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VOLUME II - ADDITIONAL ANNEXES

EVALUATION OF THE REGIONAL PROGRAMME FOR EUROPE AND THE CIS (2011-2013)

May 2013

Evaluation Office

United Nations Development Programme

CONTENTS

FULL REPORT IS AVAILABLE AT THE FOLLOWING LINK:

http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=6676

ACRONYMS AND ABBREVIATIONS

AfT	Aid for Trade
BCPR	Bureau for Crisis Prevention and Recovery (UNDP)
BDP	Bureau for Development Policy (UNDP)
BERA	Bureau of External Relations and Advocacy (UNDP)
BRC	Bratislava Regional Centre (UNDP)
BSEC	Black Sea Economic Cooperation
CARRA	Central Asia Regional Risk Assessment
CAREC	Central Asia Regional Economic Cooperation
CDM	Clean Development Mechanism
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEU	Central European University (Budapest)
CIS	Commonwealth of Independent States
CoP	Community of Practice
CRM CA	Climate Risk Management in Central Asia
CSO	Civil Society Organization
DACI	Directorate for Anti-Corruption Initiative (Montenegro)
DG Regio	Directorate-General for Regional and Urban Policy (European Commission)
DRR	Disaster Risk Reduction
EBRD	European Bank for Reconstruction and Development
EC	European Commission
ECIS	Europe and the Commonwealth of Independent States
ECOM	Eurasian Coalition on Male Health
E&E	Environment and Energy
EEG	Environment and Energy Group (BDP)
EIB	European Investment Bank
EO	Evaluation Office (UNDP)
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
EU	European Union
EurAsEC	Eurasian Economic Community
EU-SILC	European Union Statistics on Income and Living Conditions
FYR	Former Yugoslav Republic (of Macedonia)
FRA	European Union Agency for Fundamental Rights
GDP	Gross Domestic Product
GEF	Global Environment Facility
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
GHG	Greenhouse Gases
GIM	Growing Inclusive Markets

GRPE	Global and Regional Programme Evaluations
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HRBA	Human Rights Based Approach
IAEA	International Atomic Energy Agency
ICRIN	International Chernobyl Research and Information Network
ICRPD	International Convention on the Rights of Persons with Disabilities
IDP	Internally Displaced People
ILO	International Labour Organization
IWP	Integrated Work Plan
IWRM	Integrated Water Resource Management
LEDS	Low-Emission Development Strategy
MCN	Multi-country Climate Network
MDG	Millennium Development Goals
MEPS	Minimum Energy Performance Standards
NALAS	Network of Associations of Local Authorities of South-East Europe
NCNs	National Climate Networks
NGO	Non-Governmental Organization
NHDR	National Human Development Report
NHRI	National Human Rights Institution
ODA	Official Development Assistance
ODIHR	Office for Democratic Institutions and Human Rights
OHCHR	Office of the High Commissioner for Human Rights
OSCE	Organization for Security and Cooperation in Europe
OSI	Open Society Institute
PAC	Project Appraisal Committee
PAR	Public Administration Reform
PHASE	Promoting Human Rights and Access to Justice for Social Inclusion and Legal Empowerment
PLHIV	People Living with HIV
POPP	Programme and Operations Policies and Procedures (UNDP)
PRS	Poverty Reduction Strategy
RBEC	Regional Bureau for Europe and the CIS (UNDP)
RCPAR	Regional Centre for Public Administration Reform
REDD+	Reducing Emissions from Deforestation and forest Degradation, Sustainable Management of Forests and Enhancement of Forest Carbon Stocks in Developing Countries
ReSPA	Regional School of Public Administration
RHDR	Regional Human Development Report
ROAR	Results Oriented Annual Report
RP	Regional Programme
RPD	Regional Programme Document
RRF	Results and Resources Framework (of RPD)

RTA	Regional Technical Assistant (GEF)
SEA	Strategic Environmental Assessment
SIDA	Swedish International Development Cooperation Agency
SMART	Specific, Measurable, Attainable, Realistic, Time-bound
SME	Small and Medium-Sized Enterprise
SPECA	United Nations Special Programme for the Economies of Central Asia
TGDL	Think Globally, Develop Locally
TIKA	Turkish International Cooperation and Development Agency
ToR	Terms of Reference
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCAC	United Nations Convention Against Corruption
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNFCCC	UN Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNIFEM	United Nations Development Fund for Women (now part of UN Women)
UNMIK	United Nations Mission in Kosovo
UNODC	United Nations Office on Drugs and Crime
UPR	Universal Periodic Review
WB	The World Bank

ANNEX 5. PROGRAMMES, PROJECTS AND ACTIVITIES EXAMINED

Award #	Title (Award)	Project #	Project title	Countries/ subregion	Project start	Project end	Total budget ($)
Outcome 1							
56566	BRC Advisory Services - Environment	69306	BRC Advisory Services – Environment		01/01/2009	31/12/2011	1,493,924
49499	Climate Risk Management in Eastern Europe and CIS	60406	Climate Risk Management in ECIS	Moldova, Macedonia, Armenia, Kazakhstan, Uzbekistan, Croatia, Kyrgyzstan, Tajikistan	25/02/2008	31/12/2013	831,916
59476	Climate Risk Management in Central Asia	74378	Climate Risk Management in Central Asia	Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan	1/3/2010	31/12/2014	1,702,000
		76238	CRM Kazakhstan	Kazakhstan	31/08/2010	31/12/2014	
		76242	CRM Tajikistan	Tajikistan	31/08/2010	31/12/2014	
		76243	CRM Kyrgyzstan	Kyrgyzstan	31/08/2010	31/12/2014	
		76245	CRM Uzbekistan	Uzbekistan	31/08/2010	31/12/2014	
		76247	CRM Turkmenistan	Turkmenistan	31/08/2010	31/12/2014	
59464	Supporting RBEC Transition to Low-Emission Development	74357	Supporting RBEC Transition to Low-Emission Development	Moldova, Uzbekistan, Kazakhstan, Turkey, Turkmenistan, Bosnia and Herzegovina, Croatia, Kosovo	1/4/2010	31/12/2013	650,000
50308	PIMS 3597 Ozone - HCFC Phaseout	62098	Ozone - HCFC Phaseout	Azerbaijan, Belarus, Bulgaria, Kazakhstan, Russian Federation, Tajikistan, Uzbekistan and Ukraine/GEF	19/06/2008	31/12/2011	205,000
51351	SK Transport Bratislava MSP	63903	Transport Project Bratislava	Slovak Republic/GEF	01/01/2010	31/12/2014	930,000
41898	PIMS 2144 CC MSP: Public Lighting	47936	Public Lighting	Slovak Republic/GEF	01/01/2005	31/12/2011	970,000
Outcome 2							
47250	ENVSEC Phase II 2007-2012	56602	ENVSEC Phase II 2007-2012	Central Asia, South-Eastern Europe, Western CIS, Southern Caucasus	14/5/2007	31/12/2015	867,027
		57388	ENVSEC Phase II: Kura-Aras	Armenia and Georgia - Southern Caucasus	02/07/2007	31/06/2011	133,684
		72712	Uranium Tailings in CA	Kyrgyzstan, Tajikistan, Uzbekistan	2/11/2009	31/12/2012	699,836

Award #	Title (Award)	Project #	Project title	Countries/ subregion	Project start	Project end	Total budget ($)
44329	Tisza Community-Led Demonstration Project	52079	Tisza Community-Led Demonstration Project	Hungary, Romania, Serbia, Slovakia and Ukraine	09/06/2006	31/12/2011	200,000
56531	Integrated Water Resources Management (IWRM)	69211	Regional Dialogue, Integrated Water Resource Management Governance and Sector Capacity Building	Central Asia	01/01/2009	30/06/2013	2,572,000
		69212	IWRM in Kyrgyzstan (output 1)	Kyrgyzstan and Tajikistan			
		69219	IWRM in Tajikistan (output 2)	Tajikistan			
		69220	Transborder Dialogue in Ili-Balkhas	Kazakhstan			
60019	PIMS4309 ODS PPG REG: HCFC Phaseout	75335	PIMS4309 ODS PPG REG: HCFC Phaseout	Belarus Tajikistan, Uzbekistan and Ukraine	01/06/2010	31/12/2011	250,000
51031	PIMS 3505 IW MSP Nutrient Reduction	63332	PIMS 3505 IW MSP Nutrient Reduction	Central, Eastern, Southern Europe	21/10/2008	30/06/2011	974,814
59453	PIMS 4056 IW FSP Protection & Sustainable Use of the Dinaric Karst	74336	PIMS 4056 IW FSP Protection & Sustainable Use of DIKTAS	Albania, Bosnia and Herzegovina, Croatia, Montenegro	04/01/2010	31/1/2014	2,160,000
60708	PIMS 4219 FSP IW: LEARN: Strength. IW Portfolio Delivery and Impact	76562	IW: LEARN3: Strengthening IW Portfolio Delivery and Impact	Focus on MENARID region	01/03/2011	30/6/2014	
62007	Every Drop Matters II	79214	Every Drop Matters II	Belarus, Kazakhstan, Nepal, Pakistan, Palestine, Russia, Turkey, UAE, Ukraine, Uzbekistan	31/05/2011	30/11/2012	1,349,040
43057	Water Governance - Strengthening Regional Capacity in RBEC	50059	Water Governance Sub-Practice	Central Asia, Balkans, South Caucasus	09/06/2006	31/12/2011	415,705
		69223	Human Rights Based Approach to Water Governance		01/01/2009	31/12/2012	0
46923	PIMS 3273 BD FP: Supporting Country Early Action on Protected Areas	56124	PIMS 3273 BD FP: Supporting Country Early Action on Protected Areas	Global	29/03/2007	31/12/2013	9,400,000
46803	PIMS 2261 IEM MSP SK: Laborec-Uh Management	55927	Laborec-Uh PDFA	Slovak Republic/GEF	01/01/2007	01/01/2012	970,000

Award #	Title (Award)	Project #	Project title	Countries/ subregion	Project start	Project end	Total budget ($)
47066	PIMS 3339 IWMSP Enhancing Environmental Sustainability in Tisza River	56322	GEF Regional Tisza Project - mirror UNOPS	Hungary, Romania, Serbia, Slovakia and Ukraine	01/04/2008	31/05/2011	1,000,000
Outcome 3							
56566	BRC Advisory Services	69305	BRC Advisory Services - Poverty		1/1/2009	31/12/2011	4,677,084
60988	Support to MDG-Oriented Policies in Europe and CIS	77030	Support to Design, Implementation and Monitoring of MDG-Oriented Policies in Europe and CIS	Uzbekistan and Ukraine (Crimea)	1/1/2011	31/12/2013	100,000
60975	Tools for Evaluation and Data Collection	77016	Roma Pilot Project	Bulgaria, Czech Republic, Hungary, Romania, Slovakia, BiH, FYR of Macedonia, Albania, Croatia, Montenegro, Serbia, Moldova	1/1/2011	31/12/2012	1,677,493
45570	Decreasing Roma Vulnerability	53849	Decreasing Roma Vulnerability - Regional Component	Montenegro, Serbia, Kosovo	01/01/2007	31/12/2011	1,256,902
47377	Human Development Umbrella Project	56887	Improving HD Literacy		31/05/2007	31/12/2011 (extended 31/12/2012)	1,626,581
56546	RHDR on Social Inclusion	69251	Regional HD Report on Social Inclusion	(Survey) FYR of Macedonia, Serbia, Ukraine, Moldova, Tajikistan, Kazakhstan	13/01/2009	31/12/2010 (extended 12/2011)	741,534
61076	Wider Europe: Aid for Trade for Central Asia, Caucasus, CIS PHASE II	77202	Aid for Trade: Economic Development Along Trade Corridors	Tajikistan, Kyrgyzstan, Kazakhstan, Armenia, Georgia, Uzbekistan	1/2/2011	31/1/2014	4,020,360
		77203	Aid for Trade: Technical Assistance for Trade Opportunities	Belarus, Moldova, Ukraine, Turkmenistan	1/2/2011	31/1/2014	1,306,163
		77204	Aid for Trade: Informal Trade Barriers Faced by SMEs	Kyrgyzstan, Azerbaijan, Georgia, Moldova	1/2/2011	31/1/2014	274,671
		77205	Aid for Trade: Opportunities to Benefit	Uzbekistan	1/2/2011	31/1/2014	243,788

Award #	Title (Award)	Project #	Project title	Countries/ subregion	Project start	Project end	Total budget ($)
			from Trade				
58882	Social Innovation in Europe and CIS (Polish project)	73359	Strengthening Social Economy	Poland, Ukraine, Belarus	1/12/2009	12/2014	1,433,532
		73360	Capacity Development of Rural Schools	Poland	1/12/2009	31/12/2013	
			Contemporary India Research Centre	Poland	1/12/2009	31/12/2013	
			People with Hearing Impairment	Poland	27/5/2011	31/12/2013	
	73361	71979	Component 2: GIM Initiative-Regional Brokering	BiH, Kosovo, Kazakhstan, Uzbekistan, Turkey	7/8/2009	31/12/2012	1,267,935
	79784	69325	BRC Advisory Services - Gender		01/01/2009	31/12/2011	215,000
50624 *	Implementation of the RBEC Gender Equality Strategy 2008-2011 Implementation of RBEC GES - 2012-2013	62627	Implementation of the RBEC GES	Uzbekistan, Tajikistan, Ukraine, Turkey, Moldova, Romania, Kazakhstan and Georgia	08/06/2008	31/12/2011	481,134
60045	Regional HIV/AIDS 2010-2011	75385	Regional HIV/AIDS Project 2010-2011	Serbia, Turkey, Ukraine, Kyrgyzstan, Azerbaijan, Belarus, Georgia	18/05/2010	31/12/2011	235,066
		81081	HIV, Rights and Universal Access	Ukraine, Armenia, Azerbaijan, Belarus, Georgia, Moldova and Russia	15/03/2012	31/12/2013	1,609,471
56566 *		69329	BRC Advisory Services - Knowledge				302,000 (in 2012)
49095 *	Knowledge Management Support	59631	Knowledge Management Support in ECIS	RBEC region	1/1/2008	30/06/2011	781,952
59142 *	Development and Transition Newsletter	73864	Analysis of Regional Development and Transition Challenges in Europe and the CIS	Multi-country	1/1/2010	31/12/2012	520,952
45836	Black Sea Trade and Investment Promotion Programme	54247	Black Sea Trade and Investment	Black Sea Region	01/01/2007	31/12/2010	1,325,862
57625	Training and Integration of Vulnerable into Workplace	71280	STH Training and Integration	St. Helena	01/06/2009	30/06/2011 (extended	145,356

Award #	Title (Award)	Project #	Project title	Countries/ subregion	Project start	Project end	Total budget ($)
						12/2013)	
57868	Public Finance for Development	71644	Public Finance for Development: Strengthening Public Finance Capacities in the Western Balkans and Commonwealth of Independent States	Montenegro, Moldova, Serbia, Ukraine	09/07/2009	30/6/2012	634,707
60059	Statistical Monitoring of Living Conditions	75422	Statistical Monitoring	Slovakia	01/06/2010	31/12/2015	1,224,796
		80344	SVK: Social Economy Development	Slovakia	01/11/2011	01/04/2014	890,692
		81436	Sport Voluntary				
		81747	Knowledge and Innovation in the ECIS region	Armenia, Montenegro, Uzbekistan (pilot countries), ECIS region	01/01/2012	31/12/2013	390,000
37831	Cserehat Regional Development Programme in Hungary	41458	HUN Cserehat Programme	Hungary, Montenegro, Kosovo, Serbia	11/01/2005	31/12/2011	2,813,000
Outcome 4							
47018	Strengthening Capacities in Local Development (umbrella)	56257	Strengthening Capacities in Local Development	Central Asia, Caucasus	13/04/2007	31/03/2011	374,954
61783	Think Globally, Develop Locally	78542	Local Integrated Response Network	FYROM, Moldova, Ukraine	05/02/2011	31/3/2015	1,080,500
		78543	Inter-municipal Cooperation	FYROM, Moldova, Ukraine	05/02/2011	31/3/2015	0
		78544	Local Environmental Governance Initiatives	FYROM, Moldova, Ukraine	05/02/2011	31/3/2015	0
56566	BRC Advisory Services – Capacity Development	69307	BRC Advisory Services - Capacity Development		01/01/2009	31/12/2012	571,147
50936	Capacity Development for Effective Public Institutions	63174	Capacity Development for Effective Public Institutions	Uzbekistan and Turkey	10/03/2008	31/12/2010	439,287
56617	Human Security for Individuals and Communities in Chernobyl	69406	BRC ICRIN: Human Security in Chernobyl	Ukraine, Russia, Belarus	12/01/2008	31/12/2011	798,951
		70233	Regional ICRIN: Chernobyl	Ukraine, Russia, Belarus	01/01/2009	31/12/2011	0
		81141	POL Project Office Budget				

Award #	Title (Award)	Project #	Project title	Countries/ subregion	Project start	Project end	Total budget ($)
47000	Central Asia Subregional Project	56231	Advocacy and Outreach in Central Asia	Central Asia	04/01/2006	31/12/2011	486,894
Outcome 5							
56566	BRC Advisory Services - Governance	69283	BRC Advisory Services – Dem. Governance		01/01/2009	31/12/2011	2,339,000
49576	Regional Centre for Public Administration Reform/RCPAR	60545	Regional Cooperation on PAR	Serbia, Montenegro, Georgia	29/2/2008	31/12/2012	3,050,175
		60546	Regional Network	Serbia, Montenegro, Georgia	29/2/2008	31/12/2012	0
		60547	Regional Centre for PAR	Serbia, Montenegro, Georgia	29/2/2008	31/12/2012	0
49227	Anti-corruption Practitioners Network	59870	Anti-Corruption Practitioners Network Phase 2	Turkey, Central Asia	01/01/2008	31/03/2011	410,200
61757	Strengthening Corruption Prevention Capacities in Eastern Europe and Central Asia	78500	Strengthening Corruption Prevention Capacities in Eastern Europe and Central Asia	Eastern Europe and Central Asia - Armenia, Serbia, Tajikistan, Turkey and Uzbekistan	26/04/2011	31/12/2013	125,000
61690	National Human Rights Protection Systems	78369	National Human Rights Protection	Tajikistan and Central Asia	14/04/2011	31/12/2014	495,000
56566	BRC Advisory Services - Ops	69331	BRC Advisory Services - Practice		01/01/2009	31/12/2011	1,847,231
		69332	BRC Advisory Services - TES		01/01/2009	31/12/2011	35,000
60661	Enhancing Women's Meaningful Participation in Politics	76479	Enhancing Women's Meaningful Participation in Politics	BiH, Turkey, Kyrgyzstan	11/01/2010	31/12/2011	135,135
Outcome 6							
49439	National Human Rights and Justice Institutions- Strengthening Capacities	60291	National Human Rights and Justice Institutions	CIS, Turkey (Turkey and Georgia as pilots in 2008)	19/02/2008	31/12/2010	1,097,757
		60292	Human Rights Based Approach and Access to Justice in the Region	Tajikistan and Serbia	19/02/2008	31/03/2011	
61690	National Human Rights Protection Systems	78370	Universal Periodic Review	The Balkans, Uzbekistan, Armenia, Ukraine and Turkey	14/04/2011	31/12/2014	35,000
		78371	Rule of Law and Justice	The Balkans, Uzbekistan, Armenia, Ukraine	14/04/2011	31/12/2014	55,000

Award #	Title (Award)	Project #	Project title	Countries/ subregion	Project start	Project end	Total budget ($)
Outcome 7							
35692	Czech Contribution to EDI	38441	Czech Contribution to EDI	Albania, Azerbaijan, Armenia, Bosnia and Herzegovina, Belarus, FYROM, Georgia, Kazakhstan, Kyrgyzstan, Kosovo, Montenegro, Moldova, Serbia, Russia, Ukraine, Uzbekistan, Tajikistan, Turkmenistan	01/01/2004	31/12/2011	5,198,771
35753	Strengthening of Hungarian Development Cooperation	38553	Strengthening of Hungarian Cooperation w/ Develop.	Hungary	07/10/2004	31/12/2011	1,971,029
56491	Promotion of the Slovak Transitional Experience	69153	Slovak-UNDP Trust Fund	Bosnia and Herzegovina, Moldova, Montenegro, Serbia, Albania, Belarus, Kazakhstan, Macedonia, Tajikistan, Ukraine, Uzbekistan	01/01/2009	31/12/2012	cost-sharing $1,798,597.98 + other resources $ 659,548.61
38432	Emerging Donors Initiative	42587	Emerging Donors Initiative	Turkey, Russian Federation, EU accession countries	04/01/2001	31/12/2011	cost-sharing $ 357,937.94 + core
56566	BRC Advisory Services	69330	BRC Advisory Services - ED		01/01/2009	31/12/2010	900,094
56566	BRC Advisory Services - Management	69328	BRC Advisory Services - Management		01/01/2009	31/12/2011	214,121

Note: Projects recorded under outcome 3 but which serve all outcomes.

ANNEX 6. RBEC PRACTICES CAPACITY

| RBEC Practice | Project Portfolio of the Whole RBEC Region | | | Capacity (Practitioners) | | | |
| | No. of active projects | No. of countries | Estimated budget (year of reference) | BRC staff members and contractors | | Practice/team professionals | External consultants |
				Professional*	Support**		
Energy and Environment	205	25	US$ 66 million (2011)	17	6	49 environment and energy professionals 387 qualified experts	30 consultants working on a regular basis 115 vetted consultants
Poverty Reduction	255	28	US$ 137 million (2011)	12	7	6 expert advisers 90 poverty reduction professionals	80 qualified partner experts 45 roster consultants
HIV/AIDS, Health and Development	58		US$ 48 million (2011)	5	0	45 experts and UNDP headquarters colleagues	10 vetted consultants
Gender	44 (2012)	25	US$ 11 million (2012)	1	1	34 country office-designated gender experts and practitioners	20 vetted consultants
Capacity Development	168 (2012)	25	US$ 81 million (2012)	3	0	90 practitioners	18 vetted consultants
Crisis Prevention and Recovery (CPR)	68 (61 are BCPR-funded) (2012)	16	US$ 28 million (2012)	2	1	15 advisers 80 project staff 40 CPR focal points	19 SURGE roster members 10 active BCPR roster consultants
Democratic Governance	272 (2011)	22	US$ 109 million (2011)	4	4	100 professionals	150 vetted governance experts
Emerging Donors (only in BRC)	4 Trust Funds 3 ODA capacity building projects in RBEC	-	US$ 2 million (2012)	3	3	-	-
Knowledge & Innovation	1	3 (pilot)	US$ 0.47 million (2012)	5	0	120 community of practice members (both UNDP staff and partners)	25 recommended consultants

* Advisers, analysts, specialists, and programme/project managers. ** Associates, assistants, administrative and other support staff.
Source: BRC (December 2012)

ANNEX 7. RESULTS OF COUNTRY OFFICE SURVEY

This annex presents a summary of responses of UNDP country offices and project offices to a survey of the UNDP Evaluation Office[1], which took place in July-August 2012. In order to keep anonymous the responses to the survey, the names of countries which were occasionally mentioned in the responses to open-ended questions were replaced by 'my country' or 'UNDP country office', as the case.

A. Response of UNDP Country Offices

1. Region

Answer options	Response percent	Response count
Africa	0.0%	0
Asia and the Pacific	0.0%	0
Arab States	0.0%	0
Europe and CIS	100.0%	20
Latin America and the Caribbean	0.0%	0

2. Country

Answer options	Response percent	Response count
Albania	5.0%	1
Armenia	5.0%	1
Azerbaijan	5.0%	1
Belarus	5.0%	1
Bosnia and Herzegovina	5.0%	1
Croatia	5.0%	1
Georgia	5.0%	1
Kazakhstan	5.0%	1
Kosovo	5.0%	1
Kyrgyzstan	5.0%	1
Moldova	5.0%	1
Montenegro	5.0%	1
Romania	5.0%	1

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[1] UNDP Evaluation Office, 'Country Office Survey', Global and Regional Programme Evaluations, 2012.

Serbia	5.0%	1
Tajikistan	5.0%	1
The Former Yugoslav Republic of Macedonia	5.0%	1
Turkey	5.0%	1
Turkmenistan	5.0%	1
Ukraine	5.0%	1
Uzbekistan	5.0%	1

3. How much of the following regional products and services were delivered to your country office or in your country over the current programming period? These regional products and services could be delivered either by the Regional Service Centre or by projects funded out of the regional programme.					
Answer options	Much	Some	Little or none	Don't know	Response count
Analysis of key challenges facing the region, subregion and/or country	1	16	3	0	20
Support to country-level programme/project development	5	13	2	0	20
Administrative support to country programme	0	8	12	0	20
M&E support to country programme	1	6	13	0	20
Other types of advisory services to country programme (substantive product review, expert referral, etc.)	8	10	2	0	20
Providing training to country office and/or government	3	13	4	0	20
Facilitating the exchange of knowledge and experience across the region	8	11	0	0	19
Implementing specific regional projects at the country level	4	11	5	0	20
Facilitating regional cooperation and integration arrangements (e.g. economic cooperation, treaties, etc.)	3	9	8	0	20
Policy analysis and development	2	16	2	0	20
Advocacy and awareness-raising	0	12	8	0	20
Supporting partnerships and resource mobilization	3	8	9	0	20
Other (please specify)					3

Number	Other (please specify)
1	Knowledge management - assistance in elaboration of the project document on NHDR.
2	A working group for local development programme is created which is comprised of many BRC experts. The actual input is to be made when the local development draft is developed.
3	We received M&E support for Country Programme Document (CPD) in 2011 and Results Based Management (RBM) training, etc. in 2011. As far as projects are concerned, it should be noted that we were not involved at the design stage; we were rather co-opted in a given project.

4. To what extent do you agree with the following statements concerning the regional programme in your region?						
Answer options	Strongly agree	Agree	Disagree	Strongly disagree	No opinion/Don't know	Response count
The regional programme is well known by programme managers in my country office	0	16	4	0	0	20
The regional programme is focused on issues of importance to this country's Government	1	16	3	0	0	20
The regional bureau consulted with my country office and government counterparts when the current regional programme was developed	0	14	5	0	1	20
My country office and government counterparts should be consulted in the design of the next regional programme	11	9	0	0	0	20
The regional programme addresses issues that are essentially regional, subregional and/or inter-country	0	18	1	0	1	20
The regional programme is flexible enough to respond to emerging needs and opportunities	0	14	4	0	2	20
The management of the regional programme has been open, transparent and accountable	1	13	2	0	4	20
The regional programme activities are well coordinated with country programme activities	1	8	10	0	1	20
The Regional Service Centre is best placed to manage the regional programme	1	14	5	0	0	20
The regional programme or projects brought new ideas and piloted new approaches in this country	1	12	6	0	1	20
The regional programme helped address sensitive issues (e.g. corruption, HIV/AIDS) in this country	1	8	8	0	3	20
The regional programme helped promote UN values in this country (e.g. gender and human rights)	0	15	3	0	2	20
The regional programme and/or projects contributed to significant development results in this country	0	7	10	0	3	20

5. Please provide one or two examples of regional projects or activities implemented in your country that your country office found particularly useful. Indicate the project/activity and the approximate date, and explain why you see these as particularly useful.	
Answer options	Response count
	18

No.	Response text
1	Strengthening Coordination of Project Formulation and Mobilization of Resources for Sustainable Radioactive Waste Management in Central Asia, ID 00072712 (May 2009-May 2012) – this project was successful given true willingness on behalf of all national governments to participate. Knowledge management and professional development exercise has been particularly interesting for my country office.
2	Knowledge and Innovation Regional project, January-December 2012 helped to involve youth with innovative initiatives in the context of a Social Innovation Camp (November 2011) which – as a catalyst – helped develop prototype ideas that can be useful tools to generate general public interest and support to monitor public service delivery.
3	Support to South Eastern and Eastern European Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC) activities in the Western Balkans - March 2010-October 2012. The project is a regional initiative implemented in other countries as well. It was useful as it aligned with the needs of the country; the actions needed to be taken by the Government were provided through a Council of European Union directive. The project came to support the implementation of the directive and thus has proven extremely useful and timely. It also reinforced the existing partnership that UNDP had already with the Ministry of Interior and added value to ongoing activities. Every Drop Matters - March 2007-December 2010. This project complemented the work on local sustainable development. It was useful in particular due to its flexibility to adapt to local context.
4	Under the Universal Periodic Review Follow-up Facility, my country office developed a portal 'Rate Your Rights' soliciting citizens' comments on the implementation of the UPR recommendations, which are being used for NGO reports and the government report to the Human Rights Council. The portal was posted on the prominent B92 news portal and has captured over 2,000 comments in less than two months.
5	On a number of occasions, my country office has benefited from the regional public administration reform/anti-corruption activities. For example, the BRC-developed methodology for capacity assessment of anti-corruption agencies was implemented in the Anti-Corruption Commission by the end of 2010. The assessment helped in identification of specific capacity problems at organizational and individual levels. The findings also provided a baseline for UNDP to undertake analysis-based and focused capacity-building activities for the National Anti-Corruption Commission in 2011 and 2012. Over a period of several years, the Anti-Corruption Commission benefited from a number of trainings organized by BRC at regional and subregional levels, which also led to creation of a subregional network of anti-corruption agencies. The trainings were found to be of relevance and multiplied the effects of the complementary capacity-building efforts of the UNDP country office. UNDP country office has also been involved in a regional project, Think Globally, Develop Locally, and the related activities were useful for the overall programme work on local governance at the national level. Another regional programme that we find useful is the Sustainable Mining Clean-up and Pollution Management of Environmental Hot Spots, implemented in the period 2008-2010. This is a positive example due to its management arrangement - regional component led by one country office while the other country offices implemented specific country components. This kind of management arrangement helped the national counterparts to get more involved and contribute towards a regional and country-specific goals achievement.
6	UPR Follow-up Facility introduced by BRC has been useful, as it allowed the country office to plan the activities as per the distinct country needs and get dedicated resources for this. Aid for Trade regional programme again enabled the country office to integrate the regional project activities with the ongoing country office activities, which has amplified the effects of both.
7	Growing Inclusive Markets project managed by Bratislava office that included several countries, my country among them, provided platform

	for private business incentives through an inclusive approach. As a result, new 30 jobs were created in the private sector for socially vulnerable population. In addition, this initiative synergized with other UNDP projects such as Value Chain for Employment.
8	Aid for Trade (Phase 2) and Climate Risk Management projects (2011-2013). They are useful by their design of implementation modality as they give more responsibility to country offices.
9	The current UNDP country programme will come to an end by December 2012. The main strategic objective of the current country programme is to set up an institutional legacy with relevance at national and regional level (successor arrangements). One of the regional programme's focus areas is to promote new partnerships and models of cooperation especially in the new EU countries. This component and focus of the regional programme has been extremely useful for the country office in providing the needed support and facilitation for the setup of the successor arrangements.
10	Environment and Security Initiative (ENVSEC): there has been an important continuous cooperation with this initiative in the environmental area. International Chernobyl Research and Information Network (ICRIN) project, which is a regional project with a component implemented in my country in 2010-2012, was important in terms of bringing efforts of the governments of Belarus, Russia and Ukraine and of several UN agencies and ensuring their commitment to the subject. The project was important in delivering the same messages to the key target groups in the three Chernobyl-affected countries (media, teachers and healthcare specialists) and shaping their correct understanding of the Chernobyl-related issues. Aid for Trade. Just launched regional project on HIV and Law is expected to make an important difference.
11	Anti-corruption is the only field where we received top-notch expertise and advise from the policy advisers of the region in 2009.
12	With the support of Climate Risk Management project the draft National Strategy on Climate Change, including the part on adaptation, was developed.
13	Decreasing Vulnerability of Roma regional project. Flexible enough to respond to country needs yet the governing structure of the project opened possibilities for regional exchange and cooperation. 2007-2011. Regional anti-corruption project supported subregional workshop with six state audit institutions that assisted country offices in the region in their positioning and continued a good practice/initiative started by a country office project.
14	Radioactive waste management project (2009-2012): the issue of uranium tailings has a regional nature and UNDP country office has been particularly active in raising awareness among partners on its risks and socio-economic consequences. The country office has been facilitating a dialogue among Central Asian countries that face this challenge and among donors who are interested in tackling it; and supported development of project proposals aiming at socio-economic development of the areas at risk. The regional nature of the issue calls for a common approach in terms of resource mobilization and due to transboundary natural water resources that may become contaminated by radioactive waste.
15	Anti-corruption Programme started this year. Poverty Funding, which has helped us to develop research on social assistance.
16	Climate Policy Analysis and related support provided via the climate policy analysts placed in BRC.
17	The development of the methodology for country-level and regional climate risk management profile has been initiated within the framework of the Central Asian Climate Risk Management project. This kind of methodology has never been developed before and would serve as a new tool for decision-makers for the whole region.
18	Regional Project on Fostering Multi-stakeholder Partnerships in the Framework of Global Compact (2006-2010) which was the first initiative in the country which launched Corporate Social Responsibility agenda in the country and promoted private sector engagement for development. Aid for Trade regional project (2010-2012), which promoted the link between trade and human development and conducted the country's first comprehensive trade needs analysis, which later served as the basis for many policies in the area of trade.

6. Please provide one or two examples of regional projects or activities implemented in your country that your country office found less or not useful. Indicate the project/activity and the approximate date, and explain why you see these as less useful.	
Answer options	Response count
	12

No.	Response text
1	Multi-Country Capacity Building project for CACILM (Central Asian Countries Initiative for Land Management)
2	Apart from the above two projects, there were other regional initiatives which were also useful. Another example is a transitional justice project. This resulted in a successful follow-up action at national level. Nevertheless, in all cases of regional projects, what does not work very well usually is the implementation arrangement. Not in all cases is the regional project tackling a really regional issue.
3	n/a
4	Regional Programme on Disaster Risk Reduction in South East Europe implemented in 2008-2010. The project was managed regionally by one UNDP country office while the other country offices had no project units. Activities were mainly focused on trainings and establishment of regional disaster risk reduction (DRR) dialogues; there were no tangible outputs. Each country had different level of knowledge and experience in the area, while they all got the same type and level of activities. The collaboration with the project partner organization was very weak.
5	The Caspian Sea: Restoring Depleted Fisheries and Consolidation of a Permanent Regional Environmental Governance Framework (CASPECO) project (2009-2012) was implemented at the regional level but role of UNDP country office was very limited and level of country office involvement was minimal.
6	n/a
7	Gender-related activities were largely inconsistent both in terms of perceived objectives and budget reallocation.
8	n/a
9	n/a
10	We cannot identify activities that were less useful, as any development interventions in our region have more of a positive influence.
11	n/a
12	The results achieved and the impact of UNDP/GEF Danube Regional Project and UNDP/GEF Black Sea Regional Project (both accomplished in 2007) were much lower than expected. The main issues from the country office perspective were: i) non-transparent management from overseas, without country office and national government involvement, ii) lack of coordination within UNDP country offices as well as with external partners, and iii) inefficient information flow, not focused to the needs of the project beneficiaries.

7. What recommendations would you like to offer regarding regional programme activities? This can relate to the issues they deal with (content), or the way they are being planned, funded, managed or implemented (approach).	
Answer options	**Response count**
	19

No.	Response text
1	Longer and in-depth consultation with country offices during programme development. Regional programmes should have a political will to make changes happen and much more simplified and efficient business processes.
2	The best practice observed in the context of the Knowledge and Innovation Project should continue, i.e. the project is carried out in close coordination with the UNDP country office, which provides its inputs through the monthly Webinars organized by BRC. Management of regional projects should be delegated to the country office on rotational basis (depending on the topic of concern). It is recommended that continued consultation with country offices be ensured and they be engaged from the outset while planning regional programmes.
3	Be more selective and focused; really tackle carefully identified regional problems; involve national counterparts and do more thorough stakeholder analysis at regional level; display more flexibility at country level in terms of implementation.
4	From the perspective of the country office and of national partners, one of UNDP's comparative advantages lies in its ability to draw on its global and regional experience. In that context, the country office could use more comparative studies on practices existing in the region (from a practitioner's angle, not theory). An excellent example could be the paper 'Corruption and Anti-Corruption Agencies in Eastern Europe and the CIS: a Practitioners' Experience' by Dan Dionisie and Francesco Checchi.
5	The regional programmes can better be planned with prior substantive coordination with country offices. Also, parallel communication with national institutions should be avoided so as to retain the coherent image of UNDP as one organization. On a project implementation level, the following are our considerations: each country should have its own country-specific activities that lead to achievement of the regional project goals; the country office with best knowledge and experience in the area of interest could lead the regional project, and ensure that the lessons learned and best practices are shared properly; strengthen capacities of the other country offices; be in daily contact with the other country offices; be in regular contact with the UNDP regional centre.
6	Close consultations with the country office team on the priorities to target. It will generally be more effective if the regional programmes at the country office level are fully administered by the country office – including planning the priorities, organizing the activities and financial management. It will require that the country office be in charge of its portion of the resources as well. Regional programmes, though having their regional focus, should be naturally linking with the existing priorities of the country office, so that the economies of scale and the synergies are produced among the activities of the country office and regional programmes.
7	More consistency in terms of funding and guidance in terms of priorities and resource availability.
8	Design of any regional project should be based on consultation with UNDP country office and host Government. Management system should be flexible and a bigger role should be given to country office in taking decisions on activities and budget.
9	The regional programme has been developed in consultation with the UNDP country offices in the region through their respective Resident /Deputy Resident Representatives, in order to keep the programme grounded in the regional realities. This bottom-up approach should be maintained.
10	It is a good practice when a regional project is implemented in a way sensitive to the countries' specifics and enables improvements in countries as a result of lessons learned from the experience of other countries of the region. The knowledge of a context in a country and its specific regulations in the area of international technical assistance is essential in planning and preparing a regional project and negotiating it with the donors to ensure smooth project launch, implementation and with respect to performance of obligations agreed with the donor. Since most countries in the region possess knowledge of Russian, it could be worthwhile, at the planning stage, to envisage some funds for translation from English into Russian of the elaborated documents, publications, etc. as well as for printing and production of those documents and publications in Russian.

11	The country office should be involved at the design stage. Expertise profile should reflect needs of the country. Accountability mechanisms should be clearly spelled out. The monitoring and evaluation (M&E) mechanism should be clearly articulated. The work plan should be agreed and advanced.
12	More consultations at the country level with the country office and Government.
13	BRC can lead or facilitate (sub)regional activities in priority areas identified together with country offices. Management structure of the regional projects should be such to allow country programmes enough flexibility and adjustment to specific country context in the design and implementation. BRC should capacitate/develop technical expertise of national officers to deliver specific services.
14	We would advise the strengthening of cooperation among the governments of the region: often there is no political will by the heads of government to tackle regional problems together. It could be useful to hold a regional conference on a variety of common issues with participation of UN and partners. This could be a platform for distribution of responsibilities in different development areas.
15	More reliance on UNDP's internal human resources, e.g. creation of database with local experts within the country office that can be exchanged between offices in the region. More efforts for joint resource mobilization initiatives.
16	Regional programmes should be mandatorily linked to or fed into country-level programmes or projects, unless their activity scope is really purely regional in nature and the issue addressed requires a regional approach.
17	More coordination and consultations at the design stage would be helpful.
18	Closer coordination with the country office and the government counterparts at the planning and implementation stages. Representation of the country offices at the steering committees of the regional projects/programmes.
19	It is extremely difficult to please all offices with regional activities - RBEC is a diverse enough region and finding common exciting themes becomes increasingly complicated.

8. When you think about the global programme's footprint in your country, what projects come to mind?	
Answer options	Response count
	17

No.	Response text
1	Support from UNDP programme on Piloting Climate Change Adaptation to Protect Human Health. Policy advisers and consultants that have really helped direct some UNDP interventions. Poverty reduction and community well-being improvement projects.
2	Poverty and Environment Initiative introducing and developing the Ecosystem Valuation Methodology for my country. Aid for Trade. Regional and Global Human Development Report.
3	Energy Efficiency project started through support of the global programme and ends with a large-scale nationwide action.
4	Access to Justice programme, which helped the country office position itself with the Commissioner for Protection of Equality, leading to further programming through government cost-sharing. Support from both global and regional parliamentary advisers in development of a new parliamentary project in my country and identification of adequate experts from the global roster. Bridge training on elections, from the global elections programme.
5	Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE). This programme aims to increase state/institutional capacity to engage more effectively in reducing corruption to improve governance and sustain development.
6	BDP Global Access to Justice programme. GPECS - global electoral programme.
7	None. There used to be Capacity 2015 programme some time ago.
8	Projects focused on anti-corruption; electoral assistance, although not impacting the country directly. The issues are of relevance for Romania and UNDP activities.
9	UNDP cooperation with Global Fund to Fight Aids, Tuberculosis and Malaria in the area of HIV/AIDS and TB. Every Drop Matters. GPECS.
10	Anti-Corruption Global Programme: very successfully developed and conducted; we were part of the development phase.
11	Projects covering the areas of HIV/AIDS, environment and climate change, disaster preparedness.
12	Anti-Corruption Global Programme, PACDE, Global Compact, Capacity Development, Rule of Law: Access to Justice and Security, Democratic Governance Group BDP
13	GEF projects on biodiversity conservation, sustainable pasture management; disaster risk reduction.
14	Human Security Trust Fund. Anti-corruption. Disaster risk reduction.
15	Low Emission Capacity-Building Programme.
16	The interventions within the Poverty and Environment Initiative helped us in promoting the sustainable development agenda within policy makers. Within this regional initiative, we have been able to integrate poverty-environment linkages into development planning at the local and national levels.
17	Projects on Justice and Rule of Law, on Anti-Corruption and Human Rights.

9. To what extent do you agree with the following statements concerning the global programme?						
Answer options	Strongly agree	Agree	Disagree	Strongly disagree	No opinion/ Don't know	Response count
The global programme is well known by programme managers in my country office	0	8	11	0	0	19
The global programme is focused on issues of importance to this country's government	0	10	7	0	3	20
BDP consulted with my country office and government counterparts when designing the current global programme	0	2	8	1	9	20
My country office and government counterparts should be consulted in the design of the next global programme	7	10	3	0	0	20
The global programme addresses issues that are global and/or inter-regional in nature	0	16	3	0	1	20
The global programme is flexible enough to respond to emerging needs and opportunities	0	9	5	0	4	18
The management of the global programme has been open, transparent and accountable	0	7	4	0	7	18
BDP is best placed to manage the global programme	1	8	3	0	7	19
The global programme brings new ideas and pilots new approaches	0	12	3	1	3	19
The global programme contributes to position UNDP as a global policy leader	0	12	4	0	3	19
The global programme contributes to UNDP-wide organizational change	0	6	6	0	7	19
The global programme enabled synergies among the practice areas in UNDP	0	10	4	0	5	19
The global programme facilitated coherent knowledge management in UNDP	0	12	1	0	6	19
The global programme helped address sensitive issues (e.g. corruption, HIV/AIDS) in this country	1	8	2	2	6	19
The global programme helped promote UN values in this country (e.g. gender and human rights)	0	11	3	1	3	18
The global programme contributed to significant development results in this country	0	6	4	3	6	19

	10. Please provide one or two examples of global projects or activities implemented in your country that your country office found particularly useful. Indicate the project/activity and the approximate date, and explain why you see these as particularly useful.	
Answer options		**Response count**
		16
No.	**Response text**	
1	n/a	
2	Poverty and Environment Initiative introducing and developing the Ecosystem Valuation Methodology. In the framework of the PACDE programme, the country office implements a social innovation camp in anti-corruption. One particular aspect - and added value - of this component is the emphasis on anti-corruption monitoring and the strong orientation on action.	
3	Rio +20 preparations were a useful tool at the country level to raise awareness about the issues and place national efforts in a global perspective.	
4	Access to Justice programme, which helped the country office position itself with the Commissioner for Protection of Equality, leading to further programming through government cost-sharing.	
5	The country office has benefited from PACDE particularly in terms of PACDE's support for improved inter-institutional coordination on integrity/anti-corruption priorities in the country. PACDE knowledge products are quite useful for improved knowledge on anti-corruption for programming and implementation purposes. The office was able to benefit from TRAC funds for the preparation for Rio +20 to support national governments to better prepare for the global conference and address country-specific needs.	
6	BDP Access to Justice global programme has allocated resources towards the country priority actions, which has proved extremely useful, as we were able to direct these resources to the distinct needs of the country office.	
7	n/a	
8	Every Drop Matters	
9	Anti-Corruption Global Programme: very successfully developed and conducted; we were part of the development phase (in 2009).	
10	HIV/AIDS	
11	Rule of Law: Access to Justice and Security, Democratic Governance Group BDP/UNDP supported country offices' activities on legal aid to domestic violence victims, which allowed us to produce commentary of the law that would facilitate its implementation and coordination among different institutions.	
12	Sustainable Pasture Management in Suusamyr Valley (2008-2012): the project allowed for development of regulation on environment-friendly use of pastures in one of the vastest Kyrgyzstan valleys. Before UNDP activities, shepherds had used the land rather chaotically, often with disputes, and did not pay attention to environment-related risks.	
13	Human Security Trust Fund. Poverty Fund.	
14	The interventions within the Poverty and Environment Initiative helped us in promoting the sustainable development agenda within policy makers. Within this regional initiative, we have been able to integrate poverty-environment linkages into development planning at the local and national levels.	
15	The Global Programme on Anti-Corruption and Rule of Law.	
16	The only useful global product is the Human Development Report.	

11. Please provide one or two examples of global projects or activities implemented in your country that your country office found less or not useful. Indicate the project/activity and the approximate date, and explain why you see these as less useful.	
Answer options	Response count
	11

No.	Response text
1	n/a
2	The MDG Acceleration Framework which started in 2011 with the key objectives to identify bottlenecks and to develop an action plan to accelerate achievement in MDG target related to poverty reduction, in particular addressing employment generation for young people in the rural areas of my country. The project was typical supply driven, somehow imposed on the country office, which did not take into consideration the needs and opportunities of the country for such a project.
3	None undertaken
4	n/a
5	No examples
6	n/a
7	n/a
8	We cannot think of particular projects that were less useful; however, there have been a few Montreal Protocol projects with a budget of less than $20,000, which is rather a small amount for any significant activities.
9	n/a
10	n/a
11	It would be useful to provide the list of global programmes for the survey, so that we could comment on something concrete.

12. What recommendations would you like to offer regarding the global programme? This can relate to the issues it deals with (content), or the way it is being planned, funded, managed or implemented (approach).	
Answer options	**Response count**
	15

No.	Response text
1	n/a
2	Global/regional programmes should not be imposed on country offices due to headquarters imperatives (reference here our comment above related to the MDG Acceleration Framework exercise) but be developed in consultation with them, thus taking into consideration the needs of the country. As a result of discussion during the inception meeting in May 2012 assessing PACDE subprojects, it became evident that resources allocated to the initiatives were not sufficient for the full implementation of related range of activities. Sufficient resource allocation needs to be ensured to meet the expectations.
3	Information on the trust funds' operations could be more systematically delivered.
4	More direct communication with the country offices and their involvement in design of the global programme initiatives.
5	Global programmes could be more targeted in terms of creating global coalitions for change on specific issues. Positive competitions could be encouraged around specific benchmarks of progress and innovation (for example, around issues of institutional capacities, policies and programmes needed to achieve certain development goals, be in on anti-corruption or otherwise).
6	Same as for the regional programmes: Close consultation with the country office at the planning stage. Once activities are implemented at the country level, the country office should be fully in charge of the management, including resource management. BDP team should have a monitoring (quality assurance) function.
7	Design of any regional as well as global project should be based on consultation with UNDP country office and host government. Management system should be flexible and give a bigger role to the country office in taking decisions in regard to activities and budget.
8	To be strategic yet flexible enough to the benefit of populations of different countries and within different country-specific contexts.
9	Consultation with the country office and government counterparts is crucial for the success. Better communication with the country office from design to evaluation. A strong focus on middle-income countries (MICs) and emerging donors.
10	More consultations at the country level.
11	Some advisers in BRC that have provided very important support to the country office are funded through BDP, but we see them as BRC/Regional Service Centre support and in many cases are not aware of the link to BDP.
12	We would advise that the global programme be made more visible, and country office and government be involved at the earliest stage of its development.
13	There is too much and multilayered monitoring.
14	n/a
15	To be more proactively presented to the country offices.

13. Country offices obtain outside expertise from a variety of sources to support their work on specific questions. In your office, how frequently did you use the following sources of expertise over the current programming period?

Answer options	Frequently	Occasionally	Seldom or never	Don't know	Response count
National consultants	18	2	0	0	20
International consultants	11	9	0	0	20
Advisers in the Regional Service Centre	8	11	1	0	20
Advisers in the regional bureau (headquarters)	2	12	6	0	20
Advisers in BDP (headquarters)	3	8	9	0	20
Advisers in BCPR	4	10	6	0	20
Experts from other UNDP departments/offices	1	11	7	1	20
Experts from other UN agencies	1	9	10	0	20
Experts from other development partners (e.g. development banks, bilateral agencies, NGOs.)	1	5	14	0	20
Other (please specify)					2

No.	Other (please specify)
1	Representatives of different communities.
2	The regional bureau needs to engage the country office while organizing regional events or inviting local experts from the country office. The regional bureau should involve the country office at the design stage of the regional programmes of interventions. The regional centre should better reflect the need for expertise of country offices in its structures, competency and skills.

14. Let us now consider the specific input of the Regional Service Centres in providing technical support, advice and backstopping to you and your colleagues in the country office. How satisfied is your country office with the quality of support received in the following areas?

Answer options	Very satisfied	Satisfied	Unsatisfied	Very unsatisfied	No support	Don't know	Response count
Poverty reduction & MDGs	8	9	1	0	2	0	20
Good governance	2	15	2	0	1	0	20
Environment & energy	9	9	1	0	0	1	20
Crisis prevention & recovery	3	12	2	0	3	0	20
HIV/AIDS	3	12	0	0	4	1	20
Gender equality	4	12	3	0	0	0	19
Capacity development	4	11	0	0	2	2	19
Knowledge management	7	13	0	0	0	0	20
Partnerships and donors	2	12	3	0	1	2	20
Monitoring & evaluation	3	9	0	0	6	1	19
Other (please specify)							3

No.	Other (please specify)

1	BRC knowledge and innovation team provides technical support and advisory services to support communications activities of UNDP country office.
2	In the area of crisis prevention and recovery, which in Belarus is most about coping with the Chernobyl legacy, most support comes from 1) UNDP RBEC and 2) UNDP office in Geneva (on issues related to cooperation with Maria Sharapova, UNDP Goodwill Ambassador).
3	Please note that where we say 'No support' means that no support was requested, rather than no support was given.

15. Now think about the way in which support was provided by your Regional Service Centre. Would you say the following statements applied always, generally, sometimes or never?

Answer options	Always	Generally	Sometimes	Rarely or never	Don't know	Response count
Advisory services were provided in a timely fashion after a request or before a deadline	5	13	2	0	0	20
Advisory services provided clear, specific guidance	5	11	4	0	0	20
The service brought technical competence not available locally	5	8	4	3	0	20
The service provided global perspectives that are useful in addressing development issues in my country	3	11	6	0	0	20
The assistance provided is mindful of the realities in my country	2	14	2	2	0	20
The service providers could operate effectively in the language(s) needed in my country	0	10	6	3	0	19

16. Please provide one or two examples of support and advisory service provided by your Regional Service Centre that your country office found particularly useful. Indicate the approximate date and the service provider, and explain why you see these services as particularly useful.

Answer options	Response count
	18

No.	Response text
1	The country office is a pilot for knowledge management and professional development initiatives with extensive support from BRC. Support to development of project concepts according to requirements of various donors. Support in promoting gender-sensitive budgeting concept and principles.
2	Advisory services provided by BRC in a number of sectors including social cohesion, social compact, public administration/anti-corruption reform process, human rights, gender equality and knowledge management. The services provided by the agricultural and private sector specialists from BRC since 2009 during frequent visits to the country provided very useful insights into the design and implementation of Rural Development and Small and Medium Enterprise (SME) Support project. Substantial support in developing project proposal for EU (Clima East Fund). Assistance received in developing proposals for GEF REDD+. Training in writing skills provided by BRC (May 2012). IT support, March 2010. Knowledge management, February 2011.
3	Support on Roma inclusion was useful as it brought specific expertise on Roma situation/statistics and complemented local Roma work. Environment and energy team supported the preparations of GEF proposals in an effective manner proving technically and financially useful.
4	2 October 2011. BRC provided quick policy advice to UNDP country office on sector focus vs. holistic approach of anti-corruption

	strategies. The quick and timely response from anti-corruption advisers enabled UNDP to position itself in the focus of the process of drafting the National Anti-corruption Strategy in comparison to other international partners, who were not able to draw on such expertise within several days. The recommendations were given to the working group drafting the anti-corruption strategy.
5	This year, BRC is supporting the country office in United Nations Convention Against Corruption (UNCAC) self-assessment using the 'going beyond the minimum' approach. The support includes advisory services on the methodological approach, the implementation practicalities and the liaison services with the United Nations Office on Drugs and Crime (UNODC). BRC also allocated funds for a 'social innovation camp' on anti-corruption due to take place in autumn 2012. The support includes technical advice from the BRC anti-corruption specialist and the knowledge management practice leader on the methodological approach and comparative experiences. UNDP country office has also benefited from BRC/Oslo Governance Centre's support for conducting evidence-based analysis, such as the people-centred analysis and the governance assessments. BRC advisers have been actively providing policy support in the design of strategic initiatives, particularly those funded by the Democratic Governance Thematic Trust Fund (DGTTF). For the first time this year, country offices from the region were gathered to discuss with BRC policy advisers different aspects of their DGTTF-funded youth projects prior to the actual project implementation. Practical advice and guidance was provided from as many as 12 BRC advisers to the country office representatives. The BRC policy advice on decentralization and local governance initiatives has been relevant in continuity. BRC also has been recognizing the innovations and good work at country office level and has been facilitating knowledge sharing from my country office to other country offices in the region.
6	Mission of Vladimir Mikhalev in 2011 has positioned the country office as a leader in the regional development field. Missions of Nick Maddock over the last few years have shaped the country office rural development, vocational education and agriculture development portfolio and have been extremely useful.
7	A.H. Monjurul Kabir, Policy Adviser and Regional Project Manager in BRC was particularly instrumental in facilitating the country office engagement in the Universal Periodic Review for my country, 2012.
8	Support from BRC is critical for GEF project development and implementation. From 2007 till now BRC was very useful because of effective system of regional technical assistants (RTAs) whose knowledge and experience help to us to increase our GEF portfolio dramatically. Our country office has successful experience in attracting BRC experts in democratic governance for establishment of the Regional Centre on Civil Service. In particular, the democratic governance practice has helped us to develop a breakthrough idea of the regional centre in October-November 2011.
9	Support to energy and environment projects and programmes, GEF programming. Support to democratic governance, gender, anti-corruption. Support to social inclusion of Roma.
10	UNDP BRC mission on democratic governance and human rights, November 2010. UNDP mission on regional development, July 2010. BRC input to concept note on area-based development (2010, by Vladimir Mikhalev). Inputs to all the GEF projects. Support with knowledge sharing and advocacy across the region (in a range of areas, including but not limited to the areas of UPR, people living with disability, women empowerment, etc.). Analysis and reviews by the senior economist, and consultations on the socio-economic development.
11	Support received for Emerging Donors initiative with the Turkish International Cooperation and Development Agency (TIKA). Short support, but effective in bringing a global perspective to Turkey in the area of development cooperation. February and April 2012, from Dmitry Mariassin.
12	High-quality advisory services with regard to Climate Change Strategy, establishment of the Regional Climate Change Centre, and Rio+20 preparations. Community of practice by the Climate Risk Management project in October 2011 provided opportunities for knowledge sharing with peers from the region.
13	Balazs Horvath services in preparation of Social Card project - November 2011, March 2012 (including field visits and distance support). Work with State Audit Institutions - June 2012. Francesco Checchi. Albert Soer - May, June 2012 - DACI, capacity development and local governance packages. Michaela Lednova and Vesna Cyprus - PWD concept note development July 2012. UNDP GFATM partnership office - Tracey Burton and team; support provided through various stages of application preparation and assessments.

14	Spring 2012: Sheila Marnie, Aid for Trade, Vladimir Mikhalev; BCPR mission. All missions provided great support in terms of rethinking ongoing programmes.
15	Missions of Rano Baykanova (February-March 2012) and Daniela Carrington (March 2012) for the identification of UNDP Interventions in the areas of climate change, energy efficiency and renewable energy in my country.
16	Support of the GEF regional technical advisers in GEF project development, including with in-country missions, particularly in the biodiversity focal area. Particularly useful as specific technical expertise is provided from in-house that is not easily available at the country office level. BRC provided advisory services in further programming for the governance portfolio (May 2012, Albert Soer). The advice provided was based on a thorough knowledge of the global UNDP experience in the subject area and included innovative approaches to the issue (support to the Central Public Administration reform).
17	Support to PRS-3 preparation. Training in project management and monitoring.
18	The support in the area of private-sector development and knowledge management.

17. Please provide one or two examples of support and advisory service provided by your Regional Service Centre that your country office found less or not useful. Indicate the approximate date and the service provider, and explain why you see these services as less useful.	
Answer options	Response count
	9

No.	Response text
1	None
2	Gender-related support not particularly useful and timely when sought.
3	n/a
4	No examples.
5	Crisis prevention and recovery, especially in response to the Van Earthquake of October 2011.
6	n/a
7	We cannot think of any examples of less useful support.
8	n/a
9	The support provided in the area of rural development.

18. What recommendations would you like to offer regarding the support and advisory services provided by the Regional Service Centre?	
Answer options	Response count
	16

No.	Response text
1	More support would be appreciated with resource mobilization and partnerships.
2	We would like to see the Regional Service Centre more involved in partnership creation and resource mobilization on a systemic and productive manner. Keep country offices informed about future pipeline of regional programmes.
3	To be more focused, not spread in all areas. Some expertise in available in other offices, hence the RSC needs to carefully analyse where and avoid creating additional duplicated capacity in RSC. RSC needs to become more efficient and absorb less of the regular resources for the regional advisers. It is better to allocate regional resources in such a way that these could be used by offices that want to attract a resource person from another office. Permanent regional advisers could be funded in country offices to serve multiple countries (national officers working for more than one country).
4	Same set of recommendations as under Q7. From the country office perspective and from the perspective of national partners, one of UNDP's comparative advantages lies in its ability to draw on its global and regional experience. In that context, country office could use more comparative studies on practices existing in the region (from a practitioner's angle, not theory). An excellent example could be the Corruption and Anti-Corruption Agencies in Eastern Europe.
5	More frequent face-to-face subregional consultations on issues of shared and strategic interest for the country offices and for the region. Better support in resource mobilization.
6	The services are demand driven and thus very useful generally.
7	More direct and regular communications with the country office would definitely be appreciated.
8	We would like to recommend expanding the presence in Almaty wing of the Bratislava Regional Centre. This will enable the country offices in Central Asia to benefit from the quick and timely support from advisers.
9	BRC is seen to play an important role in search and initiating cooperation with new, non-traditional donors and resource mobilization. Facilitation of regional knowledge and experience sharing in the region in the Russian language, including production of publications in Russian since lack of knowledge of foreign languages observed most among government officials.
10	Closer contact and ability/time for deeper involvement/technical support.
11	The recommendation to be more country-specific but at the same time involve analogies of successful practices from the region.
12	By capacitating and using the national officers more in service delivery UNDP can (re)build its knowledge-provider reputation. We are currently more seen as a delivery/management organization. BRC can play a critical role in selecting good practices, scaling up and capacitating national officers.
13	We think that there could be stronger mission follow-up action plans with clear roles and responsibilities both at regional level and in the country office.
14	More reliance on UNDP's internal human resources for advisory services, e.g. creation of database with local experts within country office that can be exchanged between offices in the region. More efforts for joint resource mobilization initiatives.
15	Availability of a larger range of technical experts/policy advisers at the disposal of country offices would be desirable to reduce reliance on external consultants and increase credibility of UNDP as knowledge-based organization.
16	Not to come on missions with pre-cooked programme ideas.

19. During the current programme cycle, did your country office receive knowledge products developed by the regional programme, the Regional Service Centre and/or the global programme?		
Answer options	Response percent	Response count
Yes	89.5%	17
No	10.5%	2

If yes, which ones? To the extent possible, please indicate title, author and approximate date of the most significant products.

No.	Response text
1	1) 'Global Parliamentary Report'; 2) 'Public Administration Reform - Fast Facts'; 3) 'Beyond Transition – Towards Inclusive Societies'; 4) 'E-governance and Citizens Participation'; 5) 'Access to Justice and Rule of Law'; 6) HDRs and various reports
2	Various products received relate to: The PACDE 2011 final report; Regional and Global HD reports; 'Dignity and Justice for All; Economic Crisis Response from a Government Perspective in Eastern Europe and Central Asia'; 'Best Practice Compendium in Implementing the e-See Agenda'. Online map of projects, Jura Khrapunov, February 2012. Training in writing skills provided by the BRC Development & Transition newsletter managing editor in May 2012, technical support in finalizing the UNDP country office success story for the second volume of RBEC success stories, upgrading country office website, as well as knowledge & innovation team support in using various social media tools to increase awareness about UNDP country office activities globally, regionally and at the local level.
3	Development and Transition newsletter, Ben Slay - regularly.
4	'Global Parliamentary Report' (global programme). PACDE Annual Report (global programme). 'Study on the Role of Social Media for Enhancing Public Transparency and Accountability in Eastern Europe and the Commonwealth of Independent States: Emerging Models, Opportunities and Challenges' (regional programme).
5	'Corruption and Development: A Primer', UNDP, BDP, December 2008. 'UNDP Practice Note: Mainstreaming Anti-Corruption in Development', December 2008. 'UNDP Guidance Note: UNCAC Self-Assessments, 'Going beyond the Minimum', 2010. Training Manual for Measuring Corruption, UNDP Oslo Governance Centre, 2009. 'Methodology for Assessing Capacities of Anti-Corruption Agencies to Perform Preventive Functions', UNDP Bratislava Regional Centre, March 2010. 'A User's Guide to Measuring Local Governance', UNDP Oslo Governance Centre. 'Practice Note on Supporting Capacities for Integrated Local Development', 2007. 'Governance Indicators, User's Guide', UNDP Oslo Governance Centre, 2007. 'UNDP Practice Note on Capacity Development', 2008.
6	Gender-related publications. Capacity development publications etc.
7	Regional Human Development Report on Social Inclusion, Handbook on Non-State Social Services Delivery Models
8	Some of the materials received are the following: Summary of climate change talks and agreements. Assessing the economic impact of Climate Change. Resource constraints and economic performance in Eastern Europe and Central Asia. UNDP development stories: From transition to transformation.
9	The country office received a range of important knowledge products in many areas of UNDP focus, including but not limited to the areas of HIV/AIDS, poverty reduction, environment, democratic governance, capacity development, M&E, etc. Some of the products worth mentioning are: 'Handbook on Planning, Monitoring and Evaluating for Development Results'; 'A Guide to UNDP Democratic Governance Practice'; 'Primers in Gender and Democratic Governance'; 'Business Solutions to Poverty', 'How Inclusive Business Models Create Opportunities for all in Emerging Europe and Central Asia'.
10	RHDRs, various publications in the areas of environment and democratic governance.
11	How to work with CSOs/Social Enterprise 2012. M&E toolkit. CD Facilities. Measuring Capacities. Global Parliamentary Report
12	All analyses by Ben Slay. News from Eurasia website. BRC gender team news, articles, infographics.
13	'Global Human Development Report 2011: Sustainability and Equity', HDRO. 'Regional Human Development Report 2011: Social Inclusion', Bratislava Regional Centre. Development & Transition newsletter, BRC.

14	'How-to Guide: Low-emission Development Strategies and Nationally Appropriate Mitigation Actions: Eastern Europe and CIS UNDP Guide on Development of Low Emission Development Strategies' (2010, Project manager: Daniela Stoycheva). 'A Global Review of Capacity Development Facilities: Emerging Lessons' by Albert Soer, Robert Bernardo, Mao Kawada, Dessie Tarlton, October 2011.
15	Methodology on defining social inclusion.
16	Development & Transition newsletter.

20. Would you say the following statements applied always, generally, sometimes or never to UNDP knowledge products?						
Answer options	Always	Generally	Sometimes	Rarely or never	Don't know	Response count
UNDP knowledge products are credible and reliable	5	13	2	0	0	20
UNDP knowledge products are creative, innovative or bring a fresh perspective	2	9	9	0	0	20
UNDP knowledge products address issues that are pertinent for my country or country office	2	9	8	1	0	20
Knowledge generated at the country level is taken up in regional and/or global knowledge products	1	6	11	2	0	20
Guidelines and tool kits provided by the global and regional programmes are sufficiently practical for country-level use	0	9	6	3	2	20
UNDP knowledge products are having an impact in my country (e.g. generate dialogue; lead to further analysis; etc.)	1	5	12	1	1	20

21. Teamworks has been developed by BDP to foster knowledge sharing. Please consider the following statements and indicate your opinions.						
Answer options	Strongly agree	Agree	Disagree	Strongly disagree	No opinion/Don't know	Response count
Teamworks is an important resource for my country office to find the information we need	1	11	8	0	0	20
Teamworks offers a significant improvement in knowledge management by UNDP	0	12	5	0	3	20
Staff in our country office often use Teamworks	0	8	11	1	0	20
When using Teamworks, we are usually successful in finding information that we can use	0	9	7	1	3	20
Teamworks is easy to use	1	9	7	2	1	20
Our country office received enough orientation and training on Teamworks	0	13	6	1	0	20
Our country office uses Teamworks to share our own experience and knowledge	0	8	12	0	0	20

22. Please provide one or two examples of global or regional knowledge products that were deemed particularly useful in your country or country office. Indicate the title, author and approximate date, and explain how they were used by the country office and by its national partners, for instance how they generated a debate, highlighted an issue, or informed decision making.	
Answer options	**Response count**
	17

No.	Response text
1	Mobile Communication for Development; DGTTF report; E-governance and citizen participation. Knowledge sharing topics and lessons learned are pretty much available at UN Teamworks such as blogs, articles, presentations, and reports.
2	The 2011 Regional Human Development Report on Social Inclusion was particularly useful to generate debate and dialogue on the status of social cohesion in my country. Social Innovation Camp organized in November 2011. The project helped involve youth in creating innovative initiatives and develop prototype ideas that can be useful tools to support public interests and to involve the general public in monitoring the quality of service provision.
3	Analysis, publications and reports on social inclusion, Roma, energy subsidies, impact of the economic crisis.
4	n/a
5	'UNDP Guidance Note: UNCAC Self-Assessments, "Going beyond the Minimum"', 2010. 'Training Manual for Measuring Corruption', UNDP Oslo Governance Centre, 2009. 'Methodology for Assessing Capacities of Anti-Corruption Agencies to Perform Preventive Functions', UNDP Bratislava Regional Centre, March 2010. 'Governance Indicators, User's Guide', UNDP Oslo Governance Centre, 2007. 'A User's Guide to Measuring Local Governance', UNDP Oslo Governance Centre, 2008.
6	All (global) Human Development Reports.
7	Global Human Development Reports.
8	Summary of climate change talks are one good example of regional products that were useful for UNDP national counterparts' information and assessment.
9	'Civil Society Strategy in the Region', BRC 2011. 'Private Sector Brief – 2012'. 'The Guide on How to Consolidate the GFATM Grants'. Background papers on mainstreaming human rights in development, on UNDP engagement with national human rights promotion, UPR process.
10	Human Development Report. Regional MDG Report.
11	'UNDP's Regional Human Development Report on Social Inclusion: Beyond Transition: Towards Inclusive Societies, 2011' was used to open the discussion with the programme government on development challenges the country faces.
12	How to work with CSOs/Social Enterprise 2012 - useful in engaging local partners in social services provision. M&E toolkit. CD Facilities. Measuring Capacities. Global Parliamentary Support.
13	The analyses by Ben Slay are taken into account by our poverty reduction specialists who are working with the national MDG committee. The committee bases some of its development decisions on the analyses.
14	'Global Human Development Report 2011: Sustainability and Equity', HDRO. 'Regional Human Development Report 2011: Social Inclusion', Bratislava Regional Centre.
15	Technical papers prepared by the BRC regional climate change policy specialists after each round of UNFCCC negotiations. The papers were much welcomed by the national counterparts, specifically when they were available in Russian.
16	'From Transition to Transformation: Sustainable and Inclusive Development in Europe and CA'. 'Linking Climate Change Policies to Human Development Analysis and Advocacy'.
17	The social inclusion methodology.

23. Provide one or two examples of global or regional knowledge products that were deemed less or not useful in your country or country office. Indicate the title, author and approximate date, and explain why you see them as less useful.	
Answer options	Response count
	8

No.	Response text
1	'Understanding Electoral Violence in Asia'; 'Indicators for Human Rights-based Approaches to Development in UNDP Programming'. UN Teamworks can be more designed for country office needs.
2	Guidelines for measuring public administration performance (in Russian); eSEE publications on ICT in South-East Europe
3	n/a
4	n/a
5	n/a
6	We cannot think of a product that could be less or not useful for our country office.
7	n/a
8	n/a

24. What recommendations would you like to offer regarding knowledge management in UNDP?	
Answer options	Response count
	15

No.	Response text
1	As the country office became one of the pilot countries for knowledge management initiative globally, the evident results already showcase the growing interest in innovative ways of reporting, success stories, advocacy and knowledge management. Everyone is getting more active on UN Teamworks, using blogging and simple human-face stories to enhance communication of results, etc. That is why the recommendation would be to develop more innovative solutions for knowledge management in order to strengthen UNDP as a real-time organization.
2	The BRC knowledge and innovation (K&I) team should continue to provide top-notch expertise and advice to country offices and maintain the cooperation with and mentorship from Bratislava regional K&I team. Establish knowledge management (KM) focal points or separate KM posts in each office.
3	Less products, more focused, more consultation at local level, more publicity in launching, coordination with other organizations (such as the World Bank).
4	Update the 'Corruption and Anti-Corruption Agencies in Eastern Europe and the CIS: a Practitioners' Experience', paper by Dan Dionisie and Francesco Checchi. This is an excellent paper that could be updated to reflect the current state of affairs in the region. Although Teamworks is useful and staff's homepage generates some search results, UNDP is still missing a comprehensive and user-friendly tool for mapping projects.
5	There are a lot of very good and useful knowledge management products and practices in different forms. It is sometimes overwhelming to

	follow all relevant discussions and products on the various topics of interest. In this regard, depending on the topic and purpose, perhaps the practical and succinct advice from the knowledge management officers could sometimes prove more effective than bulky and numerous publications.
6	Teamworks has to be improved so that it is better user-friendly and search is better possible.
7	We would like to recommend conducting the consultations with the country offices on the themes of publications that are of local demand.
8	Webinars are considered to be an important tool for knowledge management in UNDP. It is also very helpful that usually webinars are recorded and uploaded in Teamworks since that enables future reference to the information. CoPs and other knowledge sharing events also provide a great opportunity for gaining new knowledge and sharing of experience. Production of more publications and other knowledge products in Russian is seen as a good way for broader sharing of information and advocacy.
9	The dimension of knowledge management needs to be strengthened in terms of capturing the knowledge, technology and good practices generated in the field. A system of institutionalizing this knowledge its validation and horizontal dimension needs to be put in place. Tools to make use of innovation and knowledge need to be devised and developed to assist country offices in maximizing knowledge management potential. Knowledge products should constitute an inevitable part of UNDP projects/programmes/activities.
10	To create more opportunities for sharing and using the best practices in development through publications, Internet resources, training events and so on.
11	When there is a good practice, it would be good to codify it in a way that is 'readable'/understandable to others. For interested country offices, BRC could facilitate direct exchange of support and study visit etc. Global publications sometimes suffer from being very true but a bit too general. Subregional contextualization by Regional Service Centres could help.
12	It would be good to have more illustrative knowledge products, such as infographics. Due to high workload, UNDP staff and partners have no time to read large volumes of information.
13	More training on using knowledge products such us Teamworks and better online support for such products.
14	Advertising the good products could help a lot. The learning platform has a lot of good products, but most people do not know about them.
15	The products should be more proactively promoted among the country offices.

B. Responses of UNDP Project Offices

1. Region		
Answer options	**Response percent**	**Response count**
Africa	0.0%	0
Asia and the Pacific	0.0%	0
Arab States	0.0%	0
Europe and CIS	100.0%	3
Latin America and the Caribbean	0.0%	0

2. Country		
Answer options	**Response percent**	**Response count**
Bulgaria	33.3%	1
Lithuania	33.3%	1
Russian Federation	33.3%	1

3. How much of the following regional products and services were delivered to your country office or in your country over the current programming period? These regional products and services could be delivered either by the Regional Service Centre or by projects funded out of the regional programme.

Answer options	Much	Some	Little or none	Don't know	Response count
Analysis of key challenges facing the region, subregion and/or country	1	1	1	0	3
Support to country-level programme/project development	0	1	2	0	3
Administrative support to country programme	1	1	1	0	3
M&E support to country programme	0	1	2	0	3
Other types of advisory services to country programme (substantive product review, expert referral, etc.)	0	2	0	1	3
Providing training to country office and/or government	0	0	3	0	3
Facilitating the exchange of knowledge and experience across	0	2	1	0	3

the region					
Implementing specific regional projects at the country level	1	1	1	0	3
Facilitating regional cooperation and integration arrangements (e.g. economic cooperation, treaties, etc.)	1	0	1	1	3
Policy analysis and development	0	1	2	0	3
Advocacy and awareness-raising	0	2	0	1	3
Supporting partnerships and resource mobilization	1	0	2	0	3
Other (please specify)					0

4. To what extent do you agree with the following statements concerning the regional programme in your region?						
Answer options	Strongly agree	Agree	Disagree	Strongly disagree	No opinion/Don't know	Response count
The regional programme is well known by programme managers in my country office	0	3	0	0	0	3
The regional programme is focused on issues of importance to this country's government	0	2	1	0	0	3
The regional bureau consulted with my country office and government counterparts when the current regional programme was developed	1	2	0	0	0	3
My country office and government counterparts should be consulted in the design of the next regional programme	2	1	0	0	0	3
The regional programme addresses issues that are essentially regional, subregional and/or inter-country	2	1	0	0	0	3
The regional programme is flexible enough to respond to emerging needs and opportunities	1	1	0	0	1	3
The management of the regional programme has been open, transparent and accountable	0	3	0	0	0	3
The regional programme activities are well coordinated with country programme activities	0	2	0	0	1	3
The Regional Service Centre is best placed to manage the regional programme	0	2	0	0	0	2
The regional programme or projects brought new ideas and piloted new approaches in this country	0	2	0	0	1	3
The regional programme helped address sensitive issues (e.g. corruption, HIV/AIDS) in this country	0	1	1	0	1	3
The regional programme helped promote UN values in this country (e.g. gender and human rights)	0	3	0	0	0	3
The regional programme and/or projects contributed to significant	0	0	1	0	2	3

development results in this country						

5. Please provide one or two examples of regional projects or activities implemented in your country that your country office found particularly useful. Indicate the project/activity and the approximate date, and explain why you see these as particularly useful.	
Answer options	Response count
	3

No.	Response text
1	n/a: The UNDP country office was closed down at the end of 2009 and my country is not eligible to participate in regional projects.
2	1. "Accelerating CSR practices in the new EU member states and candidate countries as a vehicle for harmonization, competitiveness and social cohesion in the EU", funded by the European Commission and UNDP (project period – December 2006-September 2008). The project was managed by UNDP in my country and implemented in partnership with UNDP country offices in the eight project countries: Poland, Lithuania, Slovakia, Hungary, Croatia, Macedonia, Bulgaria and Turkey, as well as the UNDP Regional Centre in Bratislava. The regional CSR project was a timely initiative that has demonstrated the many possibilities for promoting increased private-sector participation in development projects using UNDP's partnership approach coupled with the UN Global Compact networks. The project has significantly enhanced the awareness and understanding of CSR throughout the region by working in close partnership with the main CSR stakeholders, including the most influential private companies, business associations, government departments, civil society organizations, academic institutions and the media in each project country. The project's lead activity, the Baseline Study, provided an opportunity for a group of countries to establish a fairly clear snapshot of their CSR status and engagement at a particular point in time. In this respect, the baseline study was a remarkable achievement because such a study had never been done in Central and Eastern Europe – nor had it been done in the West. The second component, promoting multistakeholder dialogue, was one of the most significant accomplishments of the project because it created a starting point for breaking down traditional communication barriers between companies, governments and NGOs. The third component, capacity-building interventions, provided support to the business sector, NGOs and governments in such a way that each of these sectors is now more aware of their needs in the area of CSR promotion and implementation. UNDP's role during the project was to provide guidance and advice to governments and CSR stakeholders on the CSR issue at the national, regional and international levels. The project was built on the foundation of UNDP's policy support and advocacy role to governments – which is one of the cornerstones of UNDP's mandate, and one that is especially valued by new EU member states and candidate countries in Central and Eastern Europe as they graduate from traditional UNDP support. UNDP has developed a niche for itself in this transition process by supporting the needs of governments in the face of EU accession priorities and membership agendas. This new role has changed the nature of UNDP's work in these countries – it is no longer a donor, but a partner, transferring its knowledge through projects and advice. 2. "Enhancing Transparency and Credibility of CSR Practices through Establishment of CSR Performance Assessment and Monitoring Systems in New EU Member States" (Project) was carried out in five countries: Bulgaria, Hungary, Lithuania, Poland and Slovakia (project period - December 2009-February 2011). The project was funded by the European Commission and UNDP. Recognizing that CSR is becoming relevant for enterprises of all sizes and in all geographies, the project objective was to enable measuring and monitoring CSR performance and the level of excellence achieved in CSR practices at macro and micro levels in project countries through development of country-level CSR performance indicators and CSR practice monitoring systems and brokering agreement on them, building capacities for such monitoring, as well as developing/testing self-assessment tools for companies and enhancing their capacities to apply performance indicators. Tools developed by the project (country level and company level CSR measurement tools) were harmonized with each other, thus using one tool (company level) will contribute and feed to the monitoring process of CSR practices at a country level. This will ensure coherence of capturing practices against harmonized criteria both at country and company level. These practical tools developed by the

	project contribute to transparency, visibility and credibility of CSR practices not only at company level (self-assessment), but also country level (monitoring), since they are based on objective and verifiable criteria that enable to extract, define and measure CSR practices, and compare them with others. In this way, the tools could be replicated in national/regional CSR awards' systems, public policy impact assessments, criteria for companies in public procurement and other decision-making processes, company reporting, as well as comparative exercise across the whole European Union, which the European Commission is recommended to uptake.
3	Support of Chernobyl-affected communities (ICRIN) is one of the most successful and useful regional projects (completed in March 2012). Vulnerable population was addressed directly and their immediate concerns and needs were met.

6. Please provide one or two examples of regional projects or activities implemented in your country that your country office found less or not useful. Indicate the project/activity and the approximate date, and explain why you see these as less useful.

Answer options	Response count
	2

No.	Response text
1	n/a
2	Do not know

7. What recommendations would you like to offer regarding regional programme activities? This can relate to the issues they deal with (content), or the way they are being planned, funded, managed or implemented (approach).

Answer Options	Response count
	2

No.	Response text
1	n/a
2	Implementation through UNOPS is senseless and eventually more expensive, as many transactions need wider involvement of requestors and approvers from different locations.

8. When you think about the global programme's footprint in your country, what projects come to mind?

Answer options	Response count
	2

No.	Response text
1	n/a
2	Human Development Report

9. To what extent do you agree with the following statements concerning the global programme?						
Answer options	Strongly agree	Agree	Disagree	Strongly disagree	No opinion/Don't know	Response count
The global programme is well known by programme managers in my country office	0	0	1	1	1	3
The global programme is focused on issues of importance to this country's government	0	0	1	0	2	3
BDP consulted with my country office and government counterparts when designing the current global programme	0	0	2	0	1	3
My country office and government counterparts should be consulted in the design of the next global programme	0	1	1	0	1	3
The global programme addresses issues that are global and/or inter-regional in nature	0	2	0	0	1	3
The global programme is flexible enough to respond to emerging needs and opportunities	0	0	0	0	3	3
The management of the global programme has been open, transparent and accountable	0	0	0	0	3	3
BDP is best placed to manage the global programme	0	1	0	0	2	3
The global programme brings new ideas and pilots new approaches	0	1	1	0	1	3
The global programme contributes to position UNDP as a global policy leader	0	2	0	0	1	3
The global programme contributes to UNDP-wide organizational change	0	0	1	0	2	3
The global programme enabled synergies among the practice areas in UNDP	0	2	0	0	1	3
The global programme facilitated coherent knowledge management in UNDP	0	0	1	0	2	3
The global programme helped address sensitive issues (e.g. corruption, HIV/AIDS) in this country	0	0	0	1	2	3
The global programme helped promote UN values in this country (e.g. gender and human rights)	0	0	1	0	2	3
The global programme contributed to significant development results in this country	0	0	0	1	2	3

10. Please provide one or two examples of global projects or activities implemented in your country that your country office found particularly useful. Indicate the project/activity and the approximate date, and explain why you see these as particularly useful.	
Answer options	Response count
	3

No.	Response text
1	n/a
2	None.
3	Do not know

11. Please provide one or two examples of global projects or activities implemented in your country that your country office found less or not useful. Indicate the project/activity and the approximate date, and explain why you see these as less useful.	
Answer options	Response count
	3

No.	Response text
1	n/a
2	None.
3	Global Human Development Report has little value and feedback in this country, because of different priorities, development trends and sometimes methodology of calculation of main indices.

12. What recommendations would you like to offer regarding the global programme? This can relate to the issues it deals with (content), or the way it is being planned, funded, managed or implemented (approach).	
Answer options	Response count
	2

No.	Response text
1	n/a
2	Climate change with all its implications on local development could be a global issue to address, though approaches and dimensions could be different in different regions.

13. Country offices obtain outside expertise from a variety of sources to support their work on specific questions. In your office, how frequently did you use the following sources of expertise over the current programming period?

Answer options	Frequently	Occasionally	Seldom or never	Don't know	Response count
National consultants	2	1	0	0	3
International consultants	1	1	1	0	3
Advisers in the Regional Service Centre	1	2	0	0	3
Advisers in the Regional Bureau (Headquarters)	0	1	2	0	3
Advisers in BDP (Headquarters)	0	0	3	0	3
Advisers in BCPR	0	0	3	0	3
Experts from other UNDP departments/offices	0	1	2	0	3
Experts from other UN agencies	0	1	2	0	3
Experts from other development partners (e.g. development banks, bilateral agencies, NGOs)	0	2	1	0	3
Other (please specify)					0

14. Let us now consider the specific input of the Regional Service Centres in providing technical support, advice and backstopping to you and your colleagues in the country office. How satisfied is your country office with the quality of support received in the following areas?

Answer options	Very satisfied	Satisfied	Unsatisfied	Very unsatisfied	No support	Don't know	Response count
Poverty reduction & MDGs	0	3	0	0	0	0	3
Good governance	0	2	0	0	1	0	3
Environment & energy	1	1	0	0	1	0	3
Crisis prevention & recovery	0	1	0	0	1	1	3
HIV/AIDS	0	2	0	0	0	1	3
Gender equality	0	1	0	0	1	1	3
Capacity development	0	1	0	0	2	0	3
Knowledge management	1	1	0	0	1	0	3
Partnerships and donors	0	2	0	0	0	1	3
Monitoring & evaluation	0	1	0	0	2	0	3
Other (please specify)							0

15. Now think about the way in which support was provided by your Regional Service Centre. Would you say the following statements applied always, generally, sometimes or never?						
Answer options	Always	Generally	Sometimes	Rarely or never	Don't know	Response count
Advisory services were provided in a timely fashion after a request or before a deadline	1	2	0	0	0	3
Advisory services provided clear, specific guidance	0	2	1	0	0	3
The service brought technical competence not available locally	0	1	2	0	0	3
The service provided global perspectives that are useful in addressing development issues in my country	0	1	1	0	1	3
The assistance provided is mindful of the realities in my country	0	2	1	0	0	3
The service providers could operate effectively in the language(s) needed in my country	0	1	0	1	1	3

16. Please provide one or two examples of support and advisory service provided by your Regional Service Centre that your country office found particularly useful. Indicate the approximate date and the service provider, and explain why you see these services as particularly useful.	
Answer options	Response count
	2

No.	Response Text
1	Information on regional experience with ODA and East-East cooperation provided by BRC advisers in the beginning of 2012.
2	We always get practical advice, promptly and clearly, from Bratislava Regional Centre on any operational issues/questions, even the most complicated. Programme-wise the support is less noticeable, but in the energy and environment thematic area we sometimes use expertise offered by our regional centre.

17. Please provide one or two examples of support and advisory service provided by your Regional Service Centre that your country office found less or not useful. Indicate the approximate date and the service provider, and explain why you see these services as less useful.	
Answer options	Response count
	2

No.	Response text
1	n/a
2	Gender policies/practices used at a corporate and regional levels do not match national and local priorities and challenges, they are different, and thus, never meet national concerns. That is why gender practice area is one of the less useful in our context. The same with human rights and democratic governance, but the reason is different: the Government does not want to be advised in these areas, considering as interference in internal affairs.

18. What recommendations would you like to offer regarding the support and advisory services provided by the Regional Service Centre?	
Answer options	**Response count**
	2

No.	Response text
1	None
2	Russian language should be a working language in this region (RBEC), because 70% of the population uses it as native language. For local implementing partners it would be great facilitation, which raises effectiveness of the final project/programme outcomes.

19. During the current programme cycle, did your country office receive knowledge products developed by the regional programme, the Regional Service Centre and/or the global programme?		
Answer options	**Response percent**	**Response count**
Yes	100.0%	3
No	0.0%	0

If yes, which ones? To the extent possible, please indicate title, author and approximate date of the most significant products.

No.	Response text
1	Regional socio-economic analyses.
2	RHDR. 'Beyond Transition: Towards Inclusive Societies', Bratislava, 2011.
3	Guidelines on Carbon Finance Facilities.

20. Would you say the following statements applied always, generally, sometimes or never to UNDP knowledge products?						
Answer options	**Always**	**Generally**	**Sometimes**	**Rarely or never**	**Don't know**	**Response count**
UNDP knowledge products are credible and reliable	0	2	1	0	0	3
UNDP knowledge products are creative, innovative or bring a fresh perspective	0	1	2	0	0	3
UNDP knowledge products address issues that are pertinent for my country or country office	0	1	1	1	0	3
Knowledge generated at the country level is taken up in regional and/or global knowledge products	0	1	1	0	1	3
Guidelines and toolkits provided by the global and regional programmes are sufficiently practical for country-level use	0	0	2	1	0	3
UNDP knowledge products are having an impact in my country (e.g. generate dialogue; lead to further analysis; etc.)	0	0	2	1	0	3

21. Teamworks has been developed by BDP to foster knowledge sharing. Please consider the following statements and indicate your opinions.						
Answer options	Strongly agree	Agree	Disagree	Strongly disagree	No opinion/ Don't know	Response count
Teamworks is an important resource for my country office to find the information we need	0	2	0	1	0	3
Teamworks offers a significant improvement in knowledge management by UNDP	0	1	0	0	2	3
Staff in our country office often use Teamworks	0	2	1	0	0	3
When using Teamworks, we are usually successful in finding information that we can use	0	2	0	0	1	3
Teamworks is easy to use	0	2	1	0	0	3
Our country office received enough orientation and training on Teamworks	0	0	1	0	2	3
Our country office uses Teamworks to share our own experience and knowledge	0	2	1	0	0	3

22. Please provide one or two examples of global or regional knowledge products that were deemed particularly useful in your country or country office. Indicate the title, author and approximate date, and explain how they were used by the country office and by its national partners, for instance how they generated a debate, highlighted an issue, or informed decision-making.	
Answer options	Response count
	1

No.	Response text
1	n/a

23. Provide one or two examples of global or regional knowledge products that were deemed less or not useful in your country or country office. Indicate the title, author and approximate date, and explain why you see them as less useful.	
Answer options	Response count
	1

No.	Response text
1	n/a

24. What recommendations would you like to offer regarding knowledge management in UNDP?	
Answer options	Response count
	1

No.	Response text
1	None

ANNEX 8. HUMAN DEVELOPMENT INDICATORS IN ECIS REGION

	Countries		Human Development Index (HDI)		Multidimensional Poverty Index			Gender Inequality Index		
HDI rank			Value (2011)		Year		Value	Rank (2011)		Value (2011)
VERY HIGH HUMAN DEVELOPMENT										
21	Slovenia		0.884		2003		0.000	28		0.175
27	Czech Republic		0.865		2003		0.010	17		0.136
29	Greece		0.861		..		..	24		0.162
31	Cyprus		0.840		..		..	21		0.141
35	Slovakia		0.834		2003		0.000	31		0.194
36	Malta		0.832		..		..	42		0.272
38	Hungary		0.816		2003		0.016	39		0.237
39	Poland		0.813		..		..	25		0.164
40	Lithuania		0.810		..		..	29		0.192
46	Croatia		0.796		2003		0.016	27		0.170
HIGH HUMAN DEVELOPMENT										
50	Romania		0.781		..		..	55		0.333
54	Montenegro		0.771		2005		0.006	..		..
55	Bulgaria		0.771		..		..	40		0.245
59	Serbia		0.766		2005		0.003	..		..
65	Belarus		0.756		2005		0.000	..		..
66	Russian Federation		0.755		2003		0.005	59		0.338
68	Kazakhstan		0.745		2006		0.002	56		0.334
70	Albania		0.739		2009		0.005	41		0.271
74	Bosnia and Herzegovina		0.733		2006		0.003	..		..
75	Georgia		0.733		2005		0.003	73		0.418
76	Ukraine		0.729		2007		0.008	57		0.335
78	The Former Yugoslav Republic of Macedonia		0.728		2005		0.008	23		0.151
86	Armenia		0.716		2005		0.004	60		0.343

91	Azerbaijan		0.700		2006		0.021		50		0.314
92	Turkey		0.699		2003		0.028		77		0.443
MEDIUM HUMAN DEVELOPMENT											
102	Turkmenistan		0.686		..		..		..		..
111	Moldova		0.649		2005		0.007		46		0.298
115	Uzbekistan		0.641		2006		0.008		..		..
126	Kyrgyzstan		0.615		2006		0.019		66		0.370
127	Tajikistan		0.607		2005		0.068		61		0.347
HDI Groupings											
Europe and Central Asia			**0.751**								**0.311**
World			**0.682**								**0.492**

Source: Data retrieved from the UNDP, 'Human Development Report 2011. Sustainability and Equity: A Better Future for All', New York, 2011.

ANNEX 9: CLASSIFICATION OF EU-FUNDED REGIONAL PROJECTS AND REPRESENTATION OF THE CATEGORIES OF REGIONAL PROJECTS

Classification of EU-funded Regional Projects.

EU-funded regional projects are classified in four categories:

Category A and B - Projects are exclusively regional/'Real Regional Projects'
• The global and specific objectives of the projects are regional
• Success in all involved countries is necessary to the achievement of the projects
There are two possible types of regional projects:
• The programme does not include national components (**B**)
• The programme includes national components that are completely concentrated on regional objectives. (**A**)

Category C - Regional projects with national dimensions/'Hybrid Regional Projects':
This category includes a lot of different cases which spread out between types A/B and D
• Global and specific objectives are regional
• The regional projects include national components and have some national activities and results
• This type of regional projects have national and regional impacts
• The national objectives of the projects tend to prevail over the regional ones.

Category D - Regional programmes without regional dimension/'Pseudo Regional Projects':
• The projects only include national components
• The global objectives are regional but specific objectives are national. The national or local projects do not have any horizontal consistency or objectives.

Source: European Commission, Guidelines for Monitors for Regional Programmes, 2008.
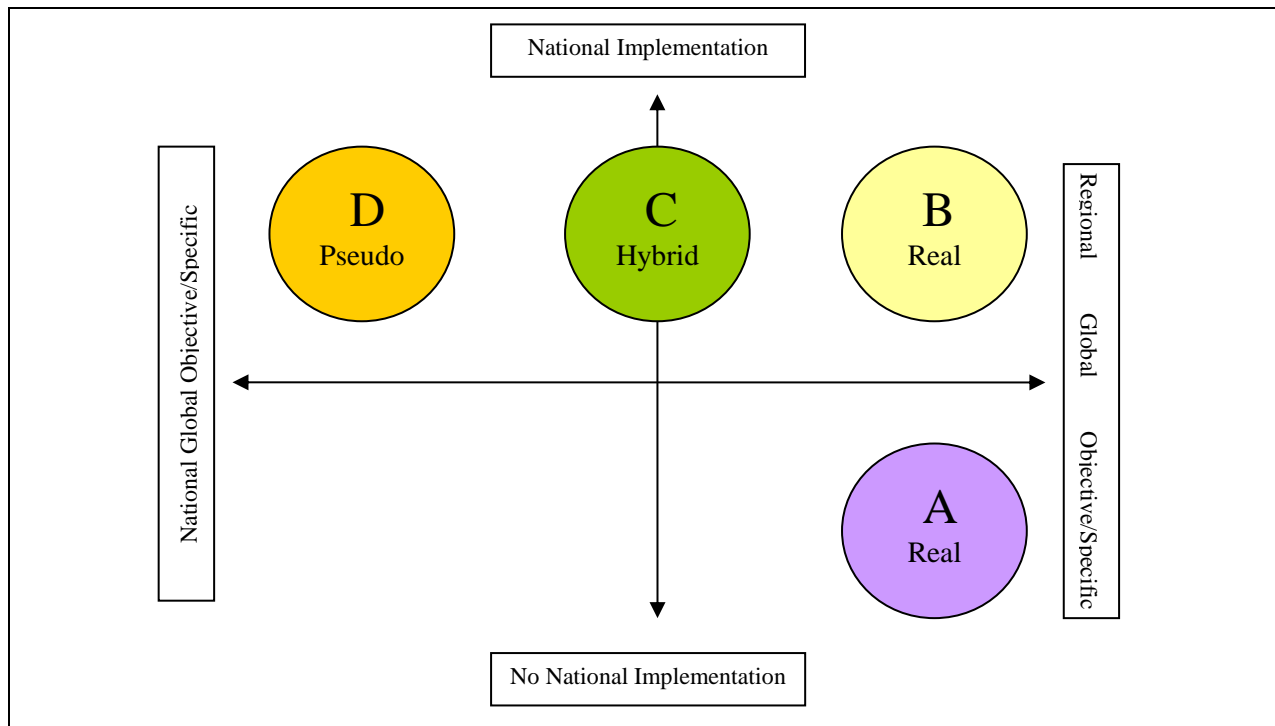
Source: European Commission, Guidelines for Monitors for Regional Programmes, 2008.

ANNEX 10. SERVICE TRACKER ANALYSIS

INTRODUCTION

Considering the importance attached to the provision of advisory services within the framework of the regional programme, an in-depth assessment of these services, as reflected in the BRC Service Tracker (called hereafter 'Tracker'), was carried out by the evaluation team.

The assessment had two main objectives:
a) To draw a comprehensive and realistic picture of the service provision in 2011 to accompany the evaluation findings; and
b) To identify challenges with the current Tracker and possible areas of improvement.

The technical aspects related to the Tracker's architecture and configurations were purposely not included in the analysis.

As agreed at the start of the evaluation, the assessment was conducted by having in view only the services delivered in 2011, which could have been retrieved through the dedicated page on the BRC intranet (http://km.undp.sk/index.cfm?event=st.advancedSearch) as available on 20 August 2012. The Service Tracker was analysed by checking the records for the period 1 January-31 December 2011. For accessing the Tracker, a general query was launched using the following parameters: Query: mode = all modes; service type = all types; service provider = all service providers; team = all teams; client = all clients; from 01.01.2011 to 31.12.2011; status = all.

Picture 1. BRC Service Tracker Search Form

During the analysis of the results produced by the queries, some inconsistencies between data have been identified when conducting cross checks (e.g. querying the Tracker, the number of days of services delivered to all clients is higher than the sum of the days delivered for each client[2]; another example is that the query for all services delivered to a country returns a total number of records different from the sum of the records for each type of service delivered[3]). Notwithstanding those inconsistencies, the data allowed the team to undertake a reliable quantitative assessment.

Relevant data and information collected during the country visits were also incorporated in this assessment. The terminology and the definitions used in the Tracker were maintained to a large extent in this report. For simplicity, the terms 'service', 'record' and 'assignment' are often used interchangeably. The number of services provided is considered equal to the number of records included in the Tracker.

1. DATA ANALYSIS

1.1. Purpose of the Service Tracker

The Tracker is an online advisory service management tool. At the moment, besides BRC, a Service Tracker is maintained by the UNDP Regional Centre in Bangkok only.

The purpose of the BRC Tracker is three-fold[4]:

- tracking tool for monitoring and reporting purposes of BRC activities (at collective and individual levels);
- knowledge resource and database related to the services provided to clients;
- historical and projection information on the demand for BRC support services.

As emphasized by BRC, the scope of the Tracker is to record how Bratislava staff has allocated their time on and report on services provided. It also shows the proportionality across the different focus activities. The Tracker is not intended to serve as a timesheet and it is not interfaced with other human resources management tools (such as the leave monitoring system).

1.2. Provision of Advisory Services

Querying the Tracker to get the total number of advisory days for all services (i.e. ongoing and completed), one can note that BRC delivered in 2011 a total of 3,912.08 person/days, of which a total of 599.25 person/days were used for the provision of multiclient services and 3,312.81 person/days were used for the delivery of services to individual clients. However, summing up the total number of days for each of the BRC clients mentioned in the Tracker, the total number is 9,820.8 person/days.

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[2] The Tracker queried on 18 August 2012 returned respectively 3912.08 days and 3880.1 days recorded in 905 records. The same query conducted on 18 November 2012 returned respectively 3884 days and 3851.3 recorded in 904 records.
[3] For example, checking the days of advisory delivered to Uzbekistan in 2011, the Tracker returned 551.9 days for 69 records. When querying for each type of service individually, the number of days was confirmed but the records were 72.
[4] Extract from the Tracker Help page: <http://km.undp.sk/index.cfm?event=st.help>.

The difference in the two figures reflects the fact that some services are so called 'multiclient services'. A multiclient service, although counted only once in the calculation of the total number of days recorded, is counted in its full value for each of the clients assisted and not pro quota. These services include for example multilateral negotiations for the benefit of multiple clients, activities which have an impact to multiple countries at once, workshop/training services provided to multiple country offices at once. Due to the nature of most multiclient services, they cannot be always accounted to individual clients on a pro-quota basis.

Most of the services recorded in the Tracker were delivered to 15-20 countries or more, with some of them being time intensive. For example, the 'Services Preparation of BCPR portfolio for BCPR prioritization discussions', duration 60 days, and 'Vetted roster – update 2011', duration 47 days, were both delivered to 26 countries.

As a result, although multiclient services account for some 16 percent of the total number of days, their full calculation to all clients brings a 2.5 increase of the total number of days. In order to ensure a thorough view on the use of advisory services, the service reporting should be broken down per client taking into account this aspect.

As it is deemed key to assessing the distribution of days by country in a way that allows more appropriate estimation of demand, the analysis by the evaluation team as conducted by excluding the 'multiclient' services provided, except for the circumstances when a case needed to be highlighted.

1.3. Distribution of Advisory Services by Client

Advisory services were delivered to a large number of clients: all UNDP country offices in the ECIS region, RBEC headquarters, BDP, BCPR as well as other UN agencies. The largest number of days allocated to a single client went to Uzbekistan, which received 262.4 days, with BDP being the second largest client. A comparison of data for BDP in Table 1 and in Table 2 shows clearly the influence of including multiclient services in the calculation of days.

Table 1 confirms that BRC significantly serviced more its clients based in Central Asia (24 percent) than in other subregions – Western Balkans & Turkey (14.7 percent), Western CIS and Russian Federation (11.8 percent), and the Caucasus (9.6 percent).

Table 1 also illustrates other five important findings:

1) BRC is servicing a large number of clients (47 clients are recorded in the Tracker), which includes UNDP country offices from ECIS region and outside the boundaries of the region;

2) A number of UNDP country offices from ECIS region receive support from BRC in the form of multiclient services – for several of them this form of service delivery accounts for most if not the totality of the services provided. The support that is provided by BRC to a number of country offices receive (most if not almost all) support from BRC in the framework of multiclient services (see for comparison the data for new EU Member States – such as Bulgaria, Latvia, Lithuania, Romania, etc. -- under Tables 1 and 2);

3) Some 8 percent of the services are offered to unclearly defined clients –'other clients' and 'local governments'; the lack or quickly/easily traceable information about these clients is a limitation of the Tracker;

4) The EU is not among BRC clients – no services have been delivered to it; and

5) The emergence of UNDP Arab States as clients (the data for 2010 and 2012, where BRC used respectively some 36 and 134 person/days clearly confirmed such trend).

Table 1. Distribution of Advisory Days (no multiclient) per client
(person/days & % of total)

Client	Person/days	%	Client	Person/days	%
UNDP Uzbekistan	262.4	8.0	UNDP Azerbaijan	37.6	1.1
BDP	250.5	7.7	UNDP Croatia	31.4	1.0
UNDP Tajikistan	195,7	6.0	UNDP FYR of Macedonia	31.1	1.0
UNDP Moldova	157.1	4.8	UNDP Asia/Pacific	29.9	0.9
UNDP Ukraine	151.8	4.6	UNDP Serbia	27.8	0.9
Other clients	150.5	4.6	UNDP Belarus	25.6	0.8
UNDP Kazakhstan	149.8	4.6	UNDP Romania	24.6	0.8
UNDP Armenia	143.7	4.4	BoM	22.6	0.7
UNDP Georgia	130.9	4.0	UNCT	22.0	0.7
Community of Practice	126.0	3.9	UNDP Albania	15.5	0.5
UNDP Turkey	125.5	3.8	Partnership Bureau	12.9	0.4
UNDP Kosovo	124.8	3.8	UNFPA	10.0	0.3
UNDP Arab States	118.9	3.6	Office of Communication	8.9	0.3
BCPR	111.6	3.4	UNDP Latin America	5.5	0.2
RBEC HQ	110.1	3.4	UNDP Poland	5.4	0.2
Local Governments	100.4	3.1	UNAIDS	4.6	0.1
UNDP Kyrgyzstan	98.2	3.0	UNECE	4.5	0.1
UNDP Montenegro	93.8	2.9	WHO	4.0	0.1
UNDP Turkmenistan	78.5	2.4	Oslo Governance	3.5	0.1
BRC Country Support	56.5	1.7	HDRO	3.0	0.1
UNDP Cyprus	53.5	1.6	UN/UNDP EU Brussels	1.0	0.0
UNDP Russia	50.5	1.5	UNDP Lithuania	0.8	0.0
UNDP Geneva	50.0	1.5	UNDP Bulgaria	0.5	0.0
UNDP BiH	46.8	1.4	UNDP Latvia	0.0	0.0

Source: Service Tracker, elaboration of 2011 data

Table 2. Distribution of Advisory Days (with multiclient) per client
(person/days & % of total)

Client	Person/days	%	Client	Person/days	%
UNDP Tajikistan	573.4	5.8	UNDP Bulgaria	131.0	1.3
UNDP Uzbekistan	551.9	5.6	Community of Practice	126.0	1.3
UNDP Kosovo	501.4	5.1	UNDP Poland	124.9	1.3
UNDP Kazakhstan	491.3	5.0	UNDP Latvia	122.5	1.2
UNDP Kyrgyzstan	450.9	4.6	UNDP Lithuania	121.3	1.2
UNDP Montenegro	445.0	4.5	UNDP Arab States	118.9	1.2
UNDP Turkey	412.0	4.2	BCPR	111.6	1.1
UNDP Moldova	407.6	4.2	Local governments	100.4	1.0
UNDP FYR of Macedonia	394.6	4.0	UNDP Russia	83.5	0.9
UNDP Armenia	393.4	4.0	BRC Country Support	56.5	0.6
UNDP Ukraine	388.3	4.0	UNDP Geneva	50.0	0.5
UNDP BiH	386.3	3.9	UNDP Asia/Pacific	29.9	0.3
UNDP Albania	367.0	3.7	BoM	22.6	0.2
UNDP Croatia	358.1	3.6	UNCT	22.0	0.2
UNDP Georgia	354.4	3.6	Partnership Bureau	12.9	0.1
UNDP Turkmenistan	315.0	3.2	UNFPA	10	0.1
UNDP Serbia	314.8	3.2	Office of Communication	8.9	0.1
BDP	266.5	2.7	UNDP Latin America	5.5	0.1
UNDP Cyprus	254.0	2.6	UN/UNDP EU Brussels	5.0	0.1
UNDP Belarus	244.1	2.5	UNAIDS	4.6	0.0
UNDP Azerbaijan	222.1	2.3	UNECE	4.5	0.0
RBEC HQ	151.1	1.5	WHO	4.0	0.0
Other clients	150.5	1.5	Oslo Governance	3.5	0.0
UNDP Romania	144.1	1.5	HDRO	3	0.0

Source: Service Tracker, elaboration of 2011 data

Figure 1 presents the top ten 'known' clients of the advisory services provided by BRC in 2011.

**Figure 1. Top Ten Beneficiary Offices of BRC Advisory Services in 2011, based on person/days delivered individually
(data exclude 'Other clients' and 'Community of Practice")**
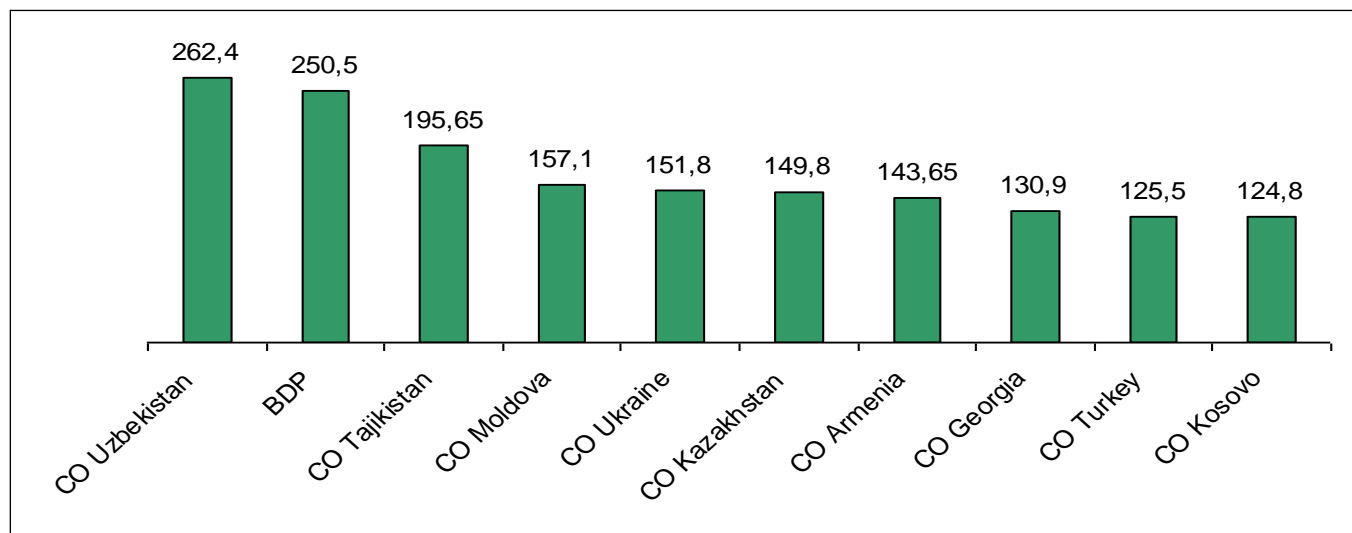
Source: Service Tracker, elaboration of 2011 data.

1.4. Geographical Distribution of the Advisory Services

The distribution of advisory days across country offices in the ECIS region shows with more clarity that the focus of BRC services was primarily on Central Asia in 2011 (see Figure 2).

Figure 2. Relative Distribution of the Advisory Services Among ECIS Countries
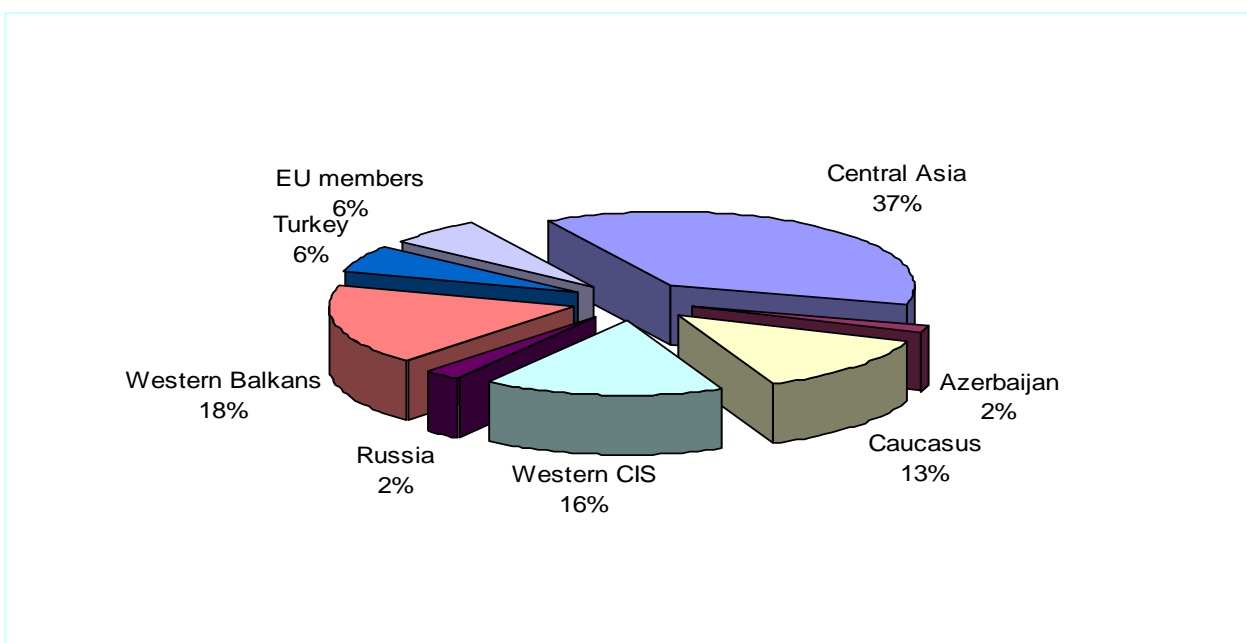
Source: Service Tracker, elaboration of 2011 data

1.5. Use of Advisory Services among BRC Practices/Teams

All BRC practices and teams were involved in the provision of advisory services. The distribution of advisory services provided per team shows that the poverty reduction practice was the most active (27 percent), followed by the democratic governance practice (16 percent) and the crisis prevention and recovery team (15 percent).

Figure 3. Distribution of Advisory Services Among BRC Practices/Teams
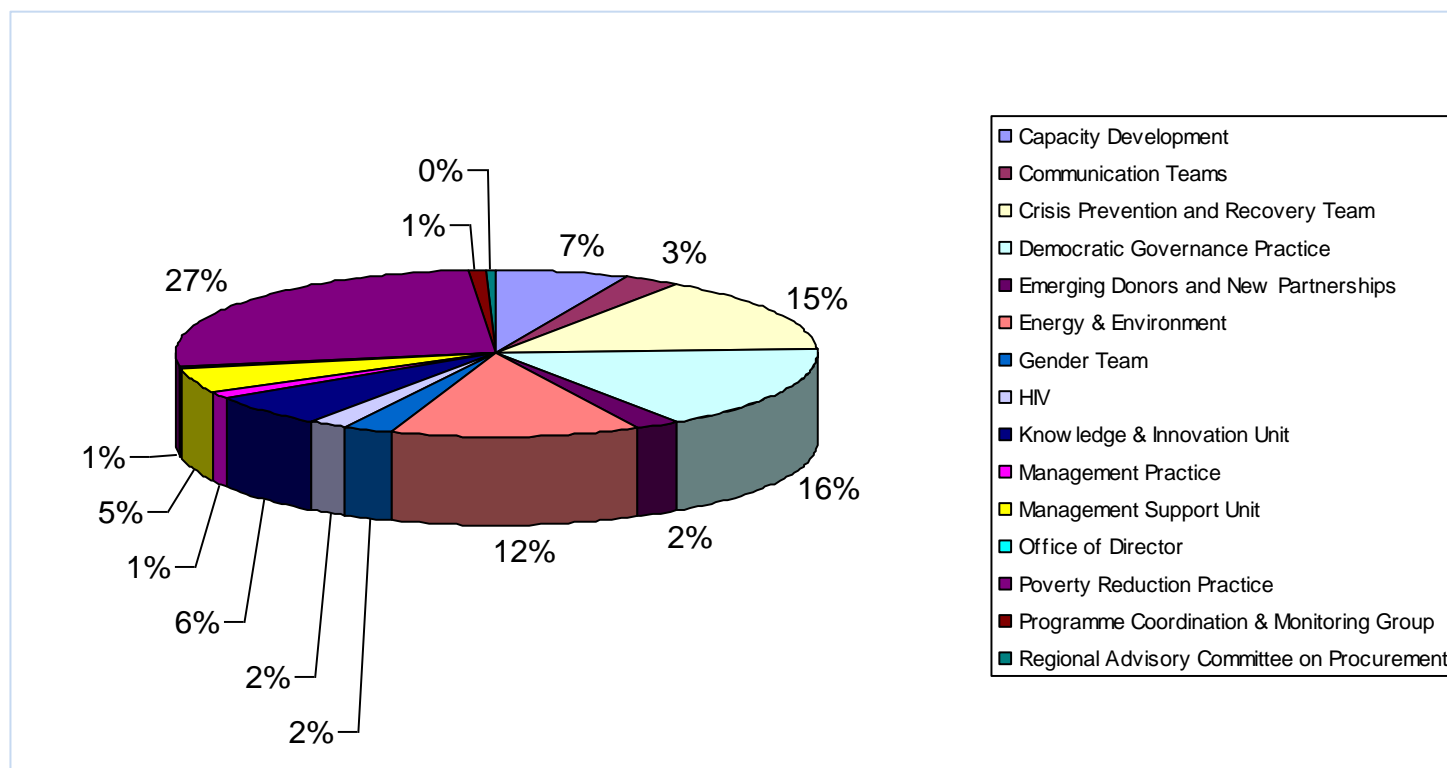
Source: Service Tracker, elaboration of 2011 data.

1.6. Types and Delivery Mode of Services Provided

The Tracker currently registers 10 types of advisory services. The most common services provided are policy advice, followed by support to programming strategy, workshop/training and community services (see Figure 4).

The types of services to be recorded in the tracker are defined in the help page of the tracker. As each service has been classified by the staff directly, differences in interpretation of the type of services provided during an assignment could affect the data stored. This could result in having two distinct assignments, delivering similar type of assistance but are recorded in the Tracker as the two different types of service. This fact has obvious consequences for conducting an analysis on the data stored, inflating the possibility of errors, and also limiting the possibility of retrieving valuable data through queries.

Figure 4. Distribution of Advisory Days According to Service Type
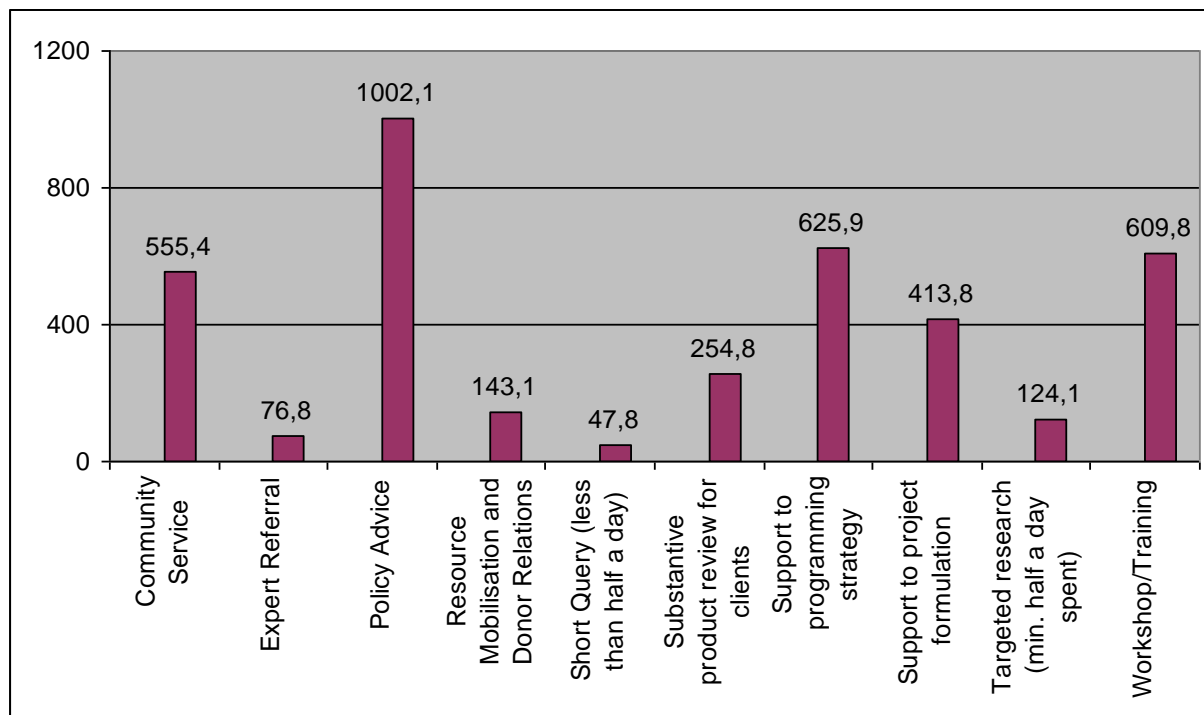
Source: Service Tracker, elaboration of 2011 data.

BRC services are grouped in two delivery modalities: desk and mission. Desk services are delivered from Bratislava. Generally the desk assignments are shorter in duration than the missions. In 2011, the advisory days were distributed as indicated in Table 3.

Table 3. Distribution of Services According to Delivery Modality

Delivery modality	Number of services	Number of person/days
Desk	615 (68%)	1819.07 (47%)
Mission	290 (32%)	2093.00 (54%)
Total	**905 (100%)**	**3912.08 (100%)**

Source: Service Tracker, elaboration of 2011 data.

According to the number of services, the ratio Desk/Mission is about 2:1 (see Figure 5).

Figure 5. Distribution of Services According to Delivery Modality

32%

68%
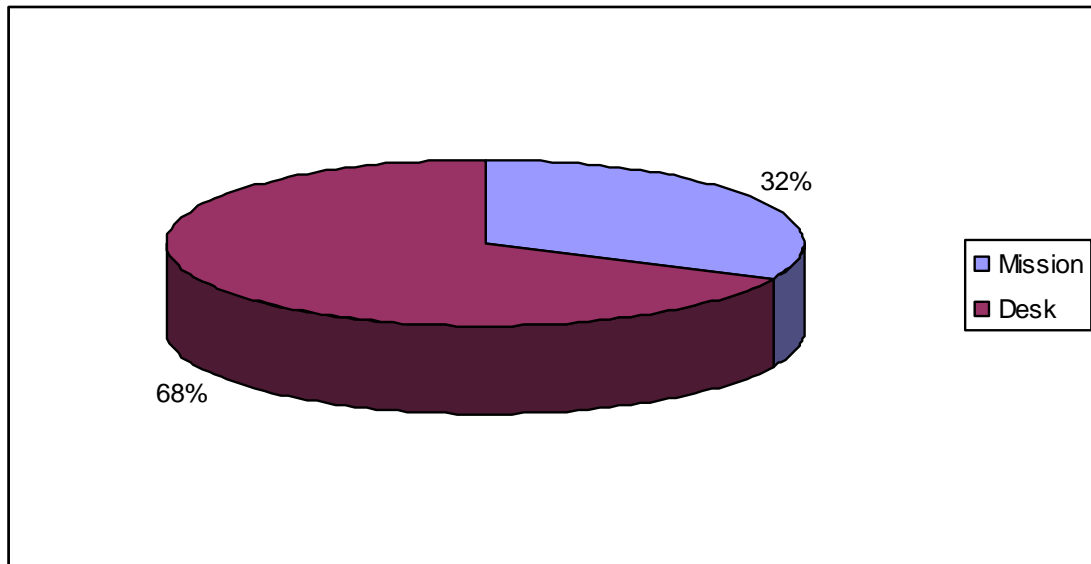
Mission
Desk

Source: Service Tracker, elaboration of 2011 data.

However, taking in consideration the human resources inputs allocated for the services, it can be seen that the desk/mission ratio changes, with mission services slightly better represented than desk ones (see Figure 6).

Figure 6. Distribution of Advisory Days According to Delivery Modality

47%

53%

Mission
Desk
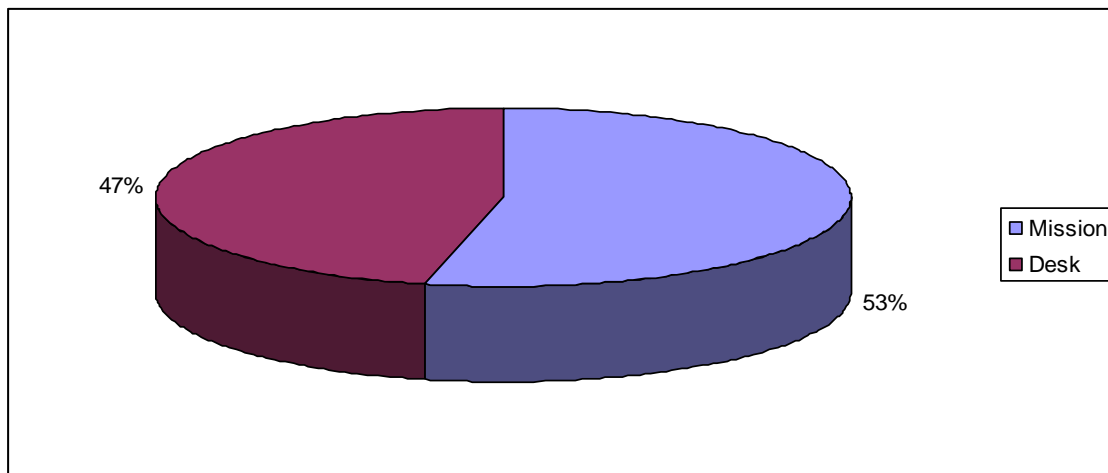
Source: Service Tracker, elaboration of 2011 data.

The difference in human resources inputs in each assignment between the two modalities can be easily seen looking at the average length of the services according to modality (see Table 4). Understandably, missions have a longer duration than desk assignments. This entails the need to ensure good planning of the assignments to allow for promptly servicing requests, possibly avoiding the queuing of requests by country offices. The length of the mission should also take into account the need to apply the travel equalization scheme – for example, short mission to countries closer to BRC (as those in the Balkans) could prove expensive due to high incidence

per day of the scheme and should be maybe avoided and/or thoroughly agreed with country offices.

Table 4. Average Duration of the Services

Deliver Modality	Average length of the service (days)
Desk	3.0
Mission	7.2
Total	**4.3**

Source: Service Tracker, elaboration of 2011 data.

1.7. Use of Tracker and Use of Experts for Services

The Tracker is not uniformly used by BRC advisers. Both the quality of the information registered in the Tracker and the number of records submitted varies significantly among them.

The Tracker records that in 2011, 73 staff were involved in the service delivery. The data recorded show that 17 staff, or service providers (23 percent of the total), have records for a total of less than 10 days/year each. Contrary to that, 10 service providers (14 percent) recorded services for more than 120 days/year each[5]. The percentages and the range of values presented by service providers portray a scenario rather different and less uniform as one could have expected. The differences in data (and possible explanations for these differences) show that either the use of staff in servicing clients is mostly concentrated on few individuals, or that few are reporting accurately on the work done, or both aspects are concurring to the situation.

Figure 7. Distribution of Days per Service Provider in 2011 (as recorded in the Tracker)
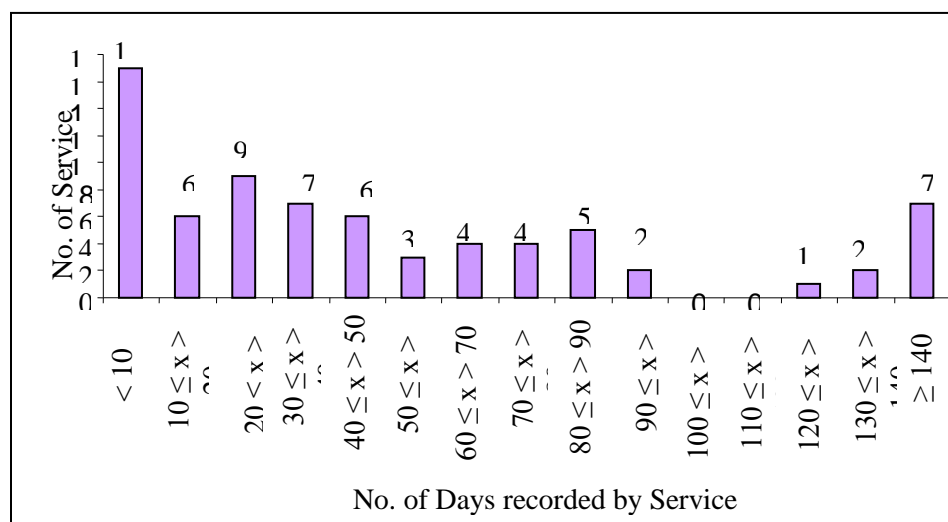
Source: Service Tracker, elaboration of 2011 data.

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[5] Notably, the Tracker records that one provider delivered in 2011, 283 man/days of services. This is due to a flaw in the design of the database and specifically in the way the days of missions that stretch over rather long period of times are are counted and registered.

2. AREAS FOR IMPROVEMENT

Based on the examination of consistency in the Tracker, several areas of improvement have been identified for consideration, in order to ensure that the Tracker services its intended purposes.
The assessment of the Tracker consistency/areas for improvement has been conducted running similar queries, though changing some parameters so as to obtain a series of baseline information for cross-checking.

In order to use effectively the Tracker, enabling it to operate according to its purposes and to provide consistent answers to queries, some aspects have to be addressed.

2.1. Knowledge resource repository and monitoring functions

As currently structured and used, the Tracker has not been able to maximize its potential as a repository of knowledge resources, which would also allow a thorough monitoring of the services delivered. The three key aspects that should be addressed are: a) service taxonomy, b) quality/quantity of the information contained, and c) service registration and identification.

a) The taxonomy of the services and their use by some of the staff has not yet been fully optimized, limiting the efficiency of queries run using keywords. Different types of service categories have not been consistently used by some BRC staff, hampering the possibility of performing various useful analyses. An aspect of taxonomy that should also be considered is the clear association of an advisory service to a specific outcome/output (when relevant).

b) In order to serve as one of the primary sources of information consulted by UNDP staff, the Tracker should contain any documents and material relevant for each service provided. At the time of this analysis, there were several records in the Tracker that had no supplemental information, such as attachments, which would provide evidence for the service delivery. Often the only documents attached were the ToR, quite seldom a back-to-office report and even less frequent the tangible outputs or deliverables. In some cases, records of long assignments (more than 10 days) included neither attachments/links nor feedback from clients.

c) Each service has unique Service ID assigned for their identification and reference. Service ID is being assigned on service record creation, numbering is sequential and uniquely identifies individual service records in database and the system. However, this number is not indicated in the form used for querying the system and external users of the tracker are not aware that such number exists.

Expanding the use of this service ID would facilitate the retrieval of information on service delivered (avoiding the use of criteria less precise such as taxonomy of service or practice involved) facilitating ex post quality assurance and monitoring. The requests for services are rarely recorded when received. Mostly, advisory services are recorded two-three weeks after their delivery (as shown by the records of the Trackers accessed for this analysis).

2.2 Feedback from Clients

The Tracker foresaw the possibility for clients to provide their feedback on services received. As shown by records analysed in the Tracker, only a limited number of clients used the opportunity to provide their feedback, mostly without a specific format for reporting or using defined criteria. The vast majority of the records for 2011 did not contain any client feedback. Out of the total number of records (905) registered for 2011, a sample of 380 records (42 percent) were analysed to check the

client feedback. This sample included 149 records of advisory services delivered as missions and 231 records of Desk assignments.

Table 5. Feedback from Clients

	No. of Records	No. of Feedback	Percentage
Mission	149	30	20.0%
Desk	231	18	7.8%
Total	**380**	**48**	**12.7%**

Source: Service Tracker, 2011 data.

As specified by BRC, clients' feedback was requested only for missions. However, some clients still assessed the quality of the support received through desk services.

Although it is somewhat expected that desk-related work of a shorter duration may not have had received client feedback, even for the mission-related work of a longer duration, feedback did not seem to have been provided in many cases.

A limited number of records contained some type of feedback from clients, but their reporting format was not standardized and the reported content sometimes did not correspond to what was really expected from clients. In most cases, the feedback was provided in the form of a text of an e-mail pasted in the corresponding cell. Such feedback has limited value as it was often a note of appreciation for the efforts made by BRC staff and usually there was no indication of how concretely the advisory services made the difference.

However, later in 2011 the modality for providing the feedback was improved by introducing criteria for rating the services delivered as 'mission'. A qualitative check of records of advisory services provided in 2012 confirms that more attention has been paid to collecting feedback from clients. An increasing number of records contain feedback that details the support delivered and even further, commenting on the impact of the mission.

The feedback for each mission now contains: a) an overall rating; b) quality rating, to be rated against 4 subcriteria (quality, timeliness, level of preparedness of advisor, ability to help clients to address next steps); c) mission impact; and d) survey comments. Under the criteria quality rating, a scale from 0 to 100 is used, which should allow a more accurate rating (previously, the scale was from 0 to 5, with the level of satisfaction awarded 4.8 in 2008-2009).

The analysis of the feedback in the Tracker, together with the information/indications collected during the field visits, clearly showed that the improvements to be introduced should enable the future feedback to be:
- Focused – to enable a thorough assessment of the quality of the support
- Processable – using standardized wording/figures to allow more accurate quantitative analysis
- Depersonalized/ anonymous – to encourage submission of any feedback, either negative or positive
- Compulsory – to allow comprehensive and systematic analyses of the data collected

2.3 Methodological challenges

Some methodological challenges were identified during the analysis of the Service Tracker.

Individual services provided to more than one client – labelled as *multiclient* – are added as a whole to each client and not pro quota. This results in having significant differences between the sum of the days provided to each client and the total summing the days allocated by each service provider. The skewing effect of such counting methodology is particularly clear in case of the countries that are not using standard advisory services. For example, in 2011, UNDP Latvia reportedly received a total 122.5 person/days of assistance as multiclient support for services delivered to all 26 ECIS countries. If calculated evenly per country, this support would have been equivalent to 4.7 person/days per country. This number would be more appropriate to reflect the content of the specific support given to Latvia, as it is also likely that the office did not 'perceive' the direct benefits of such support. The same effect is significant in country offices that benefit from more advisory services as the benefits from multiclient services are not perceived to the same extent as the direct support.

As previously mentioned, attributing days pro quota is neither always feasible nor sometimes methodologically appropriate. For this reason, whenever possible, service reporting should be broken down per client. The possibility of considering reporting using a new category specifically for multi-country services, and treating separately at data-entry level services rendered to country offices and those covering the whole region should be considered.

Another challenge is that the days of services provided are not accounted for according to the exact moment of delivery of such services. When querying the Tracker, assignments extended over a long period of time are calculated in full even for fractions of the period of delivery – an assignment of 50 days that starts on 1 December 2012 and ends on 31 January 2013 will not be counted as having 25 days delivered in 2012 and 25 in 2013, but it will be counted as 50 days in a query that has a time-frame covering both the starting date and the ending date of the assignment.

2.4 Format of and Information Filled in the Records

Records are often filled in after the assignment has started. The format of the record does not contain 'fields' where key information such as the estimated time-frame for delivery, the estimated days required for the assignment could be indicated. The lack of such data would not allow the analysis of the efficiency of BRC advisers in undertaking an assignment. Moreover, from the country visits and from the records consulted, it is clear that the process of recording the information in the Tracker is conducted by BRC staff only (mostly by the advisers). On the one hand this practice limits the process of endorsing the content of the information related to the advisory assignment by the country offices, with potential negative effects on the accuracy of the information about impact and client satisfaction. On the other hand, having the advisers to record the data in the Tracker instead than delegating this task to support staff affects the efficiency of BRC, as valuable advisers' time is used for administrative tasks.

3. CONCLUSIONS

The Tracker is a powerful tool and BRC should be commended for having introduced it and promoted its use among BRC staff and other UNDP country offices. However, as currently used and structured, the Tracker has not enabled the BRC management to benefit from it to the full extent of its potential and to take full stock of the information it can convey.

Improvements to its structure, accompanied by adequate awareness raising to BRC staff and UNDP country offices of its advantages connected to its use, should be considered for the future.

ANNEX 11. KNOWLEDGE PRODUCTS, PUBLICATIONS AND SOCIAL MEDIA PLATFORMS

2012 (January-September)

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Schmitt Degenhardt, Stephan, with contributions from Ben Slay, Nick Maddock and Joern Rieken, 'Private Sector Brief II - Microcredit: A Suitable Instrument for Poverty Reduction?' UNDP Bratislava Regional Centre, September 2012, available at <http://europeandcis.undp.org/publications/>.

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Social media platforms

Website: <http://europeandcis.undp.org/>
Blog 'Voices from Eurasia': <http://europeandcis.undp.org/blog/>
LinkedIn http://www.linkedin.com/groups/Development-in-Europe-Central-Asia-4118977
Twitter UNDP Europe CIS: <https://twitter.com/UNDP_Europe_CIS>
Facebook UNDP RBEC: <http://www.facebook.com/UNDPinEuropeandCIS>
ISSUU: <http://issuu.com/undp_in_europe_cis>
Podcast: <http://feed://feeds.feedburner.com/UndpEuropeAndCisPodcast>
RSS: <http://feed://feeds.feedburner.com/UndpEuropeCisArticles>
Teamworks: <http://www.unteamworks.org/>

ANNEX 12. OUTCOME INDICATORS AND STATUS

All the tables have been prepared with data contained in the RBEC ROAR 2011.

Table 1. Outcome Indicators of Outcome 1 and Current Status

Outcome Indicator	Baseline as per RPD	Target as per RPD	Latest Achievement, Year of Data	Indicator Status
1. Number of legal and regulatory frameworks that address climate change challenges	10 in countries with climate change mitigation, adaptation and regional programme portfolio	At least one legal activity in all countries with an active climate change mitigation and adaptation portfolio	A new law on renewable energy in Montenegro and new minimum energy performance standards (MEPS) for Public Buildings in Croatia were developed. 2011	Some progress
2. Tonnes of CO2 equivalent emission reduced at the regional level	180,000 tonnes CO2 equivalent per annum	200,000 tonnes CO2 equivalent per annum	No data available as there has not been independent verification. 2011	No change
3. Amount of funds mobilized by BRC from GEF, carbon finance and adaptation funds for governments and private sector in RBEC	US$ 30 million	US$ 50 million	US$ 97 million 2011	Significant progress
4. Extent of which in environment programming contribution to reducing gender inequalities can be shown	No baseline is available (currently no measure available)	At least 50% of programming interventions can show extent of gender mainstreaming	No baseline is available, as it will be set during Integrated Work Plan 2012 preparation. 2011	No change

Table 2. Outcome Indicators of Outcome 2 and Current Status

Outcome Indicator	Baseline as per RPD	Target as per RPD	Latest Achievement, Year of Data	Indicator Status
1. Number of legal and regulatory frameworks that address the sustainable conservation and management of ecosystems and natural resources	14 in sectors such as agriculture, forestry, fishery, water, environment	20 – to cover at least one intervention in each country where UNDP has an active portfolio in ecosystems and natural resource management	Frameworks in ECIS: 16 – biodiversity incl. forestry, 2 water and 2 environment. 2011	Significant progress
2. Number of interventions resulting in integration (mainstreaming) of sustainable management of ecosystems and natural resources into countries' socio-economic development frameworks	16 projects in biodiversity, sustainable land management and water; + 4 strategic environmental assessment interventions	30 projects/interventions in biodiversity and Sustainable land management and water; +2 country interventions in poverty and environment	Interventions in ECIS region: 24 – biodiversity, 10 – transboundary waters and Integrated Water Resource Management, 1 – intl. waters learning. 2011	Significant progress
3. Number of hectares under improved conservation management in protected areas or productive landscape	65 million ha – 12 million under protected areas and 53 million in productive landscapes	100 million ha – 14 million under protected areas and 82 under productive landscapes	51,378,437 ha under protected areas and 55,603,098 ha of productive landscapes. 2011	Some progress
4. Amount of funds mobilized by BRC from GEF, bilaterals and other funds for governments and private sector in RBEC	US$ 30 million (GEF, bilaterals)	US$ 45 million (GEF, bilaterals, new environmental finance)	US$ 35.5 + million of new (GEF -5) resources in ecosystems portfolio, 19.5 million waiting for GEF-5 pipeline entry, 4.5 millions Euro EU funding. 2011	Some progress
5. Number of transboundary mechanisms for natural resource management established with the support of the projects or supported by the projects	5 (Danube, Black Sea, Dnipro, Tisza, Caspian, Carpathians)	11 – additional six over the baseline (Dinaric Karst, Drini, Kura-Aras and three in Central Asia)	Additional 2 transboundary mechanisms in biodiversity (KAZ+RU), 5 in water (Dinaric Karst, Kura - Aras – TDA/SAP and Central Asia - IWRM programme	Some progress

Table 3. Outcome Indicators of Outcome 3 and Current Status				
Outcome Indicator	**Baseline as per RPD**	**Target as per RPD**	**Latest Achievement, Year of Data**	**Indicator Status**
1. Number of countries with policies/poverty reduction strategy papers reflecting evidence-based and inclusive analysis and monitoring framework	7	At least 10, out of which at least 3 countries with HIV fully mainstreamed in poverty reduction programmes	3 (2011)	Some progress
2. Number of NHDRs/RHDRs shortlisted for the Human Development Award	2	At least 5	1 (2009)	No progress
3. Number of countries with national development strategies incorporating MDGs and based on and supported by statistical databases	Only a few countries include MDGs in poverty reduction strategies or national development strategies	At least 5 countries incorporate MDGs in national development strategies	10 (2011)	Significant progress
4. Extent of change in trade volume in selected regions	Low trade intensity in selected regions	Increased trade intensity in selected regions	Modest increase in the trade volume from local producers in international markets (2011)	Some progress
5. Number of private-sector-based initiatives explicitly addressing poverty, inclusiveness, sustainability or inequality issues	Negligible number of initiatives	At least 100 new UNDP-facilitated initiatives in at least 5 countries	14 in 10 countries (2011)	Some progress
6. Number of countries where the enabling environment for the development/engagement of the private sector or civil society is enhanced	In most countries, inadequate enabling environment, and low sustainability of civil society organizations	Enabling environment improved in 7 countries	Enabling environment on civil society improved in 7 countries (2011)	Significant progress
7. Extent of gender-based segregation in the labour market	Women tend to dominate service sector primarily, however men are represented across all sectors more evenly. In industry, men are represented with almost twice stronger presence than women. Ratio of estimated female to male earned income varies from 70 % to 28%	Employment-generation initiatives include more equitable distribution of opportunities between women and men in at least 5 countries	2 countries	Some progress
8. Extent to which rights of people living with or affected by HIV are effectively protected and monitored according to international standards	Based on the last RHDR on AIDS – 'The Human Cost of Social Exclusion', the situation is that all RBEC countries have human rights frameworks in place with significant issues related to implementation	By 2013, at least 3 selected countries have strengthened human rights monitoring mechanisms and policy frameworks vis-à-vis HIV/AIDS	3 countries: Belarus, Ukraine, Moldova (2011)	Significant progress
9. Extent to which people living with HIV and civil society representatives are engaged in the development and implementation of HIV responses	People living with HIV and civil society engage in the HIV response in most countries of the region	By 2013 at least 4 civil society organizations (mainly in Western CIS and Central Asia) are actively engaged in the development and implementation of HIV responses	20 organizations in at least 10 countries (2011)	Significant progress

Table 4. Outcome Indicators of Outcome 4 and Current Status				
Outcome Indicator	**Baseline as per RPD**	**Target as per RPD**	**Latest Achievement, Year of Data**	**Indicator Status**
1. Number of interventions that use the territorial-approach methodology	Territorial approach is not fully defined, common methodology does not exist and not applied *Modified Baseline in RBEC ROAR: The territorial approach is not fully defined, common methodology does not exist and not applied*	Territorial approach methodology developed and applied in at least 5 interventions	1 (pilot on using inter-municipal cooperation for energy management in FYR of Macedonia), 2011	Some progress
2. Number of regional, local and area-based development interventions that integrate good governance/climate change elements	17 area-based development interventions with limited integration of climate change elements	At least 17 area-based interventions started to scale up with good governance/climate change elements	No data	Some progress
3. Extent of which in local development programming contribution to reducing gender inequalities can be shown	No baseline is available (currently no measure available)	At least 50% of programming interventions can show extent of gender mainstreaming	N/A: baseline to be set in preparation for IWP 2012.	No change

Table 5. Outcome Indicators of Outcome 5 and Current Status				
Outcome Indicator	**Baseline as per RPD**	**Target as per RPD**	**Latest Achievement, Year of Data**	**Indicator Status**
1. Government Accountability score (from Global Integrity Report)	17 countries in ECIS assessed in 2008, scores from 83 (Bulgaria) to 47 (Azerbaijan, Serbia); 10 countries below 60	All surveyed countries in the region score above 60 (of 100) on Government Accountability	No data for 2011	No change
2. Government Effectiveness Index	2010 data (in 2008, 20 countries in the region had an average index of -0.4, ranging from -1.16 in Turkmenistan to 0.52 in Croatia)	0.2 increase in the average index for the region	No data for 2011	No change
3. Level of compliance with obligations under the United Nations Convention against Corruption, as assessed through the Convention's monitoring mechanism and other indicators (e.g., Global Integrity Index)	All countries in the region have ratified Convention, but few have developed institutional mechanisms for implementation. Global Integrity Index ranges from 88 out of 100 (Poland) to 56 (Montenegro) of 17 ECIS countries surveyed in 2008	Selected countries have established functional institutional arrangements for corruption prevention	No data for 2011	No change
4. Extent to which national mechanisms for gender equality are integrated into governance structures and policy formulation/implementation (based on information from country offices, GFPs, CEDAW reports, other documents)	Mechanisms for gender equality have been established in a number of countries in the region, but are often not integrated in existing governance structures and processes of policy formulation/implementation	At least 5 policies or legislative initiatives which address gender inequality	5 (Montenegro – gender electoral law (on quotas) Kosovo, Ukraine, Albania – gender-based violence law Georgia – gender equality law Kyrgyzstan – draft law on the age of marriage), 2011	Significant progress

Table 6. Outcome Indicators of Outcome 6 and Current Status				
Outcome Indicator	**Baseline as per RPD**	**Target as per RPD**	**Latest Achievement, Year of Data**	**Indicator Status**
1. Extent to which state-building approaches are integrated into UNDP and UN post-conflict strategies	Concepts of conflict-sensitive governance and state building are not clearly articulated in policy and knowledge products	At least one pilot country (Armenia) has developed a post-conflict state-building strategy	Rule of Law, Human rights, and Access to Justice Agenda has increasingly been seen as an integrated part of state building and conflict sensitive governance. 2011	Some progress
2. Extent to which high-risk countries address climate-related risks successfully through the implementation of integrated Climate Risk Management programmes	Isolated climate change adaptation and disaster risk reduction initiatives in a number of countries that are unintegrated, non-mainstreamed, and often unfocused.	At least 5 interventions (Western Balkans, Central Asia) with integrated CRM programmes.	No new data, 2011	No change
3. Extent (legislation and fulfilment of mandate) to which NHRIs in target countries are complying with Paris Principles	7 NHRIs in the region have A status	At least 6 more institutions are equipped to better fulfil this mandate	NHRIs from Western Balkans/ Southeast countries are better equipped to fulfil this mandate; A strategy for Central Asian NHRIs is in progress (in line with the agreed UPR Recommendations, 2011	Some progress
4. Number of countries supported in the design of legislation or policies that explicitly aim to reduce gender-based violence.	11 countries with legislation aiming to reduce gender-based violence	At least 3 countries supported in the design of legislation/policies on gender-based violence.	New gender-based violence law or amendments were adopted in Kosovo, Ukraine and Albania, 2011	Significant progress

Table 7. Outcome Indicators of Outcome 7 and Current Status				
Outcome Indicator	**Baseline as per RPD**	**Target as per RPD**	**Latest Achievement, Year of Data**	**Indicator Status**
1. Number of development cooperation partnerships and capacity development initiatives with non-OECD/ DAC donors facilitated	3 trust funds operational	Maintain 3 trust funds operational and explore 2 new partnership initiatives	Trust funds operational. 2011	Some progress
2. Number of countries supported with knowledge-sharing initiatives	Most countries of the region supported on an on-demand basis	All countries in the region supported and have access to regional experience and expertise	15 countries Supported. 2011	Some progress

ANNEX 13. EVALUABILITY OF OUTCOME 3

The evaluability of results achieved in the outcome 3 area is hampered by several flaws in the selection and formulation of indicators in the Results and Resource Framework of the Regional Programme Document, as follows:

1. Indicators do not explicitly capture the excellent results scored by the regional programme in the area of vulnerable groups (e.g. Roma) and human development literacy.

2. There are indicators which are either not relevant for outcome 3 or beyond the control of UNDP; still, progress is self-assessed in ROAR as 'none', respectively 'some', which do not give justice to the work and very good results obtained by the regional programme in the area of promoting human development and pro-poor trade reforms:

   - indicator 2 ("Number of NHDRs/RHDRs shortlisted for the Human Development Award") is not linked to outcome 3 which targets governments, civil society and public sector. HDRs are commissioned by and produced under UNDP supervision. A better indicator would have been one able to measure the extent to which recommendations in these reports fed into poverty reduction strategies or contributed to the enactment of a new policy, policy reform, or legislation;

   - indicator 4 ("Extent of change in trade volume in selected regions") does not have an obvious link to outcome 3. Trade intensity is too much dependent on various factors and measurement of changes goes way beyond the influence that UNDP can reasonably exert. A better formulation would have referred to e.g. pro-poor trade reforms, contribution of trade to human development and poverty reduction, mainstreaming pro-poor trade into national development plans and sectoral policies, partnerships leveraged for better articulation of trade and development issues in marginalized regions excluded from global markets.

3. Formulation of baselines and targets is sometimes vague, making a proper assessment of progress difficult:

   - indicator 3/baseline: "Only a few countries include MDGs in PRSs or NDSs" - *how many?*

   - indicator 5/baseline: "Negligible number of initiatives" - *how many?*

   - indicator 6: "Enabling environment improved in 7 countries" - *what does 'enabling' mean in measureable terms?*

   - indicator 8/target: "By 2013, at least 3 selected countries have strengthened human rights monitoring mechanisms and policy frameworks vis-à-vis HIV/AIDS" - *what kind of countries, any 3 of 32 in the region or the most challenging ones?*

   - indicator 9/target: "By 2013 at least 4 civil society organizations (mainly in Western CIS and Central Asia) are actively engaged in the development and implementation of HIV responses" - *any CSOs? Or those which are highly representative, have a relevant mission, level of action is national/umbrella, etc*.

4. There are no corresponding outputs for the two outcome indicators on HIV.

ANNEX 14. REGIONAL ENERGY AND ENVIRONMENT STRATEGY
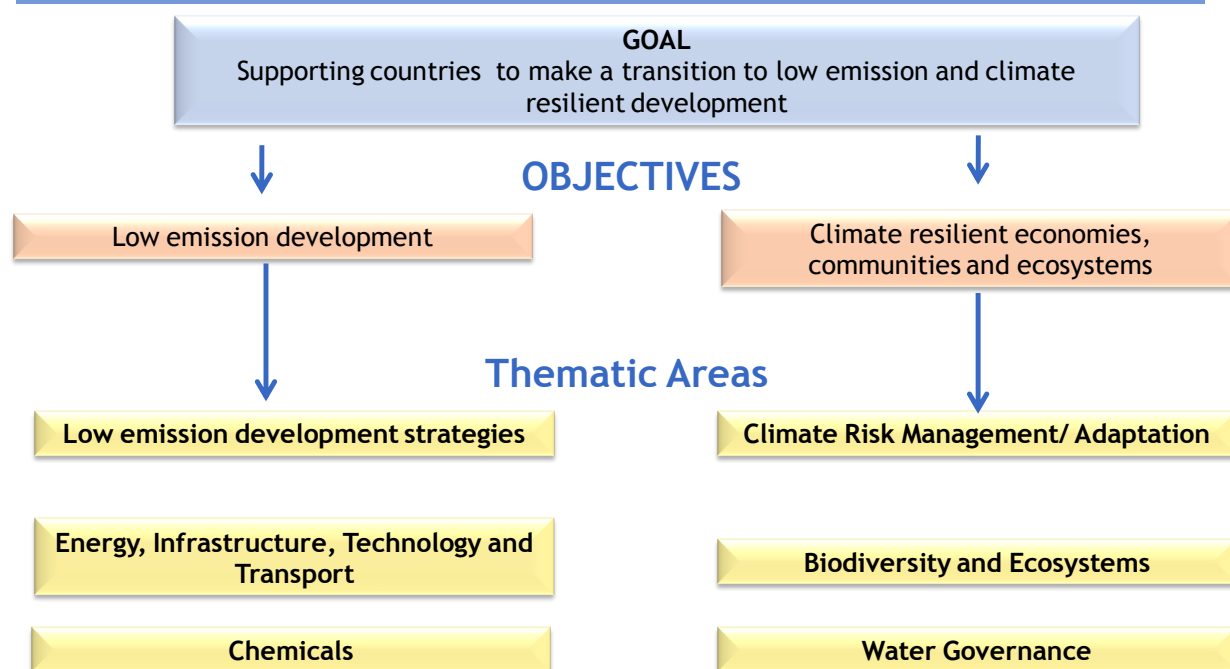
Source: Presentation of the E&E practice in the ECIS region: presented by BRC, communication 10 May 2012.

ANNEX 15. EVALUATION DESIGN MATRIX

Evaluation Design Matrix (as annexed to the Final Inception Report of 30 June 2012)

CRITERIA/ SUB-CRITERIA	MAIN QUESTIONS TO BE ADDRESSED BY RPE	WHAT TO LOOK FOR	DATA SOURCES	DATA COLLECTION AND ANALYSIS METHODS
1. RELEVANCE: How relevant is the regional programme to (a) the priority development challenges and emerging needs of the region; (b) promotion of UN values and UNDP mandate; and (c) its comparative strengths?				
Thematic relevance	• To what extent has the UNDP Regional Programme for Europe and the CIS been in alignment with development priorities in the region? To what extent has UNDP responded to emerging needs of the region? • To what extent has it promoted UN values? • To what extent is the regional programme designed to maximize (or has utilized) comparative strengths that exist in UNDP, RBEC and BRC in delivering the programme? • What factors have facilitated the programme to be more relevant (or prevented it from being relevant)?	Alignment between priorities, needs and challenges of the region and the programme areas as defined in the Regional Programme Document 2011-2013; changes in UNDP strategy and focus to meet emerging challenges, crisis; programme relevance in programme countries; Integration of core UN values into programming, e.g. gender mainstreaming, equity and human rights, capacity development, regional (East-East) cooperation; Role of UNDP (regional programme) in promoting human development, achievement of MDGs at country level. Identification of 'comparative strengths' in UNDP, regional bureau and regional centre; Evidence of use of corporate networks, technical expertise, and other strengths in designing, implementing and monitoring the programme; Identification of factors contributing to the degree of relevance.	- Regional Programme Document 2011-2013; Regional strategy papers; UNDP and RBEC Human Development Reports; project documents; past ADRs; other reports that describe priorities and challenges in the region. - BRC management, practice leaders, programme managers -RBEC, country offices, BDP -Regional organizations	Review of reference material Face-to-face interviews Country case studies for select countries Survey of all country offices
2. EFFECTIVENESS: To what extent has the regional programme contributed to the realization of the intended outcomes as outlined in the Regional Programme Document?				
Results achieved to date and quality	• To what extent has each of the 7 regional programme outcomes expected for the region been achieved, or are they likely to be achieved? Scope and outreach of their benefits? • Extent to which results are achieved in the three issues of strategic	Description of outcome statements (results framework) as defined in the Regional Programme Document Progress towards outcomes, shown by indicators or other forms of verification (including short-term outputs and long-term effects produced). Evidence of progress along theoretical results chain, as well as challenges observed/	-Regional Programme Document 2011-2013; self-assessments available at BRC/ RBEC (e.g. ROAR, Integrated Work Plans, project progress reports); past evaluation reports (e.g. outcome/ project evaluations on regional projects; past ADRs; any Other reports that have captured the progress and achievements made, e.g.	Review of reference material Face-to-face interviews Country case studies for select countries Survey of country offices

CRITERIA/ SUB-CRITERIA	MAIN QUESTIONS TO BE ADDRESSED BY RPE	WHAT TO LOOK FOR	DATA SOURCES	DATA COLLECTION AND ANALYSIS METHODS
	importance to the region (i.e. local development, response to climate change, and social inclusion). • Quality and results of various services provided, i.e. advisory services, regional projects and knowledge products. • What factors have contributed to the level of results achieved to date? Or prevented the programme to achieve its objectives? • Are there significant unexpected results?	anticipated for the remainder of the programming period. Evidence in progress as outlined in the data sources. Country office staff feedback on services delivered in the observation period (e.g. utility/ applicability of guidance provided to resolve issues at hand; contribution to MDGs in programme countries; likelihood of making similar requests for services in future). Identification of critical factors contributing to the degree of result achievements. Identification of unexpected results observed.	GEF evaluation reports. - BRC management, practice leaders, programme managers - Service Tracker - RBEC, country offices, BDP - Regional organizations	
3. EFFICIENCY: Has the regional programme made good use of its financial and human resources?				
3.1 Managerial efficiency	• To what extent has the programme been implemented with appropriate level of staff and funds? • Were they implemented within the deadlines and costs estimates? Were funds received on time? • Have UNDP and its partners taken prompt actions to solve any implementation issues? • Are UNDP administrative procedures and processes easy to understand? • What types of reporting were required, and what is the quality of the reports? To what extent were the reports	Successful financial, human resources and programme management as evidenced by timely availability of resources to complete planned activities.	- Regional Programme Document 2011-2013; self-assessments available at BRC/RBEC (e.g. ROAR); past evaluation reports (e.g. outcome/project evaluations conducted by BRC/RBEC); past ADRs; any other relevant documents - BRC management, practice leaders, programme managers - RBEC, country offices, BDP - Regional organizations - Final beneficiaries in a country	Review of reference material Face-to-face interviews Country case studies Survey of all country offices

CRITERIA/ SUB-CRITERIA	MAIN QUESTIONS TO BE ADDRESSED BY RPE	WHAT TO LOOK FOR	DATA SOURCES	DATA COLLECTION AND ANALYSIS METHODS
	instrumental for management efficiency? • Have the systems been implemented and used consistently throughout and prior to the observation period? • Are the partners familiar with the monitoring and evaluation arrangements for the programme? How well did M&E work and what effects did they have on the project/ programme? • What is the cost efficiency of services provided by BRC compared to provision by headquarters or sub-offices in the region? • What are the factors explaining the observed level of efficiency?			
3.2 Programmatic efficiency	• To what extent are the approaches and conceptual models used in delivering the programme appropriate in achieving the objectives? What could have been done differently? Has it followed known good practices in development work? • Are the resources focused on the set of activities that were expected to produce significant results? • What type of technical support has been provided from the regional centre to the	Identification of different types of operational modalities used in delivering the programme (e.g. regional projects, advisory services, knowledge products). Evidence of the modalities contributing to the achievement of outcomes; an appropriate mix of strategies/balance of upstream and downstream activities; use of partnerships with external and internal partners; development of inter-related programme activities; collaboration within BRC programmatic areas, with RBEC/BDP. Relationship of resources and interventions to the scale of issues targeted. Feedback by country offices on	-Regional Programme Document 2011-2013; self-assessments available at BRC/RBEC (e.g. ROAR); past evaluation reports (e.g. outcome/ project evaluations conducted by BRC/RBEC); past ADRs; any other relevant documents -BRC management, Practice leaders, programme managers -RBEC, country offices, BDP -Regional organizations	Review of reference material Face-to-face interviews Country case studies Survey to all country offices

CRITERIA/ SUB-CRITERIA	MAIN QUESTIONS TO BE ADDRESSED BY RPE	WHAT TO LOOK FOR	DATA SOURCES	DATA COLLECTION AND ANALYSIS METHODS
	country offices in direct support of their programmes? To what extent are the country offices satisfied with the support provided? • Has there been any identified synergy between UNDP interventions that contributed to reducing costs while supporting results? • To what extent have partnerships with relevant development partners (including donors, private sector, government, CSOs, country offices) been developed and exploited? Have collaboration/ coordination been used where appropriate? • Quality of the design: 1) Consistency within the Regional Programme Document 2) Coherence with other guiding documents, such as RBEC strategic documents 3) Quality of the Results Framework 4) Ownership in the design • What factors have influenced the level of efficiency?	services provided by BRC (e.g. timeliness of guidance/ services; preparedness in missions; changes/ improvements made in country programming as a direct result of support from the centre). Narrative/results framework Coherence of outcomes, outputs, priorities at regional and corporate level. Outcome, output, quality of indicators and targets National, regional and cooperate ownership Identification of critical factors contributing to the degree of efficiency.		
4. SUSTAINABILITY: To what extent are the results that UNDP contributed to through the regional programme sustainable?				
4.1 Design for sustainability	• Have the programme achievements been maintained and expanded over time? Are the	Evidence of the elements of sustainability proposed in the design has held true at the time of the evaluation.	- Regional Programme Document 2011-2013; self-assessments available at BRC/ RBEC; past	Review of reference material Face-to-face

CRITERIA/ SUB-CRITERIA	MAIN QUESTIONS TO BE ADDRESSED BY RPE	WHAT TO LOOK FOR	DATA SOURCES	DATA COLLECTION AND ANALYSIS METHODS
	achievements observed to date likely to be sustained after the programme completion? • Does the programme include a clear 'exit strategy'? • What factors have influenced the level of sustainability?		evaluation reports; any other relevant documents. - BRC staff - RBEC, country offices, BDP -Regional organizations	interviews Country case studies Survey of all country offices
4.2 Implementati on issues: capacity development and ownership	• What is the degree of national/local ownership of the regional programme? How can national ownership be improved?	Status and activities of country offices, national governments, CSOs; level of ownership among them to sustain achievements made; level of staff turnover, budgets and mandates.	- Regional Programme Document 2011-2013; self-assessments available at BRC/RBEC; past evaluation reports; any other relevant documents - BRC staff -RBEC, country offices, BDP - Regional organizations	Review of reference material Face-to-face interviews Country case studies Survey of all country offices
4.3 Upscaling of pilot initiatives	• If there was testing of initiatives, was a plan for upscaling of successful pilot initiatives prepared? • Has the implementation of projects at regional or country level triggered the request for advisory services, follow-up projects or other initiatives? Or have knowledge products triggered other services? • To what extent has knowledge transfer fostered East-East cooperation?	Evaluation of results achieved, existence of plans, resource allocation, national champions.	- Regional Programme Document 2011-2013; self-assessments available at BRC/ RBEC; past evaluation reports; any other relevant documents -BRC staff -RBEC, country offices, BDP -Regional organizations	Review of reference material Face-to-face interviews Country case studies Survey of all country offices