.
   Scale-up collaboration and diversify partnerships: e.g., collaboration with multinational companies should be pursued strategically.
   Integrate and scale-up data gathering with other partners.

On results frameworks, monitoring and reporting
4. Base the results framework on the Theory of Change with clearly formulated objectives, adequate baseline data and realistic targets, and report performance accordingly.
5. Ensure follow-up surveys after project activities have ended with a view to measure key matrices (reaction, learning and application).

On gender equality and women empowerment
6. Intensify efforts to reach out to women and other vulnerable groups to ensure a gender-targeted approach for the remaining project duration.
    Incorporate a gender-responsive strategy for future phases of the project.

In addition, the evaluation identified four key lessons:

1. Following the COVID-19 pandemic, strategize other potential shocks and outline mitigatory measures.
2. The training needs in the most vulnerable low-income countries may require a dedicated funding mechanism from the private sector and developed countries.
3. Because of the two-year project lifespan, long-term relationships with partners are essential to ensure sustainability after the project closes.
4. In addition to a rigorous results framework, a coherent strategy and the selection of events that can influence decision-makers are key priorities to optimize resources.

Acronyms and abbreviations

3D	Three dimensional
AB InBev	Anheuser-Busch Companies
App	Mobile application
CIFAL	International Training Centre for Authorities and Leaders
CPD	Continuing Professional Development
CSIR	Central Road Research Institute (India)
ETSC	European Transport Safety Council
GRES	Gender Results Effectiveness Scale
GIS	Geospatial Information System
GRSP	Global Road Safety Partnership
iRAP	International Road Assessment Programme
NGO	Non-government organization
OECD	Organization for Economic Cooperation and Development
PDCA	Plan-Do-Check-Act Methodology
PPME	Planning, Performance Monitoring and Evaluation Unit
PPPs	Public, Private Partnerships
RS	Road Safety
RSSAT	Road Safety Screening and Appraisal Tool
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SDP	Social Development Programme
UNDP	United Nations Development Programme
UK	United Kingdom of Northern Ireland and Great Britain
UNITAR	United Nations Institute for Training and Research
UNOSAT	UNITAR's Operational Satellite Applications Programme Unit
WHO	World Health Organization

Contents

Introduction

1. The United Nations Institute for Training and Research (UNITAR) was established to increase the effectiveness of the United Nations in achieving the Organization's major objectives, in particular the maintenance of peace and security and the promotion of economic and social development.[1] In the specific field of road safety, UNITAR contributes to developing the capacities of government officials and key stakeholders. It also supports United Nations (UN) Member States in their endeavors to achieve the road safety related Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development. This report is an independent evaluation of UNITAR's *Strengthening Road Safety – A Partnership to Build Capacity, Drive Innovation and Deliver Meaningful Impact* project. Launched in 2018, the project is part of a broader road safety initiative and is based on a public private partnership arrangement in which UNITAR, with the support of Anheuser-Busch Companies (AB InBev)[2] and in collaboration with other private sector partners, academic institutions and the Global Network of International Training Centres for Authorities and Leaders (CIFAL Global Network), aims to improve road safety.[3] The report presents the evaluation's scope, methodology, findings and conclusions. It also issues a set of recommendations and lessons learned.

Development Context

2. Road traffic injuries account for more than 1.35 million lives each year, according to the World Health Organization (WHO), with a grave negative impact on health and development. Globally, road fatalities are the ninth leading cause of death across all age groups and the leading cause among young people aged between 5 and 29 years. The World Bank advises that more than 90 per cent of road fatalities occur in developing countries and road accidents disproportionately affect the poor, making road safety an economic development issue. Many victims of road crashes are of working age and their death or disability can often leave their dependents destitute. The 2030 Agenda sets the goal of reducing road traffic deaths and injuries by 50 per cent. The Agenda also calls for making cities and human settlements inclusive, safe, resilient and sustainable and for improving road safety, and expanding public transport with a focus on attending to the needs of the most vulnerable people in society. These includes women, children, persons with disabilities and older persons. Leveraging its position as the UN entity specializing in developing learning solutions, and with a global network of 21 associated training centres (CIFALs[4]), UNITAR has established a platform for skills enhancement in road safety of government agencies, local authorities, businesses, stakeholders and road users.

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[1] UNITAR Statute

[2] AB InBev is a multinational company based in Leuven, Belgium. It agreed a two-year partnership with UNITAR in January 2018, later extended to December 2021 to collaborate to improve road safety.

[3] In this report, the term project refers specifically to the AB InBev funded project, whereas the term initiative refers to the broader road safety-related programming which includes projects funded by other donors.

[4] The acronym CIFAL stands for International Training Centre for Authorities and Leaders (in French Centre International de Formation des Autorités et Leaders; in Spanish Centro Internacional para la Formación de Autoridades y Lideres).

Evaluation Purpose and Scope

3. The evaluation assesses the relevance, coherence, effectiveness, efficiency, likelihood of impact and sustainability of the "Strengthening Road Safety – A Partnership to Build Capacity, Drive Innovation, and Deliver Meaningful Impact"[5] project. UNITAR requires that all projects budgeted at US$ 1.5 million or more are independently evaluated. Aiming to meet accountability requirements, the evaluation also identifies factors inhibiting or assisting in the successful delivery of results. The recommendations and lessons learned are expected to contribute to improvements in the design and planning of the project's current and of possible future phases and focus areas. The evaluation was finalized in early 2021. It looks back on learning events of the road safety project since 2018 including a difficult period beginning in 2020 when the COVID-19 pandemic caused a switch from a mix of in-person and virtual events to almost exclusively virtual events.

4. The AB InBev funded road safety project has two phases:

   Phase I (2018-2019)
   Promote awareness with the aim of making road safety a top priority in the agenda of decision makers and private sector leaders;
   Scale-up road safety local demonstration projects in targeted countries; and
   Promote research in road safety, knowledge creation and the sharing of practical solutions

   Phase II (2020-2021)
   Pillar 1: Roll out of the "Management Practices for Safer Roads" Toolkit;
   Pillar 2: Implementation of road safety city interventions, with a focus on digital innovation;
   Pillar 3: Stakeholder's engagement and communication. Sharing of knowledge and practical solutions.

5. Although the scope of the evaluation does not include the other components of UNITAR's road safety initiative since 2016, the evaluator took these elements into account in framing the evaluation's findings and conclusions.

6. The evaluation focuses primarily but not exclusively on the project's learning events in its two phases. A learning event is defined as having *specific learning objectives* as opposed to activities gathering participants for networking or information sharing purposes. Although the scope of the evaluation excludes the non-learning components of the project in detail, the evaluation does take them into account insofar as internal coherence related questions are concerned and in framing the evaluation's findings and conclusions. In addition to assessing the results achieved from 2018-2019, the evaluation also examines the ongoing current phase with a view to providing recommendations to inform the remaining period of implementation through December 2021 and possible extensions to the initiative that may occur.

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[5] "Strengthening Road Safety – A Partnership to Build Capacity, Drive Innovation, and Deliver Meaningful Impact" is the project title for the phase 2 agreement. Phase 1 had the title "Strengthening Road safety in cities - a training initiative to contribute to halve the number of global deaths and injuries from road traffic accidents by 2020". For the matter of this report, the phase 2 title will be used.

7. Following a growing awareness of the need to tackle a worsening road safety situation, especially in developing countries, the UN proclaimed "*A Decade of Action for Road Safety (2011-2020)*" with ambitious targets set to reduce the rate of fatalities and serious injuries due to road accidents. It became clear, however, that to achieve lasting impacts the global initiative needed not only to be linked to the SDGs but also to adopt a more systemic approach. This became a reality in a strategy titled "*A partnership for safer journeys,*" based on the "safe-system" approach, whereby the interaction between speed, vehicles, road infrastructure and road-user behavior are managed holistically. Road safety interventions need to be adapted to a country's circumstances and a major obstacle is often the lack of institutional and individual capacity and knowledge to adopt best practices. UNITAR's road safety strategy is founded on five precepts:

- The promotion of the implementation of holistic, evidence-based approaches to improve road safety;
- The exploration and testing of how digital applications and devices can deliver significant road safety improvements;
- The capacity enhancement of government agencies and municipal authorities to implement road safety interventions;
- The promotion of public-private partnerships, and the exploration of the current UNITAR/AB InBev agreement as a potential model of collaboration; and
- The raising of awareness of best practices that can advance the 2030 SDG Agenda and contribute to the achievement of road safety related targets.

Evaluation Design Logic

8. The evaluation was undertaken in accordance with the *UNITAR Monitoring and Evaluation Policy Framework* and with the recently revised *UN Evaluation Group Ethical Guidelines for Evaluation*. It is an independent evaluation managed by the UNITAR Planning, Performance Monitoring, and Evaluation Unit (PPME).

9. The evaluation assesses the project using six criteria: relevance, coherence, effectiveness, efficiency, likelihood of impact and likelihood of sustainability. The criteria are defined as follows:
- ***Relevance:*** *Is the initiative reaching its intended individual and institutional users and are activities relevant to the beneficiaries' needs and priorities, and designed with quality?*
- ***Coherence:*** *To what extent is the project coherent with relevant policies on road safety, complementing other programmes and projects and adhering to international norms and standards?*
- ***Effectiveness:*** *How effective has the project been in delivering results and in strengthening the capacities of government agencies and municipal authorities on road safety management?*
- ***Efficiency:*** *To what extent has the initiative delivered its results in a cost-effective manner and optimized partnerships with local partners?*
- ***Likelihood of Impact:*** *What are the cumulative and/or long-term effects expected from the initiative, including contribution towards the intended impact, positive or negative impacts, or intended or unintended changes?*
- ***Likelihood of Sustainability:*** *To what extent are the project's results likely to be sustained in the long term?*

10. The target audience for the evaluation is UNITAR's Social Development Programme Unit (SDP), the Road Safety Initiative Manager (and team), the donor, CIFAL directors, partners, other stakeholders and beneficiaries involved in road safety. The CIFAL network of affiliated training centres is coordinated by SDP. Each CIFAL centre is

managed locally by a host institution such as a national or municipal government, a university or a private sector entity with UNITAR providing supervision, support on content and training methodologies and quality assurance for its capacity-building activities. The majority of SDP's training activities are delivered through the CIFAL Global Network.

11. An extensive list of principal evaluation questions was drawn up as an evaluation design/question matrix based on the above criteria, and is shown in full in Annex E. Based on the activities and the expected results the intended short-term and long-term outcomes were mapped. Figure 1 shows the results chain logic or Theory of Change of the project as understood by the evaluator and confirmed and refined at a workshop on 15 February 2021 (see Annex C for the list of participants). It should be noted that it is based on activities formally designated as "learning activities."

12. The first phase of the project did not have an acceptable results framework but the second phase used a logical framework, which was discussed and agreed with the donor and other project partners. This results framework still needed to be developed with more rigor in that the targets were unrealistic and too short-term for meaningful monitoring and evaluation. The second phase was based, nevertheless, on a more conceptually coherent results framework with three distinct pillars: the roll out of the Management Practices for Safer Roads Toolkit; the implementation of road safety city interventions and stakeholder's engagement and communication (sharing of knowledge and practical solutions in road safety).

Figure 1: THEORY OF CHANGE – STRENGTHENING ROAD SAFETY
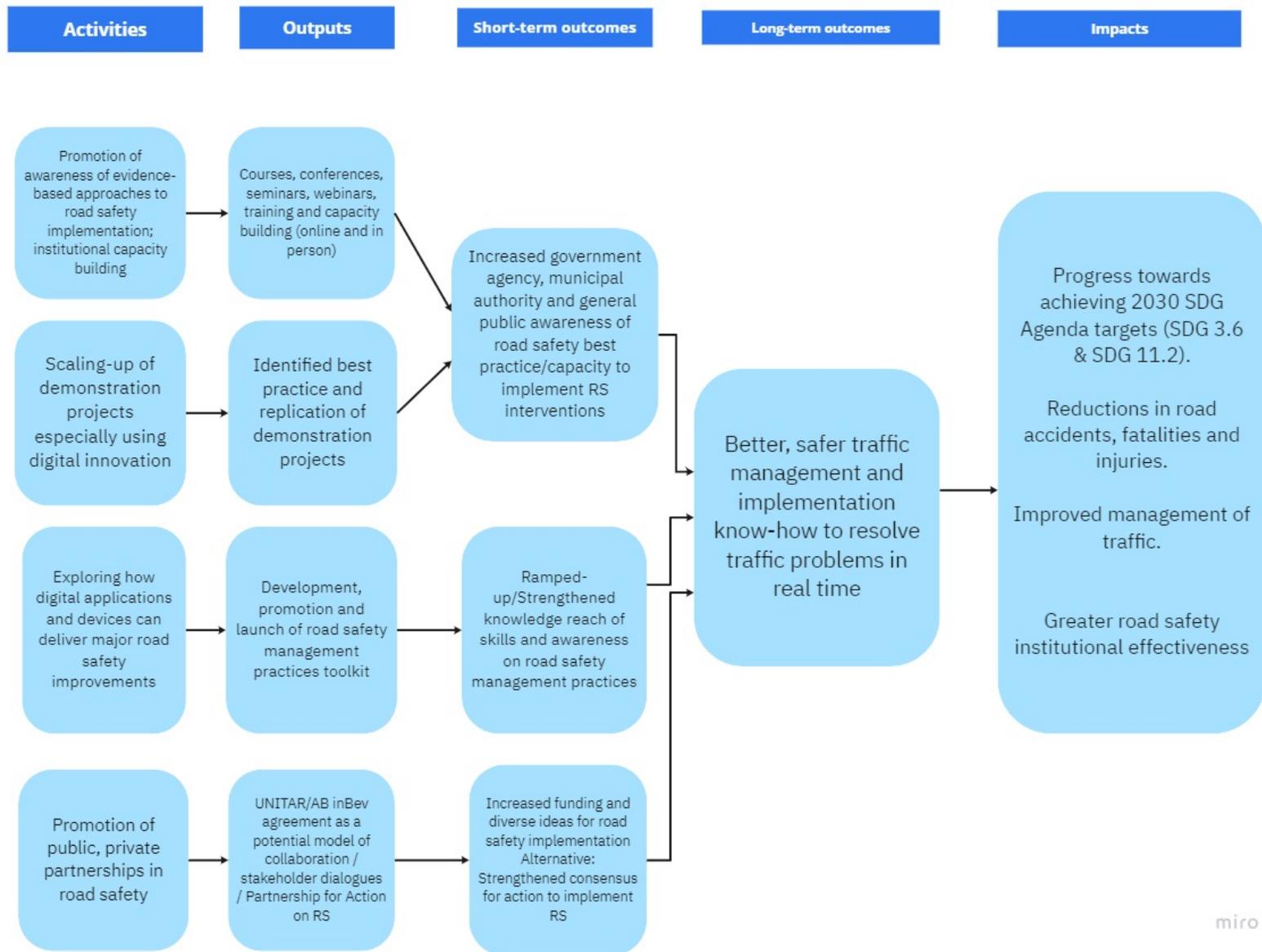
Evaluation Methodology

13. The evaluation followed two basic principles from the outset: the first was that data collection was to be triangulated to the extent possible in line with best evaluation practice, and the second was that survey respondents were to remain anonymous.

14. The evaluator carried out a comprehensive **desk review**. In addition to documentation provided by the UNITAR further primary and secondary documentary evidence was made available by persons interviewed, CIFAL staff members, referrals, and through an extensive web-based search (see Annex D). A logical framework results tracking indicator was prepared and a **virtual workshop with stakeholders was held on the Theory of Change model**, which is a roadmap of how to create the desired changes in short and long-term outcomes. The workshop also included a **session on outcome harvesting**, whereby behavior changing attitudes to road safety would be identified[6].

15. The evaluation followed a participatory approach and began with a **stakeholder analysis**. The stakeholders included the project partners, CIFAL management, donor organizations involved with road safety, participants in UNITAR events/activities, as well as local and national government officials in the countries where the events and projects took place. **Interviews** were conducted virtually by phone, Skype, Zoom, Microsoft teams and other similar means of communication. Questions were largely pre-determined to elicit responses to the relevant topics in the evaluation question matrix. The interview protocols and questions were adapted to the different categories of informant.

16. A beneficiary **survey** was designed using the Survey Monkey platform and translated for the Spanish speaking respondents. The number of respondents was 347, corresponding to a response rate of 27 per cent. The survey was sent primarily to the participants from formally designated "learning events," accounting for 96.5 per cent of all events. Although the survey ensured the anonymity of the respondents it requested further information through those willing to participate in interviews.[7] Even though some government contacts were identified as part of this initiative, they were supplemented by information from officials involved in the organization of specific events or projects in the countries concerned. In framing the questions gender and equity issues were also addressed. Some 23 respondents (6.6 per cent) revealed they had some kind of disability.

17. The profile of respondents varied. Eighty-eight per cent of participants responded that their language preference was English, with 12 per cent indicating Spanish. Regarding age distribution, over half (50.6 per cent) of the respondents were aged between 35 and 54, with 36.9 per cent aged under 35 and 12.4 per cent 55 and over. Three quarters of the respondents were from the private sector, national governments, academia or non-government organizations (NGOs), while the remaining quarter mostly comprised

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[6] The workshop put forward several assumptions including that travel demand would continue to be diminished for some time, and that lack of good connectivity would persist as a problem in developing countries. Indeed, the technological gap between rich and poor countries might worsen. This would call for innovative solutions that could include bringing the internet to the people as has been done in Kashmir to educate nomadic families. An analysis of risks included uncertainties about the effects of climate change on impact and the delivery of services, future pandemics, lack of funding and the lack of supportive regulations and the need for balanced government policies. It was suggested that universities and research centres be encouraged to include road safety as a subject for research.

[7] Six persons were interviewed in depth from five countries: India, Iraq, Kenya, Philippines and South Africa.

people from local government, the UN and other international organizations. Participation was dominated by respondents from three continents (87.3 per cent), namely, Africa, Asia and Latin America. The majority of respondents gave improving their knowledge (44.2 per cent) as the main reason for participation, while almost as many (41 per cent) indicated they were road safety professionals receiving additional training. See Annex B for full details.

18. As the evaluation dealt in part with events that had already happened, the possibility of including a control group consisting of would-be participants who, for whatever reason, were unable to attend the event was explored. Unfortunately, there were insufficient data points to pursue this option. Some thought was then given to identifying additional indicators for phase II of the project that would provide additional evidence. In the same vein, by asking questions designed to elicit possible outcomes it was intended to identify behaviors that are changing attitudes to road safety.

19. Given the smaller numbers of people involved, information from CIFAL directors involved in road safety was based primarily on semi-structured interviews supplemented in some cases by a concise questionnaire with several open-ended questions. Interviews were conducted with government officials and AB InBev senior staff in India and South Africa. In addition, a focus group meeting was held with AB InBev senior staff in the Americas.

20. Throughout the evaluation, capacity development was examined according to the three dimensions indicated in the terms of reference, i.e., individual, organizational and the enabling environment.

21. The evaluation used a scoring methodology from limited to excellent to provide assessment ratings against the criteria.

limited	modest	substantial	excellent
Achievement against criterion is negligible or limited.	Achievement against criterion is partial or modest.	Achievement against criterion is substantial.	Achievement against criterion is excellent.

Limitations and Challenges

Resource Constraints and Delays

22. Resources were limited for this evaluation. For this reason, it was not possible to rigorously compare the non-learning events results with learning events other than to note the extent of coverage of the non-learning events and its participants and to record any additional evidence made available by the CIFAL directors. Some delays were encountered due to difficulties in obtaining contact details for a few individuals involved in the projects and events.

Absence of Field Work

23. Although a provision was made for the possibility of a field visit so that the evaluator could directly participate in an event and observe first-hand the dynamics between event staff and participants, the COVID-19 pandemic prevented field work from taking place.

24. This evaluation is unable to comment meaningfully on the cost effectiveness of the AB InBev road safety project's collaborative arrangements since it did not have access to the relevant financial data. However, there was synergy between the activities of the CIFALs and financial reporting mechanisms to the donor and UNITAR were in place.

COVID-19 Pandemic

25. The COVID-19 pandemic was a major challenge. Courses, seminars and lectures that were previously conducted on an in-person basis had to be restructured as virtual events (webinars and online courses at relatively short notice, and this to some extent impacted on the nature of the products delivered to the recipients (see efficiency section for more information).

Evaluation findings based on the evaluation criteria and questions

Relevance:

26. The core functions of UNITAR's 2018-2021 strategic framework provides the departure point for the relevance of the road safety initiative to which the project belongs. An independent evaluation of the CIFAL Global Network (February 2020) found reasonable consistency between the strategic framework, the thematic areas (including road safety) and the events covered. The current evaluation finds that the road safety initiative is strongly aligned with the global agenda and the SDGs, but it is important to recognize that over-arching goals such as halving the death rate from road accidents are achievable only in concert with the efforts of many other organizations with the same objective. Since the SDGs are affected by a myriad of different factors and are being pursued by many different players with a similar mission, it is virtually impossible to isolate the contribution of an individual entity such as UNITAR.

27. Nevertheless, at a local and national level, the beneficiaries found the road safety offerings to be largely relevant to their needs and this confirms the widely held view by the CIFAL directors based on feedback from many events that show that over 90 per cent of beneficiaries strongly agreed or agreed that the events are relevant to their jobs. The directors believe that the link to UNITAR enhances the credibility of the CIFALs in that it is a global network under the auspices of the UN. Figure 2 below gives an indication from the event participant's survey of the reasons why respondents attended. About 44 per cent wanted to improve their knowledge of the subject. A further 41 per cent mentioned continuing professional development (CPD) of road safety matters and around 8 per cent sought to improve their knowledge for teaching purposes, amongst others.

Figure 2: Reason for participation in the learning event

Legend:
- Improve knowledge for personal interest
- Road Safety professional - CPD Training Update
- Improve knowledge for teaching
- They were invited
- Certify knowledge - Improve resume
- Other
- Improve knowledge - RS students

Values shown: 1.44, 1.44, 1.08, 2.52, 8.27, 44.24, 41.01
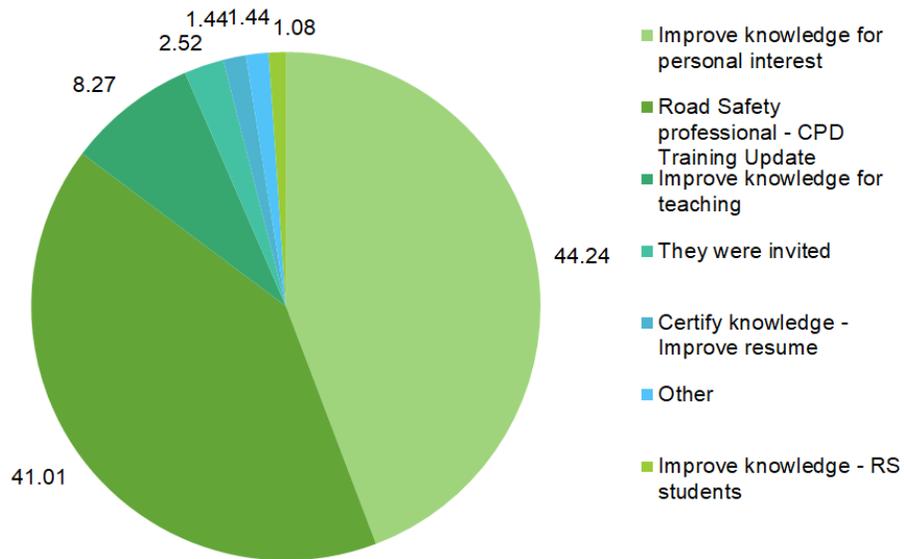
28. An evaluation undertaken of the CIFAL Global Network found that many events, though often improving awareness of road safety, did not necessarily have learning objectives and were thus not entirely consistent with UNITAR's mission "to develop capacities of stakeholders through high quality learning solutions and related knowledge products and services." It is evident that since that evaluation, however, at least in the road safety project, the platform has increased its offerings of learning solutions more directly addressing the capacity development needs of individuals, organizations and institutions. From the 25 events funded by AB InBev between 2018 and 2020, at least 10 had specific learning objectives. Twenty-seven per cent of the AB InBev-funded project road safety project participants took part in events with learning objectives (compared with 2 per cent for non-AB InBev beneficiaries). An analysis of the nature and scope of its road safety courses and other offerings reveals that UNITAR, through the AB InBev-funded initiative, now provides more in-depth knowledge services and is facilitating experience-sharing through more innovative processes and in more languages. Moving towards digital solutions to transfer knowledge rapidly to many more beneficiaries is extending UNITAR's reach by scaling up its outreach. This said, UNITAR is one of many players involved in road safety capacity building and could further increase its level of collaboration and mutual support to other entities doing similar work in the road safety field.

29. UNITAR's core functions were intended to help countries meet the high-level strategic development goals and targets. SDG 3, Good health and well-being, (target 3.6), was intended to halve the number of global deaths and injuries from road traffic accidents by 2020 compared with the situation prevailing in 2010. Unfortunately, this target proved to be overambitious as there were mixed results through the last decade. While 10 Organization for Economic Cooperation and Development (OECD) countries including Greece, Norway and Portugal had reached a lower rate by 2018 there were disappointing results from other countries including Argentina, Chile and the United States, while the majority of low- and middle-income countries fell well below the targets.

Consequently, on 31 August 2020 the UN General Assembly passed resolution 74/299 resetting the target to halve the deaths and injuries to 2030. Similarly, the UN proclaimed a Second Decade of Action for Road Safety, which would harness the successes and lessons of previous years and build upon them. The same five pillars for the "safer system approach" would continue to be pursued, namely, road safety management, safer roads and mobility, safer vehicles, safer road users and post-crash response. Meanwhile, the UN Special Envoy for Road Safety mobilized international high-level political and financial support for road safety and established the UN Road Safety Trust Fund.

30. In 2017, WHO led a process of developing a set of voluntary road safety global performance targets. With the exception of target 1, all targets have a time horizon of 2030 and the baseline for all targets is 2018. UNITAR's offerings mainly cover targets 6 through 12 and can be regarded as supportive and relevant to achieving the SDGs. The survey for this evaluation found that over 87 per cent of the respondents found the road safety initiative events to be excellent or good in terms of usefulness.

Voluntary Targets:

• Target 1: By 2020, all countries establish a comprehensive multisectoral national road safety *action plan with time-bound targets*.
• Target 2: By 2030, all countries accede to one or more of the core *road safety-related UN legal instruments.*
• Target 3: By 2030, all new roads achieve *technical standards for all road users* that take into account road safety, or meet a three star rating or better.
• Target 4: By 2030, more than *75% of travel on existing roads is on roads that meet technical standards for all road users* that take into account road safety.
• Target 5: By 2030, 100% of new (defined as produced, sold or imported) and used vehicles meet *high quality safety standards*, such as the recommended priority UN Regulations, Global Technical Regulations, or equivalent recognized national performance requirements.
• **Target 6: By 2030,** *halve the proportion of vehicles travelling over the posted speed limit* **and achieve a reduction in speed-related injuries and fatalities.**
• **Target 7: By 2030, increase the** *proportion of motorcycle riders correctly using standard helmets to close to 100%.*
• **Target 8: By 2030, increase the** *proportion of motor vehicle occupants using safety belts or standard child restraint systems to close to 100%.*
• **Target 9: By 2030,** *halve the number of road traffic injuries and fatalities related to drivers using alcohol*, **and/or achieve a reduction in those related to other psychoactive substances.**
• **Target 10: By 2030, all countries have national** *laws to restrict or prohibit the use of mobile phones while driving.*
• **Target 11: By 2030, all countries to enact** *regulations for driving time and rest periods for professional drivers*, **and/or accede to international/regional regulation in this area.**
• **Target 12: By 2030, all countries establish and achieve national targets in order to** *minimize the time interval between road traffic crash and the provision of first professional emergency care.*

Geographical Scope:

31. The geographical scope of UNITAR's AB InBev road safety in-country events and projects is, however, uneven, partly reflecting the pattern of the CIFALs that participate in the road safety initiative.[8] While coverage in Europe as well as in North and South America is fairly robust, it becomes weaker in the other continents. This includes most of Africa, the Middle East, Central Asia and to a lesser extent South and East Asia. It

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[8] For the period prior to this (2016-2018) the pattern is similar but included workshops in Uruguay and the Republic of Korea.

may make sense in future planning for SDP to have oversight where there is a CIFAL presence, but for SDP to take the lead where there are no CIFAL centres.

32. Regarding countries in special situations such as those that are landlocked or have recently been involved in conflict, no project events or other activities have as yet taken place. Some persons from such countries may have attended events or downloaded the Safer Roads Toolkit App but there is no information on the actual benefits to such individuals. Although upper middle-income countries such as Brazil, China and South Africa have received close attention, with the exception of the Philippines, India and to some extent Nigeria, the lower middle-income and the lowest-income countries have yet to be reached.[9] In some ways this is not unexpected since it is natural to go initially for the "low hanging fruit" where most impact is expected but this is not strictly in accordance with the UNITAR mission to leave no one behind. Nevertheless, the intent and general direction of the road safety project is sound.

Gender issues:

33. In order to determine the degree of gender effectiveness of the initiative, reference is made to the Gender Results Effectiveness Scale (GRES), a qualitative scale that is applied to the independent evaluation of all United Nations Development Programme (UNDP) projects (Figure 3).

Figure 3: UNDP Gender Results Effectiveness Scale

Gender Results Effectiveness Scale (GRES)

Gender Negative	Gender Blind	Gender Targeted	Gender Responsive	Gender Transformative
Result had a negative outcome that aggravated or reinforced existing gender inequalities and norms	Result had no attention to gender, failed to acknowledge the different needs of men, women, girls and boys, or marginalized populations	Result focused on the number of equity (50/50) of women, men or marginalized populations that were targeted	Results addressed differential needs of men or women and address equitable distribution of benefits, resources, status, rights but did not address root causes of inequalities in their lives	Result contributes to changes in norms, cultural values, power structures and the roots of gender inequalities and discriminations

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[9] Low-income countries are regarded as those with a GNI per capita of US$1,035 or less; Lower middle-income countries have a GNI between US$1,036 to US$ 4,045; Upper middle-income countries have a GNI of US$4,046 to US$ 12,535.

34. In the World Bank's operational guidelines on gender, safety is cited as a perfect example of the dynamics that affect both men and women when it comes to transportation. The United Nations guidelines on gender mainstreaming are similar. Women's concerns about personal safety risks at transportation facilities can affect the way women decide to travel. With regard to public transport, the top four priorities for women are usually security from theft and harassment, road safety (accidents), cost and comfort. But safety is also an issue for men. Statistics reveal that men are more likely to be involved in road accidents than women in part because they take more risks. On average, according to WHO, men aged less than 25 years are nearly three times as likely as women of that age to be killed in a road-traffic accident.

35. Women also face different constraints than men in accessing, using and paying for transport services. Transport can play a significant role in ameliorating or exacerbating the life conditions of women, particularly when poor and living in developing countries, depending on the extent to which gender differences are taken into account. There are many areas that are entry points for mainstreaming gender into various road project contexts in both urban and rural areas. The World Bank identifies opportunities where women can play a role in the planning and implementation of road transport operations and in labor-based road construction. Meanwhile, the number of women in the transport and logistics industry especially in developing countries remains very low with fewer in management positions as the industry is typically described as a 'non-traditional' employment pathway for women. Furthermore, the existing opportunities for more women to work in the industry are often limited by the attitudes and behaviors of many men who maintain unfair gender discrimination practices in the workplace and causing barriers to entry for women. A commercial transport event in South Africa scheduled for 17 March 2021 described as "Unlocking opportunities for female truck drivers and couriers" declared that less than 1 per cent of couriers and truck drivers in South Africa are female. While this type of event is not transformative, it is certainly gender responsive and could be emulated by UNITAR.

36. In the road safety event survey undertaken for this evaluation, just over three quarters of respondents were male (76.4 per cent), which, though reflecting the gender of persons working in the transport sector, meant that women road users and beneficiaries were underrepresented. The evaluation finds that events such as "Management Practices for Safer Roads" that have open enrolment have tended to attract a ratio of men to women that reflects the existing employment pattern in the transport industry. Typically, such events are gender blind but not gender negative. While there has been an improvement in female enrolment since the introduction of more e-learning courses, this is still an area in need of attention. For example, promoting the implementation of gender-smart road traffic interventions, or creating more microlearning courses targeting women, would be a worthy investment.

37. The number of microlearning events has increased in the past 12 months in part because such courses have been more suited to e-learning and other virtual formats. UNITAR could consider new events that concern the elderly and road safety, and vehicle design, where the smaller physical stature of women puts them at more risk of lower body injury and death. Regarding the case studies, more focus on public transport would be beneficial. For AB InBev funded events specifically, 2,216 persons indicated their gender (just 2.3 per cent left the question blank when registering). Of those who

responded 65.8 per cent were male and 34.2 per cent female. Taking into account the high relevancy to the SDGs and the positive feedback from the beneficiaries, but noting the geographical and gender shortcomings, this evaluation concludes that the road safety project is substantially relevant.

Coherence:

38. While there is some complementarity between UNITAR's road safety initiative and work done in other organizations, there is also considerable overlap in that many of the topics covered by UNITAR related to capacity building are also offered by other entities. This is unavoidable because the need for road safety training and education is huge. UNITAR includes in its road safety capacity building portfolio *inter alia* practical advice on reducing speeding, distracted driving, impaired driving and on addressing failure to use crash helmets, seat belts and child restraints. It also supports using digital innovation and smart technology to advance road safety through a toolkit highlighting selected pilot projects. In addition, it offers a variety of knowledge sharing activities.

39. UNITAR tries to differentiate itself in that it primarily targets and structures its learning opportunities around government officials and to a lesser extent young people aged between 15 and 29 years in low-to-middle income countries, but this distinction becomes blurred and the focus shifts from project to project according to the donor involved and the nature of the event. While UNITAR may have unique expertise in designing and delivering training activities, this may be considered a stretch in the road safety field. The claim to be a "leading institute of customized learning solutions" used in UNITAR's Road Safety Global Training Initiative brochure is more appropriate. Nevertheless, it has established some significant private sector partnerships to enable expansion of its activities and clearly has a strength in the extent of its robust programming in Spanish-speaking countries, which is an important niche. Some CIFAL directors believe it can do more by expanding road safety offerings in regions that are under-represented, accelerating collaboration with the private sector, coordinating with similar programmes to avoid duplication and improving the extent of participation of women. The initiative is to be complemented on its work on international norms and standards with a view to discouraging harmful behaviors. Despite the fact that UNITAR has a particular training niche, it is but one of many players in the global road safety capacity building community and should seek closer collaboration with the larger ones, especially Bloomberg Philanthropies and the World Bank.

40. Bloomberg Philanthropies invested $500 million since 2017 to support an initiative covering 45 cities and provinces to effectively implement road safety activities including training police in best-practice enforcement and re-designing high-crash, high fatality corridors and intersections. It partners with WHO, the National Association of City Transport Officials, the Global Road Safety Partnership, Johns Hopkins International Injury Research Unit, the World Bank's Global Road Safety Facility, the Global New Car Assessment Programme and the International Association of Police Chiefs among many other entities. Its 2020 Annual Report claims that its partners have trained 79,000 professionals, launched over 60 media campaigns and crash tested dozens of vehicle models. To date, 2.2 billion people are covered by newly strengthened road safety laws with support from the Bloomberg Philanthropies initiative.

41. Meanwhile, the World Bank has mandated that its Environmental and Social Framework

must, where appropriate, address traffic and road safety. This means that all new eligible Bank-financed projects avoid or minimize road safety risks and impacts. This applies not just to the communities where the project is being undertaken, but also to project workers and road users. Any project with potential road safety implications must develop measures and plans to address these risks. To help implement this mandate, a powerful new resource, the Road Safety Screening and Appraisal Tool (RSSAT), is now used by Bank appraisal teams, and will soon be available to other development practitioners such as UNITAR. The RSSAT complements a good practice note with guidance on road safety in investment projects.

42. UNITAR is advocating, developing and promoting a toolkit on Management Practices for Safer Roads available in five languages and has as a goal to make it available in 10 languages by end of 2021. The advantage of this is that by using a desktop and mobile application (app) the technology can reach far more people than with the more conventional means of communication. It focuses on improving governance and identifying hazardous road locations where crashes have occurred and takes the user through a number of steps to enable corrective measures using tried and tested case studies. The evaluation observes that globally there are several different toolkits available and although they differ in content there is an opportunity for UNITAR to link its toolkit to them so that the user has an enhanced experience.

43. To name just a few: The International Road Assessment Toolkit developed by the International Road Assessment Programme (iRAP) is a United Kingdom (UK)-based charity that coordinates assessment efforts occurring in Europe, Australia and the United States as well as in many developing countries. Its vision is of a world free of high-risk roads, and it is a member of the United Nations Road Safety Collaboration. Active in over 70 countries, iRAP provides the software that generates star-ratings and safer road investment plans from coded video data. The UK Transport Research Laboratory meanwhile has developed a local transport funding toolkit for local authorities, and in Australia Austroads has a road safety engineering toolkit, while WHO has a road safety mass media campaign toolkit. The United States National Highway Traffic Safety Administration has a "drive-well" toolkit focused on safety and mobility for elderly drivers. UNITAR could link its users to other toolkits that can provide additional information that can benefit all parties.

44. There are also many good national programmes in countries concerned with reducing the rate of road fatalities and serious injuries. The point is that there is considerable information available as well as guidelines and expertise internationally. This is positive given the size of the road safety problem but developing countries, where the most significant road fatality rates occur, usually lack the significant resources and managerial capacity necessary to bring about a significant drop in the number of road fatalities.

45. UNITAR would do well to interface more with other organizations beyond its existing partnership arrangements and broadly map who is doing what in the road safety field, anchor where UNITAR's strengths lie, and extend its partnership network in a more logical and strategic way. There may be many more opportunities with which to partner, share knowledge, seek funding and work collaboratively including with development banks and philanthropic organizations involved in road safety activities. Currently the road safety initiative -due to the nature of the partners it has - operates largely in a silo mode. This can be reversed by taking on more diverse partnerships as a constraining factor is that some organizations are unwilling to engage in projects and events in which

the alcohol industry participates, especially as fund recipients. Nevertheless, UNITAR participates in monthly coordination meetings with the UN Road Safety Collaboration Group comprised of UN agencies working in the road safety field.

46. Although the independent evaluation of the CIFAL Global Network concluded that there was insufficient UNITAR sharing of expertise, and partnerships among the centres themselves and that some of the constraints impeding joint work and programmatic collaboration needed to be addressed, this appears to be less of an issue regarding UNITAR's road safety project. There is evidence of collaboration especially in *inter alia* the roll out of the toolkit and this project is a sound platform on which to build. UNITAR can facilitate transnational relationships that can benefit global corporations and help to promote a multi-stakeholder approach at local level to resolving road safety problems. The earlier evaluation noted that road safety was a widespread area of competence but suggested it could be better synergized and even scaled into a global signature service. CIFALs may, however, need more support to assist in identifying and developing more partnerships. Several directors indicated in the context of road safety that while the monthly coordination and the annual meeting were useful, there was always insufficient time for inter-CIFAL collaboration and there should be specific meetings held on this topic to overcome this obstacle.

47. The strategy followed in the project was initially relatively conservative and small scale with the aim of expanding its training activities and addressing other areas related to road safety over time. The adoption of a more rigorous results framework for the project's second phase was an important step forward. What remains to be articulated is a broader strategy, that is, how UNITAR intends to move forward with its overall road safety initiative in the medium-term and not just a specific initiative with one donor and how the projects fit into the strategy. For example, how to reach the people in the lower income levels and especially the more disadvantaged countries and how will the initiative tackle the existing large gender imbalance in beneficiaries? How will resources be expanded? This evaluation notes that at present the management of a rapidly growing overall initiative by a small team should be strengthened. Overall, the evaluation assesses coherence of the project within the initiative as substantial, however, coherence with the broader road safety landscape as modest.

Effectiveness:

Learning events

48. The initiative's earlier road safety events (2016-2018) involving several donors, focused, among other things, on awareness including child road safety, capacity building and high visibility enforcement by traffic police. Examples of increased awareness on the dangers of drinking and driving and on traffic rules (with support from another donor to the broader initiative) involved school children and college students (Curitiba, Brazil and Durban, South Africa), while a notable workshop took place in New Delhi, India involving 98 transport secretaries and road safety commissioners. There were 14 training workshops reaching 1,896 attendees during this period. In terms of reaching specialized groups of people, there were customized events on child and pregnancy road safety issues and road safety training in prisons.

49. However, more learning events were evident after 2018. In the first phase of the AB

InBev-funded project (2018-2019), the plan was to have three high-level conferences with the aim of making road safety a top priority on the agendas of decision makers and private sector leaders. These outputs were achieved with conferences in Johannesburg, South Africa; Shanghai, China; and Gurugram, India with some 260 experts and business leaders attending. In South Africa the concept of a network of universities involved with road safety was introduced to promote research into road safety and facilitate the exchange of best practices. The Shanghai conference focused on digital innovation including smart traffic light and traffic control systems, artificial intelligence, telematics and advanced automotive technology. The Indian conference, centered on the State of Haryana and the City of Gurugram, introduced a road safety dashboard for Gurugram developed by AB InBev to monitor road traffic incidents, and produced a multi-stakeholder action plan to implement remedial measures to correct 10 identified accident black spots. The "Toolkit in Action" was to be initially applied in Gurugram, Santo Domingo and Shanghai.

50. In addition to the above, in the framework of the Fifth UN Global Road Safety Week in May 2019, UNITAR in conjunction with AB InBev and various New York City departments hosted a briefing on Public Private Partnerships (PPPs) to "Advance Vision Zero"[10] presenting the New York connected vehicle pilot and to motivate the private sector to act in support of road safety. The pilot was focused on developing and deploying over 15 safety applications to provide in-vehicle hazard warnings to vehicle drivers. Although this was at first sight a cutting edge first world project, through PPPs and the global coalition, "Together for Safer Roads", the aim was also to reach 600,000 fleet vehicles around the world to share best practice. Due to the COVID-19 pandemic, the implementation of the project has been on hold. There is the aim to continue with its implementation in the second semester of 2021 and to report on progress on contributing to this coalition's objective.

51. Another category of learning event involved capacity building workshops. Several were planned in Phase 1, determined jointly between UNITAR and AB InBev. In addition, the ongoing Road Safety Learning and Partnership Platform was established, which provides access to tools, learning materials and self-paced e-learning courses as well as resource guides for advanced learning. It also contains examples of pilot projects and information on road safety management. The platform received a total of 3,607 views from 1,074 visitors in 2020. In 2019 UNITAR recorded 3,595 beneficiaries. Some 1,890 government officials participated in training workshops; 1,167 public, private and civil society leaders participated in dialogues and conferences; 410 children and students were reached through educational campaigns; and 15 senior government officials completed a postgraduate programme (see below). In addition, 113 law enforcement officers took part in study visits.

52. A nine-month postgraduate course, "Expert in Road Safety Management and Administration" is offered by CIFAL Madrid, the Royal Automobile Club of Spain and the European University[11]. The course, though not part of the AB InBev funded activities, is an annual learning event targeting high level professionals working on road safety policy-making and provides an opportunity for participants to learn from up to 48 road safety specialists. The course is 300 hours in length and worth 25 European academic

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[10] Aims to eliminate traffic deaths and serious injuries in the city by 2024.
[11] When the programme was offered in a blended modality it comprised two modules: four weeks face-to-face tuition in Madrid and a three-month research project.

credits. There are some scholarships available that can cover 35-45 per cent of the cost, especially in the case of applicants from developing countries. The course is also free to persons who are disabled or unemployed. Obviously, this subsidy has to be covered and this is found from university funds and donors. In 2020 the number of people taking the course was 15 but for 2021 38 have enrolled. This increase is partly connected to the fact that the course is now virtual rather than in-person and therefore much less costly.

Figure 4: How much of the knowledge, skills and awareness from the event would you consider to be new to you?

Figure 5: How much of the knowledge, skills, awareness from the event would you consider important to your job success?
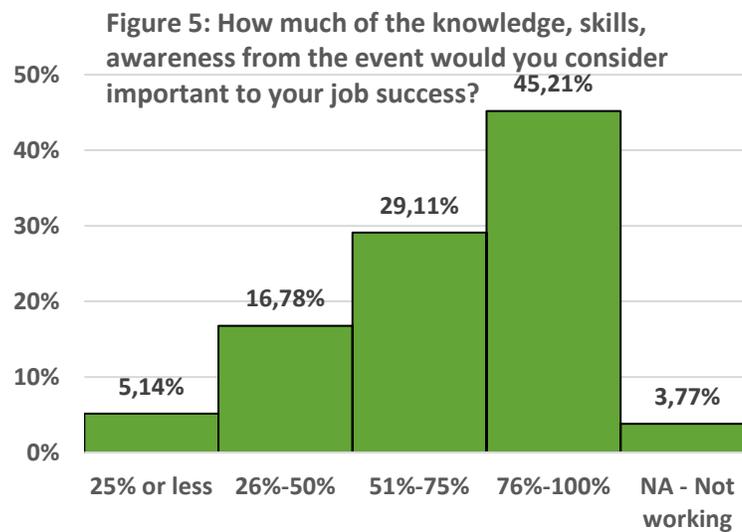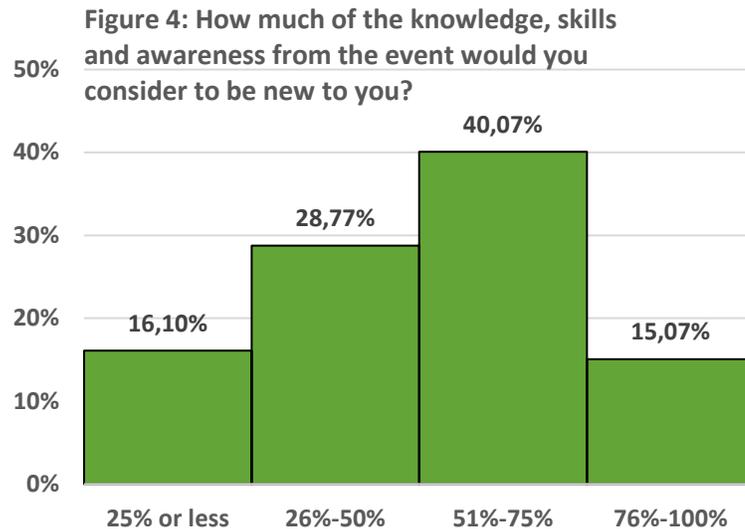
53. As discussed elsewhere in the report, in 2020 the nature of the courses largely changed from face-to-face to virtual because of the COVID-19 pandemic. The webinar series and master classes (eight events) on the Management Practices for Safer Roads Toolkit reached 1,406 beneficiaries and was offered in four languages (English - 952 participants, Spanish - 164, Portuguese - 87, and Chinese - 203). A large part of these beneficiaries (from four learning events for which data was available) worked in the private sector (46.95 per cent), in national governmental organizations (31.81 per cent), and academia (8.02 per cent). In addition, 488 people participated in the desktop version (available in English). Even some conferences went virtual such as the International

Road Federation Vision Zero for Africa event in which alternatives to blood testing were discussed to enable successful prosecutions of drivers who were intoxicated. In all, some 712 participants attended the IRF regional conferences in the Caribbean, Africa and Asia Pacific. During these events online master classes on the toolkit were presented by UNITAR.

54. The beneficiaries of road safety learning events captured in the survey sent to participants from 2018-2020 learning events overwhelmingly were drawn from learning events between 2019 and 2020. They already had a range of skills but nonetheless over 55 per cent (Figure 4) found that the events presented substantial amounts of new knowledge, skills and awareness. Over 74 per cent of respondents believed that more than half of the event contents were relevant to their current job (Figure 5). Several individuals commented that although they already had some knowledge it was good to have a refresher. Some 177 responses were received regarding the question about the enabling factors that allowed them to apply the new knowledge and skills received from the event. Overall, the knowledge and skills of the beneficiaries were substantially effective after the training interventions.

Figure 6: Have you applied any knowledge/skills that you acquired form the training?

33%

67%

- Yes
- No
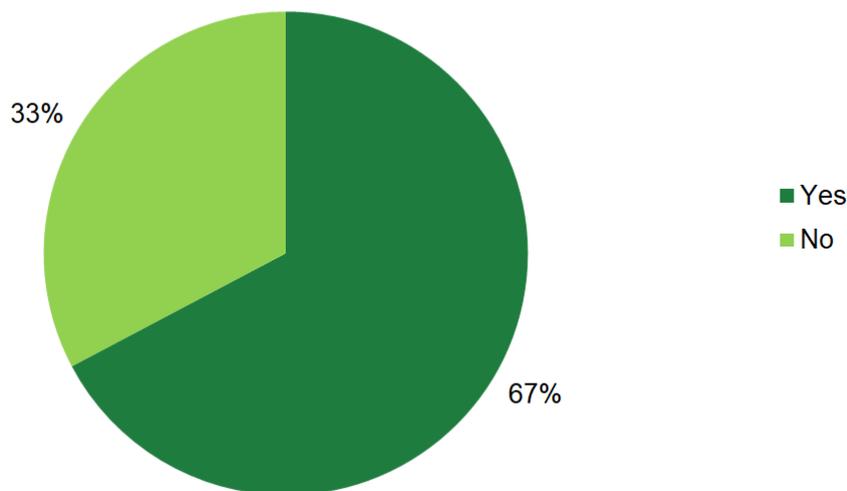
55. When asked whether they had applied the new knowledge and training in their current jobs, just over two-thirds said that they had, but the number was slightly less for women (see Table 1 below). Similar or slightly higher percentages of application were observed from Africa, Latin America and Asia. While these figures are somewhat lower than the UNITAR average of 82 per cent for 2019 and 81 per cent for 2020 the result is still satisfactory.

Table 1

Have you applied any new knowledge/skills acquired from the training?

	Frequency			Percentage		
	Female	Male	Total	Female	Male	Total
No	22	70	92	37.3	31.5	32.7
Yes	37	152	189	62.7	68.5	67.3
Total	59	222	281	100	100	100

Table 2

Have you applied any new knowledge/skills that you acquired from the training?

	Frequency						Percentage					
	Africa	Asia	Europe	Latin America	North America	Total	Africa	Asia	Europe	Latin America	North America	Total
No	42	23	7	13	4	92	33.33%	29.11%	38.89%	29.55%	44.44%	32.74%
Yes	84	56	11	31	5	189	66.67%	70.89%	61.11%	70.45%	55.56%	67.26%
Total	126	79	18	44	9	281	100%	100%	100%	100%	100%	100%

Table 3

Have you applied any new knowledge/skills that you acquired from the training?

	Frequency							Percentage						
	15-24	25-34	35-44	45-54	55-64	65+	Total	15-24	25-34	35-44	45-54	55-64	65+	Total
No	9	27	22	17	9	2	92	45.00%	37.50%	25.58%	35.42%	31.03%	40.00%	32.74%
Yes	11	45	64	31	20	3	189	55.00%	62.50%	74.42%	64.58%	68.97%	60.00%	67.26%
Total	20	72	86	48	29	5	281	100%	100%	100%	100%	100%	100%	100%

56. Figure 7 shows the enabling factors that were supportive of applying the knowledge and skills received from the event. The most important were simply the opportunity to apply and the confidence to apply knowledge and skills learned. Other factors were the importance for job success, supportive systems and processes and a supportive supervisor.

Figure 7: Which of the following enabling factors allowed you to apply the knowledge/skills you received from the event? (tick all that apply)
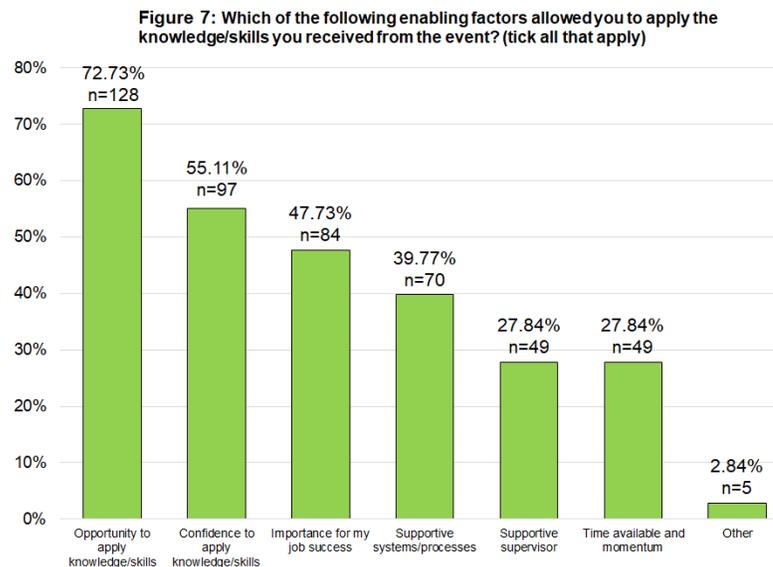
57. Similar factors that enabled the application of knowledge and skills were also found to be lacking for those who had difficulty in applying the knowledge and skills, as shown in Figure 8.

Figure 8: If you did not apply, or may have had difficulty in applying, what factors were deterrrents? (Tick all that apply)
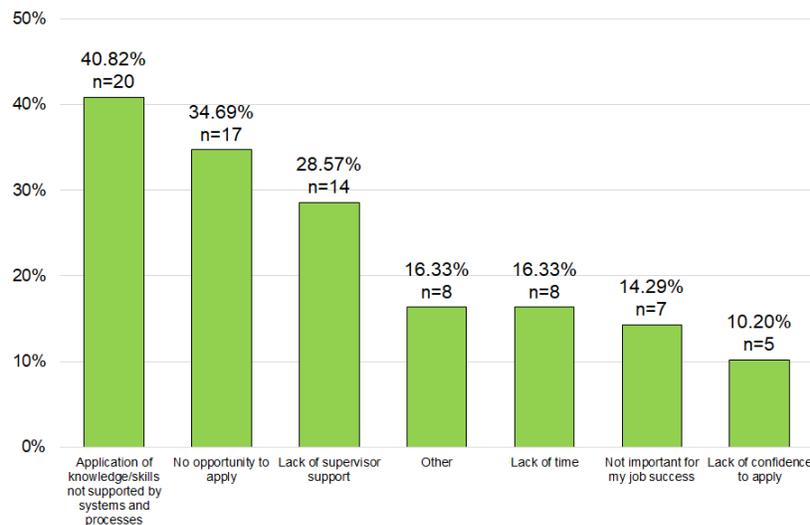
58. As shown in Figure 8, the three factors that were most significant constraints to applying the knowledge and skills were unsupportive systems (40.82 per cent of respondents), no opportunity to apply new skills (34.69 per cent) and lack of supervisory support (28.57 per cent). More thought needs to be given as to how course participants can overcome some of these hurdles.

59. Based on the number of participants in road safety learning events and the positive reactions expressed in the follow-up survey, raised awareness and knowledge transfer were mostly effective. There was great appreciation from developing country participants that the majority of the events offered were free or discounted. However, course completion and certification are not enough and certification remains low with only 26.26 per cent of AB InBev learning beneficiaries receiving a certificate of participation or completion (in many cases no certificates were recorded). What is more difficult to ascertain is the extent to which this information was retained and put into practice, and to what extent the training was aligned with the job performance needs of the participants. The evaluation did not find mechanics in place to measure this. Participants (randomly selected) could be encouraged to give feedback at appropriate intervals for up to three years after completion. There should be an incentive for them to respond to short surveys. This will require monitoring and consideration should be given to how this should be structured and funded.

Social norms online course:

60. UNITAR undertook to develop and present an e-learning course for government officials on social norms to be offered through UNITAR's virtual learning environment. The objective of this tool is to give practical examples of how to change norms that are harmful and replace them with norms demonstrating responsible and acceptable behavior that advances road safety. The course content has been established and is set to be launched in May 2021 during the Global Road Safety Week. An advisory committee will be established to guide this intervention.

Youth and Road Safety: Championing Safer Road Users:

> This three-module course was designed for university and high school students in India. Its aims were to assist in raising awareness and building capacity among young people. The course ran from May to December 2020 and drew 288 participants.
>
> In 2021, the course has been opened to students from all over the world, in addition to students from India who may be interested in taking the course.

Best Practice Capacity Building and Management Practices for Safer Roads Toolkit

61. Capacity building has featured in several courses and through webinars and workshops in respect of the Management Practices for Safer Roads Toolkit. The Toolkit was launched in July 2019 with inputs from several CIFALs including Curitiba and needs a more extended period of operation before it can be evaluated properly. The app was only launched in November 2020. The Toolkit highlights local projects (described below) in which the Plan-Do-Check-Act (PDCA) methodology has been implemented including Sao Paulo, Brasilia (Brazil), Gurugram (India), Santo Domingo (Dominican Republic), Zacatecas (Mexico) and Umlazi, Durban (South Africa).

62. The Toolkit also highlights a checklist to support users to monitor their progress throughout the different stages of the PDCA toolkit methodology. The Toolkit is based on the premise that achieving road safety targets requires improving existing road infrastructure for the benefit of all road users (including the most vulnerable). It is based on a three-fold approach that provides practical solutions, participatory contributions from a variety of stakeholders and results-based interventions. Some 1,406 participants attended the webinar series and Master Classes on Management Practices for the Safer Roads Toolkit. A further 488 were trained on the desktop version. Regarding the app, it is possible to identify which country the users are from. Although after the launch there were already 369 users from 37 countries, it is more useful to identify the top ten countries using the app. By the beginning of March 2021, the number of users had grown to 971 and among the top ten country users were Ecuador, Ghana, India, Mexico, Nigeria and South Africa (see efficiency section for more comment).

63. UNITAR and AB InBev are nevertheless, to be strongly commended for the translation of the Toolkit in its entirety from English into Spanish, Portuguese, Chinese, and French in just one year. It is planned to introduce Hindi (65 million speakers), Arabic (317 million speakers), Italian (63 million), German (130 million) and Russian (154 million) during 2021 reaching its planned goal of having the toolkit available in 10 languages. Major languages missing to date include Bengali (228 million), Farsi (110 million) Turkish (80 million), and at least one of the Indonesian languages such as Bahasa Indonesian (199 million) or Javanese (100 million). The discussion with the CIFAL in Istanbul revealed they would welcome the opportunity to present the toolkit locally but unfortunately it was not yet available in Turkish although there are many Turkish speakers in the region. A participant from Iraq stated that although there were well over 300 million Arabic speakers throughout the Middle East the road safety materials were not available in that language yet. Given that only 63 million people speak Italian, and the relative neglect of the Middle East in respect of road safety, this evaluator supports making Arabic a priority.

64. Some small suggestions from users should be noted. First, the users are more comfortable if the video commentary in the app is provided by a person using the mother tongue of the language in which it is being delivered to avoid difficulties and discomfort with accents. Second, the narrative commentary needs to be updated regularly (an example is that reference should now be made to the revised goals for the SDGs to be met in 2030 and not 2020 as we are now in the second decade of road safety). Further, while there is some highly useful information on the app, not all the diagrams are readable on i-Phone devices.

65. According to the results framework, UNITAR aims to reach 160,000 beneficiaries by November 2021 through 10,000 people downloading the app. This appears to be overly-optimistic given that as of 2 March 2021, only 971 persons have downloaded it.[12] (It is also to be promoted to 150,000 participants of CIFAL events in 2020-2021, but this again may be on the high side since some events have been delayed or postponed as a result of the pandemic). On the other hand, 450 participants are expected to benefit from 15 webinars or workshops about the toolkit and seven have already taken place, which appears more plausible. The Toolkit was originally planned to be translated into four languages in addition to English. This target will certainly be exceeded. In addition, the content would be enhanced through regular updating and the inclusion of additional best practices. This means that the different language versions will also have to be updated. Clearly, it is not enough to just report how many people downloaded the app and registered to use it, but to understand how the many people actually utilized it through case studies, e.g., whether they applied them according to their local circumstances, and how well the toolkit worked for them in practice. More thought must be given to how this performance can be measured.

66. In all the case studies there was a plan to reduce the number of accidents and fatalities by a specific number within a defined time period. This proved difficult in Mexico because of poor baseline data but in all examples the intent was clear. For the remainder of the contract period with AB InBev, the results from the app should be better specified with data collected and monitored. All case studies should also have a monitorable outcome for evaluation purposes and a time period over which this should be achieved. In some instances, as in Brazil, this may be over a period of up to five years from the time that the project is completed. This may have some minor cost implications but it is the only way to really establish the degree of success of the project. A brief completion note could be prepared to show the source and comment on the veracity of any statistics derived.

A team member does not necessarily have to visit each project in person but in cases where the desired goal is not achieved it would be useful as a learning opportunity to establish why not. For example, as part of the overall initiative, enforcement might not have been sufficient because the traffic police did not have sufficient budget or priorities changed. If new legislation is required there may be political reasons for its delay or cancellation. A results framework should be a standard requirement for all projects under the initiative. It should have baseline figures, targets and actually achieved data. In the case of the progress report to AB InBev, more than half of the 2020 report included narrative reiterating the reasons for the initiative. Of greater interest would be the actual effects of the pandemic on retarding implementation progress of the pillars and any other progress in achieving the goals in the time agreed.

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[12] 52 per cent downloading to Android devices and 48 per cent to iOS devices.

Pilot Projects

67. Pilot project interventions in five countries have been included in the Safer Roads Toolkit App; all adopted the Falconi methodology or PDCA. The Shanghai project is still work-in-progress and will be included later. Important elements of the methodology are proposals for a governance structure, where this is lacking or deficient, and the preparation of a multi stakeholder action plan. Some of the case studies described below were not wholly funded by AB InBev but they are all relevant to the development of the Toolkit.

Brazil: Brasilia and Sao Paulo

68. In 2016, Brazil was ranked in the 125th position of road traffic fatality rates worldwide, with an estimated average of 23.4 fatalities per 100,000 inhabitants above the world average of 17.3 per 100,000 for that year. Pilot projects were identified for two locations in Brasilia and in Sao Paulo. Hot spots where frequent accidents occurred were singled out and profiles drawn up of the users. Typically, in Sao Paulo pedestrians were often the victims in fatal accidents, while for injury accidents motorcycle riders and pedestrians prevailed. The overall goal was to save 22,600 lives and prevent 30,630 serious injuries between 2015 and 2024. In the first year 1,009 traffic related deaths were avoided saving US$ 1.65 billion.

69. In Brasilia risk factors at a specific location were determined to be speeding, an unsafe return loop and an inactive pedestrian light. At a second location the factors were pedestrians on the crosswalk, a high traffic flow, high speed and buses stopping on the street to pick up passengers. The goal was to achieve a reduction of 51 per cent in fatalities over four years. In addition to the saving in direct economic costs it was estimated that around 4,850 hospital beds would become available. Action plans were agreed to make the accident spots safer involving both engineering and educational awareness measures and the overall governance model was reviewed. A motorcyclist training programme was developed and some 240 motorcyclists were trained each month. Speed traps and cameras were installed, speed limits reduced at critical locations, and new footbridges erected. Awareness campaigns were carried out to reduce speed, mobile phone use while driving and the dangers of drinking and driving. Law enforcement was also strengthened and analysis of accident statistics improved.

Dominican Republic

70. In 2017 the Dominican Republic was ranked the 166th in the world and the worst in Latin America for the number of road accident fatalities at 15.9 deaths per 100,000 inhabitants. The overall goal set was to reduce the annual number of fatalities by 15.5 per cent or 264 deaths. An analysis of critical areas (autopista Duarte, Santiago de los Caballeros and La Vega) showed that 38 per cent of total fatalities involved motorcycles, especially involving males aged 18 to 24 years. The worst time for accidents was on a Saturday night. The main risk factors for motorcyclists were riding without a helmet, speeding, wrong way driving and motorcycles in a bad condition.

71. After applying PDCA, the measures proposed were as follows: i) adoption of the European scheme of driver licensing; ii) regular inspection of motorcycles; iii) inspecting to ensure the use of mandatory safety equipment such as helmets, boots, gloves etc.;

iv) limit road crash points by preventing turns to the left; and v) reduce conflict between motorcycles and other vehicles at traffic lights.

72. A new governance structure was also proposed comprising three levels i) national policy (national agency responsible for road safety supported by the private sector and academic institutions); ii) local implementation (city council members, supported by private sector and academic institutions); iii) technical level (local academic institutions and local authorities).

Gurugram, India

73. India has a road accident fatality rate of 16.6 persons per 100,000 people. Gurugram is a technology and financial hub with a population of about 900,000 situated southwest of New Delhi in Northern India. According to Haryana State Police 1,214 road accidents (481 fatalities) occurred in 2017 in Gurugram. A multi-stakeholder action plan was developed by UNITAR and AB InBev and in collaboration with the Central Road Research Institute (CSIR), TRAX (an NGO), and the Gurugram Metropolitan Development Authority. It was based on the findings of a detailed road safety audit and identified accident blackspots defined as hazardous locations where five road accidents or 10 fatalities had occurred in the previous three calendar years. Previously road safety measures in the city had focused largely on improving awareness to bring about behavioral change but with limited success. The project focused on relatively inexpensive infrastructure improvements including road markings, road studs, better and more visible signage, pedestrian crossings and traffic calming measures. CSIR recommended that these improvements be supported by enforcement measures to prevent encroachment of the road space by street vendors and the discouragement of on-street parking near intersections. The goal was to reduce by 50 per cent the fatality rate per 100,000 people over five years. Progress has been slowed by the COVID-19 pandemic.

Kwa Zulu Natal, Umlazi, Durban, South Africa

74. South Africa ranks 143rd in the world for road traffic fatalities with 21.9 fatalities per 100,000 people. According to a South African Road Transport Corporation report in 2020, alcohol-attributed crashes accounted for the smallest proportion of cases (5.5 per cent) while the driver behaviors attributed most often as the cause of the crash were speeding (52 per cent), followed by other driver risks (42 per cent). The largest impact factor (across all road users and all driver behavior risks) was found for alcohol and pedestrian deaths, indicating that at an absolute level, pedestrians were three times more likely to die in a crash, where the driver was intoxicated.

75. Three critical pilot areas for accidents were identified: KwaMnyandu, Mega City, and intersections in Umlazi. A profile of the road users was drawn up for each site and included the gender split, age, frequency, time of day and the reasons for the accidents. The goal was to achieve a 28 per cent reduction in road traffic crashes in KwaZulu Natal and a reduction of 45 fatalities in the Umlazi area. Overall, in the province it was established from the pilots that 82 per cent of fatal accidents are caused by pedestrians crossing roads when it unsafe to do so.

76. A mix of data on road traffic crashes and risk factors led to the following action plan: i) Provision of adequate and visible road signs, traffic signal synchronization and better

enforcement measures; ii) Education and campaigns which included the promotion of the "Go Durban Public Transport Program"; iii) More efficient use of data to develop action plans to address road safety issues; iv) Inclusion of air bags and ABS braking in legislation; v) Better response time to accident sites by first responders; and vi) Improved governance model including government, academia and the private sector.

Zacatecas, Mexico

77. Mexico has a road accident fatality rate of 13.2 per 100,000 people, which has been improving but the total number of pedestrian deaths has increased. The cities of Zacatecas and Guadalupe were chosen for the pilot because of the particularly high rate of such deaths there. The example in the Toolkit does state a numerical goal for reducing fatalities but points out that two separate agencies were responsible for collecting accident data. It was found that 94 per cent of the victims were male and that 62 per cent of the accidents occurred in the morning or evening. The most critical accident locations were determined from available statistics and the prevalent risk factors were identified. This resulted in the establishment of a road safety committee and the development of an action plan proposing corrective measures for the critical areas.

Shanghai, China

78. China has a road accident rate of 18.8 per 100,000 people. Shanghai, the most populous city in the world, was selected for a project to assess hazardous and critical road locations where excessive numbers of crashes occur. There was already a CIFAL in operation in that city, which made it an obvious place to start. CIFAL Shanghai played an important role in liaising with city officials. The baseline data for the project comprised 514 fatal road accidents that happened in Shanghai between January 2017 and April 2018. To some extent the progress has been affected by the COVID-19 pandemic, which has slowed the responses from the Chinese Government. In the meantime, efforts have been put into gathering more data on the road traffic crashes. Ultimately, this information will improve the output of a three-dimensional (3D) simulator for showcasing such accidents. For example, the traffic simulation system will combine geospatial information systems (GIS) and 3D technologies to simulate the occurrence of accidents, replicate the dynamics of vehicle and pedestrian movements and reveal factors such as the speed of the vehicles, the number of vehicles and the weather in the vicinity of the crash. The pandemic has constrained the possibility of face-to-face visits and also caused a fall in traffic volumes. It is too early to say whether the latter will reduce the number of fatal collisions.

79. The project is still rolling out and could possibly take longer to complete than anticipated. However, it is highly innovative. Data are gathered through a cloud-based Road Safety Analysis System. It allows users to upload large volumes of data, establish analysis algorithm workflows, set parameters and analyze results anytime and anywhere. The collected data has already allowed a preliminary assessment to be made as to the worst locations for accidents and correlated this information with the weather conditions prevailing at the time of the accidents. It has also been revealed that 82 per cent of the accidents involved heavy vehicles (trucks and buses). UNITAR's Operational Satellite Applications Programme Unit (UNOSAT) will use GIS technology to create descriptive maps and charts to illustrate and explain the pattern of accidents emerging. The system allows the integration of already collected data and facilitates correlations between different layers of data. The potential impacts of the project are significant both in terms

of the diagnosis of road improvements that are needed and in framing improved traffic regulations. However, the project is not inexpensive and this may constrain its use in less developed countries. In order to reach poorer communities, the project would also have to be applied in rural situations. The efficiency of the system should be subject to a cost benefit analysis and the project team should ensure that there are targets to measure outcomes in the AB InBev results framework such as reduction in the number of fatal accidents.

Public-Private Partnerships:

80. In addition to various New York City departments hosting a briefing on PPPs to "Advance Vision Zero" in which the New York connected vehicle pilot was presented, there have been many partnerships between individual CIFALs and local private sector companies and even sponsorships from multinational organizations as a result of the collaboration and activities of UNITAR and AB InBev. These have helped to finance particular events and this kind of cooperation is ongoing. However, the arrangements to put in significant funding to support an entire programme are relatively new and for this reason more partnerships are highly significant and needed since this may be the key to scaling up the whole road safety initiative. This is discussed in more detail in the sustainability section of the report.

Gender:

81. As mentioned under relevance, the evaluation finds opportunities to improve the gender aspects of the initiative. It is evident from an efficiency point of view that there has been insufficient attention to a scientific approach to determine the best way to optimize the gender component. The Gender Results Effectiveness Scale is now applied to all UNDP projects and could serve as an example on how to apply to the road safety initiative. The road safety and transportation fields are male dominated and hence there is a need to focus more specifically on how more women can be involved in events and to what extent women-specific events can be organized. Similarly, road safety projects can specifically address the gender aspects in the design and implementation stages.

No one left behind:

82. As discussed under relevance, it was shown that the lowest income countries and countries with special issues need more attention. While it has been argued that many participants from such countries have attended events in middle income countries there has been no information as to what has happened to these attendees and whether they have succeeded in utilizing what they have learned since when they return home since there are few supportive systems, technological challenges and a huge lack of capacity. This aspect needs to be addressed directly in the design of future road safety initiatives.

83. This evaluation considers effectiveness to be substantial in terms of outputs. Had it not been for the pandemic outputs would have been rated even higher. However, in terms of outcomes the assessment is rated as modest.

Efficiency:

Financing issues:

84. The Institute is a project-based organization and does not receive any funds from the regular United Nations budget. UNITAR is financed entirely from voluntary contributions derived mainly from UN Member States, other UN agencies, international and intergovernmental organizations, foundations NGOs and the private sector. The road safety initiative as a whole has five major donors and many smaller ones. The AB InBev-funded project amounts to US$ 2,680,427.

85. The UNITAR Board of Trustees noted that the Institute's financial statements were unqualified and that the liquidity position remained stable. All recommendations of the Board of Auditors had been complied with or were in the process of implementation. This compliance was important to ensure credibility with donors. The Board of Trustees also took note of the fact that because the nature of UNITAR funding was project based it was often necessary to work with contractors and consultants since the short duration of the projects precluded hiring regular staff. There has in recent years been a push mainly from donors for real time budgeting or accountability based on a cost recovery model with an acceptable amount of risk. The road safety initiative's learning components [13], the subject of this evaluation, are primarily funded through an agreement with AB InBev but with support from other donors. No project-specific financial reports on expenditures were available to consult as the project's financial report is only due at the end of 2021.

Collaboration with host governments:

86. The feedback from host government officials in which the Toolkit is being implemented was generally positive towards UNITAR and its staff implying a good relationship was established. However, when a new government comes into power, as has recently occurred in Ecuador and the Dominican Republic, there is some uncertainty about the continuity of arrangements. For example, the new government in the latter country was reluctant to comment on developments on the case study in Santo Domingo, which was a project under the previous dispensation.

*COVID-19 Pandemic***:**

87. A significant challenge to efficiency arose from the COVID-19 pandemic, which emerged early in 2020 and posed the biggest shock to the world economy since the Second World War. Lockdowns and a slump in consumer spending resulted in a steep fall in employment triggering central bank interventions in financial markets, government aid to workers and a variety of measures to assist firms and businesses. Other actions included the closure of national borders, some restrictions on movement, and the encouragement of staff to work from home, where feasible. In turn this led to a substantial drop in travel in general and forced many organizations, including UNITAR, to rethink their business models at least for the short term.

88. According to the Federal Highway Administration, total driving in the USA fell by 40 per cent in April soon after the pandemic emerged but by the fall cumulative travel had

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[13] As stated above, learning events refer to events with learning objectives.

stabilized at around 14.5 per cent lower than the previous year. The European Transport Safety Council (ETSC) reported a similar pattern with preliminary data showing a drop of 36 per cent in road deaths in April (compared with the same month in the three previous years). However, the ETSC notes that the decline was not universal with Denmark, the Netherlands and Sweden (with less strict Covid measures) showing less impact when compared to previous years. It is as yet unknown as to the extent to which there will be a rebound in travel as the pandemic recedes. McKinsey and Co. argue that the implications of the pandemic are profound and predict some shifts in mobility in the next ten years as people become more accustomed to working and shopping from home. Private car usage is expected to decline in several major European cities but in North America the shift will be less pronounced. Longer term changes are expected in respect of regulatory trends, technology, and consumer behavior.

89. The World Bank forecasts bleakly that the economies in low-and middle-income economies would shrink in 2020 and 89 million people would fall back into extreme poverty. The digital divide between richer and poorer countries would be exacerbated because the lower income countries had poorer connectivity and were less well equipped with the latest technology. Moreover, the impact of the pandemic on the financial resources available to low-income countries inevitably had some negative effects on the quantum of capacity building that could be afforded.

90. At UNITAR most of the road safety events (94.5 per cent) were delivered remotely. Courses, seminars, and lectures that were previously conducted on an in-person basis had to be converted to virtual events (webinars) at relatively short notice and this to some extent impacted on the nature of the products delivered to the recipients. This was due in part to technological challenges (not so much at UNITAR but due to poor connectivity in some of the participant's countries). In addition, there was a loss of interaction amongst participants mingling formally and informally in course and conference settings. The pandemic also led to the postponement of other road safety activities that were planned to take place on a face-to-face modality around the world.

91. On the other hand, distance learning brought to light new opportunities to explore technology. It has also enabled many more people to participate at a much lower cost than face-to-face learning, and has the potential to reach a wider and more diverse audience.

92. The pandemic also influenced progress towards the SDGs. For example, the target of reducing road traffic deaths and injuries by 50 per cent was impacted because people traveled less than before the epidemic, prompting some insurance companies to give rebates because of the reduced risk of an accident. Consequently, it became more difficult to assess the impact of the application of road safety measures, since the frequency of road accidents was declining. Katrakazos showed that although reduced traffic volumes led to increased speed, more frequent acceleration as well as more braking events and mobile phone use while driving, overall, the decline in travel caused the number of accidents to drop in most countries.

Timeline and Results Framework for Activities:

93. Figure 9 shows the timeline of the UNITAR - AB InBev partnership for 2020 (June through December) and Figure 10 the planned activities for 2021. Following this, the results framework for the three pillars for Phase 2 of the AB InBev funded road safety

project are presented in Tables 4, 5 and 6 for each pillar and, where available, results are entered as achieved as of March 1, 2021. The project is due for completion at the end of 2021.

UNITAR – AB InBev Partnership: Timeline (Key Milestones)

2020

2021

Webinar English

17 June

23 July

Webinar Spanish

26 Aug

Webinar Spanish

Webinar Spanish

23 Sep

Webinar Portuguese + Toolkit in Portuguese Launched

Webinar Chinese + Launch Toolkit in Chinese

October

28-30 Oct

Participation in IRF Caribbean conference

1 Nov

12 Nov

Launch: Toolkit mobile App

18 Nov

Social Norms 1.0 course

Participation in IRF Africa conference

1-3 Dec

1st week Dec China's RS Week

Pilot Report to Shanghai Gov.

E-workshop 1 South Africa

15-16 Dec

Jan

E-workshop 2 El Salvador

Toolkit in Hindi

Jan

Jan

Toolkit in French

Feb

Social Norms 2.0

Feb

E-workshop 3 Tanzania

Social Norms microlearning

March

March

Report: Independent Evaluation

Promoting behaviour change through targeted interventions. Approaches applicable to:
- Road Safety
- Responsible Alcohol Consumption
- COVID-19 vaccination and immunization promotion strategy

Conceptualization: 19-30 October
Preparation time: Nov & Dec.

In support of the World Day of Remembrance 15 Nov

Promoting behaviour change Launch session

Legend:
- 🟠 Pillar 1: Toolkit roll-out
- 🟥 Pillar 2: Pilot interventions
- 🟩 Pillar 3: Stakeholder engagement & Comms
- → Timeline
- 🟦 Cross-cutting pillar

ABInBev

ABI & UNITAR partnership: Planned activities in 2021

Legend:
- Webinars/ Online Courses
- Workshops
- Toolkit translations
- Conferences and key dates

2021 1H	JAN	FEB	MAR	APR	MAY	JUN
Week 1	1-3	3-7 — Social norms e-course 1.0 launch	2-6	1-3 — Holy Week: LA	1	1-5
Week 2	6-10	10-14	9-13 — Launch toolkit in French; Webinar: Senegal	6-10 — Shanghai pilot workshop	4-8 — UN Global Sustainable Transport Conf. Beijing (5-7)	8-12 — Launch toolkit in German
Week 3	13-17	17-21	16-20	13-17	11-15 — Workshop 4: Andean Community countries	15-19
Week 4	20-24 — Identify city for pilot implementation	24-28 — Social norms 2.0 Vaccination microlearning	23-27 — Workshop 2: Tanzania	20-24 — Workshop 3: El Salvador	18-22 — UN RS global week	22-26
Week 5	27-31 — Workshop 1: South Africa		30-31	27-30 — Independent evaluation draft report	25-29 — Social norms 1.0 microlearning	29-30

2021 2H	JUL	AUG	SEP	OCT	NOV	DEC
Week 1	1-3	3-7	1-4	1-2	2-6	1-4
Week 2	6-10 — UN HLPF 2021	10-14 — Launch Toolkit in Hindi	7-11	5-9 — Launch Toolkit in Arabic or Italian	9-13 — World Remembrance Day	7-11
Week 3	13-17 — Social norms 3.0 Responsible alcohol consumption -ML	17-21	14-18 — UN GA	12-16	16-20	14-18
Week 4	20-24	24-28	21-25 — UNGA	19-23	23-27	21-25
Week 5	27-31	31	28-30	26-30	30	28-31

2

Table 4: Pillar 1: Roll out of the "Management Practices for Safer Roads" Toolkit

The delivery of webinars on the Toolkit, promotion of Toolkits and translation into other languages are all on track or ahead of expectations in terms of delivery. More progress is expected before the end of the year. Content enhancement is also anticipated. However, the app downloads are lagging the target substantially.

Pillar 1	Indicators and performance measures			Means of verification	As at March 1, 2021
	Indicator	Base line	Target		
Roll out of the "Management Practices for Safer Roads" Toolkit	Number of beneficiaries reached	0	160,000		Unknown
Outputs	**Indicators and performance measures**			**Means of verification**	**Actual**
1.1. Development of a mobile App	Number of people downloading the App		10,000	Track app download	436
1.2. Delivery of 15 webinars about the Toolkit	Number of participants		450	List of participants	1,406
1.3. Disseminate the Toolkit through the CIFAL Global Network events, beneficiaries, and respective websites	Promotion of Toolkit throughout CIFAL events in 2020-2021		150,000	List of participants and list of events	Unknown
1.4 Promote the Toolkit through (10) workshops and (10) webinars delivered by the CIFAL Centres	Number of stakeholders taking part in the workshops and webinars		600	List of participants	1,794
1.5. Content enhancement - Translation of the Toolkit into Spanish, Portuguese, Chinese, Hindi	Toolkit translated and integrated into the E-learning platform		4	Toolkit integrated into Virtual Learning Environment	4
1.6. Content enhancement - Inclusion of ABI internal Toolkits and other best practices	Additional toolkits integrated into Road Safety Toolkit and update/inclusion of best practices		No target	ABI toolkits integrated into Virtual Learning Environment	No target
Project activities/milestones				Planned scheduled timeframe	
Preparation phase				December 2019 - March 2020	
Delivery phase				April 2020 - November 2021	

Table 5: Pillar 2: Implementation of road safety city interventions

A second road safety city intervention was planned in addition to the one in Shanghai. It was first thought that this should be located in Tanzania but this country has not adapted well to the COVID-19 situation. An alternative under consideration is to set up something in two or more of the Andean Community countries.

Pillar 2	Indicators and performance measures			Means of verification	As at March 1, 2021
	Indicator	Baseline	Target		
Implementation of two road safety city interventions in targeted countries: Shanghai, China; 1 city in Africa or the Americas region	Number of local projects implemented	0	2	Projects in progress and/or fully implemented	1(Shanghai)
Project activities/milestones				Planned scheduled timeframe	
Preparation phase				December 2019 - April 2020	
Delivery phase				May 2020 - November 2021	

Table 6: Pillar 3: Stakeholder's engagement and communication

The number of stakeholders participating in dialogues has well exceeded expectations. The social norms activities were only scheduled to begin in the second quarter of 2021 and are so far on schedule. However, the major conferences have been postponed due to the COVID pandemic.

Planned Outcome 3	Indicators and performance measures			Means of verification	As at March 1, 2021
	Indicator	Baseline	Target		
Stakeholder's engagement and communication - Sharing of knowledge and practical solutions in road safety	Number of stakeholders joining the Partnership for Action and sharing content	0	10	List of confirmed partners	2
Outputs	**Indicators and performance measures**			**Means of verification**	**Actual**
1.1. Implementation of 4 half-day stakeholders dialogues with selected government officials and industry leaders	Number of relevant stakeholders participating		100	List of participants	712
1.2. Participation in 10 major regional/global conferences	Number of participants reached through the participation in 10 major conferences		15,000	Event's agenda including AB InBev participation	0
1.3. Development of partnerships that support the Road Safety Learning and Partnership Platform through best practices and innovative solutions	Number of partners joining the Partnership for Action and RS platform		10	List of partners confirmed	4
1.4 Online training course on Social Norms	Number of participants taking the course		140	List of participants	0
1.5 Creation of Advisory Committee on "social norms"	Members invited and confirmed		5	List of active members	1
Project activities/milestones				**Planned scheduled timeframe**	
Preparation phase				January 2020 - April 2020	
Delivery phase				May 2020 - November 2021	

94. As can be seen, the period from January to March 2020 was a period of preparation but from April to June the project was disrupted by the onset of the COVID-19 pandemic. On balance the project has recovered remarkably well given the need to adapt to the new environment but the loss of many fact-to-face events has had some negative effects. Perusal of the activities planned will show that a second road safety city intervention was planned in addition to the one in Shanghai. It was first thought that this should be located in Tanzania but this country has not adapted well to the COVID-19 situation. An alternative under consideration was to set up something in two or more of the Andean Community countries.[14] While this would not be the ideal choice since there is already a strong emphasis on Latin America compared to other world regions but this option would respond to specific requests from the Member States concerned and would be more likely to succeed in the limited time left under the contract with AB InBev.

Environmental issues:

95. There was also no evidence of environmental harm that might have occurred from the project's activities. Neither the events nor the app development was likely to have any negative effects. Regarding the road safety case studies, these were low-cost measures that were either neutral or positive in terms of their relationship with the environment.

Gender aspects:

96. With regard to gender equality, there were a few gender responsive events funded by other donors of the initiative such as "Child and Pregnancy Road Safety" but in general the titles of the events did not suggest that gender was considered as a factor in design. This said, there were more female enrolments when the courses became virtual instead of in-person. If in the future this factor was combined with courses that were made more gender targeted, this would be a smart way of achieving results closer to UNITAR's gender aspirations.

97. Taking into account financing aspects, and the efficiency in delivering the outputs and outcomes against the context of the disruption caused by the pandemic, the overall rating for efficiency is substantial.

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[14] The Andean community comprises Bolivia, Colombia, Ecuador and Peru. These countries are striving to create a customs union.

Learning Events

Figure 11: How have you applied/transfer the knowledge and skills from the learning event?

Legend:
- Day-to-day job tasks
- Material for teaching or academic purposes
- Good practices - Personal
- Improve RS information, methodologies, and data management/collection
- Activism in the community - RS campaigns
- Road Safety audit
- Internal workshop/awareness
- Elaboration RS policies or guidelines
- RS stakeholder identification/engagement
- In law field
- Other
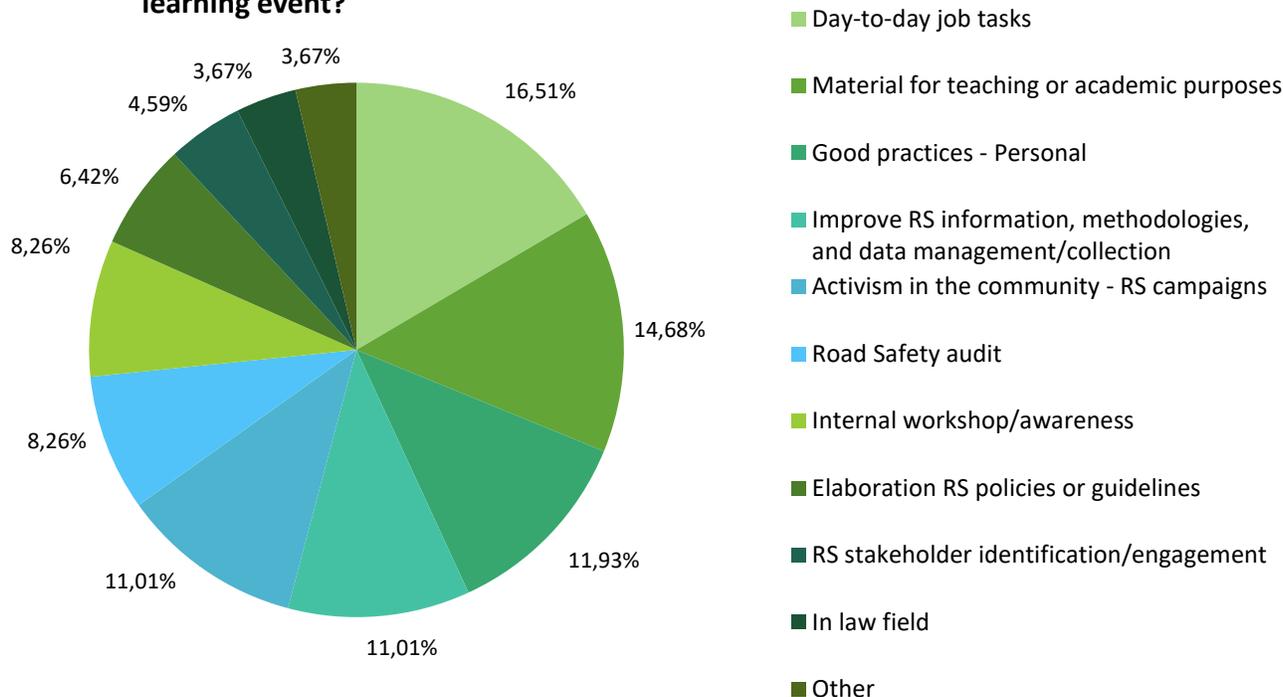
98. Figure 11 above shows the areas where the application of knowledge has been used by the participants. The largest segment was in carrying out their every day job tasks, closely followed by improving their information on road safety including methodologies used, as well as data management and collection. Other benefits were in extending activism in their communities in respect of campaigns to improve road safety, road safety audits and a general awareness of road safety concerns.

99. In the survey of learning events there was an open-ended question requesting additional comments. Among these responses there were many positive comments about the high quality of the events and the fact that they were freely available to people from developing countries. Additional comments by respondents were that some preferred the face-to-face format or experienced technical difficulties and consequently missed some of the course content. One suggestion was that the courses could be made available on YouTube or another video interface so that the attendees could play back the lectures in their own time. Others asked for copies of slides and presentations. A respondent from Zimbabwe requested that the course be made available to mobile devices since many of the respondent's colleagues did not have access to a computer. There were also several suggestions that it would help if the contents were customized to each region since the level of affordability and education varied widely. There were requests for additional information on speed management, driving while under the influence of drugs, safety during road maintenance operations and road markings. While appreciative of the availability of the events in different languages, some thought that more could be done to expand this feature.

100.   This tied in with remarks made during interviews of randomly selected event participants. Perhaps the greatest concern was that distance learning created technical challenges, not so much for UNITAR but for respondents living in countries with limited connectivity, expensive internet and older equipment. CIFAL Philippines reported that because of this issue and new priorities in the country emerging after the COVID-19 lockdown, it became necessary to temporarily halt the road safety activities. Face-to-face activities had to stop and revised priorities such as food security and health issues became paramount. Philippines is basically an archipelago with many remote areas with poor connectivity and a high cost of managing data. In contrast to this, participants attending the virtual post graduate training course in Spain have more than doubled because travel is so expensive. A respondent from South Africa said his organization could not afford to send him to an overseas conference but was quite amenable to online training.

101.   Respondents from India, which has more sophisticated technology, did not report technical difficulties to this degree. In fact, positive developments recorded were the updating of a children's book on road safety by an NGO in Rajasthan using information from the Youth and Road Safety Course. Case study approaches were also being utilized in a planned upgrading of a 20 km stretch of road with a poor accident record. This involved a multi-stakeholder approach, the local police and a local college together with local businesses. Enforcement of traffic laws was to be improved and road signs to be replaced or upgraded where necessary, especially in the vicinity of villages. In addition, there was an initiative to establish a network of private ambulances in the state to help improve post-crash response times. It would be beneficial to UNITAR to follow up on such initiatives to gain more information about the wider reach of the road safety courses.

Projects

102.   The case studies supported by UNITAR and used in the Management Practices for Safer Roads Toolkit all cite targets that it was hoped the project would achieve but there is limited information concerning actual progress towards these targets, although such data was likely collected in many cases. In Sao Paulo in the first year of the project 1,009 traffic related deaths were avoided saving US$ 1.65 billion, while in Brasilia 240 motorcyclists were trained on safety each month as a result of the project. However, as the overall goal in Sao Paulo was to save 22,600 lives and prevent 30,630 serious injuries between 2015 and 2024 there clearly needs to be a mechanism for UNITAR to obtain feedback concerning these results.

103.   Similarly, in India the goal was to reduce by 50 per cent the fatality rate per 100,000 people over five years in Gurugram so the same argument applies. The Central Road Research Institute advised that UNITAR played a vital role connecting the various stakeholders in Gurugram but advises that at most locations their recommendations have not been implemented as yet. It suggests that the road owning agencies and local authorities were not all fully on board at the beginning of the project and that this, plus the COVID pandemic, have delayed implementation. The dashboard introduced by AB InBev, however, is a major enhancing feature of this project since it establishes a system to capture the data and to see in real time the effects of the measures to improve road safety. Great interest has been shown in the dashboard by other cities in India and it is anticipated that the case study could be replicated in other cities in the medium term. At the moment, there is ongoing work to standardize the existing dashboard so other cities in other countries may utilize it.

104.   In the Dominican Republic the measures proposed in 2017 as a result of the project were adoption of the European scheme of driver licensing; regular inspection of motorcycles; inspections to ensure the use of mandatory safety equipment such as helmets, boots, gloves etc.; the limiting of road crash points by preventing turns to the left; and a reduction of conflicts between motorcycles and other vehicles at traffic lights. A new governance structure was also proposed comprising three levels – national, local and technical but it has not been related as

to whether this structure was actually adopted. The Government of the Dominican Republic adopted a new legislation in 2017 that sets the creation of INTRANT (Instituto Nacional de Transito y Transporte Terrestre) – a national level government entity responsible for traffic, transit and road safety. A technical arm was also established as part of INTRANT – ENEVIAL (Escuela Nacional de Educacion Vial).

105.   Recently, a new government has been elected in the country and UNITAR continues to engage with the new administration to move forward different road safety projects. As part of this plan, a new MoU has been discussed with INTRANT to expand the work on road safety under the leadership of the new administration and a focus on public-private partnerships. Similarly, although action plans were developed for the projects in South Africa, the COVID-19 pandemic has delayed the potential implementation of the toolkit but a working group with the Road Traffic Management Corporation (RTMC) has been recently set up to advance a pilot project. Regarding Mexico there is no information about the success or otherwise of these plans. Even if they were not wholly successful, much can be learned from whatever went wrong. It is not too late to ensure that there is continuing feedback from China as the Shanghai project is still in implementation. The potential impacts of the project are significant both in terms of the diagnosis of road improvements that are needed and in framing improved traffic regulations. Since 82 per cent of the accidents involve heavy vehicles, the applicability of the findings to other countries will be important.

106.   Overall, the potential for a substantial impact of the city pilots exists, but the public health crisis around the world that coincided with the start of implementation of pilot projects in 2020 does not yet provide sufficient evidence of such impacts yet, which is modest based on the results to date.

Likelihood of sustainability:

Beneficiaries/projects

107.   The respondents to the road safety survey[15] in general were positive about the sustainability of the learning outcomes. 15 per cent of surveyed beneficiaries indicated that they use knowledge/skills from the training for teaching/training. This gives some indication of sustainability as knowledge/skills continue to expand/be shared with a wider group. However, in Manila, where the CIFAL indicated a switch to other priorities due to issues in connectivity because of the low quality of technology and the remoteness of some parts of the Philippines. Even here, however, the CIFAL director indicated a possible return to road safety events once the pandemic was over and face-to-face instruction was again possible. The Philippines dilemma is instructive in that it emphasizes the technological divide between wealthy countries with more established infrastructure, and developing countries where the cost of technological expansion is a deterrent or even prohibitive. This dichotomy suggests that UNITAR may have to consider a dual approach to the two groups of countries, with the more affluent ones having a mix of e-learning and face-to-face offerings and the developing ones focusing primarily on face-to-face events. While there are some disadvantages to virtual events, there is also a significant advantage in that more people can be reached at a lower cost.

108.   For projects, the beneficiaries interviewed were mostly positive about their sustainability albeit it often took longer than expected to realize the benefits. This was due to unexpected hurdles to implementation such as local budget shortfalls, competing priorities, the COVID pandemic or delays by decision makers.

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[15] The survey was administered to beneficiaries from learning events of the overall initiative. Most beneficiaries took part in AB InBev funded events.

109.   This evaluation focused on the partnership with AB InBev as a potential model for collaboration to be replicated in further partnerships. AB InBev is a multinational brewery company that sells beverages (alcoholic and non-alcoholic) globally. AB InBev is committed to promoting safe drinking and reducing road safety risks such as impaired driving. Strengthening the private sector company's image as a socially responsible business enhances its perception by the consumer that the company is operating to minimize the harm caused by alcohol consumption and improve the welfare of society. This is especially important given that alcoholism is seen as harmful and the cause of bad behavior ranging from alcohol abuse to soccer hooliganism and driving under the influence of alcohol. Unlike the tobacco industry, which falsely advertised that its products were safe, when in fact they contributed to various forms of cancer and pollution, the alcoholic beverage industry does not deny that alcohol can be harmful but focuses on encouraging responsible drinking behavior.[16] This pragmatic stance, though not without controversy, has been acceptable to UNITAR and in 2018, according to a UNITAR management document, AB InBev was the Institute's ninth largest donor of voluntary contributions in that year.[17] However, not all organizations involved in road safety share this view. When AB InBev reached out to collaborate with Bloomberg Philanthropies, that latter declined on the basis that AB InBev sold and distributed alcohol. Since its funding comes from other sources Bloomberg can afford to be sanctimonious about this but the issue is whether AB InBev's commitment to be responsible should not be applauded. Notwithstanding, there is no reason why UNITAR cannot try to make a connection with Bloomberg.

110.   AB InBev puts forward three arguments as to why it supports responsible drinking behavior. First, every day more than 175,000 employees and their families travel the world's roadways; second, AB InBev operates one of the largest road haulage fleets in the world with over 40,000 vehicles; and third, eliminating drinking and driving is a prerequisite for improving road safety. Impaired driving must be addressed and is essential to meeting smart drinking goals. AB InBev has developed a set of initiatives focused on shifting social norms, consumer behaviors and business practices aimed at reducing the harmful use of alcohol globally. It further contends it will invest $1 billion globally in dedicated social marketing campaigns and related programmes by the end of 2025 in addition to ensuring that 20 per cent of global beer sales by volume comprise low or no-alcohol beer. Moreover, it will increase alcohol health literacy and support the SDGs.

111.   From UNITAR's road safety perspective the partnership with AB InBev makes economic sense. Between 2018 and 2021 the estimated budget cost of the road safety project was $1,741,254[18] and this amount was fully covered by AB InBev's contribution. This is especially important given that all events, training services and products are delivered at no cost to the participants. The collaborative partnership to collectively advance road safety requires commitment from both organizations. UNITAR has to deliver on their jointly conceived capacity building initiative, while AB InBev needs to encourage the drive towards innovation and give advice on holistic solutions from a private sector viewpoint. In this regard, UNITAR's progress reporting could be more results focused and franker about the issues encountered such as the impact of the pandemic on progress. In discussions with AB InBev, it is clear that despite the two-year agreement periods, they are committed to the long-term in recognition of the partnership principles. At the same time, if UNITAR does not evolve with the needs of scaling-up the scope of the road safety project, it may be necessary according to a senior spokesperson for AB InBev to supplement UNITAR's endeavors through securing the services of other capacity building entities.

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[16] AB InBev's funded Road Safety project does focus on road safety elements not related to impaired driving.
[17] On basis of signed contribution agreements.
[18] On the basis of the 2018 agreement.

112.   An obvious question concerns the replicability of the partnership arrangement. Each CIFAL has small partnerships with local organizations and this strategy has been highly beneficial, but AB InBev is a truly global partnership. However, there are other possibilities through the motor manufacturing industries, road construction, technology, oil companies, education, governments and municipalities. UNITAR is striving to secure more agreements with multinationals and should continue to mobilize more resources. Despite the unexpected pandemic, the agreement appears solid and the relationships built between the two partners are sound.

CIFAL Centres

113.   CIFAL directors were for the most part positive about the sustainability prospects of the different pillars of the road safety project. This included CIFAL Madrid on events, CIFAL Curitiba on the toolkit, CIFAL Shanghai on the city pilot and CIFAL Philippines on the impact of the pandemic. They all saw the relationship with AB InBev and with other smaller-sized funding as positive and ongoing in nature. The main misgiving concerned the fact that some CIFALs located in areas where there was a significant road safety problem had shown no inclination to join the project because of other urgent priorities. This is likely to be resolved through greater time allocated to strategizing between the CIFALs and the drawing up of an overall road safety strategic plan to show how the project can evolve and involve CIFALs that hitherto have not been part of it, subject to the willingness of a CIFAL to invest time, efforts and resources into road safety.

114.   Overall, despite some areas of concern, sustainability of road safety capacity building was seen in a positive light provided there continued to be an innovative approach. Overall, sustainability was considered to be substantial.

Conclusions

115.   UNITAR is contributing towards meeting the SDG target 3.6 to halve the fatalities in road accidents by 2030, but its specific impact in this endeavor cannot easily be distinguished from the multiple efforts of many other organizations attempting to reach the same Goal as well as other factors such as lack of data and appropriate indicators. It has sensibly chosen to adopt a more targeted niche approach and measurable goals to assess its performance. In phase I of the partnership with AB InBev these were rather broad but in phase II they have been refined. Despite formidable setbacks due to the onset of the COVID-19 pandemic, much has been achieved. For example, the versatility and resilience of the partnership enabled it to deliver educational services in the midst of a global pandemic. First, through the shift of traditional face-to-face into e-learning methodologies, and second, because of the adaptation of the training material into different contexts, including different languages.

116.   Making progress globally with road safety is a hugely complex challenge. While developed countries have the resources to bring the fatality and accident rates down to manageable levels, in developing countries this is not the case and in most instances the reason is a lack of institutional and individual capacity. Since UNITAR is charged with building such capacities it clearly has a key role to play but it is not the only organization working in this arena. It would do well to interface more with other organizations beyond its existing partnership arrangements and broadly map who is doing what in the road safety field, firmly anchor where UNITAR's strengths lie, and extend its partnership network in a more logical and strategic way. There are undoubtedly many additional opportunities to establish partnerships, share knowledge, seek funding and work collaboratively including with development banks and philanthropic organizations. This needs to be thought out strategically.

117.   Although the earlier independent evaluation of the CIFAL Global Network concluded that there was insufficient sharing of expertise and partnerships among the centres themselves, and that some of the constraints impeding joint work and programmatic collaboration needed to be addressed, this appears to be less of an issue regarding the road safety initiative. There is evidence of collaboration, especially in the roll out of the "Management Practices for Safer Roads" Toolkit, and this initiative is a sound platform on which to build. CIFALs may, however, need more support to assist them to identify and develop more partnerships.

118.   Many organizations, including UNITAR, have had to rethink their model of delivering results because of the COVID-19 pandemic at least for the short term. Most of the road safety events had to become remote learning in nature. Courses, seminars and lectures that were previously conducted on an in-person basis had to be converted and sometimes redesigned as virtual events (webinars) at relatively short notice and this to some extent impacted on the nature and quality of the products delivered to the recipients. This was due in part to technological challenges (not so much at UNITAR but due to poor connectivity in some of the participant's countries). In addition, there was a loss of interaction amongst participants mingling formally and informally in course and conference settings. On the other hand, distance learning has brought to light new opportunities to explore technology, has reached many more people at a much lower cost, and has the potential to reach a much wider and more diverse audience. An appropriately blend of face-to face and remote learning will in the future likely need to be customized to suit the circumstances relevant to the event and the country concerned.

119.   As the world returns to a semblance of normality, it must be recognized that this will be a new "normal" as some of the impacts of the pandemic may become more long-lasting. While it is still too early to be definitive about these impacts there is evidence that more people will work and shop from home, and that there will likely be less travel both by road and air. It is likely that the gap between the developed world and the developing world will widen because of a growing technological divide. UNITAR's overall road safety project including the AB InBev project has focused largely on the upper and lower middle-income countries, where the technological gap is smaller. It has not succeeded to reach the poorest countries, landlocked countries and those that are in or emerging from conflict or catastrophe in any meaningful way. While some persons from these countries may have attended a course or downloaded the Safer Roads app, it is disingenuous to think this equates to an in-country project. There is no evidence that the knowledge imparted has been used successfully to resolve road safety issues.

120.   In part, this may be due to the different mandates of AB InBev and UNITAR as the latter has to ensure "no-one is left behind". This points to the need for a two-tier strategy, since the poorest countries will need more face-to-face contact and it is in these countries where the road safety issue is largely unresolved because of a massive need for institutional support and reform. UNITAR needs to develop a strategy to begin to reach these countries. Additional partners may be necessary to fulfil this requirement. It is also recognized that the road safety problem is huge and that considerable progress can be made in middle income countries as a point of departure, taking into account that there are many areas not yet served.

121.   The Management Practices for Safer Roads Toolkit and activities that support the use of it are potentially powerful instruments. The vision of AB InBev is that the Toolkit will eventually be available in every country and city. The app can be downloaded for free by anyone with a mobile device and it contains detailed information on best road safety practice and strategy. However, the courses and the app were only launched comparatively recently in 2019 and 2020 respectively, so it is rather early to fully evaluate their impact.

Nearly 1,900 people attended the webinars and master classes on the Management Practices for Safer Roads Toolkit (including the desktop version) but information on how this knowledge

has been absorbed and utilized has not yet been collected as part of project monitoring and self-evaluation. Regarding the app, information is available on the number of persons that have used it, how much content has actually been viewed, how well the app retains the users, and the country in which the downloads occurred but as yet it is unclear how valuable this information is in practice. Downloading an app does not mean the contents have been thoroughly utilized and quality data are necessary to establish how the information on the app has been used. Eventually, it will be possible, likely with the aid of a survey, to estimate how many people actually used the case studies and advice on strategy and governance, whether they applied this knowledge to their local circumstances, and how well the toolkit worked for them in practice. The results framework will have to be expanded to accommodate this. UNITAR is to be commended for translating the application from English into Spanish, Portuguese, Chinese, and French in just one year. It is planned to introduce Arabic, Italian, German, Hindi and Russian during 2021 with a goal of having it available in 10 languages by end of 2021. A few major world languages are still missing.

122.   In terms of overall performance, the evaluation concludes that the road safety project funded by AB InBev has performed substantially well given the difficult circumstances prevailing during implementation. The areas that can be improved were coherence and likelihood of impact. Although there was a plan and a strategy for the identified road safety pillars in the AB InBev partnership, there was no overall strategic plan for the whole UNITAR road safety initiative. Regarding likelihood of impact, there was insufficient evidence backed up by quality data. Nonetheless, there was a solid foundation on which to base further activities going forward.

Recommendations

123.   Based on the above findings, the evaluation identifies six recommendations:

On overall strategy and reaching the furthest behind first

Recommendation 1: (In transition from the current phase to the next phase) **develop a strategy that responds to the needs of low-income and other disadvantaged countries and that also addresses the appropriate mix of face-to-face and e-learning technology, customized to needs of beneficiaries.**
Road safety offerings in regions that are under-represented should be expanded with greater collaboration with CIFALs or other appropriate partners in accordance with a jointly prepared strategic plan. There should be an appropriate mix of face-to-face and e-learning technology to reach more people at a lower cost where this is feasible but an appropriate blend will need to be customized to the needs of the recipients and the specific country concerned. It is anticipated that when addressing capacity building in low income and otherwise disadvantaged countries, a face-to-face basis will prevail as the current pandemic recedes. This may mean moving out of the comfort zone to visit countries with difficult circumstances.

Recommendation 2: When developing the strategy, differentiate features of the project's toolkit from other toolkits and emphasize value added; link to other toolkits that provide additional information. UNITAR needs to more strongly differentiate the features of its Management Practice for Safer Roads Toolkit and emphasize its value addition based on data and results. The toolkit could also provide links to other toolkits that can provide different or supplementary information such road safety engineering, needs of the elderly and needs of local government.

On coherence and partnerships

Recommendation 3: In preparation for next phase:
- **Map who does what in road safety – synergies, overlaps and duplications.**
- **Scale-up collaboration and diversify partnerships; e.g. collaboration with multinational companies should be pursued strategically.**
- **Integrate and scale-up data gathering with other partners.**

UNITAR is one of many players involved in road safety capacity building and could usefully increase its level of collaboration and mutual support to other entities doing similar work in the road safety field, especially outside the UN family of organizations. It should begin by mapping who does what and reaching out where there appear to be synergies, overlaps or duplications. It could also assist with integrating data with that of other players to inform progress on global efforts to address this societal problem.

On the results framework and monitoring

Recommendation 4: (In transition between the current phase and future phases) **base results framework on Theory of Change with clearly formulated objectives, adequate baseline data and realistic targets, and report performance accordingly.**

The UNITAR road safety initiative should continue to refine its results framework based on the Theory of Change with clearly formulated objectives, adequate baseline data and realistic targets. The capacity and budget to monitor progress, evaluate results and learn lessons from past experiences should be re-defined to cover a period after the project has closed in order to verify that the objectives have been met. Outcome harvesting could also be considered as a tool to identify behavior changing attitudes.

Recommendation 5: (In the present phase) **ensure follow-up surveys after project activities have ended with a view to measure key matrix (reaction, learning, application).**

Based on the number of participants in road safety learning events and the positive reactions in the follow-up survey, growing awareness and knowledge transfer were both mostly effective. However, course completion and certifications are not enough. What is more difficult to ascertain is the extent to which this information was retained and put into practice. The mechanics are now being put into place to measure this but further discussion may be necessary depending on the results. Participants (randomly selected) need to be encouraged to give feedback at 12-month intervals for up to three years after completion. An incentive could be provided for them to respond to short surveys over time. This requires monitoring and consideration should be given to the best mechanism to manage and fund such activities.

On gender equality and women empowerment

Recommendation 6: In the present phase) **intensify efforts to reach out to women and other vulnerable groups to ensure a gender-targeted approach for the remaining project duration**. (For future phases of the project) **incorporate a gender-responsive strategy.**

There should be an intensification of efforts to reach out to women and other vulnerable groups and in particular those in countries in special situations through the project's training and toolkit deliverables. It is suggested that once the pandemic is over the imbalance in the present gender offerings is addressed as part of a revised strategy. The use of a tool such as the Gender Results Effectiveness Scale could be considered.

Lessons Learned

1. **In addition to a rigorous results framework, a coherent strategy and the selection of events that can influence decision-makers are key priorities to optimize resources.**
   Sudden shocks such as caused by the COVID-19 pandemic are difficult to predict but it may be

beneficial to strategize other potential shocks that could occur such as the impacts of climate change, and at least outline a plan of mitigatory measures that might be taken. Such crises cause opportunities as well as constraints. For example, the pandemic has clearly hastened the adoption of more virtual learning opportunities.

2. **The training needs in the most vulnerable low-income countries may require a dedicated funding mechanism from the private sector and developed nations.**
Reaching out to the road safety training needs of the most vulnerable low-income countries needs greater resources, incentives and possibly dedicated mechanisms for funding from the private sector and the developed nations. This problem is not confined to road safety and likely needs a broader analysis by UNITAR to find an appropriate solution.

3. **The training needs in the most vulnerable low-income countries may require a dedicated funding mechanism from the private sector and developed nations.**
A two-year project lifespan poses problems for evaluating impacts that might occur up to a few years after the project has been implemented. This emphasizes the need for establishing long-term relationships with partners to ensure the benefits are fully understood, realized and replicated beyond the formal closing date of the project. This has proved more difficult in 2019 and 2020 due to the public health crisis and with companies taking more conservative approaches and reducing operations.

4. **The training needs in the most vulnerable low-income countries may require a dedicated funding mechanism from the private sector and developed nations.**
The most effective way to ensure the project's goals are met is to have a rigorous results framework informing a coherent strategy. This will ensure that resources are channeled into the most productive activities that are essential to reach the intended goals. Of particular importance is the selection of events meant to influence the priorities of key decision-makers.

Annexes

Annex 1

Terms of Reference

Independent Evaluation of the "Strengthening Road Safety – A partnership to build capacity, drive innovation and deliver meaningful impact" initiative

Background

1. The **United Nations Institute for Training and Research (UNITAR)** is a principal training arm of the United Nations, with the aim to increase the effectiveness of the United Nations in achieving its major objectives through training and research. UNITAR's mission is to develop the individual, institutional and organizational capacity of countries and other United Nations stakeholders through high-quality learning solutions and related knowledge products and services to enhance decision-making and to support country-level action for overcoming global challenges.

2. UNITAR's second Strategic Objective calls to "Promote people's wellbeing and support equitable representation of countries in global decision-making fora". The sub-objective SO 2.1 "Promote people's well-being, including the protection and empowerment of groups that have been marginalized and are vulnerable" focuses broadly on developing people's well-being, with emphasis on helping individuals acquire knowledge and skills to promote sustainable development.

3. In the specific field of road safety, UNITAR contributes to developing the capacities of government officials and key stakeholders to improve road safety and to assisting UN Member States in achieving the related targets of the 2030 Agenda for Sustainable Development and the Road Safety Performance Targets. Reflecting on the urgency to build capacity to improve road safety and recognizing that road safety is key to achieving the Sustainable Development Goals (SDGs), UNITAR's Road Safety Initiative for Cities aims to:
   - Enhance the capacity of government authorities on road safety management;
   - Promote public and private sector's engagement in initiatives that improve road safety; and
   - Contribute to knowledge exchange and sharing of innovative solutions that improve road safety.

4. Through the Initiative **Strengthening Road Safety – A partnership to build capacity, drive innovation and deliver meaningful impact**, UNITAR with the support of **AB InBev** and in collaboration with academic institutions and other private sector partners aim to contribute to advance road safety targets by:
   - Promoting the implementation of holistic, evidence-based approaches to improve road safety;
   - Exploring and testing how digital transformation can deliver significant Road Safety improvements;
   - Enhancing the capacity of government agencies and municipal authorities to implement road safety interventions;
   - Promoting public-private partnerships, leveraging the UNITAR / AB InBev collaboration as a model of collaboration; and
   - Raising awareness on best practices that advance the 2030 SDG agenda and contribute to achieve road safety related targets.

5. **Phase I (2018-2019)** aimed to implement concrete actions to improve road safety related targets and contribute to advance the SDGs by:
   - Promoting the awareness about road safety with the aim of putting road safety as top priority in the agenda of decision makers and private sector leaders;
   - Scale-up road safety local demonstration projects in targeted countries; and
   - Promote research in road safety, knowledge creation and sharing of practical solutions in the field.

6. **Phase II (2020-2021)** is based on three pillars and related activities:
    - Pillar 1: Roll out of the "Management Practices for Safer Roads" Toolkit;
    - Pillar 2: Implementation of road safety city interventions, with a focus on digital innovation; and
    - Pillar 3: Stakeholders engagement and communication.

7. The objectives of the phase II partnership are:
    - Proven **implementation of the Road Safety Toolkit** with positive, tangible results;
    - Explore and **test how digital transformation can deliver significant Road Safety improvements;**
    - Promote **public-private partnerships** in support of road safety and the SDG 17, leveraging the UNITAR / AB InBev collaboration as an example of best practice;
    - Enhance the capacity of government agencies and municipal authorities to implement **road safety interventions;**
    - Raise awareness on **best practices** that advance the Sustainable Development Goals (SDGs) and contribute to achieve road safety related targets (SDG 3.6 & SDG 11.2).

To date the partnership has lead interventions in Brazil, Colombia, Dominican Republic, India, Mexico, South Africa, the United States and China.

Purpose of the evaluation

8. The purpose of this evaluation is to assess the relevance, coherence, effectiveness, efficiency, impact and sustainability of the initiative; to identify any problems or challenges that the initiative has encountered; to issue recommendations, and to identify lessons to be learned on design, implementation and management. The evaluation's purpose is thus to provide findings and conclusions to meet accountability requirements, and recommendations and lessons learned to contribute to the initiative's improvement and broader organization learning. The evaluation should not only assess how well the initiative has performed, but also seek to answer the 'why 'question by identifying factors contributing to (or inhibiting) successful delivery of the results. The evaluation is also forward-looking to inform decisions on the design and planning of possible future phases and focus areas.

Scope of the evaluation

9. The evaluation will cover the 2018-2021 phases (I and II) of the initiative. Although the scope of the evaluation does not include the other components of UNITAR's road safety related programming since 2016, the evaluator should take the other into account beyond internal coherence related questions and in framing the evaluation's findings and conclusions. In addition to assessing the results achieved from 2018-2020, the evaluation should also examine the current phase with a view to providing recommendations to inform the remaining period of implementation through December 2021.

Evaluation criteria

10. The evaluation will assess project performance using the following criteria: relevance, coherence, effectiveness, efficiency, impact and sustainability.

- *Relevance: Is the initiative reaching its intended individual and institutional users and are activities relevant to the beneficiaries' needs and priorities, and designed with quality?*
- *Coherence: To what extent is the project coherent with relevant policies on road safety, complementing other programmes and projects and adhering to international norms and standards?*
- *Effectiveness: How effective has the project been in delivering results and in strengthening the capacities of government agencies and municipal authorities on road safety management?*
- *Efficiency: To what extent has the project delivered its results in a cost-effective manner and optimized partnerships with local partners?*
- *Impact: What are the cumulative and/or long-term effects expected from the project, including contribution towards the intended impact, positive or negative impacts, or intended or unintended changes?*
- *Sustainability: To what extent are the project's results likely to be sustained in the long term?*

Principal evaluation questions

11. The following questions are *suggested* to guide the design of the evaluation, although the criteria applied to the outcomes and the final questions selected/identified will be confirmed by the evaluator following the initial document review and engagement with project management with a view to ensuring that the evaluation is as useful as possible with regard to the project's future orientation.

<u>**Relevance**</u>

a. To what extent is the initiative aligned with the UNITAR strategic framework (2018-2021), the Institute's efforts to helping Member States implement the 2030 Agenda for Sustainable Development and more specifically in helping Member States to achieve Goal 3 (target 3.6) and 11 (target 11.2), amongst others?

b. To what extent is the initiative aligned with the Pillars of the Decade of Action for Road Safety and the Road Safety Voluntary Performance Targets?

c. How relevant are the objectives and the design of the initiative to the identified capacity needs and priorities of global, national and local beneficiaries?

d. How relevant is the initiative to supporting gender equality and women's empowerment, in addition to other groups made vulnerable?

e. How relevant is the initiative in terms of multi-stakeholder collaboration in support of road safety?

<u>**Coherence**</u>

f. How well does the initiative complement other road safety efforts of UNITAR programming funded by other donors such as Diageo, the Royal Automobile Club of Spain (RACE), JOIE and Pernod Ricard?

g. How well does the initiative complement other existing road safety policies, programmes and projects by other actors, such as by WHO, the UN Special Envoy for Road Safety and the UN Regional Commissions?

<u>**Effectiveness**</u>

h. To what extent is the initiative contributing to change behaviour/attitudes and informed decision making in a way that contributes to improve road safety or progress towards it?

i. How effective is the initiative's three pillar structure in achieving the three outcome areas related to toolkits, interventions and stakeholder engagement?

j. How effective is the initiative in engaging public and private actors?

k. To what extent are a human rights-based approach and a gender mainstreaming strategy and the "no one left behind" principle incorporated in the design and implementation of the initiative and more specifically in the selection of direct and indirect beneficiaries and intervention countries?

l. Have the initiative's structure and partnerships been effective?

<u>**Efficiency**</u>

m. To what extent has the initiative produced outputs in a cost-efficient manner (e.g. in comparison with alternative approaches) or is likely to?

n. Were the initiative's outputs and objectives achieved on time (Phase I) and are on track (Phase II)?

o. How environment-friendly (natural resources) has the initiative been?

p. To what extent has the project collaborated with the host governments in Brazil, Colombia, Dominican Republic, India, Mexico, South Africa, the United States and China)?

q. To what extent has the initiative collaborated with the UN Road Safety Collaboration Group (UNRSC)?

r. To what extent has the initiative created benefits of integrating gender equality (or not), and what were the related costs?

s. How cost effective were the CIFAL centre collaborations and other partners (such as academic institutions and private sector) arrangements?

t. To what extent has the initiative adjusted to the COVID-19 related context?

<u>**Likelihood of impact and early indication of impact**</u>

u. What observable end-results or organizational changes (positive or negative, intended or unintended) have occurred from Phase I?

v. To what extent has the initiative contributed to reducing road-safety traffic deaths and injuries by 2020 (SDG 3.6)

w. To what extent is Phase II expected to generate impact, globally and in intervention countries in comparison to non-intervention countries?

x. What real difference does the initiative make in contributing to global road safety efforts?

Likelihood of sustainability and early indication of sustainability

y. To what extent are the initiative's results likely to endure beyond the implementation of the activities in the mid- to long-term?

z. What are the major factors which influenced the achievement or non-achievement of sustainability, including environmental sustainability, of the initiative?

aa. To what extent is the current design likely to contribute to sustained capacity?

bb. What can we learn from the 2020 COVID-19 pandemic to inform the future design of the road safety programming?

Evaluation Approach and Methods

The evaluation is to be undertaken in accordance with the UNITAR Monitoring and Evaluation Policy Framework and the United Nations norms and standards for evaluation, and the UNEG Ethical Guidelines The evaluation will be undertaken by a supplier or an international consultant (the "evaluator") under the supervision of the UNITAR Planning, Performance Monitoring and Evaluation Unit (PPME).

12. In order to maximize utilization of the evaluation, the evaluation shall follow a participatory approach and engage a range of project stakeholders in the process, including the project partners, the UN Country Teams, the participants, the donor and other stakeholders. Data collection should be triangulated to the extent possible to ensure validity and reliability of findings and draw on the following methods: comprehensive desk review, including a stakeholder analysis; surveys; review of the log frame (reconstructed) baseline data and reconstruction of the theory of change; key informant interviews; focus groups; and field visits. These data collection tools are discussed below.

13. It is recommended to look at the different dimensions of capacity development, including:
    - **Individual dimension** relates to the people involved in terms of knowledge, skill levels, competencies, attitudes, behaviours and values that can be addressed through facilitation, training and competency development.
    - **Organizational dimension** relates to public and private organizations, civil society organizations, and networks of organizations. The change in learning that occurs at individual level affects, from a results chain perspective, the changes at organizational level.
    - **Enabling environment dimension** refers to the context in which individuals and organizations work, including the political commitment and vision; policy, legal and economic frameworks and institutional set-up in the country; national public sector budget allocations and processes; governance and power structures; incentives and social norms; power structures and dynamics.

    Table 1: Capacity areas within the three dimensions

Individual	Skills levels (technical and managerial skills)	Knowledge
	Competencies	Attitudes, behaviours and values
Organizations	Mandates	Organizational priorities
	Horizontal and vertical coordination mechanisms	Processes, systems and procedures
	Motivation and incentive systems	Human and financial resources
	Strategic leadership	Knowledge and information sharing
	Inter/intra institutional linkages	Infrastructure
	Programme management	
	Multi-stakeholder processes	

Enabling environment	Policy and legal framework	Economic framework and national public budget allocations and power
	Political commitment	
	and accountability framework	Legal, policy and political environment
	Governance	

14. The evaluator should engage in quantitative and qualitative analysis in responding to the principal evaluation questions and present the findings qualitatively or quantitatively as most appropriate.

Data collection methods:

Comprehensive desk review

The evaluator will compile, review and analyse background documents and secondary data/information related to the project, including a results framework indicator tracking review. A list of background documentation for the desk review is included in Annex C.
If baseline data available allows for it, the evaluator should consider using Difference in Difference (DD) and Propensity Score Matching (PSM) methodologies for the impact assessment related evaluation questions.
The evaluator should also consider whether Outcome mapping / Outcome harvesting are suitable tools for answering the evaluation questions.

Stakeholder analysis

The evaluator will identify the different stakeholders involved in the project. Key stakeholders at the global and national level include, but are not limited, to:

- Partner institutions, including donors and other partners such as CIFAL centres;
- Beneficiaries/participants;
- App users;
- Trainers/facilitators;
- UN Country Team;
- Host (local and national) governments;
- Academic institutions
- Etc.

Survey(s)

With a view to maximizing feedback from the widest possible range of project stakeholders, the consultant will develop and deploy a survey(s) following the comprehensive desk study to provide an initial set of findings and allow the evaluator to easily probe during the key informant interviews.

Key informant interviews

Based on stakeholder identification, the evaluator will identify and interview key informants. The list of contacts is available in Annex A. In preparation for the interviews with key informants, the consultant will define interview protocols to determine the questions and modalities with flexibility to adapt to the particularities of the different informants, either at the global, at the national or local level.

Focus groups

Focus groups should be organized with selected project stakeholders at the local levels to complement/triangulate findings from other collection tools.

Field visit

Due to COVID-19 the data collection does not include a field visit that requires international travel. Local travel for interviews and focus groups with logistical support from Project Management local staff is to be considered depending on the residence of the evaluator. Observation may also prove useful if activities are being implemented simultaneously to the local field visit. The evaluator shall also organise a one-day workshop on outcome evidencing with project stakeholders remotely if it can add value to the evaluation's data collection.

The evaluator should be able to undertake data collection entirely remotely should travel restrictions be imposed due to the Covid-19 pandemic.

Gender and human rights

15. The evaluator should incorporate human rights, gender and equity perspectives in the evaluation process and findings, particularly by involving women and other disadvantaged groups subject to discrimination. All key data collected shall be disaggregated by sex and age grouping and be included in the draft and evaluation report. Though this is a general requirement for all evaluations, this evaluation should particularly put emphasis on gender equality.

16. The guiding principles for the evaluation should respect transparency, engage stakeholders and beneficiaries; ensure confidentiality of data and anonymity of responses; and follow **ethical** and professional standards(UNEG Ethical Guidelines).

Timeframe, work plan, deliverables and review

17. The proposed timeframe for the evaluation spans from October 2020 (initial desk review and data collection) to February 2021 (submission of final evaluation report). An indicative work plan is provided in the table below.

18. The consultant shall submit a brief evaluation design/question matrix following the comprehensive desk study, stakeholder analysis and initial key informant interviews. The evaluation design/question matrix should include a discussion on the evaluation objectives, methods and, if required, revisions to the suggested evaluation questions or data collection methods. The Evaluation design/question matrix should indicate any foreseen difficulties or challenges/limitations in collecting data and confirm the final timeframe for the completion of the evaluation exercise.

19. Following data collection and analysis, the consultant shall submit a zero draft of the evaluation report to the evaluation manager and revise the draft based on comments made by the evaluation manager.

20. The draft evaluation report should follow the structure presented under Annex D. The report should state the purpose of the evaluation and the methods used and include a discussion on the limitations to the evaluation. The report should present evidence-based and balanced findings, including strengths and weaknesses, consequent conclusions and recommendations, and lessons to be learned. The length of the report should be approximately 20-30 pages, excluding annexes.

21. Following the submission of the zero draft, a draft report will then be submitted to the project which is comprised of a member of the project management, a representative of the project global partners, a representative from national partners and a representative from the donor, AB InBev.

22. Following the submission of the zero draft, a draft report will then be submitted to Project Management to review and comment on the draft report and provide any additional information using the form provided under Annex G by 26 February 2021. Within two weeks of receiving feedback, the evaluator shall submit the final evaluation report. The target date for this submission is 19 March 2021. Subsequently, PPME will finalize and issue the report, and present the findings and recommendations to Project Management and other invited stakeholders.

Indicative timeframe: October 2020 – March 2021

Activity	October	November	December	January	February	March
Evaluator selected and recruited	▨					
Initial data collection, including desk review, stakeholder analysis		▨				
Evaluation design/question matrix		▨				
Data collection and analysis, including survey(s), interviews and focus groups and field visit		▨	▨	▨		
Zero draft report submitted to UNITAR					▨	
Draft evaluation report consulted with UNITAR evaluation manager and submitted to Project Management					▨	
Project Management reviews draft evaluation report and shares comments and recommendations						▨
Evaluation report finalized and management response by Project Management						▨
Presentation of the evaluation findings and lessons learned						▨

Summary of evaluation deliverables and indicative schedule

Deliverable	From	To	Deadline
Evaluation design/question matrix	Evaluator	Evaluation manager	13 November 2020
Comments on evaluation design/question matrix	Evaluation manager	Evaluator	20 November 2020
Zero draft report	Evaluator	Evaluation manager	5 February 2021
Comments on zero draft	Evaluation manager	Evaluator	19 February 2021
Draft report	Evaluator	Evaluation manager	26 February 2021

Comments on draft report	Project Management	Evaluation manager	12 March 2021
Final report	Evaluator	Evaluation manager	19 March 2021
Presentation of the evaluation findings, recommendations and lessons learned	Evaluator/evaluation manager	Project Management	19 March 2021

Communication/dissemination of results

23. The evaluation report shall be written in English. The final report will be shared with all partners and be posted on an online repository of evaluation reports open to the public.

Evaluation management arrangements

24. The evaluator will be contracted by UNITAR and will report directly to the Director of the Strategic Planning and Performance Division and Manager of Planning, Performance Monitoring, and Evaluation Unit (PPME) ('evaluation manager').

25. The evaluation manager reports directly to the Executive Director of UNITAR and is independent from all programming related management functions at UNITAR. According to UNITAR's Monitoring and Evaluation Policy, in due consultation with the Executive Director/programme management, PPME issues and discloses final evaluation reports without prior clearance from other UNITAR Management or functions. This builds the foundations of UNITAR's evaluation function's independence and ability to better support learning and accountability.

26. The evaluator should consult with the evaluation manager on any procedural or methodological matter requiring attention. The evaluator is responsible for planning any meetings, organizing online surveys and undertaking administrative arrangements for any travel that may be required (e.g. accommodation, visas, etc.). The travel arrangements, if any, will be in accordance with the UN rules and regulations for consultants.

Evaluator Ethics

27. The evaluator selected should not have participated in the project's design or implementation or have a conflict of interest with project activities. The selected consultant shall sign and return a copy of the code of conduct under Annex F prior to initiating the assignment and comply with UNEG Ethical Guidelines.

Professional requirements

28. The evaluator should have the following qualifications and experience:

- MA degree or equivalent in transportation, development or a related discipline. Knowledge and experience of executive type training, including in areas related to transportation, transport policy, road safety.
- At least 7 years of professional experience conducting evaluation in the field of capacity building. Knowledge of United Nations Norms and Standards for Evaluation.
- Technical knowledge of the focal area including the evaluation of transport/road safety related topics.
- Field work experience in developing countries.
- Excellent research and analytical skills, including experience in a variety of evaluation methods and approaches. Experience in evaluation using Kirkpatrick method is an advantage.
- Excellent writing skills.
- Strong communication and presentation skills.
- Cross-cultural awareness and flexibility.
- Availability to travel.
- Fluency in oral and written English.

- **Annexes:**
- **A. List of contact points**

B. Event data available on the UNITAR Event Management System
C. List of documents and data to be reviewed
D. Structure of evaluation report
E. Project logical framework
F. Audit trail
G. Evaluator code of conduct

Road Safety Learning Event Participant Follow-up Survey
Introduction

Dear former UNITAR participant,

Thank you for agreeing to give feedback on your post-training experience.

UNITAR is committed to providing quality training and your participation in this short survey is crucial for continuous quality improvement. We reconfirm that your responses will be treated **confidentially** and results reported **anonymously**.

Please select your language (English or Spanish) in the upper right corner and when you are ready to begin just **click on the OK button below**.

We look forward to receiving your feedback!

Peter Freeman
Independent Evaluator
For the Planning, Performance Monitoring and Evaluation Unit, UNITAR.

Road Safety Learning Event Participant Follow-up Survey
Three quick profile questions on you

1. Please, indicate your gender

◯ Female

◯ Male ◯

Other

* 2. Please, indicate your date of birth

Select in the calendar

Date

DD/MM/YYYY

* 3. Do you have any disability?

Please note that this information is collected to inform UNITAR on the profile of its beneficiaries. Answering this question is strictly voluntary, however. Any information that may be provided by you will be presented in aggregate form and not attributed to you.

UNTAR defines persons with a disability as those "who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others." (Convention on the Rights of Persons with Disabilities, art. 1)

◯ Yes

◯ No

◯ I prefer not to answer this question

Road Safety Learning Event Participant Follow-up Survey

Learning experience

* 4. Why did you decide to participate in the learning event on road safety?

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* 5. On a scale of 1 to 5, where 1 is poor and 5 is excellent, how would you rate the usefulness of the event? Please slide the scale below to record your answer.

0	5

6. How could the event have been improved?

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* 7. How much of the knowledge, skills and awareness from the event would you consider to be new to you?

◯ 25% or less

◯ 26%-50%

◯ 51%-75%

◯ 76%-100%

* 8. Approximately how much of the knowledge, skills, awareness from the event would you consider important to your job success?

○ 25% or less

○ 26%-50%

○ 51%-75%

○ 76%-100%

○ N/A - I am not working at present

Road Safety Learning Event Participant Follow-up Survey

Learning experience

* 9. Have you applied any new knowledge/skills that you acquired from the training to your workplace following the event?

○ Yes

○ No

Road Safety Learning Event Participant Follow-up Survey

Learning experience

* 10. If yes, please provide an example of the knowledge/skills area(s) which you have transferred or applied to your work and how you have done it. (Please try to be as specific as possible, indicating what you may have done differently as a result of transferring or applying the knowledge/skills.). Write NA if you have no example to share.

* 11. Approximately how much of the new knowledge/skills have you applied to your workplace following the event?

○ 1%-25%

○ 26%-50%

○ 51%-75%

○ 76%-100%

* 12. How frequently have you applied the new knowledge/skills? (Tick one):

○ Always ○

Frequently

○ Occasionally

○ Seldom

* 13. Which of the following enabling factors allowed you to apply the knowledge/skills you received from the event? (Tick all that apply):

☐ Opportunity to apply knowledge/skills

☐ Importance for my job success

☐ Supportive supervisor

☐ Time available and momentum

☐ Confidence to apply knowledge/skills

☐ Supportive systems/processes

☐ Other (please specify)

[   ]

* 14. Have you had difficulties in applying the knowledge/skills from the event?

○ Yes

○ No

| Road Safety Learning Event Participant Follow-up Survey |
| Learning experience |

* 15. If you did not apply, or may have had difficulty in applying, knowledge/skills from the event, which of the following factors were deterrents? (Tick all that apply):

☐   No opportunity to apply

☐   Not important

☐   for my job

☐   successLack

of supervisor

support

Lack of time

☐   Lack of confidence to apply

☐   Application of knowledge/skills not supported by systems

☐   and processes Other (please specify)

Road Safety Learning Event Participant Follow-up Survey

Final comments

* 16. Would you agree to be contacted as follow-up to submitting this questionnaire to discuss at more length your post training experience?

(Please note that UNITAR will uphold the anonymous character of this questionnaire and not attribute any responses to you that could be identified through your email address).

◯ No

◯ Yes, kindly provide the best email address to contact you on.

17. Do you have any additional comments you would like to make?

Road Safety Learning Event Participant Follow-up Survey

Thank you!

Thank you for your participation!
Your feedback is very much appreciated

Survey results: quantitative questions

Road Safety Learning Event
Participant Follow-up Survey
Please, indicate your gender

Answer Choices	Responses	
Female	23,63%	82
Male	76,37%	265
Other	0,00%	0
Answered		**347**
Skipped		**0**

Please, indicate your date of birth

Answer Choices	Responses	
Select in the calendar	100,00%	347
Answered		**347**
Skipped		**0**

Do you have any disability?
Please note that this information is collected to inform UNITAR on the profile of its beneficiaries. Answering this question is strictly voluntary, however. Any information that may be provided by you will be presented in aggregate form and not attributed to you. UNTAR defines persons with a disability as those "who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others." (Convention on the Rights of Persons with Disabilities, art. 1)

Answer Choices	Responses	
Yes	6,63%	23
No	90,78%	315
I prefer not to answer this question	2,59%	9
Answered		**347**
Skipped		**0**

On a scale of 1 to 5, where 1 is poor and 5 is excellent, how would you rate the usefulness of the event? Please slide the scale below to record your answer.

Answer Choices	Average Number	Total Number	Responses	
(no label)	4,421232877	1291	100,00%	292
			Answered	**292**
			Skipped	**55**

How much of the knowledge, skills and awareness from the event would you consider to be new to you?

Answer Choices	Responses	
25% or less	16,10%	47
26%-50%	28,77%	84
51%-75%	40,07%	117
76%-100%	15,07%	44
Answered	**292**	
Skipped	**55**	

Approximately how much of the knowledge, skills, awareness from the event would you consider important to your job success?

Answer Choices	Responses	
25% or less	5,14%	15
26%-50%	16,78%	49
51%-75%	29,11%	85
76%-100%	45,21%	132
N/A - I am not working at present	3,77%	11
Answered	**292**	
Skipped	**55**	

Have you applied any new knowledge/skills that you acquired from the training to your workplace following the event?

Answer Choices	Responses	
Yes	67,26%	189
No	32,74%	92
Answered	**281**	
Skipped	**66**	

Approximately how much of the new knowledge/skills have you applied to your workplace following the event?

Answer Choices	Responses	
1%-25%	13,07%	23
26%-50%	25,57%	45
51%-75%	35,80%	63
76%-100%	25,57%	45
Answered		**176**
Skipped		**171**

How frequently have you applied the new knowledge/skills? (Tick one):

Answer Choices	Responses	
Always	28,98%	51
Frequently	43,75%	77
Occasionally	26,14%	46
Seldom	1,14%	2
Answered		**176**
Skipped		**171**

Which of the following enabling factors allowed you to apply the knowledge/skills you received from the event? (Tick all that apply):

Answer Choices	Responses	
Opportunity to apply knowledge/skills	72,73%	128
Importance for my job success	47,73%	84
Supportive supervisor	27,84%	49
Time available and momentum	27,84%	49
Confidence to apply knowledge/skills	55,11%	97
Supportive systems/processes	39,77%	70
Other (please specify)	2,84%	5
Answered		**176**
Skipped		**171**

Have you had difficulties in applying the knowledge/skills from the event?

Answer Choices	Responses	
Yes	19,40%	52
No	80,60%	216
Answered		**268**

Skipped   79

If you did not apply, or may have had difficulty in applying, knowledge/skills from the event, which of the following factors were deterrents? (Tick all that apply):

Answer Choices	Responses	
No opportunity to apply	33,33%	17
Not important for my job success	13,73%	7
Lack of supervisor support	27,45%	14
Lack of time	13,73%	7
Lack of confidence to apply	9,80%	5
Application of knowledge/skills not supported by systems and processes	39,22%	20
Other (please specify)	21,57%	11
Answered		**51**
Skipped		**296**

C List of Persons Consulted

Ms. Anna Paula Alves, Manager Road Safety Platform, AB InBev, Brazil
Mr. Ahmet Aydemir, Director CIFAL Istanbul, Turkey
Ms. Heidi Bartis, Corporate Affairs Manager, AB InBev, Cape Town, South Africa
Ms. Elena Cardenas, Program Officer and Digital Marketing Professional, AB InBev, Mexico
Prof. Satish Chandra, Director, Central Road Research Institute, New Delhi, India
Ms. Diana Chavez, Vice Chair, Board of Trustees, UNITAR, Executive Director of the Private Sector Regional Centre for the Support of the UN SDGs, Bogota, Colombia
Mr. Victor Chetty, Director of the Road Traffic Inspectorate of the KwaZulu Natal Department of Transport, South Africa
Dr. Edna Co, Director, CIFAL Manila, Philippines
Mr. Juan Dousdebés Costa, CIFAL Miami, USA
Prof. J French, Road Safety Advisory Board, UNITAR
Ms. Catalina Garcia, Global Director of Corporate Affairs, AB InBev, New York, USA
Mr. Akshay Gupta, Senior Manager Public Policy and Regulatory Advocacy, AB InBev, India
Mr. Richard Humphreys, Lead Transport Economist, World Bank, Washington DC, USA
Mr. Ravinder Kayitha, Central Road Research Institute, New Delhi, India
Dr. Antonio Lucas, Director, CIFAL Madrid, Spain
Mr. Alex A Mejia, Director for People and Social Inclusion; Manager Social Inclusion Development Programme
Ms. Estrella Merlos, Associate Director, CIFAL Global Network and Lead Road Safety Global Training Initiative, Division for People, Geneva, Switzerland
Ms. Lorena Mora, Coordinator, CIFAL Quito, Ecuador
Dr. Mpilo Ngubane, Director, CIFAL Durban, South Africa
Mr. Andres Penate, Global Vice-President, Regulatory & Public Policy, AB InBev, New York, USA
Ms. Priscila da Paz Vieira, Coordinator, CIFAL Curitiba, Brazil
Mr. Wu Yugang, Deputy Director, CIFAL Shanghai, China

List of participants Road Safety outcome harvesting and Theory of Change validation workshop
CIFALs:
- Curitiba: Ms. Priscila De Paz Vieria AND Ms Carla Ricci
- South Africa: Dr. Mpilo Ngubane

AB InBev:
- Ms. Pamela Nkuna, Smart Drinking Manager, SAB (to be confirmed)
- Ms. Anna Paula Alves, Smart Drinking manager, Ambev Brewery
- Ms. Catalina Garcia, Global Director of Corporate Affairs
- Ms. Heidi Bartis, AB InBev South Africa
- Mr. Andre Colin, Falconi

UNITAR Programme Management:
- Ms. Estrella Merlos, Division for People, Social Development Programme
- Ms. Evelyn Avalos, Division for People, Social Development Programme
- Ms. Angela Montano, Division for People, Social Development Programme
- Mr. Arnaud Guyon, Division for People, Social Development Programme

UNITAR Evaluation:
- Dr. Peter Freeman, independent evaluator
- Mr. Brook Boyer, Director, Strategic Planning and Performance
- Ms. Roxana Gomez Valle, Planning, Performance Monitoring and Evaluation
- Ms. Katinka Koke, Planning, Performance Monitoring and Evaluation

Six survey respondents were also interviewed in depth from five countries: India, Iraq, Kenya, Philippines and South Africa.

D List of Documents Reviewed

AB InBev website content www.ab-inBev.com

Block, D, 2020, *Fewer Americans Driving During Coronavirus Pandemic*, www.voanews.com

Bloomberg Philanthropies, Annual Report, 2020, www.bloomberg.org

Bloomberg Philanthropies Media Release, Feb 18, 2020, *Bloomberg Philanthropies Commits Additional $240 million to Prevent Global Road Traffic Deaths*, www.bloomberg.com

Business Standard, India, *Safer Roads for Gurugram, City Intervention in India*, August 26, 2020

Economist, *Winners and Losers*, October 10, 2020

Chetty, V, 2020 *Best Practice in Alcohol Evidence Centre and Electronic Breath Alcohol Testing*, IRF Virtual Conference, Vision Zero for Africa 2020, 2 December 2020

Federal Highway Administration, *2020 Traffic Volume Trends*, US Department of Transportation, Policy and Governmental Affairs, Office of Policy Information, Washington DC, USA

Global Road Safety Partnership, *Annual Report, 2019*, Geneva, Switzerland

Goodman P, New York Times, November 1, 2020. *How the Wealthy World has Failed Poor Countries During the Pandemic*

European University, 2020, *Prospectus for the Online Course Post Graduate Certification: Expert in Road Safety Management and Administration*, CIFAL Madrid, and European University, Madrid, Spain

International Transport Forum, 2020, *Road Safety Annual Report*, OECD

Kitrakazas C et al, 2020, *A Descriptive Analysis of the Effect of the Covid-19 Pandemic on Driving Behavior and Road Safety*, Transportation Research Interdisciplinary Perspectives, Vol 7, September 2020, Elsevier, Netherlands.

McKinsey & Company, 2020, *Five Covid-19 Aftershocks Reshaping Mobility's Future*, Article September 17 https://www.mckinsey.com/industries/automotive-and-assembly/our-insights/five-covid-19-aftershocks-reshaping-mobilitys-future

South African Road Traffic Management Corporation, 2020, *Driver Intoxication and Fatal Crashes*, SA Medical Research Council and University of South Africa

World Bank, 2020, *International Road Assessment Program for the Bloomberg Initiative for Global Road Safety*, Small Grant Implementation Completion and Results Report (No 5161), Transport Global Practice, Washington DC, USA

World Bank Group, 2014, *Making Roads Safer: Learning from the World Bank Experience*, Washington DC, USA

World Bank, 2010, *Mainstreaming Gender in Road Transport – Operational Guidance*, Transport Paper, TP-28, Washington DC, USA

World Health Organization, 2018, *Global Status Report on Road Safety* Geneva, Switzerland

World Health Organization, 2002, *Gender and Road Traffic Injuries*, Department of Gender and Women's Health, Geneva, Switzerland

UNDP, 2015, *Gender Results Effectiveness Scale*, www.undp.org/evaluation

UN Evaluation Group, 2016, *Norms and Standards for Evaluation*, New York

UN *Global Plan for the Decade of Action for Road Safety*, 2011-2020

UN Guidelines for Gender Mainstreaming, 1997, Division for the Advancement of Women, New York, USA

UN Road Safety Resolutions

UN Road Safety Conventions and Global Frameworks

UN Secretary General Reports on Road Safety

UN Special Envoy for Road Safety Reports

UNITAR Annual Reports

UNITAR CIFAL Press Releases

UNITAR Content from Events

UNITAR, 2019 *Guidelines on the CIFAL Global Network*, Geneva, Switzerland

UNITAR, 2020, *Independent Evaluation of the Global Network of International Training Centres for Authorities and Leaders*, Geneva, Switzerland

UNITAR Learning Platform

UNITAR On-line Catalogue

UNITAR Promotion Materials

UNITAR Report of the Board of Auditors, *Financial Report and Audited Financial Statements for the Year ended 31 December 2018*, United Nations, New York, 2019

UNITAR Report of the Finance Committee, Board of Trustees, 25 November 2019

UNITAR/BT/60/FC/12/3

UNITAR Road Safety Outreach, 2017-2018 (Diageo)

UNITAR Road Safety Website Contents www.unitar.org

UNITAR Safer Roads for Gurugram, Partnership for Action, Road Safety, India

E Evaluation Question Matrix

It was agreed that the scope would be primarily confined to the learning projects supported in the partnership agreement with AB InBev.

Item	Criteria	Questions	Methods/Tools
	Relevance		
a		To what extent is the initiative aligned with i) the United Nations Institute for Training and Research (UNITAR) strategic framework (2018-2021); ii) the Institute's efforts to helping Member States implement the 2030 Agenda for Sustainable Development; and iii) more specifically in helping Member States to achieve Sustainable Development Goal (SDG) 3 (target 3.6,) and 11 (target 11.2)?	Desk review Stakeholder engagement
b		To what extent is the programme aligned with the Pillars of the Decade of Action for Road Safety and the Road Safety Voluntary Performance Targets?	Desk review Stakeholder engagement
c		How relevant are the objectives and the design of the initiative to the identified capacity needs and priorities of global, national and local beneficiaries?	Desk review Stakeholder engagement CIFAL staff Beneficiary surveys
d		How relevant are the activities in supporting gender equality and women's empowerment, in addition to that of other vulnerable groups?	Desk review Stakeholder engagement CIFAL staff Beneficiary surveys
e		How relevant is the programme in terms of multi-stakeholder collaboration in support of road safety?	Desk review Stakeholder engagement
	Coherence		
f		How well does the initiative complement road safety efforts of UNITAR programming funded by other donors such as Diageo, the Royal Automobile Club of Spain (RACE), JOIE and Pernod Ricard?	Desk review Stakeholder engagement
g		How well does the initiative complement existing road safety policies, programmes and projects by other global organizations and entities, such as by the World Health Organization (WHO), the UN Special Envoy for Road Safety, the UN Regional Commissions, the World Bank and Bloomberg Philanthropies?	Desk review Stakeholder engagement (especially donors) CIFAL staff
	Effectiveness		
h		To what extent is the initiative contributing to change behaviours/attitudes and informed decision making in a way that contributes to improve road safety or progress towards it?	CIFAL staff Beneficiary surveys
i		How effective is the initiative's three pillar structure in achieving the three outcome areas related to toolkits, interventions and stakeholder	CIFAL staff Beneficiary surveys

		engagement?	
j		How effective is the programme in engaging public and private sector entities?	CIFAL staff Beneficiary surveys
k		How effective is the initiative in driving innovation?	CIFAL staff Beneficiary surveys Stakeholder engagement
l		To what extent is i) a human rights-based approach and ii) a gender mainstreaming strategy and iii) the "no one left behind" principle incorporated in the design and implementation of the programme and more specifically in the selection of direct and indirect beneficiaries as well as intervention countries?	CIFAL staff Beneficiary surveys Stakeholder engagement
m		Have the initiative's structure and partnerships been effective?	Stakeholder engagement CIFAL staff
	Efficiency		
n		To what extent has the programme produced outputs in a cost-efficient manner (e.g., in comparison with alternative approaches) or is likely to?	Desk review Stakeholder engagement CIFAL staff
o		Were the initiative's outputs and objectives achieved on time (Phase I) and are they on track (Phase II)?	Desk review Stakeholder engagement CIFAL staff
p		How environmentally friendly (natural resources) has the initiative been?	Desk review Stakeholder engagement CIFAL staff
q		To what extent has the project collaborated with the host governments (local and national) in Brazil, China, Colombia, Dominican Republic, India, Mexico, South Africa, and the United States)?	Desk review Stakeholder engagement CIFAL staff Beneficiary surveys
r		To what extent has the initiative collaborated with the UN Road Safety Collaboration Group (UNRSC)?	Desk review CIFAL staff
s		To what extent has the initiative created benefits of mainstreaming gender equality and empowering women (or not), and what were the related costs? (The UNDP gender results effectiveness scale will be used where appropriate).	Desk review Stakeholder engagement CIFAL staff Beneficiary surveys
t		How cost effective was the International Training Centers for Authorities and Leaders (CIFALs) collaborations and the arrangements of other partners (such as academic institutions and the private sector)?	Desk review Stakeholder engagement CIFAL staff Beneficiary surveys
u		To what extent has the initiative adjusted to the COVID-19 related context?	Stakeholder engagement CIFAL staff Beneficiary surveys
	Likelihood of Impact		
v		What observable end-results or organizational changes (positive or negative, intended or unintended) have occurred as a result of Phase I?	Stakeholder engagement CIFAL staff Beneficiary surveys Outcome mapping/harvesting

			workshop
w		In what way has the initiative contributed to member state's ability to reduce road-safety traffic deaths and injuries by 2020 (SDG 3.6). This should be discussed in the context of the expected impact of COVID-19 on the global road safety data.	Desk review Stakeholder engagement CIFAL staff Beneficiary surveys
x		To what extent have the initiative's three pillars contributed, or are likely to contribute, to such impacts?	Desk review Stakeholder engagement CIFAL staff Beneficiary surveys
y		To what extent is Phase II expected to generate impact in intervention countries in comparison to non-intervention countries?	Stakeholder engagement CIFAL staff Beneficiary surveys
z		What real difference does the initiative make in contributing to global road safety efforts?	Stakeholder engagement CIFAL staff Beneficiary surveys Outcome mapping/harvesting workshop
	Likelihood of Sustainability		
aa		To what extent are the initiative's results likely to endure beyond the implementation of the activities in the mid-to-long-term?	Stakeholder engagement CIFAL staff Beneficiary surveys
bb		What are the major factors which influenced the programme's achievement or non-achievement of sustainability, including environmental sustainability?	Stakeholder engagement CIFAL staff Beneficiary surveys
cc		To what extent is the current design likely to contribute to sustained capacity development?	Stakeholder engagement CIFAL staff Beneficiary surveys
dd		What can we learn from the COVID-19 pandemic to inform the future design of road safety programming?	Stakeholder engagement CIFAL staff Desk review

F Evaluation Consultant Agreement

Annex: Evaluation Consultant Code of Conduct and Agreement Form

The evaluator:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Is responsible for his/her performance and his/her product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[1]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____ PETER N. FREEMAN _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation and I declare that any past experience, of myself, my immediate family or close friends or associates, does not give rise to a potential conflict of interest.
CHARLOTTESVILLE, VA, USA
Signed at *place on date* _____ OCTOBER 28, 2020

Signature: _____

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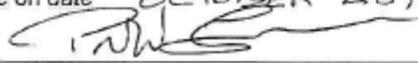
[1] www.unevaluation.org/unegcodeofconduct

ANNEX 1: PLEDGE OF ETHICAL CONDUCT IN EVALUATION

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice, as outlined in the UNEG Ethical Guidelines for Evaluation and as per the values of the United Nations. Specifically, I will be:

✓ **Honest and truthful** in my communication and actions.

✓ **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and on-going reflective practice.

✓ **Independent, impartial and incorruptible.**

ACCOUNTABILITY

I will be answerable for all decisions made and actions taken, responsible for honoring commitments, without qualification or exception, and will report potential or actual harms observed. Specifically, I will be:

✓ **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing answerability on performance to the public, particularly those populations affected by the evaluation.

✓ **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.

✓ **Responsible** for meeting the evaluation purpose and for actions taken, and for ensuring redress and recognition as needed.

RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

✓ **Access to** the evaluation process and products by all relevant stakeholders- be they powerless or powerful, with due attention to factors that may impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.

✓ **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes- from design to dissemination. This includes engaging different stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.

✓ **Fair representation** of different voices and perspectives in evaluation products (reports, webinars etc.)

BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

✓ **Explicit and on-going consideration of risks and benefits** from evaluation processes.

✓ **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.

✓ **No harm.** I will not proceed where harms cannot be mitigated.

✓ **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. Where this is not possible, I will report the situation to my supervisor, designated focal points or channels, and will actively seek an appropriate response.
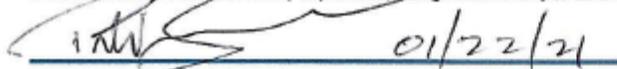
01/22/21   (Signature and Date)

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