

**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**Bratislava**



**Human Development Umbrella Project:**  
**Forward Looking Assessment Report**

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The views expressed here do not necessarily reflect those of the UNDR BRC. The consultant remains solely responsible for any errors that may remain in this report.

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ABBREVIATIONS AND ACRONYMS	
BRC	Bratislava Regional Centre
CEU	Central European University
CIS	Commonwealth of Independent States
CO	Country Office
CoP	Community of Practice
CSO	Civil Society Organization
ECIS	Europe and CIS
EU	European Union
GDP	Gross Domestic Product
HD	Human Development
HDI	Human Development Index
HDR	Human Development Report
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
NHDR	National Human Development Report
NGO	Non-Government Organization
PSPD	Policy Support and Programme Development
RBEC	Regional Bureau for Europe and CIS
RBM	Results Based Management
SHD	Sustainable Human Development
UNDP	United Nations Development Programme

## EXECUTIVE SUMMARY

### Background and methodology

This forward looking assessment was initiated by UNDP Bratislava Regional Center and aimed to assess UNDP Interventions on Human Development (HD) carried out under HD Umbrella regional project, including provision of recommendations for future work. The assessment focused on four project components:

- Improvement of national capacities in enhancing statistical data collection for HD monitoring, including disaggregated statistics, and for the use of statistical data in policy making.
- Improvement of understanding of a wide range of stakeholders on the concept, policy use and practical application of Human Development at various levels.
- Supported and strengthened COP of practitioners working in the area of HD and MDG.
- Jointly elaborated and disseminated HD related knowledge products.

Every attempt was made to make the assessment both more rigorous and more useful to decision makers to inform development of a new HD umbrella project. The consultant looked beyond specific project deliverables and explored its results in multiple dimensions. A mixed-method design was used for this assessment to ensure triangulation of data. A large set of different and complementary evidence was collected and analyzed by utilizing both qualitative and quantitative methods that included:

- desk review of relevant project documentation;
- consultations with UNDP management and HD team;
- a survey of the HD Community of Practice (CoP);
- semi-structured interviews with pre-determined sets of questions;
- informal conversational interviews;
- case studies of successful strategies/practices developed by the project; and
- regular briefing and debriefing sessions with the HD project and UNDP management.

### Findings

The consultant acknowledges that there is a wide range of factors influencing the outcomes and often these factors were beyond the project's influence. In line with the UNDP Evaluation Guidelines and to reflect complexity of the project, the consultant focused on the plausibility of association and tried to re-create the linkages between the project's activities and outcomes. Key findings include:

- The HD umbrella project and COs succeeded in spreading the concept of human development in national academic and policy discourses. The importance of creating an environment in which people can develop their full potential and lead productive, creative lives in accord with their needs and interests is widely acknowledged among the public and decision makers. The impact of the HD project however is inconsistent across the region and many Governments and policy-makers are still focused on Human Development Index (HDI) rankings and less so on developing and implementing human development conducive policies.
- The evidence collected through the assessment indicates that the project has made significant progress in all four areas under consideration. Overall relevance to the regional HD needs and priorities was maintained through the project duration. The project beneficiaries (e.g., COs and CEU HD course attendees) are satisfied with the project's supports and services. The project's knowledge products are of high quality and some of them were published in respected refereed journals. The advice and supports of the HD team informed COs' programming and strengthened their capacities and COs are very likely and extremely likely to use the HD team services and supports in the future.
- The project maintained strategic focus and comprehensive approach to promoting HD approach and strengthening capacity of key partners. Sustainable change requires a long-term, multi-faceted approach that seeks to strengthen institutional structures, policy processes, capacity of UNDP COs and national partners, and building broad public support of HD. The project was strategic in addressing these multiple domains, realistic and pragmatic in terms of technical feasibility and time required to successfully achieve project objectives.

- The project has demonstrated excellence and innovativeness in developing and implementing its partnership strategies. Its partnership strategies within UNDP across practices and with external partners such as the Central European University proved to be appropriate and effective.
- The project design included a high level of flexibility and strong capacity for rapid response to better address emerging issues and changing circumstances. Such a high degree of flexibility proved to be very successful and allowed the project to respond quickly and effectively to rapidly changing circumstances of the region, emerging challenges and opportunities.

In the area of improving the national capacities in enhancing statistical data collection for HD monitoring, including disaggregated statistics, and for the use of statistical data in policy making, the project:

- made a significant positive contribution to advancing methodological approaches to measuring HD and improving national capacities in statistical data collection for HD monitoring.
- advanced and piloted new methodologies in the area of poverty monitoring and social inclusion.
- ensured that the methodology for calculating disaggregated HDI developed by the HD project is gender sensitive.
- strengthened local capacities and made some progress in influencing policies and budgetary decisions by providing deeper and more sophisticated analysis of social exclusion and other important SHD themes.
- prepared and widely disseminated a Note on HDI disaggregation. The Note provides easy to follow instructions how to do HDI disaggregation by territorial units that can be of particular interest for local and national decision makers and by specific groups that can help to assess inequalities and social exclusion.
- developed a Note on Human Development Index clarification by inputs, outputs and outcomes to facilitate HDI interpretation by decision makers. Specific indicators relevant to main stages of the policymaking cycle were identified. Both Notes informed and positively contributed to COs' work on disaggregated HDI and making HDI and other data more relevant to policymaking processes.

In the area of improving of understanding of a wide range of stakeholders on the concept, policy use and practical application of Human Development at various levels, the project:

- implemented seven editions of the HD summer course in partnership with the Central European University. Since 2006 more than 500 persons applied to the course, 260 individuals successfully completed an on-line module and 189 individuals successfully completed the in-campus training.
- increased the course participants' awareness of sustainable human development, Millennium Development Goals (MDGs) and their policy relevance in the ECIS. Its practical orientation and involvement of UNDP and other practitioners were greatly appreciated by course participants.
- ensured that the course remains on the top of the best CEU summer courses and more students are willing to attend the school under self-paid modality. The training materials were evaluated as very useful. Training design was evaluated most highly, and group work and case studies were identified as effective and practical methods of knowledge delivery.
- broadcasted HD courses to Internet and recorded video of all lectures. As of October 28, 2012 there were almost 2,000 video views on Youtube.
- shared its experiences of the CEU HD training modules and its administration along with presentation materials with colleagues in the region. They were used for delivering Human Development training for HD Community of Practice; National Human Development report teams in Kyrgyzstan and Tajikistan; for Academies of Public Administration in Azerbaijan and Turkmenistan; and for development of regular HD winter and summer schools in English, Russian and Uzbek by Uzbekistan CO in collaboration with the University of the World Economy and Diplomacy.

In the area of supporting and strengthening of CoP of practitioners working in the area of HD and MDG, the project:

- provided timely and effective support of practitioners working in the area of HD and MDG. The majority of CoP members are satisfied with the services and supports provided by the HD team and 27% of them found it much better than expected.
- contributed to improved collaboration of HD and MDG areas by taking stock of existing experiences of mainstreaming HD and MDGs, providing a forum to discuss obstacles and difficulties in this process and

providing targeted training. The HD team demonstrated through its analytical products such as research on poverty, social inclusion and other areas the importance of HD/MDG linkages. The UNDP CEU course provides detailed conceptual and practical analysis of congruence of HD and MDG approaches.

- created a community of practice in the area of HD. Human Development Community of Practice meetings are held regularly to facilitate knowledge exchange and mutual learning of human development focal points.
- maintains a Human Development in Europe and the CIS user space on UN teamworks. It has been created to facilitate discussion and collaboration between members of Human Development community of practice and includes HD focal points from all COs in the ECIS region, the Team of Advisors in BRC as well as other HD practitioners outside of UNDP. In total, there are 86 members of the user space as of November 1, 2012.

In the area of jointly elaborated and disseminated HD related knowledge products, the project:

- prepared NHDR Production Notes to inform NHDR teams how to access the BRC HD team supports and obtain advisory, capacity development and quality assurance services. Specific stages when the HD team support may be critically important are identified.
- developed Human Development Terminology and Glossary in Russian. To promote consistency in those ECIS states where the Russian language is used, the HD team championed the work on finding commonly acceptable translations of “Human Development” term as well as other HD terms into Russian. A number of background research notes were published examining different translations and eventually a Human Development Glossary was developed.
- translated FAQs from Global 2010 report in Russian and broadly disseminated them across the ECIS.
- Launched and widely disseminated Regional HDR 2011, *Beyond transition – towards inclusive societies*. The report explores the dynamics of social exclusion, inclusion and human development in the region since 1991, provides tools for assessing levels and intensity of social exclusion, its causes and risks, identifies determinants of social exclusion in individual dimensions and how it can be addressed and provides policy recommendations for central and local levels.
- presented Global HDRs in many countries across the region. The presentations were adjusted to reflect local situation and UNDP work in the region.
- conducted extensive research on potential human development impact of global economic crisis. The HD team research based on comparative analysis of the impact of past economic downturns on human development indicators in 29 countries of the ECIS, suggested that the impact of the crisis on poverty, public health, mortality, and suicide and homicide rates is likely to be considerable, long-lasting, and to affect the poorest disproportionately. It suggested that policy responses should address all crisis layers, short and long term and all the underlying structural problems that crisis exposed and focus on human development indicators.
- developed and widely disseminated a Note “Know How on Human Development Teaching.” This informative and practical Note describes the experiences of UNDP BRC with the implementation of HD course jointly with CEU.
- conducted research and produced publications on trade and human development. Country pilot trade impact studies were prepared for Kazakhstan, Kyrgyzstan and Uzbekistan and discussed with government counterparts. A regional report reflecting these studies was produced. Relying on extensive research and case studies, the project prepared a toolkit *Trade and Human Development: How to Conduct Trade Needs Assessments in Transitional Economies* that has been launched in English and translated into Russian.

## Recommendations

Human development is gaining popularity as a development concept, in particular at the levels of academia and NGOs, but it is not fully embraced by policymakers in the ECIS. UNDP BRC HD team has considerable expertise and extensive experience in the area of SHD, capacity building, development of high quality analytical products and enjoys a reputation of being flexible and responsive to COs needs and regional development priorities. Priorities for the next HD umbrella project can be selected keeping in mind the following strategic objectives:

- Strengthen partners’ capacities in advancing SHD, with particular focus on decision-makers as they are in position to lead broad societal changes promoting SHD. Capacity building interventions may help them to develop such practical skills as how to define and conceptualize the challenges in SHD terms and develop policies, institutional reforms and programs from the SHD perspective.

- Lead UNDP consultations on region-tailored operationalization of Sustainable Human Development. The organization and process for research and analysis in the HD team are well organized and as such flagship products as the Regional HDR on Social Inclusion and the internationally recognized work on the Roma have demonstrated, the HD team could produce innovative high quality research and analysis.
- Identify regional and sub-regional HD priorities on an annual basis and address them. The project flexibility was one of its main success factors. It is necessary to maintain this flexibility and regularly, at least on a yearly basis, conduct region-wide mapping of SHD challenges and opportunities to identify a number of areas with high impact SHD potential.
- Scale up the CEU HD course and expand the network of academic institutions. The awareness in SHD and capacity of academics to use the human development framework should be strengthened to establish solid foundations to teaching SHD in universities in the ECIS. Getting materials into the educational system can be an effective way of spreading human development ideas over the long term that will increase sustainability of project interventions.

Project management practices can be further enhanced by adopting the following strategies:

- Improve monitoring and evaluation processes and practices to enhance focus on results. Although the project was demand-driven and areas of support reflected COs' needs and requests, there was no comprehensive project implementation log that captured team members' inputs for the project duration across multiple project areas. The application of a standard implementation log will allow capturing project activities, record specific project outcomes and indicators of projects' success.
- Clearly identify output, outcome and performance measures to stay focused on results. The consultant strongly encourages the HD team to continue clearly separating activities, inputs, outputs and outcomes in developing a next project document.
- Clearly separate technical support, capacity building and advisory services of the HD team funded through the project from those funded by COs. The HD team provides extensive advisory supports and technical support of COs that are not funded through the HD umbrella project and it is advisable to be very clear in separating traditional advisory and support services from the activities and deliverables of the new project.
- Continue horizontal cross-practice collaboration among multiple UNDP practices. The broader goals of SHD could not be effectively achieved unless wide ranging activities implemented by UNDP complement each other. Although collaboration should be pursued with all UNDP practices, the primary focus should be made on those sectors/subsectors where the governments in the ECIS have shown strong commitment to specific areas where the SHD paradigm can be applied.

Some specific deliverables of the new HD umbrella project may include:

- Expansion of Sustainable Human Development Course delivered in collaboration with the Central European University.
- Modular HD course for specific groups include journalists, local authorities, NHDR writing teams, NGOs, private sector, etc.
- Targeted training of academics in the region who express their commitment to incorporate SHD into their courses.
- Innovative HD indices, including disaggregated statistics, addressing the region's circumstances.
- A number of innovative and practice-oriented papers on regional pressing SHD issues.
- Expansion of Community of Practice for all those interested in SHD.
- An on-line reference tool for NHDR managers.
- Cross-practice brief Guides on how to adopt cross-practice approaches and include SHD.
- UNDP Human Development studies awards scheme.
- SHD grants to COs scheme to advance their successful HD innovations and practices.
- Regional or sub-regional HDRs.



## 1. BACKGROUND, CONTEXT AND DESCRIPTION OF THE HUMAN DEVELOPMENT PROJECT

This forward looking assessment was initiated by UNDP Bratislava Regional Center and aimed to assess UNDP Interventions on Human Development (HD) carried out under HD Umbrella regional project, including provision of recommendations for future work.

The project had a set of outputs at PSPD level contributing to the two major Core Results of service line 1.1, “MDG country reporting and poverty monitoring” (in particular, Core Results “Statistical capacities and analytical processes for regular MDG reporting established” and “HDRs prepared addressing national priority issues”). It also contributed to service line 1.2, “Pro-poor policy reform to achieve MDG targets”.

The overall aim of the project was to address the deficits in **understanding and applying the concept of sustainable human development to development challenges in the region**. It consisted of several mutually reinforcing components and was implemented involving wide range of actors – experts from Bratislava Regional Centre, universities in the region, UNDP country offices, academia working in the area of human development promotion. Most of the project components were demand-driven providing specific support upon demand from country offices. In particular, the project focused on four major dimensions:

1. Improving national capacities for enhance statistical data collection for HD monitoring, including disaggregated statistics, and for the use of statistical data in policy making;
2. Improving understanding of a wide range of stakeholders on the concept, policy use and practical application of Human Development and MDGs at various levels;
3. Supporting and strengthening CoP of practitioners working in the area of HD and MDGs;
4. Jointly elaborating and disseminating HD and MDG related knowledge products.

The ultimate goal was to ensure that national and local development instruments reflect the sustainable human development concept, contribute to achieving the MDGs at national and local levels, adequately addressing the needs of vulnerable groups, including Roma.

## 2. PURPOSE OF THE FORWARD LOOKING ASSESSMENT

This forward looking assessment was initiated by UNDP Bratislava Regional Center. The objective was to assess the influence of the UNDP strategy on HD and the extent to which the HD regional project has contributed to introducing Human Development concepts and approaches at regional and national/sub-national levels to various target audiences. As UNDP activities focused on 4 components below, they were examined in great detail:

### **Component 1: Improvement of national capacities in enhancing statistical data collection for HD monitoring, including disaggregated statistics, and for the use of statistical data in policy making**

Evaluate if project addressed wide range of challenges related to HD statistics, targeting both the supply side (assisting the production of better and more relevant data) and demand side (improving the understanding of HD statistics among users and in particular policy-makers). Assess whether support under this output took into account budget limitations of national governments in piloting new methodologies in the area of poverty monitoring and social inclusion. Examine whether efforts and resources were devoted to complementing governments' effort in the area of HD data production, particularly with regards to the preparation of new census round.

### **Component 2: Improvement of understanding of a wide range of stakeholders on the concept, policy use and practical application of Human Development at various levels**

Assess whether the project has addressed the deficits in understanding and applying the concept of sustainable human development to development challenges in the region. In particular in the scope of support in elaboration of new curriculum into the country-level universities, conduct of the UNDP-CEU summer courses, on-demand support

in translation of important HD literature into local languages and vice-versa as well as on-demand workshops for policy makers on social inclusion.

### **Component 3: Supported and strengthened COP of practitioners working in the area of HD and MDG**

Assess the effectiveness of community of practitioners working in the area of HD (maintenance and on-demand training and mentorship). Assistance to COs in revision of NHDRs preparations on a regular basis and in mainstreaming NHDRs into policy practice in the form of follow-up activities after the launch of NHDRs (at regional and country levels).

### **Component 4: Jointly elaborated and disseminated HD related knowledge products**

Assess the degree of project's support in the process of experience conceptualization and knowledge sharing and whether the products elaborated under this component were instrumental for replication to other countries facing similar challenges. Review whether the inventory of projects and policies targeting vulnerability issues was conducted

Further, the following questions have been addressed:

1. The extent to which issues related to empowerment of women were addressed in HD products.
2. Are HD products of equal value for women and men beneficiaries?
3. Did HD products encourage disaggregation of data (by sex, region, age, etc)?

## **3. FORWARD LOOKING ASSESSMENT APPROACH AND METHODOLOGY**

The consultant followed the guidance provided in UNDP, *Handbook on Planning, Monitoring and Evaluating for Development Results*, 2009 and UNDP, *Outcome-Level Evaluation: A Companion Guide to the Handbook on Planning, Monitoring and Evaluating for Development Results for Programme Units and Evaluators*, 2011.

The consultant tried to ensure that the process and outcomes of the assessment were:

- participatory as they reflected the views of as many stakeholders, project's beneficiaries and implementers as possible;
- high quality as it used triangulation (simultaneous use of perception, validation and documentation to analyze information);
- impartial and balanced;
- credible, clear and easy to understand;
- evidence based and action oriented; and
- future oriented in its recommendations.

### **Forward looking assessment design**

Every attempt was made to make this assessment both more rigorous and more useful to decision makers to inform development of a new HD project. The consultant looked beyond specific project deliverables and explored its results in multiple dimensions. The intention was not only to assess the extent of changes produced by the project but also to collect systemic information about project implementation, identify contextual factors, and enabling factors and stumbling blocks that influenced the project's results.

A mixed-method design was used for this assessment to ensure triangulation of data. All data gathered was verified through triangulation or ensuring the credibility of data gathered by relying on data from different sources (primary and secondary data), data of different types (qualitative, quantitative and resource information) or data from different respondents (e.g., beneficiaries, stakeholders, UNDP staff, academics and others). The assessment attempted to systematically and objectively capture progress towards and the project's achievement in four core areas.

The consultant visited Bratislava between the 17th and the 21th of September 2012. Prior to the visit, the consultant reviewed numerous documents and developed a draft inception report that was reviewed by the HD BRC team. Comments were received and addressed in the final version of the inception report. During his visit the consultant held semi-structured interviews within UNDP colleagues and reviewed additional documentation. At the end of the mission, the consultant presented a draft project Concept Note that was reviewed and commented by the HD team. Recommendations and suggestions were addressed and the final draft Concept Note was shared at the HD Community of Practice (CoP) meeting in Tashkent in September 2012. All the participants agreed with the core areas of future project interventions presented in the Concept Note and provided their comments. Taking into consideration these comments and additional feedback from the BRC HD team, the consultant developed a third draft of the Concept Note in October 2012.

A participatory process was employed for the assessment exercise that involved the HD team and multiple UNDP colleagues. Multiple perspectives, views and approaches informed this report, its findings and recommendations with the intention to make the forward looking assessment process and its results relevant and useful to stakeholders for future actions.

The consultant is aware that policy and behavioural outcomes are complex and multi-layered. They are influenced by a complex range of factors and a number of partners at the regional and national levels. The consultant tried to determine attribution for outcomes and examined a number of intervening factors, in addition to the HD project activities that may have contributed to the outcomes. Attribution is a determination to what extent HD project rather than other external factors, have contributed to observed outcomes. Although the attribution is the ideal approach, in those cases where attribution could not have been determined, the consultant had to resort to a contribution approach and sought to achieve a plausible association of project inputs, outputs, and outcomes.

A large set of different and complementary evidence was collected and analyzed by utilizing both qualitative and quantitative methods that included:

- **Desk review of relevant project documentation.** Quantitative and qualitative information was collected and analyzed. Some of the documents that were reviewed include: project document, training materials, videos of training courses, reports of HD CEU courses, discussions on UN HD teamwork space and others (a list of resources reviewed can be found in Annex 7.3).
- **Consultations with UNDP management and HD team.** The consultations identified key informants for face-to-face and skype interviews and e-mail exchanges and validated the evaluation methodology and questionnaires. The valuable guidance on the Concept Note, its key components and potential specific activities of the new HD umbrella project was obtained.
- **A survey of the HD CoP utilizing surveymonkey web-based tool.** The consultant developed a survey questionnaire. A mix of qualitative questions and questions designed to result in quantitative ratings was developed. Open-ended questions were included to collect rich information about the HD umbrella project and its results, and allowed CoP practitioners to share their thoughts, opinions and recommendations for the new HD umbrella project. The survey instrument was developed in an iterative process with UNDP to confirm potential survey respondents and questions. In total, fifteen individuals responded.
- **Semi-structured interviews with pre-determined sets of questions.** The interviews explored linkages between the outputs and outcomes and sought specific evidence to address four core areas of the project. The target audiences were selected based on the desk review of the documentation and advice from the HD team. Interviews were conducted face to face, via skype and through the e-mail exchange. Core audiences included:
  - UNDP COs HD and MDGs focal points;
  - CEU management and beneficiaries of HD training opportunities;
  - UNDP staff involved in delivering the CEU HD course; and
  - UNDP BRC management and staff.

- **Informal conversational interviews** with questions emerging from the immediate context were conducted on *ad hoc* basis.
- **Case studies of successful strategies/practices developed by the project.** The case studies revealed the real nature of the project and also demonstrated, at least in these cases, that one can be fairly confident about the outcomes and impacts of the HD umbrella project at the national level. Case studies allowed to bring to light important contextual factors and individual differences which could not be captured through surveys and desk review. The case studies focused in particular on the core areas of the project such as HD training and use of HD approaches and data in policymaking. The consultant identified the cases in consultation with UNDP, taking into consideration findings of a desk review, surveys, and interviews.
- **Regular briefing and debriefing sessions with the HD project and UNDP management** to obtain their strategic guidance and advice on the assessment design, progress and findings were conducted.
- **A draft new HD project Concept Note reflecting the forward looking mission preliminary findings and recommendations was developed.** The consultant shared a first draft of the Concept Note with the HD umbrella project team and made a short presentation. A wide range of valuable recommendations and comments was obtained. They were reflected in the second draft of the Concept Note that was shared with the HD CoP meeting attendees in Tashkent. The CoP members had an extensive discussion of the draft Concept Note and responded to a survey that captured their inputs and informed finalization of the Concept Note.

### Constraints and risks and mitigation approaches

The consultant realized that there were risks and constraints to the fulfilment of deliverables. The following risks/constraints were identified prior to a mission and appropriate mitigation approaches were developed (see Table 1).

**Table 1. Evaluation Exercise Risks and Mitigation Strategies**

Constraints and risks	Mitigation Approach
Budget and time limitation that makes impossible a comprehensive assessment across all dimensions of the project and countries of the region.	Utilize effective sampling methodology to ensure that all countries in the region are covered. Select case studies that will provide rich evidence of the HD project effectiveness. Utilise skype and e-mail exchanges to obtain rich evidence from individual countries. Identify successful practices and elaborate them in depth.
Low response rate to surveys	Simplified questionnaires will be developed to make the respondents more responsive. Two reminders to respondents will be sent through the course of the survey implementation. Seek UNDP support to improve response rate.
Some key stakeholders and beneficiaries may not be available for interviews	Consultations with main stakeholders/beneficiaries will be planned with enough flexibility to account for their schedules.

### Quality Control

The consultant is committed to providing quality products and services. As a deliverable is being developed, the consultant had four check points:

1. A discussion of the inception report and plans of action to ensure that the consultant's understanding of what is required corresponds to UNDP expectations.
2. Presentation and discussion of the draft Concept Note of the new project and its framework.
3. A review of a draft report, or mid-point of assessment.
4. An acceptance procedure for completed report and the draft Concept Note of the new project and its framework.

Adjustments were made to reflect feedback at each of these points. More informal comments and guidance from UNDP management improved the quality of the assessment report.

#### 4. FINDINGS

The consultant acknowledges that there is a wide range of factors influencing the outcomes and often these factors were beyond the project's influence. In line with the UNDP Evaluation Guidelines and to reflect complexity of the project, the consultant focused on the plausibility of association and tried to re-create the linkages between the project's activities and outcomes.

**The HD umbrella project and COs succeeded in spreading the concept of human development in national academic and policy discourses.** Many policy-makers, public servants, the news media, academics and NGOs changed their views on social development and started to realize that the progress of their countries does not deal only with the economic growth. They realized that it is insufficient to address the goals of poverty reduction by increasing social transfers, it is necessary to take into consideration those who are not poor but may be illiterate, discriminated or do not have access to health care. Many people in the region who benefitted from the project directly and indirectly became aware of the HD concept and strongly support its implementation. The importance of creating an environment in which people can develop their full potential and lead productive, creative lives in accord with their needs and interests is acknowledged among the public and many decision makers. The impact of the HD project however is inconsistent across the region and many Governments and policy-makers are still focused on HDI rankings and less so on developing and implementing human development conducive policies.

##### **The BRC HD team support in Kyrgyzstan**

UNDP Kyrgyzstan has been working with Bratislava on HD for at least for five year since we started working on the National Human Development Report on Youth in 2008. The BRC's research team helped in organization of the national authors' team, research and development as well as in training national capacities in human development and related concepts, statistical aspects and quality standards of policy documents.

The BRC HD team members – Mihail Peleah and Andrey Ivanov – visited Kyrgyzstan many times to conduct face-to-face trainings for authors and experts, participate in NHDR Advisory Board meetings, continuously worked online on HDI calculations, quality assurance of the report drafts and provided support in publications' launches.

Their support has been comprehensive covering fundamental aspects of report's production, i.e., research and advocacy. In Kyrgyzstan, social sciences and public policy are yet to integrate the human development paradigm in their research and policy agenda. In this context, the BRC's support, both "political" and substantive, is indispensable to make the HD paradigm take root in the country.

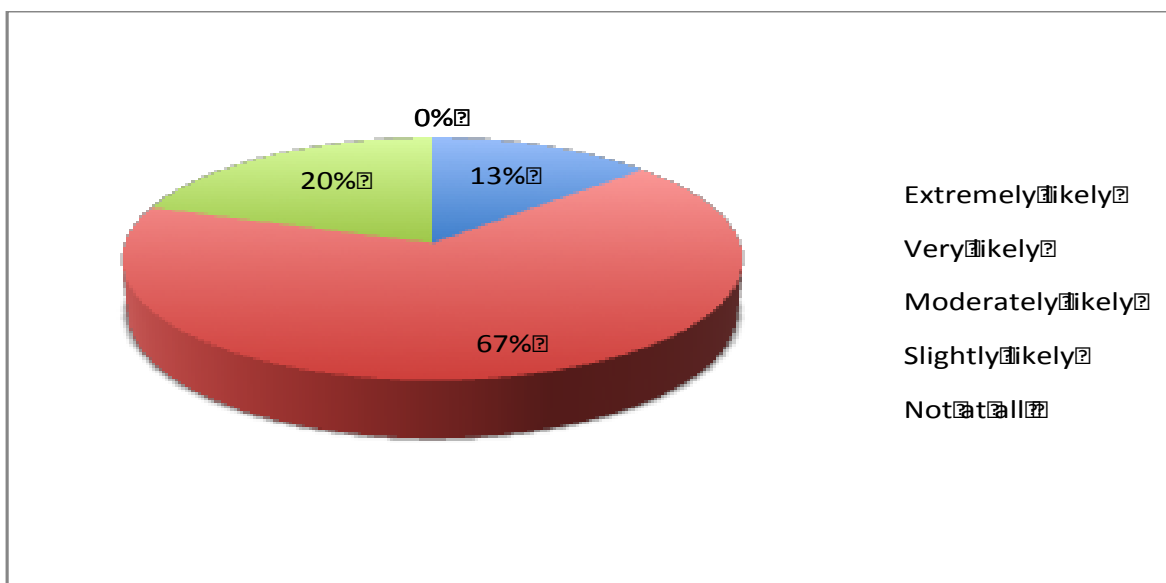
The team provided quality assurance of the data and its collection methods, drafts of the texts, and methodologies and research. All the support has been rendered on a needs basis, been timely and professional. The BRC team closely worked with the National Statistics Committee on calculation of the indexes such as multi-poverty, human development, gender related measurements.

Source: Jyldyz Kuvatova, Programme Development Officer, UNDP Kyrgyzstan

**The evidence collected through the assessment indicates that the project has made significant progress in all four areas under consideration.** Overall relevance to the regional HD needs and priorities was maintained through the project duration. The project beneficiaries (e.g., COs and CEU HD course attendees) are satisfied with the project's supports and services. The project's knowledge products are of high quality and some of them were published in respected refereed journals. The advice and supports of the HD team informed COs' programming and strengthened their capacities and COs are very likely and extremely likely to use the HD team services and supports in the future (see Chart 1).

**The project maintained strategic focus and comprehensive approach to promoting HD approach and strengthening capacity of key partners.** Sustainable change requires a long-term, multi-faceted approach that seeks to strengthen institutional structures, policy processes, capacity of UNDP COs and national partners, and building broad public support of HD. The project was strategic in addressing these multiple domains, realistic and pragmatic in terms of technical feasibility and time required to successfully achieve project objectives.

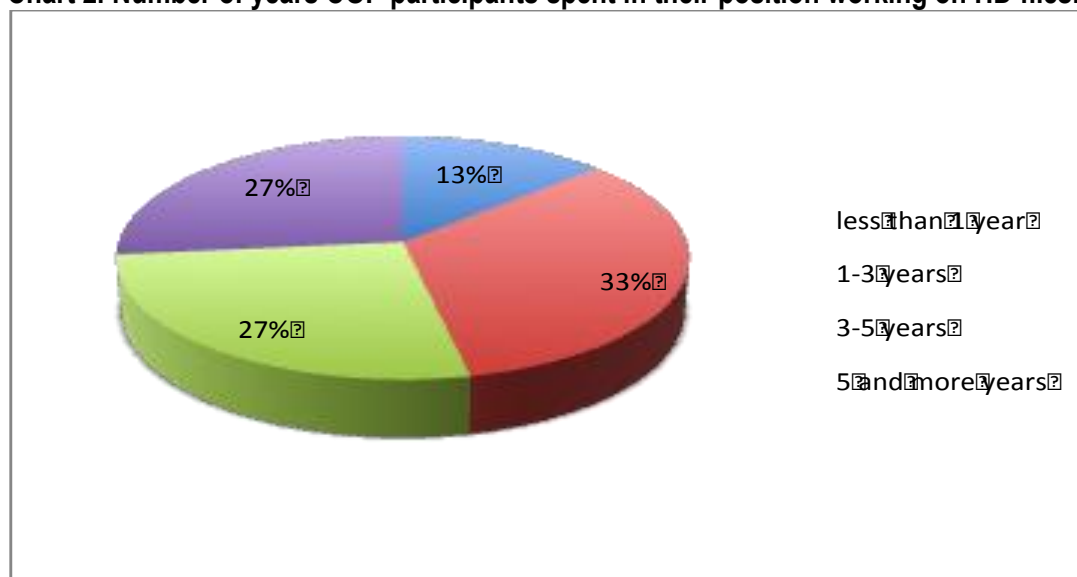
**Chart 1 How likely are you to use the services and supports of the HD team in the future?**



Source: HD CoP survey, 15 respondents, September 2012

**The project has demonstrated excellence and innovativeness in developing and implementing its partnership strategies.** Its partnership strategies within UNDP across practices and with external partners such as the Central European University proved to be appropriate and effective.

**The project design included a high level of flexibility and strong capacity for rapid response to better address emerging issues and changing circumstances.** Such a high degree of flexibility proved to be very successful and allowed the project to respond quickly and effectively to rapidly changing circumstances of the region, emerging challenges and opportunities. The HD team provided continuous training and support to HD focal points as more than 33% of them spent less than 3 years in their position (see Chart 2 below). The project quickly responded to emerging needs and developed for instance civil society strategy for the Regional Bureau for Europe and CIS (RBEC) and addressed the challenges of Roma inclusion through the area-based development project testing practical interventions at the community level and addressing various challenges of poverty reduction and social inclusion. The BRC HD team was flexible in responding to international human development challenges and produced high-quality research on the impact of the global crisis on human development in the region that provided specific policy recommendations to address its negative HD impact.

**Chart 2. Number of years COP participants spent in their position working on HD files.**

Source: HD CoP survey, 15 respondents, September 2012

#### 4.1 HD data production and use

The ultimate aim of any public policy is to improve the lives of people, and to enhance their choices and capabilities. The only way to know if this aim is achieved is to measure HD through indicators and composite indexes. The concept of HD is larger than what can be measured by any index,<sup>1</sup> but composite indices can be used to summarise complex or multi-dimensional issues to support decision makers and attract public interest. Human Development Index (HDI) has been a useful tool of analysis for governments, the media and civil society, who employ it to evaluate and contrast human development achievements across the ECIS region and nations over time.

Aggregate, national level indicators often hide important differences between regions or areas. The analysis of poverty, its determinants and poverty-reducing interventions therefore requires adequate data and the adequate data requires deliberate focus on disaggregated statistics (by geographic areas and vulnerable groups).

Measurement of HD especially at the local level is a challenging task, fraught with technical, political and other challenges, but the HD umbrella project made a significant positive contribution to advancing methodological approaches to measuring HD. It also contributed to improving national capacities in statistical data collection for HD monitoring. In addition to advancing HD statistics, the project advanced and piloted new methodologies in the area of poverty monitoring and social inclusion.

The methodology for calculating disaggregated HDI developed by the HD project is gender sensitive and allow to observe how government policies and interventions affect women and men as well as allow decision makers to take into account women's needs and perspectives in planning their operations. This is particularly important in the current conditions when women's empowerment has improved along many dimensions in the ECIS countries, but there are reasons to be concerned that some of the gains have been reversed, particularly in the countries of Central Asia and the Caucasus. The methodology of calculating disaggregated HD allows capturing these developments with great precision.

<sup>1</sup> There are critiques of statistical quality and methodological soundness of the HDI, which highlight the measurement errors and biases inherent in the international data, violation of the evidence based character of the HDI by increasing reliance on mathematical interpolations, imputations, and modelling, redundancy as well as the arbitrariness of the choice of aggregation and weighting strategy. See Milorad Kovacevic, *Human Development Research Paper 2010/33, Review of HDI Critiques and Potential Improvements*

In addition to comparing HD status of distinct regions and social groups, disaggregated HDI can help to identify the areas which warrant the most immediate attention so that limited financial and human resources can be better targeted. Effective disaggregated HDI contains the opportunity for public involvement in the selection of measures and weights, a clear explanation of the data and methodology used, an examination of trends over time, and public dissemination of findings with specific recommendations for policy alternatives.

It is insufficient, however, to have quality reliable disaggregated HD data if decision-makers do not have sufficient capacity to use it. There should be systems and mechanism at the national level that will disseminate the data to all potential audiences and use it effectively in decision making. In some countries the HD umbrella project strengthened local capacities and made some progress in influencing policies and budgetary decisions by providing deeper and more sophisticated analysis of social exclusion and other important SHD themes. The following selected project's achievements demonstrate the HD team's specific contributions:

**Note on HDI disaggregation.** HDI disaggregation can inform policy-making and help to identify specific territorial units' problems and priorities.<sup>2</sup> The Note developed by the HD team provides easy to follow instructions how to do HDI disaggregation by territorial units that can be of particular interest for local and national decision makers and by specific groups that can help to assess inequalities and social exclusion. Disaggregated at sub-national level or for different groups HDI could show how (and why) different administrative units or groups within a country stand vis-à-vis each other and hence what central and local governments' priorities could be.

The methodology developed in the Note ensured international comparability with the HD definitions and provided guidance on the optimal territorial units' size for disaggregation as lower levels of disaggregation lead to the higher levels of the errors. The Note also identifies challenges associated with disaggregation such as limited availability of disaggregated mortality tables at sub-national and group levels, literacy rates not reflecting functional literacy, unreliable population statistics and others. The Note contains a list of possible approaches to address these challenges such as the use of school and administration registries for school attendance, use of infant mortality and child mortality data for a country with similar profile and use its value as a proxy of life expectancy and others. The Note has been widely discussed at the CoP meetings in 2010 and 2011.

**Human Development Index clarification by inputs, outputs and outcomes.** It is not sufficient to have good indicators based on accurate and relevant statistics. To inform policies and programs development, it is necessary to separate inputs, outputs and outcomes. The traditional HDI is a mixture of inputs, output and outcome indicators and hence may be difficult to interpret for policymaking purposes. The HD team addressed this limitation and identified the indicators relevant to each stage of the policymaking cycle. Three groups of indicators were elaborated:

1. Input indicators are the quantitative estimate of the personal, financial, physical and other resources. Some of the HD indicators that could be considered as inputs include: share of GDP devoted to education, number of teachers per student (by levels of education), average class occupancy, share of GDP (or local budget) devoted to health, number of doctors, number of hospital beds per 1000 persons, investment rate, value of resources invested in requalification per 1000 mid-aged adults and others.
2. Output indicators are the quantitative estimate of the immediate results of the process, the goods and services produced when the inputs have been utilized. Some of the HD indicators that could be considered include: enrolment rates by different age groups and different educational levels, average time spent in hospital, average cost value of health insurance premium paid for sicknesses, average household income and others.
3. Outcome indicators are the quantitative estimate of the change in the immediate area of intervention. Some of the HD indicators that could be considered include: literacy rate, innovation rate indicators (number of patents per 1000 people etc.), morbidity rates, crude mortality rates, child and infant mortality rates, life expectancy, poverty rate by different groups, basic household items possession rates (share of households with a car, TV...), and availability and quality of public infrastructure (paved roads) and others.

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<sup>2</sup> Andrey Ivanov and Mihail Peleah, *Disaggregation of Human Development Index: Opportunities and challenges for local level policy-making*, UNDP BRC, Bratislava, 2010-2011, <http://europeandcis.undp.org/ourwork/poverty/show/11F90F12-F203-1EE9-B34D716C2DB36555>



The both Notes informed, for instance, work in Kyrgyzstan and Poland on disaggregation of HDI. The advancements in the area of measuring disaggregated HDI made by the HD BRC team made a significant contribution to development of a paper on how to calculate local HDI and make the data relevant for policymaking process in Poland.<sup>3</sup> The paper was prepared by UNDP in cooperation with the Warsaw School of Economics. It develops methodology and indices to quantify the state of human development and sustainability of Polish municipalities and provides guidance how to assess human development and social inclusion implications of EU funded projects. In addition to traditional core HD indexes (living standards, health and education), the paper is putting the HDI into the context of local development in Poland by adding a range of indicators capturing environmental protection, poverty, labour market, civic activity, digital engagement and women empowerment. The UNDP closely collaborated with the Ministry of Regional Development in developing local HDI. The BRC HD team provided extensive advice and guidance to the authors in developing the paper.

In Kyrgyzstan, the BRC HD team work on HD statistics guided national experts in developing methodologies to calculate indexes, including HDI, Multidimensional Poverty Index, and gender related indexes. The National Statistics Committee recalculated all the indexes since 1990 relying on the new methodology that helped to develop a “clearer picture” of the human development trends in the provinces and districts of Kyrgyzstan.

Benefitting from the HD team work on disaggregated HD statistics, the Development Policy Institute in Kyrgyzstan developed a ground breaking index of capacities of municipalities for the forthcoming NHDR on local self-governance. The BRC HD team advised on the index concept, its components and indicators, selected appropriate statistics, devised formulas and calculated the index.<sup>4</sup> The success of this exercise encouraged the Institute to continue research into this index and explore its applicability and usefulness in planning of territorial development throughout Kyrgyzstan.

The HD team supported partners in Armenia in developing Sustainable Human Development index. The index developed in Armenia adds a fourth dimension of living in unpolluted environment and in harmony with nature to the three traditional dimensions of HDI (long and healthy life, good education and incomes necessary for decent living). The index is not just one aggregate figure (a composite index comprised of three dimensional sub-indices). It is a three-tier construction. Tier A consists of the quantification of the status in the individual dimensions. It is the EHDI – the standard HDI extended by the ‘status of the environment’ dimension. Tier B consists of indicators reflecting the sustainability of the status achieved (and recorded by the indicators in Tier A). This is the SHDI. It reflects the ‘ability to sustain’ the achievement in each dimension in the long run. It consists of a number of indicators used as weights to penalize the respective values of Tier A for unsustainability. Tier C is the broader context of sustainable development (political, institutional) that has obvious implications for the human development status and its sustainability in the long run but that are difficult to quantify (if possible at all). Table 1 provides a summary of that logic and the indicators used for each tier and dimension.

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<sup>3</sup> UNDP Poland. Local Human Development Index Conceptual foundations, methodology of measurement and policy application. Warsaw, 2012.

<sup>4</sup> This advisory portion of the HD team work was funded by the CO.

**Table 1. Sustainable human development index – dimensions, tiers and indicators**

Sustainability pillars	Social		Economic	Environmental
HD dimensions	Health	Knowledge	Living standards	Environment
Tier A: status	Life expectancy at birth	Mean years of schooling Expected years of schooling (years)	GN per capita (PPP\$)	Access to improved water source (share of population with access): min = 50 (observed); max = 100 Air pollution $\text{PM}_{10}$ : min = 5; max = 140 (observed) Natural resources depletion (% of Gross National Savings): min = 0; max = 60 (observed) Forest area, % relative to reference year (1990 or next available): min = 33; max = 100 % of population with access to improved sanitation facilities: min = 50; max = 100
Tier B: sustainability (ability to sustain the status)	Disability adjusted life years (DALY) per 1000 persons: min = 13; max = 289 (observed)	Persistence to last grade of primary education (% of cohort): min = 70 (observed in the RBEC region); max = 100	Debt/GN ratio (external debt stocks as % of GN): min = 20; max = (observed) CO <sub>2</sub> emissions (metric tons per capita): min = 0; max = 50 (observed) Energy efficiency (oil equivalent per 1000 PPP\$ GDP): min = 70; max = 100 (observed)	Water withdrawal - % of internal resources: min = 10; max = 100 (close to observed) Biodiversity – share of terrestrial and marine protected areas (% of total territorial area): min = 0; max = 25 (close to observed) Share of renewable and sustainable energy: min = 0; max = 50 (close to observed)
Tier C: context indicators	Public expenditure on health (%GDP) Private expenditure on health (%GDP) Inequality in access to health Inequality in health status	Public expenditure on education (%GDP) Private expenditure on education (% of GDP) Quality of education (PISA test results) Inequality in access to education	Income and expenditure inequality Dependency on remittances Sustainability of consumption models	Environmental protection institutions Major conventions ratification Expenditure on ecologic investments

Source: Association “For Sustainable Human Development”, UNEP NATCOM of Republic of Armenia, Yerevan State University, State Council of Statistics of Republic of Armenia, UNDP Armenia and UNDP BRC, *Sustainable Human Development Index for Armenia – its logic, the results of the pilot and the opportunities for broader application*, 2012

As the transitional processes in the ECIS demonstrated, inequalities between women and men manifest themselves across a wide range of areas, in a variety of ways and forms that vary significantly from place to place. The analysis of HD and gender should be selective and innovative in order to reflect the national/regional conditions. The BRC HD team’s methodology for calculating local HDI allows capturing gender inequalities. In Poland, with the BRC HD team support, the inequalities were explored in the area of work life balance with particular focus on such barriers to women HD equality as access to nurseries, kindergartens, and flexible forms of employment. Inability to reconcile raising a child with work was often identified as the primary factor in the lower employment rate among women.<sup>5</sup>

The HD team built significant expertise in conceptualizing and quantifying social exclusion that was reflected in the RHDR 2011 entitled “Beyond Transition: Towards Inclusive Society”. The report and its novel methodologies for

<sup>5</sup> UNDP Poland. Local Human Development Index Conceptual foundations, methodology of measurement and policy application. Warsaw, 2012.

measuring social inclusion addressed exclusion as an outcome of complex processes in which individual risks interact with institutional and cultural drivers within the specific context of an individual's local environment. The Report developed a Social Exclusion Index, which outlines the dimensions of social exclusion components in a particular country and suggests the major areas in which people face the highest risk of exclusion (and thus the areas that should be prioritized from a policy perspective). The innovativeness, importance and usefulness of the Report to advancing HD in the region was widely recognized by experts, decision makers and development practitioners. The HD team goes beyond custom surveys that were utilised for the RHDR and mainstreams this approach into regular statistical instruments such as Living Standards Measurement Studies, Household Budget Surveys and European Union Statistics on Income and Living Conditions. This pioneering work is underway in a number of ECIS countries such as Ukraine, Bulgaria, Tajikistan, and Slovakia.

In Moldova, for instance, the extensive research and analytical work of the HD team on social inclusion made a positive contribution to UNDP Moldova work on the NHDR on Social Exclusion. The work on social inclusion was continued beyond the NHDR and Moldova CO is working on the first policy brief on social exclusion. The policy brief will support the Division for Policy Analysis, Monitoring and Evaluation of the Ministry of Labor, Social Protection and Family to institutionalize a permanent mechanism for constant monitoring of social exclusion at the national level.

In Armenia, for example, the HD team work on social inclusion informed development of Armenia-specific Social Exclusion index disaggregated by marzes. The First Deputy Minister of Territorial Administration Mr. Vache Terteryan said: "Having this aggregated indicator would greatly help us to fine-tune our policies and approaches to better serve to community development." The Social Cohesion survey results could help decision makers in developing a community ranking system and implement evidence based approaches and mechanisms to better address community needs.<sup>6</sup>

## 4.2 Understanding of stakeholders of HD

The project made a significant positive contribution to improving of understanding of a wide range of stakeholders on the concept, policy use and practical application of Human Development at various levels. The project built excellent partnership relations with the Central European University (CEU), which is a graduate-level, English-language university promoting a distinctively Central European perspective. The CEU has more than 1500 students from 100 countries and 300 faculty members from more than 30 countries. The university offers degrees in the social sciences, humanities, law, public policy, business management, environmental science, and mathematics. CEU developed a distinct academic and intellectual focus, combining the comparative study of the region's historical, cultural, and social diversity with a global perspective on good governance, sustainable development and social transformation. As part of its educational, research, and civic engagement activities, CEU attaches particular importance to scholarship relevant to public policy.

CEU is well recognized and respected institution with a regional focus, solid academic and teaching record and high international ranks that make it an ideal UNDP partner to deliver the HD course. The CEU administered the course and provided the on-line teaching platform, free-of cost printing, and discounted cost of accommodation at the CEU dormitory.

Seven editions of the HD summer course were implemented over the last years. The course successfully addressed the deficits in understanding and applying the concept of SHD to development challenges in the region. Since 2006 more than 500 persons applied to the course, 260 individuals successfully completed an on-line module and 189 individuals successfully completed the in-campus training (see Table 2 below).

The majority of the in-campus module graduates were females (125 females and 64 males). The geographical representation of all countries of the ECIS was ensured among course graduates, but the majority of course beneficiaries are from Armenia, Russian Federation, Tajikistan, Ukraine and Uzbekistan. The project offered a range of supports to successful candidates that include scholarship, partial funding and tuition waivers and focused on

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<sup>6</sup> Zhirayr Edilyan, Evaluation Report UNDP Armenia Enhancing Dialogue and Trust-Building in Armenia Project, 2010-2011, July 2012

residents of Europe and Central Asia region. The selection process has evolved and became more comprehensive and objective: in 2006 the participants were selected on the basis of their CVs only while in 2008 such three criteria as on-line participation, test, and case study were used. In 2007 on-line Moodle platform was introduced for pre-selection of students and on-line studies.

**Table 2. Number of HD CEU course attendees, on-line and in-campus modules, by year**

	2006	2007	2008	2009	2010	2011	2012
Number of applicants	120	120	127	138	119	152	191
Finished on-line module			67	41	48	51	63
Selected and passed in-campus module	29	21	32	26	31	23	27

The course effectively combines theoretical and practical approaches to human development and involved development practitioners. Lectures were designed and delivered by UNDP and other development practitioners who bring first-hand field experience to the classroom. This aspect of the course was highly appreciated by many participants as their evaluation forms demonstrate. The consultant was positively impressed with the practical focus of the training where the morning lectures were followed with the afternoon group work that encouraged exchange of ideas and brainstorming of HD solutions. In addition to group work, participants were requested to work on a course-long assignment that focused on real human development challenges.

Before the course I was very concentrated on Economic Development. It was the area of my research interests, etc. And I know I understand that it is just one leg of a chair => In my future work I want to pay attention equally to all the pillars of sustainable human development.

We can learn from each other and work together - governments, international organizations, civil society, the private sector, and academia - to deliver smarter, and better integrated policies and initiatives which recognize the complexity of the challenges we face. Effective collective action is a key element of improving our lives on Earth.

We worked in small groups everyday on a research project. This experience gave me skills in both research and group-work. A great combination.

This course is relevant to my teaching needs; it is important because it emphasized an integrated approach to sustainable development. The course was delivered within two weeks which is normal. The outcome of the course has been very educative and I found that the definition of knowledge gained in the definition of key concepts, country specific examples, data, etc will strengthen my research capability.

Source: *Sustainable Human Development Course Survey CEU Summer 2012. Participants feedback.*

The course increased participants' awareness of sustainable human development, Millennium Development Goals (MDGs) and their policy relevance in the ECIS and exposed participants to understanding the rationale behind different development

paradigms. The analysis of survey responses indicates that there are still some prejudices and biases especially in the area of gender inequalities in the ECIS that have to be addressed through training. More detailed information on the course, including course assignments, key readings and other materials could be accessed at: <http://sunlearning.ceu.hu/course/view.php?id=122>. The consultant reviewed all the materials and found them appropriate, relevant, and reflecting the state of art research and knowledge in the area of SHD. The materials reflect current SHD challenges and opportunities in the ECIS and provide clear and practical guidance on how to design and implement policies through the HD lens.

The CEU course in 2012, for instance, had an explicit focus on practical aspects of sustainable human development and was dealing with two major issues—"What SHD is about?" and "How to mainstream it into practice?" Its aims were to provide the participants with knowledge to customize HD and the MDGs to the ECIS context, sharpen their skills in designing monitoring frameworks and development indicators, and mainstream SHD principles into central, regional and local level policy-making.

The HD project team conducted extensive surveys of the course attendees who consistently expressed their high satisfaction with the course materials, quality of presentations and methodology of trainings. The course remains on the top of the best CEU summer courses and more students are willing to attend the school under self-paid modality. The training materials were evaluated as very useful and practical, and the format of training was viewed as very effective. Training design was evaluated most highly, and group work and case studies were identified as effective and practical method of knowledge delivery. Presenters were very highly evaluated as well.

The UNDP-CEU institutional partnership exposed the university faculty, staff and students to the HD concept and provided UNDP colleagues with unique opportunities to design and deliver HD courses as they apply to their subject areas and master their presentation skills. The CEU management expressed their high satisfaction with the course and willingness to expand the institutional partnership with UNDP in designing and delivering the HD training courses.

In 2011 and 2012 courses have been broadcasted to Internet and videos of all lectures have been recorded.<sup>7</sup> The consultant accessed the lectures posted on Youtube and ustream.tv and found them engaging and easy to follow. The Youtube portal with courses on Sustainable Human Development has seven main topic areas that include: Introduction to SHD, Challenges to sustainability, Operationalizing SHD, Measuring SHD, Local and regional development, Institutions and HD as well as Special topics in HD. As of October 28, 2012 there were almost 2,000 video views (<http://www.youtube.com/user/shdbrc>). Closed Facebook CEU Summer Course Alumni group, introduced after 2008 course, includes 135 members as of October 28, 2012 (<http://www.facebook.com/groups/58606635711/>).

The HD team shared its experiences of the CEU HD training modules and its administration along with presentation materials with colleagues in the region. They were used for delivering Human Development training for HD Community of Practice, National Human Development report teams in Kyrgyzstan and Tajikistan, Academies of Public Administration in Azerbaijan and Turkmenistan. In Tajikistan, for instance, the HD team delivered a series of trainings on HD and HDI to UNDP staff and as well as to public servants and students. The team provided also advice on think tanks, their goals, roles and principles of work.<sup>8</sup> In Uzbekistan, the training modules developed by the HD team informed CO's work on developing regular HD winter and summer schools in English, Russian and Uzbek run in collaboration with the University of the World Economy and Diplomacy.<sup>9</sup>

#### 4.3 Communities of Practice of practitioners working in the area of HD

**The HD umbrella project provided timely and effective support of practitioners working in the area of HD and MDG.** Diversity of countries in the region, high staff turnover and different capacities of UNDP COs require highly customized and quick responses to their needs. The BRC HD project developed the expertise and operational mobility to adapt to and address HD needs of different COs that included such diverse activities as advisory missions, desk support, targeted training, information sharing, identification of appropriate expertise and facilitation of the HD CoP. Supports were provided in such diverse areas as HD statistics, NHDR process, quality control of HD products

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<sup>7</sup> Available through UNDP BRC channel <http://www.ustream.tv/channel/undp-in-europe-and-cis/videos>

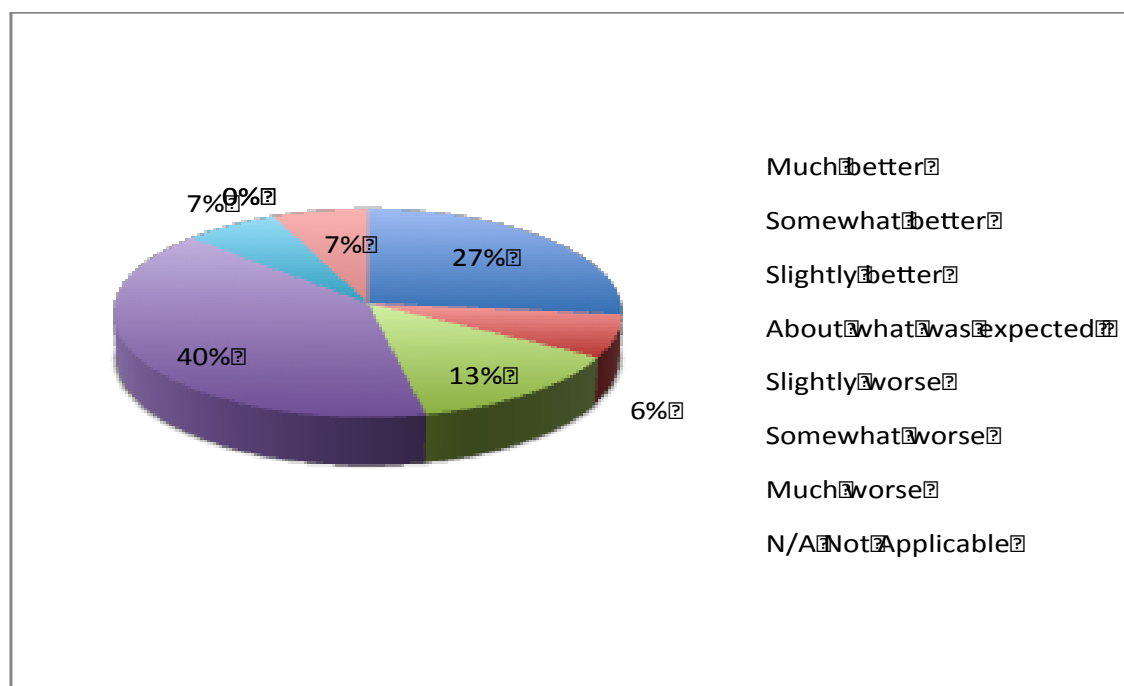
<sup>8</sup> Rustam Babajanov (PhD Economics), Project Manager, Mainstreaming Human Development in Tajikistan, UNDP Tajikistan.

<sup>9</sup> Uzbekistan COs and HD colleagues support the voluntary public association of teachers of the higher educational institutions, who have practical work experience in delivering HD course or have been involved in introduction of this course in their institutions. The Association serves as the critical tool of networking and rapport among the teachers from various universities and scientific centres both in Tashkent city and in the regions of Uzbekistan who are delivering or planning to deliver the HD course. It may be beneficial to examine the experiences of this association, identify some successful practices and encourage other COs to replicate this model.

and other areas that help COs in the elaboration of high quality reports that combine good level of analysis and policy relevance.

The majority of CoP members are satisfied with the services and supports provided by the BRC HD team and 27% of them found it much better than expected (see Chart 3 below).

**Chart 3. Was your experience with UNDP HD team services and supports better than you expected it to be, worse than you expected it to be, or about what you expected it to be?**



Source: HD CoP survey, 15 respondents, September 2012

**The HD umbrella project contributed to improved collaboration of HD and MDG areas.** Conceptually the MDGs are particular quantitative articulation of some core human development priorities. The focal space of the MDGs is more specifically articulated and more limited than human development — both in its focus only on a particular set of capabilities and in its exclusion of process features such as empowerment — but the general aim of the MDGs is clearly congruent with human development, and achieving the MDGs would tremendously advance human development.<sup>10</sup> Like HDRs, MDG reports focus on the human being as the fundamental unit of analysis and shift the currency of assessments to indicators and targets that better reflect human lives. The complementarity of the HD and MDG concepts is not always properly understood and internalized in policy practice.

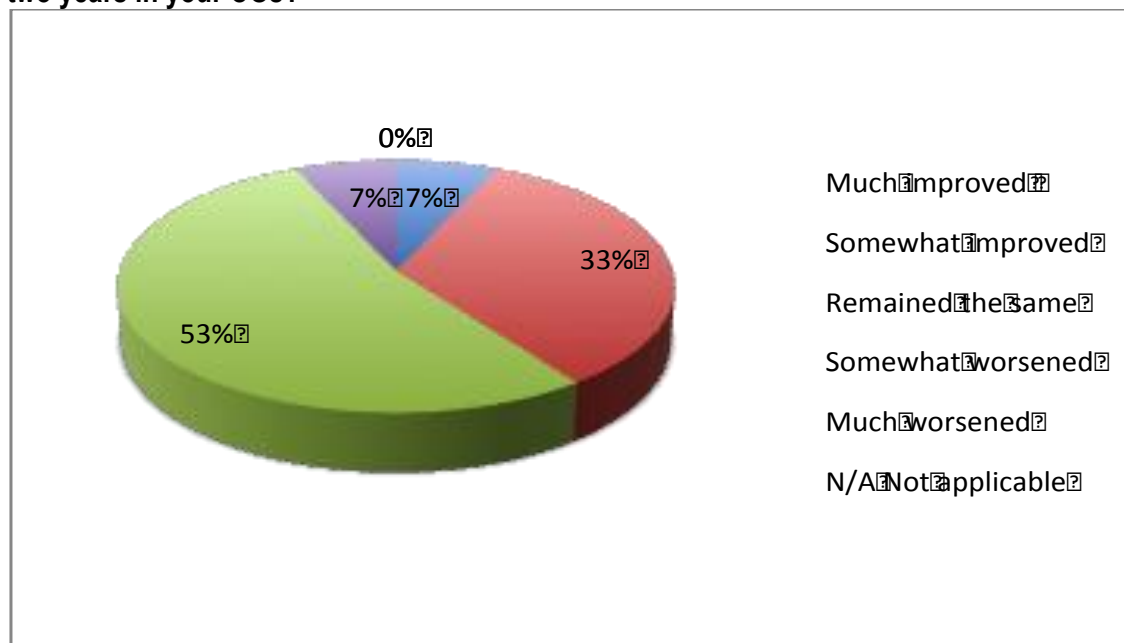
To improve the alignment of UNDP's overall work with the HD/MDG perspective, the Bratislava Regional Centre for the first time organized a CoP meeting of practitioners who are dealing with HD and MDG in their daily work in 2006. The overall goal of the meeting was to support the colleagues in the region to both better understand what "human development" means in practice and how does it translate into specific sector-relevant policies/programmes.

The HD team has continued supporting better alignment of HD and MDG perspectives by taking stock of existing experiences of mainstreaming HD and MDGs, maintaining a forum to discuss obstacles and difficulties in this process and providing targeted training. The HD team demonstrated through its analytical products such as research on poverty, social inclusion and other areas the importance of HD/MDG linkages. The UNDP CEU course provides detailed conceptual and practical analysis of congruence of HD and MDG approaches.

<sup>10</sup> Sabina Alkire, Human Development Research Paper 2010/01, Human Development: Definitions, Critiques, and Related Concepts

The majority of CoP members found that collaboration on MDG and HD files remained the same and improved over the last two years in their COs.

**Chart 4. Was collaboration on MDGs and HD areas improved, worsened, or remained the same over the last two years in your COs?**



Source: HD CoP survey, 15 respondents, September 2012

**HD Community of Practice.** The umbrella project established a community of practice in the area of HD. Nine CoP members (60%) are responsible for HD in their COs, while 6 individuals are responsible for both HD and MDGs areas. Human Development Community of Practice meetings are held regularly to facilitate knowledge exchange and mutual learning of human development focal points. Face to face interactions help to create real network of human development professionals. Some CoP meetings such as one conducted in September 2011 have strong knowledge building component.

**Human Development in Europe and the CIS user space.** The project maintains a Human Development in Europe and the CIS user space on UN teamworks that can be accessed at <https://undp.unteamworks.org/node/66611>. It has been created to facilitate discussion and collaboration between members of Human Development community of practice and includes HD focal points from all COs in the ECIS region, the Team of Advisors in BRC as well as other HD practitioners outside of UNDP. In total, there are 86 members of the user space as of November 1, 2012. The user space features the information on the CoP meetings, numerous HD discussions, a list of events, blog posts and main documents. The members can access documents and information on a wide range of topics including teaching HD, discussions of the next RHDR, job announcements, sector and practice-specific applications of HD approaches and many others. The consultant found that the HD user space is underutilized by its members.

#### 4.4 Elaboration and dissemination of HD and MDG related knowledge products

The project jointly elaborated and disseminated a diverse range of HD related knowledge products. The products are region-tailored and contextualized by many countries in the region. Some examples are provided below:

**NHDR Production Notes.** UNDP is committed to the National Human Development Reports as the chief policy analysis and advocacy tools in the organization's field operations that is reflected in the UNDP NHDR policy.<sup>11</sup> To strengthen COs capacity in the area of NHDRs development and to inform the NHDR core teams and UNDP country offices of the high levels of excellence that can be achieved with the proper NHDR production strategies and support

<sup>11</sup> UNDP NHDR Policy, <http://hdr.undp.org/en/nhdr/about/undp/>



mechanisms, the HDRO unit in New York produced an HDR Toolkit and Thematic Guidance Notes (<http://hdr.undp.org/en/nhdr/>). The BRC HD team developed a series of Notes that contextualized broad recommendations and suggestions of the HDR toolkit to the ECIS realities.

The BRC HD Notes inform NHDR teams how to access the HD BRC team supports and obtain advisory, capacity development and quality assurance services. Specific stages when BRC support may be critically important are identified: 1) initial stage of NHDR elaboration to make sure that the human development paradigm is integral to the analysis from the outset; 2) methodological support in designing and implementing qualitative and quantitative research tools such as calculation of the HDI, poverty measurements and survey design; 3) targeted trainings for report teams; 4) assistance with clear messages and policy recommendations formulation; 5) the launch and follow up phase support. The Notes were circulated to HD Focal Points and discussed at the 2010 CoP and are accessible at UNteamworks.

**Human Development Terminology and Glossary.** To promote consistency in those ECIS states where the Russian language is used, the HD team championed the work on finding commonly acceptable translation of “Human Development” term as well as other HD terms into Russian. The first NHDRs were published in the region in the mid-1990s and ‘human development’ was introduced in a variety of linguistic forms. In the Russian-language literature, for example, four different translations have been in use since then: *развитие человека*, *развитие человеческого потенциала*, *развитие возможностей человека*, and *человеческое развитие*. Although *человеческое развитие* is closest to the real meaning of the concept, it remains the least popular; ‘*развитие человеческого потенциала*’ is the most common translation. *Развитие человеческого потенциала* is however the correct translation for ‘human capacity development’; *развитие возможностей человека* denotes ‘human capabilities development’. While all these concepts are integral to the human development paradigm, none of them reflects its wealth in full. To a certain extent, the same also applies to the term ‘development’ (*развитие*) itself—this term connoted the ‘maturing’ of social systems, movement from ‘underdeveloped’ to ‘developed’ status (e.g., the concept of ‘developed socialism’, *развитой социализм*, as an intermediary stage between ‘socialism’ and ‘communism’). As a result, the question of the degree to which ‘human development’ has been properly understood and adequately internalized in the region remained open.

A number of background research notes were published examining different translations and eventually a Human Development Glossary was developed.<sup>12</sup> The Glossary was presented to the CoP for their review and feedback and then finalized. The work of the HD team informed the translation of the Global HDR 2011 where a more accurate “*человеческое развитие*” term has been used instead of “*развитие человека*” (<http://hdr.undp.org/en/reports/global/hdr2011/download/ru/>). The Glossary is being continuously updated and some COs such as UNDP Azerbaijan is translating it to use with national partners.

**Translation of FAQs from Global 2010 report** into Russian and broad dissemination across the ECIS (<http://hdr.undp.org/en/reports/global/hdr2010/chapters/ru/>).

**Launch and region-wide dissemination of RHDR 2011, *Beyond transition – towards inclusive societies*.** The RHDR 2011 on social inclusion explores the dynamics of social exclusion, inclusion and human development in the region since 1991, provides tools for assessing levels and intensity of social exclusion, its causes and risks, identifies determinants of social exclusion in individual dimensions and how it can be addressed and provides policy recommendations for central and local levels. The report was launched in Oxford<sup>13</sup> and the Russian version was presented in Kyiv.<sup>14</sup> It was followed by a set of blog posts to attract more attention to the issues outlined in the report. In 2012 BRC additionally sent the report to 131 contacts (person & organizations) in 42 countries.<sup>15</sup>

<sup>12</sup> Glossary can be accessed at: [http://km.undp.sk/?event=cms.downloadContent&content\\_id=CE95016A-F203-1EE9-B2C26F26D7C7D96C](http://km.undp.sk/?event=cms.downloadContent&content_id=CE95016A-F203-1EE9-B2C26F26D7C7D96C)

<sup>13</sup> <http://europeandcis.undp.org/poverty/socialinclusion/show/EBE5BE74-F203-1EE9-BF330C463345CFAF>

<sup>14</sup> [http://km.undp.sk/index.cfm?event=st.show&service\\_id=6384](http://km.undp.sk/index.cfm?event=st.show&service_id=6384)

<sup>15</sup> The Report, located at BRC website was tagged at issuu.com on 19 June 2011.



**Presentations of Global HDRs.** The BRC HD team was extensively involved into launches of Global HDRs in many countries of the region. The presentations were adjusted to reflect local realities and UNDP work in the region. In Slovakia, the BRC HDR team presented the Global HDR 2010.<sup>16</sup> In Turkmenistan both Global HDR 2010 *The Real Wealth of Nations: Pathways to Human Development* and the Regional HDR on Social Inclusion were presented. In Armenia the Global HDR *Sustainability and Equity: A Better Future for All* was presented for National Sustainable Development Council. In Uzbekistan the HD team was extensively involved into the presentation of Global HDR 2010. It was launched with a series of presentations and lectures conducted at higher educational establishments in Tashkent. More than 250 academic staff and students attended launching presentations hosted at the Westminster International University in Tashkent, the University of World Economy and Diplomacy, Academy for State and Social Construction under the President of the Republic of Uzbekistan, Tashkent State University of Economics, and Tashkent Pediatric Medical Institute. The launch events were positively covered by the national mass media.<sup>17</sup>

**Extensive research on potential human development impact of global economic crisis.** The global economic crisis hit economies of the ECIS countries hard, in particular due to pre-existing macroeconomic imbalances, structural weaknesses, and policy shortcomings. The HD team research based on comparative analysis of the impact of past economic downturns on human development indicators in 29 countries of the ECIS, suggested that the impact of the crisis on poverty, public health, mortality, and suicide and homicide rates is likely to be considerable, long-lasting, and to affect the poorest disproportionately. It suggested that policy responses should address all crisis layers, short and long term and all the underlying structural problems that crisis exposed and focus on human development indicators.<sup>18</sup>

These findings, including specific policies that could cushion the HD impact of the crisis were presented to COs that informed their work on crisis response packages. The results were presented and discussed at a number of conferences, like “Financial Crisis: Institutions and Policies” at Mendel University, Brno, Czech Republic, November 26 - 27, 2009; United Nations Ministerial Conference “Social Impact of the Economic Crisis in Eastern Europe, Central Asia and Turkey”, 7-8 December 2009, Almaty, Kazakhstan; International Conference “Local Government: Responses to Recession Across Europe” on 11-12 October 2010 in Strasbourg, France (organized by Council of Europe, the European Committee on Local and Regional Democracy and the Local Government and Public Service Reform Initiative of the Open Society Foundation).

**Know How on Human Development Teaching Note.**<sup>19</sup> The Note was developed by the HD team at the request of the UNDP India Country office but was disseminated more widely. The Note describes the experiences of UNDP BRC with the implementation of HD course jointly with the CEU. It provides detailed description of two modules—on-line facilitated self-learning module and in-residence course at CEU and their roles. Such elements of the course as selection of applicants for both modules, roles of CEU and UNDP staff, course materials and the budget of the course are presented. The consultant found the Note very informative, practical and easy to follow.

**Research and publications on trade and human development.** The HD team organized a first face-to-face trade CoP meeting in 2008 that was highly evaluated by the participants (40% of participants found it excellent, 50% good and 10% satisfactory). Country pilot trade impact studies were prepared for Kazakhstan, Kyrgyzstan and Uzbekistan and discussed with government counterparts while a regional report summarized the findings. They were presented at the international workshop in Istanbul. Government, civil society and research institutes from Kazakhstan, Kyrgyzstan and Uzbekistan and representatives from over 10 countries participated at the workshop. Relying on extensive research and case studies, the project prepared a toolkit *Trade and Human Development: How to Conduct Trade Needs Assessments in Transitional Economies* that has been launched in English and translated to Russian

<sup>16</sup> <http://www.sme.sk/c/5684900/osn-slovensko-postupilo-v-kvalite-zivota.html>

<sup>17</sup> <http://www.12.uz/#ru/news/show/opshestvo/5215/>, <http://uzdaily.com/articles-id-12157.htm>

<sup>18</sup> Balázs Horváth, Andrey Ivanov and Mihail Peleah, “The Global Crisis and Human Development: A Study on Central and Eastern Europe and the CIS Region”, *Journal of Human Development and Capabilities: A Multi-Disciplinary Journal for People-Centered Development*, Volume 13, Issue 2, 2012

<sup>19</sup> Organization of Sustainable Human Development Summer University Course. Summary from 7 years of the CEU UNDP Summer Course. 2012.

([http://www.undp.org/content/undp/en/home/librarypage/poverty-reduction/trade\\_content/how\\_to\\_conduct\\_aidfortradeneedsassessmentintransitioncountries.html](http://www.undp.org/content/undp/en/home/librarypage/poverty-reduction/trade_content/how_to_conduct_aidfortradeneedsassessmentintransitioncountries.html))

## 5. RECOMMENDATIONS: KEY AREAS OF A NEW PROJECT

The primary responsibility for advancing SHD lies with the countries of the region. Human development is gaining popularity as a development concept, in particular at the levels of academia and NGOs, but it is not fully embraced by policymakers in the ECIS. As this assessment exercise found, agendas of many Governments in the region are still being dominated by economic growth and not by the sustainable human development agenda.

UNDP BRC HD team has considerable expertise and extensive experience in the area of SHD, capacity building, development of high quality analytical products and enjoys a reputation of being flexible and responsive to COs needs and regional development priorities. **Priorities for the next HD umbrella project can be selected keeping in mind the following strategic objectives:**

### **Strengthen partners' capacities in advancing SHD, with particular focus on decision-makers.**

The HD umbrella project should expand a range of project beneficiaries to build regional coalitions of academics, students, Government officials, public servants, media and NGOs committed to the principles of HD. These groups should be empowered to become real agents of change who create and maintain positive HD outcomes for all.

Policy makers in the ECIS can be targeted by the HD team in particular as they are in position to lead broad societal changes promoting SHD. The policy makers often do not have sufficient awareness, knowledge and understanding of SHD and they are unable to use SHD lens and approaches to inform policy and/or practice. Capacity building interventions may help them to develop such practical skills as how to define and conceptualize the challenges in SHD terms and develop policies, institutional reforms and programs from the SHD perspective.

The decision makers, public servants and other influential partners should learn that the application of the SHD approach could help them and the general public to understand the issue, identify the most appropriate policy direction and equip them with the necessary tools to communicate and defend their decisions/policy agendas. Policies based on a thorough application of the SHD approach are better informed, more effective and beneficial for all people.

Clearly, changing policy processes and practices is complex and challenging. Public policymakers must contend with a particular set of institutional arrangements that shape their decision processes and impose limitations on what can be done to address any given issue. In addition, they have to deal with the pressure from a variety of interest groups. Public policymaking processes are not linear and may be unpredictable. Issues can languish for years and even decades on the governmental agenda, and only a relatively small number of them will ever make it to the decision agenda. Once an issue is on the decision agenda, it is important to make sure that decision makers go beyond simple economic or political considerations and adopt the SHD lens to frame problems and design an appropriate policy response.

The decision makers' knowledge about HD may effectively compete with their and societal values (e.g., dominance of free market ideology), deeply seated habits and traditions of decision making which are not always susceptible to adopting the SHD approach, such constraints as budgetary limitations, stakeholder pressures, and the need to make quick decisions. The most challenging obstacle to adopting the SHD paradigm may be the dominant values, including ideology and political beliefs.

Decision makers should understand what a key message of the HD paradigm: "People are the real wealth of nations and human development is the process by which the range of opportunities and choices for people can be expanded" means in practical terms. The decision makers should learn how to integrate human development dimensions in such diverse areas as trade or environment protection policies. Human rights, gender equality and other cross-cutting issues should be incorporated as a part of any sectoral discussion/training.

Relying on the expertise developed through the CEU HD course, in collaboration with UNDP COs and in partnership with diverse UNDP projects, the HD umbrella project may consider developing and implementing training modules on how to develop SHD policies and programs as they apply to specific sectors and areas. For example, a module on gender planning and how to formulate specific strategies that aim to bring about equal opportunities for men and women can be developed for the region realities. The module can assist governments in the region in formulating strategies to reduce gender disparities and in developing plans and targets for women's and girls' education, health, legal rights, employment, and income-earning opportunities.

In addition to a stand-alone course, the HD umbrella project, in consultations with COs, may explore a variety of tools to increase the prospects for incorporation of SHD approaches into policymaking, including the production of sectoral briefs, effective practices compendiums based on the SHD approach, and facilitating partnerships of academics with expertise in HD and decision makers. By making knowledge about SHD more accessible and audience-tailored, the HD umbrella project team can make potential users more informed and increase the impacts of their work.

The prospects of incorporation of SHD approaches into policymaking could be enhanced through national HDRs in many ECIS countries. NHDRs made a significant contribution to the national policy debates, placing human development at the forefront of the national political agenda and reflecting people's priorities through the engagement of national partners in HDRs preparation and dissemination. In many ECIS countries, national HDRs are widely recognized by governments and stakeholders as reliable, objective and independent information source. They have had a positive impact on public awareness and were extensively used by mass media and civil society.

Being aware of SHD and knowing how to adopt it to policy making is not sufficient, as decision makers should be committed to promoting HD. COs should be encouraged to develop open line of communication with decision makers interested in and willing to promote SHD approaches and timely respond to their queries with continuous advice from the HD umbrella team. The materials developed for decision makers should meet their expectations, be short and if necessary include bullet pointed summaries. It is also beneficial to analyse the effectiveness of the interventions building capacity of decision-makers to identify successful practices and share them region-wide.

The capacity of journalists, NGOs and other key partners to understand and promote SHD should be enhanced as well. This may be achieved, for example, through development and dissemination of brochures popularizing SHD principles, training programmes in various human development themes or workshops targeted to the needs of these particular groups.

### **HD umbrella project has a comparative advantage and technical capacity to lead consultations on region-tailored operationalization of Sustainable Human Development.**

#### **Supporting NHDR process in Montenegro**

The BRC HD team support was sought mostly at three stages of the NHDR process: 1) conceptualization of NHDR, including preparation of NHDR concept note; 2) development of ToR for research; 3) peer review of the pre-final draft of NHDR. Additionally, the HD team is usually invited to present HD at the NHDR launch and/or public discussion events. Ad hoc support is requested to address theoretical, conceptual and statistical challenges if the NHDR team is unable to resolve them itself.

The NHDR team in Montenegro found the HD umbrella project supports of high quality, professional and responsive. In addition to providing expertise that hardly could be obtained from national experts, the BRC HD team performance quality assurance function. It is necessary, however, to plan for the HD team advisory services in advance as the team members travel across the region and multitasking and it may be challenging to obtain their services timely.

Source: Aleksandra Visnjic, NHDR Project Manager, UNDP Montenegro

What does "development that meets the needs of present without compromising the ability of future generations to meet their own needs" mean in the ECIS context? How a proper balance between economic,

environmental and social pillars of sustainable development can be achieved? Do the concepts such as green growth,<sup>20</sup> sustainable growth, inclusive growth, green economy, and green deal should be operationalized in the ECIS or some new models should be developed?

The organization and process for research and analysis in the HD team are well organized and as such flagship products as the Regional HDR on Social Inclusion and the internationally recognized work on the Roma have demonstrated, the HD team could produce innovative high quality research and analysis (RHDR 2011 on Social Inclusion had more 61600 impressions on the BRC web-site). The research function of the HD umbrella team goes beyond the production of knowledge and encompasses policy dialogue with multiple stakeholders and UNDP colleagues. Its analytical and research products were found to be relevant, effective, practical and useful.

The HD umbrella project established excellent working relations with other UNDP practices that can be instrumental in exploring the intersections between poverty, inequality and environmental degradation and developing region-tailored policy and programmatic solutions. Sustainable development requires a refocus of the policy that considers both green growth and inclusive growth. It requires coordination among practices, breaking silos of sectoral specificity, and culturing cross-sectoral knowledge and experiences and the HD umbrella project is well positioned to lead this exercise.

### **Identify regional and sub-regional HD priorities on an annual basis and address them.**

The project flexibility was one of its main success factors. It is necessary to maintain this flexibility and regularly, at least on a yearly basis, conduct region-wide mapping of SHD challenges and opportunities to identify a number of areas with high impact SHD potential. Such areas identified through the CoP and direct interactions with COs may be diverse. State statistics committees may express their commitment to enhance their HD statistics, line ministries may be willing to adopt SHD models to development of sectoral policies or parliamentarians may be interested to learn more about SHD. These priorities may be addressed by developing sub-regional HDRs, preparing training materials and modules and direct advisory services. As a survey of the CoP demonstrates, the main areas of support expected from the HD team are advisory missions, desk and e-mail supports and partnership/fundraising (see Table 3 below). The CoP members expressed an interest in working across countries with the HD team coordinating these efforts (e.g., knowledge sharing, joint work on disaggregated HDI, development of joint HD teaching materials).

**Table 3 What types of services from the HD team you expect to use the most? Please choose three the most important ones.**

	Number of responses	Percentages
Advisory missions	4	26.7%
Desk work	3	20.0%
E-mail exchange and support	3	20.0%
Expert referral	0	0.0%
Project/program formulation	1	6.7%
Partnership/fundraising	3	20.0%
Capacity building	1	6.7%

Source: HD CoP survey, September 2012

### **Scaling up the CEU HD course and expand the network of academic institutions.**

The awareness in SHD and capacity of academics to use the human development framework should be strengthened to establish solid foundations for teaching SHD in universities in the ECIS. Getting materials into the educational system can be an effective way of spreading human development ideas over the long term that will

<sup>20</sup> See, for instance, Daniela P. Stoycheva, with contributions from Leisa Perch, Green Innovations: Reducing Energy Poverty and Inequitable Access in *International Policy Research Brief*, Centre for Inclusive Growth, June 2012, No.24.

increase sustainability of project interventions. In addition to creating a pool of HD experts that could be involved into the numerous activities at the national level, it will introduce the HD concept to students in various departments who will be able to apply it in their respective areas of training. The experiences of UNDP CEU course and the Economics Department of Moscow State University (<http://hd.econ.msu.ru/>) and other universities that pioneered HD courses may be informative in planning and implementing this strategy. In addition to introducing the SHD into regular university classes, it is beneficial to pilot a university run distance education program in one of the national languages. E-learning with its foundations in independent study and self-directed learning could be an effective training method to reach a large number of students, public servants, NGOs and other partners.

The consultant strongly supports the HD team decision to expand the CEU course presence on social networks. It may be beneficial to open the existing closed Facebook group or create a new one to engage all those who are interested in HD in the ECIS into conversation on pressing issues for the region. The ECIS Human Development Network can also be created to engage students, academics, practitioners and decision-makers into fundamental debates on key HD priorities of the region, and identify and propose strategic policy-oriented actions. In addition to network discussions, the information could be shared through e-mail distribution lists.

### **Project management practices can be further enhanced by adopting the following strategies:**

**Improve monitoring and evaluation processes and practices to improve focus on results.** UNDP has to demonstrate how and where the organization is making a measurable contribution to human development. It is beneficial to develop more consistent project progress monitoring practices. Although the project was demand-driven and areas of support reflected COs' needs and requests, there was no comprehensive project implementation log that captured team members' inputs for the project duration across multiple project areas. The application of a standard implementation log will allow capturing project activities, record specific project outcomes and indicators of projects' success. The log will reflect the contribution of project's interventions to the achievement of its objectives and measure its effectiveness. The HD project produced outstanding results-focused SHD CEU course directors' reports for 2010, 2011, and 2012 years that provide in-depth analysis of the courses based on multiple information sources, including participants' surveys feedback. This successful practice can be applied to all aspects of the project to enhance its focus on results.

**Clearly identify output, outcome and performance measures to stay focused on results.** The consultant strongly encourages the HD team to continue clearly separating activities, inputs, outputs and outcomes in developing a next project document. It is advisable to avoid using some high-level indicators such as broad social and economic conditions and policymakers' behaviours as the project in itself would not be able to affect a change in them. Output measures should continue to capture the tangible products or services that result from activities and may be expressed in terms of frequency (e.g., numbers of individuals, by occupation and country trained through the CEU HD course; number of CoP meetings; and number of advisory services provided that included gender disaggregated statistics and analysis).

Outcome measures (short-term and intermediate-term) that measure the effects/impacts or results of the outputs could be strengthened to focus on results. Some potential examples include a number of State Statistics Committees that adopted HDI methodologies; number of research and case studies produced/published on "Gender and Human Development" and other diverse HD topics; number of decision makers and other influential players who attended the HD trainings and confirmed that they use the HD concepts and methodologies in their work; adoption of sectoral guidelines developed by the HD team in partnership with other practices by line ministries and others. The HD CEU course graduates may be asked to assess usefulness of HD courses and describe concrete ways in which they used their learning. While the work/educational environment of the participants would not be always conducive for them to apply the new information and innovative knowledge, broader areas of utilization the information and knowledge gained could be explored (e.g., use of HD approaches in MA thesis, dissemination of the information about the HD CEU course among colleagues).

The outcome/impact of the RHDRs and other analytical products should not be reduced to measuring the number of policy recommendations adopted by the governments and developmental partners. In addition to these measures,

such areas as use of the analytical products in academia and research institutions, impact on partners' programming, coverage in mass media and other areas could be explored.

In developing the outcome measures specific attention should be paid to the attribution, which is the assertion that a connection can be made between an outcome and project inputs and activities. Determining attribution for outputs is relatively straightforward as outputs are the tangible products produced through activities. Demonstrating attribution for outcomes especially for projects providing advisory services to COs is more complicated because a number of intervening factors influence the outcomes. The strength of the linkages between UNDP outputs and the outcome is directly influenced by the quality of the outcome formulation.<sup>21</sup>

**Clearly separate technical support, capacity building and advisory services of the HD team funded through the project from those funded by COs.** The HD team provides extensive advisory and technical supports to COs that are not funded through the HD umbrella project. Core supports include assistance in revision of NHDRs, training of NHDR teams, review and guidance on statistics, surveys and qualitative instruments, quality assurance and support with report drafting. Typical examples include development of the initial concept note for the NHDRs; designing of the research methodology, including surveys and data collection methodology, training of the NHDR team and partners, and review of NHDR drafts. More specific examples include training on multidimensional poverty indicators, support of summer HD school courses, participation in conferences on social inclusion, and drafting of executive summaries and policy messages of the Reports. As these advisory/support roles of the HD team members often overlap with their activities funded through the HD umbrella project, it is advisable to be very clear in separating traditional advisory and support services from the activities and deliverables of the new project.

**Continue horizontal cross-practice collaboration among multiple UNDP practices.** The broader goals of SHD could not be effectively achieved unless wide ranging activities implemented by UNDP complement each other. Although collaboration should be pursued with all UNDP practices, the primary focus should be made on those sectors/subsectors where the governments in the ECIS have shown strong commitment to specific areas where the SHD paradigm can be applied. In energy sector interventions, for example, the focus could be on how to make the sector financially viable, sustainable, transparent, free of corruption, environmentally friendly and sustainable. Support for vocational education and skills development should be able to benefit diverse social groups, appropriate to boost productive employment, combat the brain drain, and make the growth pattern more inclusive.

The BRC HD project, in collaboration with other UNDP practices (e.g., human rights, gender, good governance, environment) could develop region-tailored resources that will present how these various approaches complement each other and how to benefit from these complementarities and develop better focused, high-impact documents.<sup>22</sup> One of the areas where COs may benefit from addition support of the HD umbrella team is translating broader concepts and approaches such as HD, human rights, gender into well-defined operational programs and projects reflecting these approaches.

Other practical suggestions, strategies and approaches that can be pursued by the HD team through the following HD umbrella project are captured in the draft Concept Note that could be found below.

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<sup>21</sup> UNDP, Guidelines for Outcome Evaluators.

<sup>22</sup> Human rights and HD, for instance, share a common vision and a common purpose— to secure, for every human being, freedom, well-being and dignity. Human rights bring principles of accountability and social justice to the process of human development and specifies responsibilities of certain “duty-bearers”, particularly the state. In practical terms, the thrust of both human rights and HD policy and advocacy documents can be strengthened if these approaches are combined. Synergies of HD and human rights can be particularly beneficial in the region where individuals were denied civil and democratic liberties and where policy processes are often captured by either interest groups or authoritarian regimes. Citizens have human rights and have to defend them, but this cannot be accomplished effectively if HD is not pursued.



## 6. PROJECT CONCEPT NOTE

Concept Note Draft from September 28, 2012

<b>Project Title</b>	<b>“Support for Sustainable Human Development in the Europe and Central Asia region”</b>
<b>Related Outcome</b>	OUTCOME 3: By 2013, the capacity of public, private and civil society actors is increased to address human development challenges through evidence-based, inclusive and sustainable policies and through private sector-based pro-poor development ( <a href="#">ERBM Platform</a> )
<b>Indicative Funding Requirements</b>	Total estimated budget: \$
<b>Potential Sources of Funding</b>	Regional TRAC: \$ [Donor] co-financing: \$ Other Resources: \$ (CO TRAC, HQ TTF, etc.)
<b>Expected start date</b>	September 2013
<b>Expected Duration</b>	3 years
<b>Implementing Partner</b>	UNDP BRC
<b>Geographic Coverage</b>	RBEC Region
<b>Practice</b>	Poverty/MDGs and Human development
<b>Submitted by</b>	Andrey Ivanov, Mihail Peleah, UNDP BRC

<b>Opportunity Assessment</b> Please replicate the information from the <a href="#">BRC pipeline list</a>					
Derived from	UNDP Competency	Financial Partners	Substantive Partners	Demand (strength)	Impact
The project is a continuation and scaling up of the umbrella regional HD project.	In house capacity, strong partnership with COs, academic institutions		COs,	UNDP BRC and Country office demand	Human development-informed policies are more extensively adopted across the region. Synergies of UNDP interventions are enhanced around HD.

### Background

**Many countries of the region share common historical and transitional experiences.** About thirty countries that were still part of the world socialist system in the late 1980s now have more than 20 years of experience with the transition to democracy and a market economy. In the process of transition, the mechanisms of the command economy have been effectively dismantled and the market institutions are well established so that most output is produced by the private sector and exchanged in a market system. Citizens in the majority of the ECIS countries enjoy such basic human rights as political expression, civic participation, and freedom to migrate in search of better opportunities.

**Human development challenges faced by the countries of the region are significant.** The states in the ECIS have to address a lot of challenges. The human development costs of transition throughout the region was much

higher than it was initially expected. The socialist system providing for main needs of the population was dismantled. Health care and education systems that were based on public financing, ownership and delivery of care underwent major reforms that created additional barriers for socially excluded groups. The number of people living in poverty increased dramatically while income inequality significantly increased.

**Democratic political institutions introduced in the majority of countries of the region expand the opportunities for human development, but these opportunities can be missed.** In some states of the region, the political power of decision-making comes from the center and is often personalized, while the citizens, civil society, and the media have very limited opportunities to influence country's human development trajectories. In some other countries, political and economic spheres are often not clearly separated so that powerful vested interests capture some state institutions to advance their narrow economic interests that negatively affect human development of all. These missed opportunities emphasize the importance of agency. It is insufficient to have institutions and policies conducive to human development - citizens, media and NGOs should create strong coalitions promoting HD for all.

**Many reforms were implemented but they often lacked a human development focus.** Although the economic reforms and resulting growth across the region created many opportunities for human development that could have benefitted the poor and socially excluded groups, they have not been adequately translated into improved human development outcomes. In many countries a full twenty years elapsed before GDP per capita had recovered to its pre-transition levels, and the upheaval of the lives of millions is evident in the steep increases in mortality rates and unemployment rates across the region.

**The new global development framework for the post-2015 agenda will further advance SHD goals.** The outcome of Rio+20 acknowledges that "eradicating poverty is the greatest global challenge facing the world today and an indispensable requirement for sustainable human development". Policies and strategies for sustainable development integrate social, economic and environmental dimensions with an intergenerational understanding of the implications of the actions undertaken. These dimensions, when properly integrated, have resulting synergies with wide multiplier effects that can be leveraged to obtain enhanced development results. On the road to the UNCSO 2012/Rio+20, discussions were initiated about the possibility of adopting Sustainable Development Goals (SDGs) as part of the development agenda which will substitute the MDGs.

Sustainable human development is gaining popularity as a development concept, in particular at the levels of academia and society, but it is not fully embraced by policymakers. Governments' agendas are still being dominated by economic growth and not by sustainable human development. The development actors often do not have sufficient capacity to define and conceptualize the challenges in sustainable human development terms and develop policies, institutional reforms and programs from the perspective of the SHD paradigm.

The **outcome** of the proposed project will be improved capacities in the countries of the region to better analyze and address SHD challenges. SHD approach and data will be reflected in national development plans, poverty reduction strategies, policies, policy processes, local development strategies and diverse development planning documents. Capacities of multiple partners such as policymakers, NGOs, media and academics in the area of SHD will be strengthened through customized and targeted interventions.

## **Justification**

**The central governments alone cannot address the challenges of SHD, multiple players should be empowered to promote SHD agenda.** National political and public service leadership are an essential ingredient for promotion of SHD agenda but it is not sufficient. Diverse domestic constituencies with a stake in the SHD should be empowered. Public administration should have the adequate capacity and skills to develop and implement SHD-focused policies and programs. Local government, civil society, media and private sector should have the adequate understanding of SHD and capable of and willing to promote the SHD agenda through multiple channels.



The UNDP HD team possesses a strong comparative advantage to effectively promote SHD concept in the ECIS and empower key partners. Specific strengths and advantages include:

**UNDP BRC and COs succeeded in spreading—and firmly establishing—the concept of human development in development discourse.** New or improved human development-related statistics, including those needed to calculate the HDIs that reflect national specifics, including disaggregated statistics were developed. In many countries UNDP has made some progress in influencing policies and budgetary decisions and providing deeper and more sophisticated analysis of social exclusion and other important SHD themes.

**Regional Human Development Reports (RHDRs) produced by the HD team are widely recognized as a distinctive product and brand of UNDP.** They became a resource and a tool for advocacy that brings to bear the HD lens on critical development issues and contributed to SHD-focused policies and programmes. The Reports demonstrated the importance of placing people squarely at the centre of development policies and programmes.

**The BRC HD team has the adequate capacity and solid experience in providing HD advisory services to COs.** Diversity of countries in the region, high staff turnover and different capacities of UNDP COs require highly customized and quick responses to their needs. The BRC HD project developed the expertise and operational mobility to adapt to and address diverse HD needs of different COs that included such diverse activities as advisory missions, desk support, targeted training, information sharing, identification of appropriate expertise and facilitation of the HD COP. Supports were provided in such diverse areas as HD statistics, NHDR process, quality control of HD products and other areas. COs were highly satisfied with the services received.

**The HD team designed and delivered an HD course in CEU.** Seven editions of the HD course in CEU were implemented over the last years and resulted in providing access to human development reading materials for more than 400 persons and involving 130 persons in-campus training. Closed Facebook CEU Summer Course Alumni group, introduced after 2008 course, currently includes 75 members. In 2011 course has been broadcasted to Internet and video of all lectures have been recorded<sup>23</sup>. CEU HD Course modules were used for delivering Human Development training for HD Community of Practice; National Human Development report teams in Kyrgyzstan, and Tajikistan; for Academies of Public Administration in Azerbaijan and Turkmenistan.

### **Core guiding principles of the project**

- Strategic long-term orientation. The project's activities will be informed by the post-2015 debate within the UN System, with governments of partner and programme countries, civil society and the academia.
- Flexibility. One of the main project's strengths was its flexibility and ability to adapt to the rapidly changing environment. This approach will be continued so that the project will be able to respond quickly to the evolving needs of COs and opportunities/challenges to promoting SHD in the ECIS.
- Demand-driven and customized. A one-size-fits-all approach does not exist to address SHD challenges and goals. The project will customize its supports to reflect national circumstances, and at the same time will promote a comprehensive approach towards SHD where a number of partners should be empowered to assume responsibility for human development outcomes.
- Innovative. The project will aim on testing innovative approaches in different aspects of human development—in capacity building for human development, communication, data collection, analysis, etc. Approaches tested in the framework of project could be later replicated on regional and national levels. This approach proved to be very useful in previous stage of the project. For instance, Sustainable Human Development course started as a small scale exercise in the framework of project and later on grow up into distinct component of the project. This approach to testing innovations in the framework of project will allow to balance forward looking and reasonable costs.
- Results-oriented. UNDP has to demonstrate how and where the organization is making a measurable contribution to SHD. Strengthening of results-based management practices of COs would allow them to learn from results and empirical evidence and use that evidence to adjust either the projects under their control or the composition of the portfolio of projects to maximize the contribution of UNDP COs to SHD. The

<sup>23</sup> Available through UNDP BRC channel <http://www.ustream.tv/channel/undp-in-europe-and-cis/videos>

project will develop the guiding materials on how to operationalize SHD into specific measurable indicators that could be reflected in UNDP COs plans of action and programme activities.

- Focus on long-term capacity building. The project will go beyond training of individuals and will focus on institutional and policy changes by developing a critical mass of people and experts in multiple academic institutions, public services, think tanks and NGOs who will be able to promote the SHD agenda.

### **Expected Output(s)**

#### **The direct project-related outputs include:**

- Sustainable Human Development Course – summer school.
- Sustainable Human Development Course – regular one-semester credited course.
- Modular HD course for ad hoc delivery.
- Targeted training of academics in the region who express their commitment to incorporate SHD into their courses.
- SHD knowledge management system.
- UNDP Human Development students awards scheme.
- Development of a series of Regional and sub-regional HDRs focusing on main SHD challenges faced by the region.
- Development of innovative HD indices, including disaggregated statistics, addressing the region's circumstances.
- Identification and sharing of effective practices of HD data use and dissemination.
- A number of papers on regional pressing SHD issues.
- A range of interventions building capacity of decision makers to apply the SHD approaches including a Guide on how to develop policies through the SHD lens and a series of supporting activities.
- Targeted interventions strengthening capacity of academics in policymaking.
- Targeted capacity building interventions of key HD stakeholders.
- Community of Practice open for all those interested in SHD that will be moderated by the HD team.
- An on-line reference tool for NHDR managers.
- Cross-practice brief Guides on how to adopt cross-practice approaches and include SHD.
- A knowledge management system that is able to collect, synthesize, and disseminate cross-practice knowledge.
- At the UNDP policy level, exploring of synergies of HD with multiple corporate exercises.
- Grants to COs that have promising practices in the area of SHD and would like to scale them up.
- Active pursuit of partnerships with other regional bureaux, UNDP COs, UN sister agencies and multiple development partners and donors.

**Technical support, capacity building and advisory services of the HD team that are funded by COs are not covered by this project.** The HD team will continue servicing requests for technical inputs, including NHDR process, substantive reviews and feedback, including research, statistical assistance, invited presentations, and other demand-based advisory services for COs. This project will go beyond traditional advisory and support services and will target region-wide needs and opportunities in the area of SHD.

### **Proposed Approach & Strategy, including Capacity Development Response**

The evolution of HD concept and its practical applications, changes in the region and strengthened HD capacity of the UNDP system and partners require development of a new SHD umbrella project that will reflect these changes and opportunities. A new project will address three main areas critical to SHD advancement such as institutions, policies and collective action of citizens. Capacities of main partners who can influence SHD policies such as the state, civil society groups, private sector, and individual citizens will be strengthened. To advance SHD reforms and policies in the ECIS, customized support will be provided to all partners capable of and willing to advance the SHD agenda.

### **SHD Research and Knowledge Management**

This component of the project will advance region-tailored research in SHD and identify and disseminate relevant research and effective practical applications of the SHD approach. The organization and process for research and analysis in the HD team are well organized and it could produce innovative high quality research and analysis and communicate it to multiple stakeholders and UNDP colleagues in the format suitable for the target audiences. Teaching of HD will be further enhanced and expanded across the academic institutions of the region.

**The concept of SHD will be contextualized for the region realities.** The HD team will facilitate discussions on SHD among UNDP colleagues and other partners. Specific questions to be addressed for the regional context include: “How a proper balance between economic, environmental and social pillars of sustainable development can be achieved?” and “Do the concepts such as green growth, sustainable growth, inclusive growth, green economy, and green deal should be operationalized in the ECIS or some new models should be developed?”

The HD team established excellent working relations with other UNDP practices that can be instrumental in exploring the intersections between poverty, inequality and environmental degradation and inform development of region-tailored policy and programmatic solutions. Improved coordination among practices will help to break silos of sectoral specificity and encourage cross-sectoral knowledge and experience sharing in the area of SHD.

**A number of research papers on regional pressing SHD issues will be produced.** The project will regularly conduct region-wide mapping of SHD challenges and opportunities to identify the areas with high impact SHD potential that can benefit from additional research efforts. Such areas identified through the CoP and direct interactions with COs may be diverse and include governance, social inclusion, delivery mechanisms, government financing versus government provisioning, education, formal and informal sector employment, environment, social security, energy, financing of human development, and HIV/AIDS. Core SHD papers produced by the HD project will be tailored to the needs of different audiences. Multiple venues to disseminate them including Facebook, twitter, YouTube, etc. will be utilised.

**Innovative SHD indices, including disaggregated statistics, addressing the region’s circumstances will be developed and widely disseminated. Capacity of national partners in using HD data will be enhanced.** Human development indices offer a solid information base for policymaking in the region. Human Development Index (HDI) has been a useful tool of analysis for governments, the media and civil society, who employ it to evaluate and contrast human development achievements across region and nations over time.

The project will continue developing innovative disaggregated HD indicators and will look beyond the HDI as an indicator of HD to explore other features such as political freedoms, inequality, environmental sustainability, to see how far achievements on these indicators (both in levels and changes) in the ECIS are associated with success and failure with respect to human development. This data-focused research will identify barriers to SHD advancement common to the region as a whole, sub-regions and individual countries.

Given that the countries in the region share common historical legacies and face comparable challenges, HD indicators that are developed by the project for one country can be replicated with some minor adjustments in other countries across the region. The disaggregated calculation of the HDI, for example, across the countries of the region can have a decisive influence on public fund allocations to identify regions and municipalities that can benefit from the central government funding and support.

It is insufficient to have quality and reliable SHD statistics. There should be systems and mechanism at the national level that will disseminate the data to all potential audiences who will use it effectively in decision making. The project will identify effective practices in this area and strengthen partners’ capacities in effective use of the SHD data in decision making. Effective practices of data dissemination and use will be identified and widely shared.

**A series of regional and sub-regional HDRs will be developed and widely disseminated.** Regional HDRs are instruments for assessing human progress in a set of neighbouring countries with common human development challenges and for promoting regional partnerships for influencing change. The Regional HDRs and sub-regional

reports will provide an excellent platform for engagement with governments, political leaders, experts, institutions, media, civil society and other stakeholders across the region on an ongoing basis. Not just the product, but also the inclusive and participatory nature of the process of reports preparation will contribute to capacity development and advocacy. Multi-stakeholder and multi-country consultations will help to build consensus on the RHDR topic, gather country experiences and effective practices, identify potential notable contributors from the region and secure COs participation and buy-in.

Technical background papers will be developed by engaging with technical expertise from the region under close guidance and direction from the BRC HD team. This will ensure that the human development angle is captured and quality is consistent across all the papers. Particular focus will be made on developing practical implementable policy recommendations. Some technical papers will be posted on the BRC web-site.

The RHDRs and sub-regional reports will be drafted relying on the technical papers, internal research and technical discussions and stakeholder inputs. A complete first draft will be circulated to a select readers' group and relevant country extracts to respective COs for review and feedback. The drafts will be updated based on an assessment and stocktaking of feedback.

A well thought out advocacy plan will be developed, including location for launch, pre-launch activities, main launch(es) including support for CO launches, post-launch activities, participation in events for presentations, interactive discussions. Presentation material and a media kit, which will include press releases and FAQs will be developed.

**Sustainable Human Development Course – summer school will be continued.** UNDP built good partnership relations with CEU, which allows for synergy effect from combination of competitive advantages of both institutions. The course will consist of several mutually reinforcing topics and that will be delivered by experts from BRC, universities in the region, and UNDP country offices. The course faculty will include approximately 10 UNDP practitioners and 3 CEU academicians.

The target group for the course includes practitioners, mid- and high-level policy makers, academia, and civil society activists from countries in the region. The course will include two modules, one month on-line for up to 100 participants and two week in-campus, for 25 participants, selected by the results of the on-line module. Diverse learning materials, including case studies, videos of lectures, reading materials and readers' guides will be developed, tested and posted on numerous web-sites. Further course customization to address diverse needs of the course participants will be pursued.

**Sustainable Human Development Course – regular one-semester credited course will be designed.** The course will be using the infrastructure and the knowledge base accumulated in the process of the Summer Course implementation and will add additional focus on policy development for SHD. The main purpose of both courses is to equip participants with deep understanding of sustainable human development, MDGs and their policy relevance in respective countries in a creative, out-of-the-box manner. An important objective of the courses is to expose participants to different development paradigms, help understand the rationale behind them and understand their relevance in specific development context. Both courses are seen as important tool for improving UNDP visibility and expanding its partnership frameworks.

**Targeted training of academics in the region who express their commitment to incorporate SHD into their courses will be conducted.** Currently there are a number of human development courses in countries of region. Most matured is the course delivered in Russia at the Moscow State University. Uzbekistan progressing fast with human development course introduced as a Master course in one University and through a number of summer and winter schools. However, these courses in countries of region remain highly segregated, with only limited experience sharing.

To support broader dissemination of the SHD concepts and approaches across universities and colleges in the ECIS, the project will develop and implement a one day seminar for academics from the region who express their

willingness to reflect SHD in their courses. The academics will be required to submit a letter/proposal confirming that they will reflect SHD in their courses and will be selected taking into consideration the academic merits of their proposal, geographical distribution of candidates, diversity of subject areas and other considerations. In addition to supporting the introduction of SHD into regular university classes across the ECIS, the HD umbrella project will support a pilot SHD distance education program run by one national university in the national language. E-learning with its foundations in independent study and self-directed learning could be an effective training method to reach a large number of students, public servants, NGOs and other partners.

**A knowledge management system that is able to collect, synthesize, and disseminate cross-practice knowledge will be established.** One of the common knowledge gaps in most organizations is the lack of capturing experiential learning for key processes within the organization. The database of SHD resources, differentiated by the topic and potential audience, will be made readily accessible to UNDP staff and partners.

**UNDP Sustainable Human Development students awards.** The awards will contribute to building capacity through incentivising cutting-edge research on human development among students at the Ph.D. and M.A. levels at the universities in the ECIS. Brochures will be prepared outlining the objectives, the themes, procedure for applying, application requirements, and other relevant information about the awards. They will be distributed to COs, universities and other institutions, media and through other partners. The selection process will be handled independently through a panel of external experts to ensure independence and credibility in the selection of the winners.

### **Strengthening Capacities of National Partners to Promote HD in Policymaking**

The success of SHD depends on each country's ability to identify and analyze key transition or development issues, and then translate them into an operational framework that specifies goals, targets, and modalities. The HD project will strengthen decision makers and other stakeholders' capacities to develop and implement policies through the SHD lens.

**A range of interventions building capacity of decision makers to apply the SHD approach will be implemented.** The policy makers in the ECIS can lead broad societal changes promoting SHD but they often do not have sufficient awareness, knowledge and understanding of SHD and are unable to use SHD lens and approaches to inform policy and/or practice.

A Guide on how to develop policies using the SHD lens will be developed in consultation with the HD CoP and supported with a series of capacity building activities. The Guide will cover such areas as how to analyze sectoral issues from the SHD perspective, develop policy recommendations, and assess the policy SHD implications. The Guide will identify those stages of the policy cycle where the interventions can achieve the maximum impact on SHD. The Guide will include also a self-assessment tool helping in assessing COs and stakeholders' capacities in SHD and policymaking/ implementation. Supporting web-based presentations elaborating on the Guide will be developed as well. The BRC HD team will be available to provide practical training that will be customized to reflect each country's unique history, political tradition, institutions, culture, and society.

Relying on the expertise developed through the CEU HD course, in collaboration with UNDP COs and in partnership with diverse UNDP projects, the HD umbrella project will develop and implement training modules on how to use HD lens in developing sector-specific policies and programs. The HD team in consultation with COs will conduct targeted training to raise awareness in SHD of highly ranked government officials who are in position to champion SHD values and practices. The training can be provided as a part of the summer CEU course.

**Awareness and capacity of academics, media and NGOs in applying SHD lens to policymaking will be strengthened.** Any SHD policies and interventions can be successful when there is a broad enough constituency in society that can advance the SHD agenda. Multiple actors should be aware of the importance of the SHD and utilize multiple channels to promote it among decision-makers and a broader society.

As the HD umbrella project established strong relations with academic institutions across the region, it will continue building their capacity to use the human development framework and introduce academics to advanced models and approaches to policymaking. Some practical training to academics with interest in SHD targeting in particular NHDR contributors will be provided and will cover such areas as how to develop policy recommendations, build public support and monitor their implementation.

The HD team will conduct training seminars jointly with the COs to train journalists to understand the human development discourse and analyze their respective issues from the SHD perspective. Awards for journalists who fully endorsed the concept of SHD and adopted it in their publications will be introduced. The selection process will be handled independently through a panel of external experts to ensure independence and credibility in the selection of the winners.

Civil society can make a significant contribution to promoting SHD, but it is still weak and poorly structured. As a result, often there is no constellation of strong civic organizations that can represent broad societal interests and promote the SHD agenda. The HD team will develop brochures popularizing HD principles and conduct training seminars and workshops jointly with the COs to train NGOs to understand the human development discourse and promote SHD in their interactions with decision makers.

**Modular course for *ad hoc* delivery will be developed.** Modular course will be developed on the basis of experience from the CEU course and other trainings. It will include 7-10 modules which could be delivered in the form of flexible, 3-10 days training course, adjusted to the needs of participants with particular focus on how to use SHD lens to develop and implement sectoral and cross-sectoral policies. Adjustment will include adding context related statistics to the course, selection of appropriate level of course complexity and adjustment of course outcomes and expectations. The target group for this activity include NHDR teams, civil servants in the countries of the region, etc. This *ad hoc* modular training course could be incorporated in other activities, like initiation of NHDRs, drafting MDG reports, and preparation of the PRSP/NDP. This activity could rely on the pool of human development expertise and reduce workload of UNDP BRC, while satisfying demand for assistance and having appropriate teaching quality control.

**Community of Practice open for all those interested in SHD will be established and moderated by the HD team.** As the people are the real wealth of nations, the network of trained people is a real wealth of UNDP communities of practice. The HD team will facilitate a structured and moderated discussion on SHD related issues, with a strong focus on policies and other interventions promoting SHD. Membership will be open to those from within and outside UNDP and may include NGOs, research institutions and academia, experts, media, and government officials. The HD project team will engage the CEU course alumni as more than 500 people accessed and completed the UNDP CEU courses. The establishment of the CoP will allow UNDP to rely on the broad network of trained professionals knowledgeable and committed to SHD who will bring new ideas and approaches to theoretical and practical thinking about SHD. The CoP will be maintained both in on-line form, and in the form of thematic workshops.

### **Strengthening internal UNDP capacity in HD**

**A reference toolkit for NHDR managers will be developed and put on-line.** NHDRs remain uneven in terms of quality of analysis and their contributions to national debate and policy making. To strengthen COs capacity in developing NHDRs, the SHD project will develop an on-line toolkit that will contain hyperlinks to key corporate documents on HD, effective practices of SHD documents development and dissemination in the region as well as a list of SHD professionals with their areas of expertise. Particular focus will be made on sharing successful experiences on how to make NHDRs relevant to policy making and maintain a proper balance between analysis, description of realities as well as providing specific recommendations.

The toolkit will include a range of effective NHDR communication strategies. The HD umbrella project will provide guidance to HD COs teams on how to develop short, easy to read version of HD products for time strapped policy makers; analytically lighter versions for public consumption; more elaborated versions for the media; as well as

versions in different languages spoken in the country. The toolkit will cover also the use of new media and other tools to effectively communicate key HD messages.

Systematic evaluation of policy results and performance is a crucial but often weak facet of SHD practitioners. Some NHDRs provide multiple HD policy recommendations, but their implementation remains un-tracked. The process of systematic monitoring of the results of past NHDRs will be covered in the toolkit and successful practical methods will be identified and shared. The BRC HD team will provide generic guidance and practical hands on support to help COs to develop practical methods for monitoring and evaluating the government responses to NHDR recommendations and assess the impact of policies and programmes recommended by NHDRs and other HD products.

**Brief guides on how to adopt cross-practice approaches and include SHD will be developed and training provided.** The ultimate aim of SHD is to improve the lives of people, and to enhance their choices and capabilities. This requires the synergistic integration of sustainable development policies that are fully coherent and complementary. Despite these complementarities emphasized in numerous UNDP headquarters' publications, there is limited collaboration at the UNDP policy and programmatic levels. Synergies will be explored by the project and built at the conceptual, policy and programmatic levels.

The BRC HD project, in collaboration with identified practices (e.g., human rights, gender, good governance, environment experts) will develop region-tailored resources that will present how these various approaches complement each other and how to benefit from these complementarities and develop better focused, high-impact documents.<sup>24</sup> Papers on such important cross-practice topics as disability, measuring environmental impact, etc. will be developed as well.

In addition to improving policy coherence, the cross-practice guides will promote operational synergies at the level of programs. Different program areas have different reporting relations, focuses, perceptions, philosophical, and managerial differences. To support practitioners, the project will develop brief guiding notes on how to combine HD and HR, HD and gender, HD and environment, HD and private sector, etc. perspectives in project development and implementation. Some joint staff training will be facilitated and involve HD teams and colleagues from other practices. Effective knowledge mobilization strategies that will identify and disseminate successful practices of such cross-programme collaboration will be implemented.

**Grants to COs that have promising practices in the area of SHD and would like to scale them up will be provided.** A clear set of selection criteria, topics and reporting requirements will be established. The selection process will be handled through a panel of internal and external experts to ensure credibility in the selection of the winners.

**Partnerships with other regional bureaux, UNDP COs, UN sister agencies and multiple development partners and donors will be pursued.** The BRC HD team will actively pursue partnerships with diverse actors who can contribute to advancement of SHD in the region. The project will be open for any emerging opportunities and will engage into partnership relations as the appropriate opportunities arise.

The HD umbrella project will explore the opportunities to secure additional funding for the project beyond the TRAC.

## **Opportunities for Cross-Practice Collaboration**

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<sup>24</sup> Human rights and HD, for instance, share a common vision and a common purpose— to secure, for every human being, freedom, well-being and dignity. Human rights bring principles of accountability and social justice to the process of human development and specifies responsibilities of certain “duty-bearers”, particularly the state. In practical terms, the thrust of both human rights and HD policy and advocacy documents can be strengthened if these approaches are combined. Synergies of HD and human rights can be particularly beneficial in the region where individuals were denied civil and democratic liberties and where policy processes are often captured by either interest groups or authoritarian regimes. Citizens have human rights and have to defend them, but this cannot be accomplished effectively if HD is not pursued.

This project provides a proved opportunity for cross-practice collaboration in the areas of poverty reduction, energy and environment, MDGs, democratic governance (local governance), knowledge management and capacity development. The project will explore synergies of SHD with multiple corporate exercises such as the UN Development Assistance Framework (UNDAF) and Country Programme Documents (CPD).

The project itself represents major capacity development for human development exercise. In addition to regular implicit knowledge management activities, the new project will have extended knowledge management component.

### Preliminary Risks Assessment

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response
1	Security of funding and financial stability of the project	2012	Financial	P=3 I=4	Adopt flexible and modular approach to project design. Core and non-core project components are identified. Core components are implemented first and implementation of non-core components is contingent on securing additional funding. Implement active and extensive fundraising measures. Identify elements of the project that may be of interest to specific partners/donors and make efforts to secure co-financing and/or partnership arrangements. Expand a range of potential donors approached for funding and include EU, emerging donors, UN sister agencies, etc. Utilise partnership with CEU and MSU to expand area of fundraising at the national level.
2	Low political willingness of national decision makers to adopt and implement HD policies and programs.	2012	Political	P=3 I=3	Partner with COs to identify decision-makers potential champions of HD. Design a series of decision-makers friendly training and resources and deliver through multiple venues (e.g., web, trainings in CEU) Develop practical sector-specific guidance materials to help decision makers to operationalize the concept of SHD. Strengthen capacity of Statistical offices, NGOs, private sector and mass media to promote SHD.
4	Capacity of a small HD umbrella project team to meet the deliverables and timelines targets.	2012	Organizational	P=2 I=2	Adopt flexible and modular approach to project implementation. Prioritize the deliverables that are in greatest demand by COs and reflect current regional realities. Utilize the extensive regional network of HD experts, including COs staff. Collaborate on some elements with all UNDP practice areas, research institutions, UN sister agencies, and universities. <b>Provide grants to COs that have some successful HD practices and would like to expand on them that will promote horizontal</b>



					<b>collaboration and strengthen national HD capacity.</b>
5	High dependence on BRC staff in delivering of project activities (esp. on core component of course in CEU)	2012	Organizational	P=3 I=3	Expand and utilize a regional network of human development trainers / teachers. Involve practitioners from Country offices, alumni, and staff from cooperating universities to project activities.

Follow-up with Partners

## Human Development: Forward Looking Assessment

Actors	Characteristics	Interests	What they could provide	What they may need in return	Actions required to engage
UNDP Country Offices	UNDP Country Offices are implementing development projects and in multiple cases face shortage of trained local experts in countries.	Highly interested in increasing pool of expertise in countries to implement development projects	Typically have project budgets aimed on human development initiatives. Range of serious HD products developed at CO levels	Methodological support and necessary materials. Provision of Training activities.	Identification of success stories and promotion of project ideas in country offices
HDRO and Regional Offices	HDRO and HD teams in regional offices possess diverse areas of expertise.	Knowledge transfer	Expertise in diverse areas (e.g., HDRO statistics, Bangkok – RHDR production, LAC – HD teaching).	Practical summaries and how to do instructions reflecting the HD umbrella project successful practices.	Institutionalization of collaboration arrangements. Identification of areas of partnership.
Think tanks, research and academic institutions, associations and NGOs	Depending on the nature of research/RHDR, there is a range of international research partners with significant expertise in subject areas to collaborate.	Production of joint research/analytical products	Expertise, research inputs, country-specific perspectives.	Guidance, funding, sense of ownership.	Depends on the nature of research/RHDR. May include: memorandums of understanding, funding, TOR, etc.
UN sister agencies, other developmental partners	Depending on the nature of research/RHDR, there is a range of UN sister agencies with significant expertise in subject areas to collaborate.	Production of joint research/analytical products	Expertise in the areas of responsibility	Clear partnership agreements	Depends on the nature of research/RHDR. May include: memorandums of understanding, workplans, regular meetings.
Ministry of Foreign Affairs of Russian Federation	Russian Federation is becoming an emerging donors, which could play a major role in countries of region (esp. Central Asia). Human Development Concept is very close to development approaches of Russian	Incorporation of Human Development approaches in emerging donor activities.	Bilateral donor funding in Russian Federation is steadily increasing and most probably keep increasing in nearest future.	Methodological support and necessary materials. Provision of Training activities.	Proposing selected components of the project to Ministry of Foreign Affairs of Russian Federation

### Human Development: Forward Looking Assessment

	Federation.				
Ministry of Foreign Affairs of Turkey	Turkey is becoming a very active development partner, especially in Central Asia.	Incorporation of Human Development approaches in emerging donor activities.	Turkey provides significant budgets for development cooperation, with certain shares aimed at capacity development.	Methodological support and necessary materials. Provision of Training activities.	Proposing selected components of the project to Ministry of Foreign Affairs of Turkey
European Union	European Union sees innovations as one of the driving forces of the Union. In addition, social inclusion and social cohesion questions (pertinent to human development) stays in the core of European model	Research and teaching on social inclusion and social cohesion in EU and neighbourhood countries	Provides funding both to academic institutions and practical projects in the area of social inclusion and social cohesion	Academic research, teaching and practical projects proposals in the area of social inclusion and social cohesion	Acting together, UNDP and CEU are quite well positioned to access available different lines of EU funding. Mapping of funding opportunities is required.
Moscow State University, Moscow, Russia	MSU is long-standing UNDP partner in Russian-speaking part of the region. Currently MSU is seeking to expand their activities in countries of region, mainly in Central Asia.	MSU is interested in keeping cooperation, and getting access to most up to date materials in Human Development	MSU runs Human Development Course in Russian and have a number of qualified staff. MSU opened in 2011 a portal on human development, which represent a single biggest collection of human development materials in Russian language.	Increasing number of qualified HD Trainers through ToT. Support in translation of HD materials, development of methodological materials and adjustment to particular conditions.	Increasing cooperation with MSU, especially direct cooperation between BRC and MSU in the light of transformation of UNDP Russia into Project office and staff decrease.
Central European University, Budapest, Hungary	CEU is long-standing and trustworthy partner of UNDP in implementation of course. Partnership with CEU, respectable University in Central Europe allow to position course in academic environment and	CEU is interested to maintain highly attractive and competitive courses. At some point SHD course could become a full fledge Master Course in University	CEU provides premises for course, administrative assistance, and broad IT support. The later includes management and maintenance of application system and on-line learning platform, and course archive as	CEU is fairly limited in substantial staff to deliver the course. UNDP may need to cover around 80% of teaching time in the course, and provide overall coordination of course substance. UNDP project shall provide scholarships for	Keeping good working contacts with CEU Summer University Office Extending contacts with substantial departments of CEU (Environmental, Economics, Management, Politics) to better institutionalize course inside of CEU

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	to access funds aimed on academic institutions.		well.	students in the form of limited travel grant.	
Academic Institutions interested /capable of delivering courses on HD and mainstreaming of HD	There are many universities in the region that deliver HD courses (Tajikistan, Uzbekistan)	Interested in high quality and high impact training modules, materials, collaboration with other educational partners in the region	Access to academics who teach and may teach HD	Materials, training modules, HD literature, scholarships for research on HD	Identify potential partners and clearly identify their needs and expectations.

## 7. ANNEXES

### 7.1 TERMS OF REFERENCE

#### Terms of Reference

Expert of the Forward-looking assessment mission

<b>Type of Contract:</b>	IC (Expert), International
<b>Languages Required:</b>	Proficiency in English, knowledge of Russian is an asset
<b>Duration:</b>	3-30 September 2012 - 20 full working days (10 full working days of desk job data/information collection, 5 days of in-house work in Bratislava, and 5 days for finalization of the evaluation Report, recommendations and the concept note plus RRF for the new phase of the HD Umbrella project)
<b>Location:</b>	Desk-work and in-house stay in Bratislava , Slovakia with interviews with relevant stakeholders in beneficiary countries (electronically or through field visits)
<b>Application Deadline:</b>	<b>ASAP for 2 weeks</b>

***Please note that UNDP is not in the position to accept incomplete applications - please make sure that your application contains all details as specified below in this notice.***

#### 1. Background

This forward looking assessment mission is initiated by UNDP Bratislava Regional Center and aims to assess UNDP Interventions on Human Development (HD) carried out under HD Umbrella regional project, including provision of recommendations for future work. This evaluation is to be undertaken taking into consideration the evaluation policy of UNDP (<http://www.undp.org/eo/documents/Evaluation-Policy.pdf>) and the UNDP Handbook on Monitoring and Evaluating for Results (<http://www.undp.org/gef/05/monitoring/policies.html>). The evaluation is linked to the UNDP's Poverty Practice in Europe and the CIS approach to improving the understanding of human development and embedding the MDGs in national development strategies.

The project had a set of outputs at PSPD level contributing to the two major Core Results of service line 1.1, "MDG country reporting and poverty monitoring" (in particular, Core Results "Statistical capacities and analytical processes for regular MDG reporting established" and "HDRs prepared addressing national priority issues"). It also contributed to service line 1.2, "Pro-poor policy reform to achieve MDG targets".

Prior to its launch in May 2007, the first Umbrella-designed regional Human Development (HD) project had built upon randomized activities that signaled lack of in-depth understanding of HD concept as well as missing tangible relationship between the concept and practical policies at RBEC Country offices' level. Even though sustainable human development is an area often perceived as UNDP's trade mark, it was not always sufficiently internalized and its meaning was not clearly understood beyond UNDP. Governments and policy-makers preferred to be focused on HDI rankings and less so on human development and MDGs conducive policies. In the long run, lacking sufficient internalization could have lead to a peculiar situation when sustainable human development rhetoric was used at policy level but was not adequately reflected in policy practice. Sustainable human development was rarely perceived as comprehensive sustainable development framework.

A pilot course on "Sustainable Human development and MDGs in Eastern Europe" - conducted in 2006 jointly with UNDP BRC and Central European University in Budapest - pre-determined the formulation of teaching component of the regional HD Umbrella project. Institutionalizing the course and making it a regular academic event was seen as a great opportunity for promoting the concept of sustainable human development and accelerating MDGs achievements in the region.

At the stage of its closure in 2012, regional project covers a broad range of activities: from conceptualizing the links between human development, equity, sustainability and social inclusion to practical advice on how to translate the human development concept into sector-specific, pro-poor macro-economic policies, and policies to promote employment, social inclusion and reduce vulnerability. Activities include research and methodological work on how to monitor progress in human development through teaching sustainable human development and how it can be translated into real, tangible change, to policy advice and piloting novel approaches in the framework of practical interventions in the field. One of project's strongest components remains assistance to the government in using data to design and implement evidence-based policies that benefit the poor.

### Project objectives:

The overall aim of the project was to address the deficits in **understanding and applying the concept of sustainable human development to development challenges in the region**. It consisted of several mutually reinforcing components and was implemented involving wide range of actors – experts from Bratislava Regional Centre, universities in the region, UNDP country offices, academia working in the area of human development promotion. Most of the project components were demand-driven providing specific support upon demand from country offices. In particular, the project focused on four major dimensions. In particular, the project aimed at:

1. Improving national capacities for enhance statistical data collection for HD monitoring, including disaggregated statistics, and for the use of statistical data in policy making;
2. Improving understanding of a wide range of stakeholders on the concept, policy use and practical application of Human Development and MDGs at various levels;
3. Supporting and strengthening CoP of practitioners working in the area of HD and MDGs;
4. Jointly elaborating and disseminating HD and MDG related knowledge products.

The ultimate goal was to ensure that national and local development instruments reflect the sustainable human development concept, contribute to achieving the MDGs at national and local levels, adequately addressing the needs of vulnerable groups, including Roma.

### Key reference materials:

- 1/ Regional Human Development Report 2011 - <http://europeandcis.undp.org/ourwork/poverty/show/3D67787C-F203-1EE9-B865429091EC6355>
- 2/ Roma in Central and South-eastern Europe - <http://europeandcis.undp.org/ourwork/poverty/show/2180B041-F203-1EE9-B598F2648BEACB5D>
- 3/ The financial crisis as human development opportunity, A. Ivanov, February 2009 - <http://www.developmentandtransition.net/Article.35+M501f27b342d.0.html>
- 4/ "Twenty Years of Transition and Human Development" Development and Transition newsletter - <http://www.developmentandtransition.net/Tags.44+M5092303b2df.0.html>
- 5/ Summer School on Human Development 2007-2012 (joint venture of UNDP BRC and the Central European University, Hungary)  
2012 - <http://sunlearning.ceu.hu/course/view.php?id=122>  
2011 - <http://sunlearning.ceu.hu/course/view.php?id=103>  
2010 - <http://sunlearning.ceu.hu/course/view.php?id=78>  
Sustainable HD school video materials on the YouTube - <http://www.youtube.com/user/shdbrc>
- 6/ "The Global Crisis and Human Development: A Study on Central and Eastern Europe and the CIS Region", The journal of Human Development and Capabilities, Volume 13, May 2012 - <http://www.tandfonline.com/doi/abs/10.1080/19452829.2011.645531>
- 7/ UN teamwork space "Human Development in Europe and CIS" - <https://undp.unteamworks.org/node/66611>
- 8/ Other important and relevant publications on Roma (will be available by the end of June)
- 9/ List of RBEC NHDRs produced between 2007-2012 – <http://hdr.undp.org/en/reports/>
- 10/ List of HD and MDG focal points at RBEC Country Offices

## 2. Description of Responsibilities

Bratislava Regional Centre intends to undertake a strategic, forward-looking assessment of its work on understanding and applying human development to development challenges in the region in all stages of project's implementation. More specifically the evaluation is expected to examine the following:

**(a) Level of enhancement of national capacities for HD data production and usage in policy making, including capacity to produce data disaggregated by vulnerable groups and sub-national administrative units. Particular questions to be addressed:**

- Have implemented activities enhanced the data producers' and users' capacity to understand and apply HD/MDG and social inclusion data?
- Did the project provide opportunities for constructing comprehensive data products that can be the basis for in-depth project follow-ups at national and local levels?
- Did the project provide opportunities for exchange of views and information with development actors in countries facing similar development challenges?

**(b) Degree of understanding of stakeholders (students, civil society, policy makers) on Human Development. Particular questions to be addressed:**

- Have implemented activities under the project improved policy-makers' capacity to elaborate and implement HD conducive responses to development challenges
- Did the project expand the opportunities, for HD teaching, acquiring and sharing knowledge both at academic and at practical levels?
- Were cooperative links improved between different actors involved in HD and MDGs issues providing opportunities for 'cross-fertilization' – i.e. exchange of experience from different sectors?

**(c) Extent to which CoPs of practitioners working in the area of HD were supported and strengthened. Particular questions to be addressed:**

- Was HD and MDGs focal points cooperation improved?
- Was HD group of professionals able to act like a team utilizing the opportunities that the structure of UNDP (with country and regional level presence) provides for advancing the issues of HD?
- Did the "HD in Europe and CIS" UNTeamwork space enhance ability of CO users to benefit from and contribute to knowledge sharing?

**(d) Elaboration and dissemination of HD and MDG related knowledge products. Issues to be addressed:**

- Were methodologies and experience in the area of HD monitoring and vulnerability codified for replication in the region?
- Was the project contributing to promotion of regional and global HDRs and improving visibility of UNDP as knowledge-based organization?
- Was the inventory of projects and policies targeting vulnerability issues made?

**(e) Provision of recommendations on how to scale up existing HD interventions of Bratislava Regional Center and formulation of the concept note for the next phase of HD regional project**

The expert/consultant should provide the hiring unit with recommendations regarding specific actions that might be taken to improve the quality of the HD products and efficiency/effectiveness of undertaken activities (under scope of evaluation) and assist in formulation of the concept note and its respective Results and Resources Framework (RRF) for the next phase of regional HD project with the start-up date as 1 November 2013.

*The Role and Tasks of the expert:*

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The expert will work under direct guidance of Poverty Reduction Practice Leader, in collaboration with HD Advisor and other HD team member. The expert should come with expertise in quality of human development analysis (quality of HD products component and effectiveness/efficiency)

In order to assess the influence of the UNDP strategy on HD and the extent to which the HD regional project has contributed to introducing Human Development concepts and approaches at regional and national/sub-national levels to various target audiences and across 4 components below, it is necessary to review the series of interventions as they have evolved over time. This set of interventions include:

### **Component 1: Improvement of national capacities in enhancing statistical data collection for HD monitoring, including disaggregated statistics, and for the use of statistical data in policy making**

Evaluate if project addressed wide range of challenges related to HD statistics, targeting both the supply side (assisting the production of better and more relevant data) and demand side (improving the understanding of HD statistics among users and in particular policy-makers). Assess whether support under this output took into account budget limitations of national governments in piloting new methodologies in the area of poverty monitoring and social inclusion. Examine whether efforts and resources were devoted to complementing governments' effort in the area of HD data production, particularly with regards to the preparation of new census round.

Baseline	Indicator of success
Capacities and statistical data necessary for HD monitoring available mostly for national aggregates	Number of countries that have capacities to monitor HD at sub-national level
Methodologies for data disaggregation are not implemented	Methodologies for data production are up to international standard
National and local policies do not reflect MDGs	Disaggregated open-source data repositories in place

### **Component 2: Improvement of understanding of a wide range of stakeholders on the concept, policy use and practical application of Human Development at various levels**

Assess whether the project has addressed the deficits in understanding and applying the concept of sustainable human development to development challenges in the region. In particular in the scope of support in elaboration of new curriculum into the country-level universities, conduct of the UNDP-CEU summer courses, on-demand support in translation of important HD literature into local languages and vice-versa as well as on-demand workshops for policy makers on social inclusion.

Baseline	Indicator of success
HD paradigm not sufficiently understood by stakeholders	Number of policy-makers who successfully passed HD trainings
Research on SHD still tends to be clustered into separate dimensions with "sustainable development" oscillating around environmental aspects and other development topics – traditional "development economics"	New HD curriculum elaborated
	Number of universities that joint the network

### **Component 3: Supported and strengthened COP of practitioners working in the area of HD and MDG**

Assess the effectiveness of community of practitioners working in the area of HD (maintenance and on-demand training and mentorship). Assistance to COs in revision of NHDRs preparations on a regular basis and in mainstreaming NHDRs into policy practice in the form of follow-up activities after the launch of NHDRs (at regional and country levels).



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Baseline	Indicator of success
UNDP and other family organizations need regular update on latest development in HD area and need improvement of their skills and knowledge	Number of staff from COs that has passed trainings on HD issues
NHDR teams often need support to bring the HD analyses closer to policy practice	Number of COP meetings organized

### Component 4: Jointly elaborated and disseminated HD related knowledge products

Assess the degree of project's support in the process of experience conceptualization and knowledge sharing and whether the products elaborated under this component were instrumental for replication to other countries facing similar challenges. Review whether the inventory of projects and policies targeting vulnerability issues was conducted

Baseline	Indicator of success
Knowledge of poverty in the region is still superficial with the subject mostly being addressed in the monetary terms	Number of background papers on disaggregated analyses of dimensions and determinants of poverty and social exclusion elaborated
The HD impact assessment of policies at local and central level is not applied in the region	Number of countries supported with production of NHDRs

Further, the expert in his/her part of the evaluation report should address the following questions:

- The extent to which issues related to empowerment of women were addressed in HD products
- Are HD products of equal value for women and men beneficiaries?
- Did HD products encourage disaggregation of data (by sex, region, age, etc)?

## EVALUATION METHODOLOGY

### Evaluation Methodology:

The expert will be responsible for producing an evaluation report which draws on the findings and factual statements identified from a review of relevant documents which were submitted according to UNDP rules and procedures, including the annual project planning documents, annual project reports, in addition to the technical reports produced by the project. A list of the above materials will be shared with the expert before the beginning of the mission. The mission will also undertake mission to Bratislava Regional Center and interview (on-line) the stakeholders including the target beneficiaries, government officials (both at the national and regional levels). Participation of stakeholders in the evaluation should be maintained at all the times, reflecting opinions, expectations and vision about the contribution of the HD interventions towards the achievement of its objectives.

### Products Expected from the Evaluation:

The expert will be responsible for coordinating the team's work on, and delivering:

1. a **desk review** of existing documents.
2. summary documentation of interviews with the stakeholders.
3. the evaluation report, including forward-looking recommendations.
4. a presentation of the team's findings highlighting achievements, constraints and realistic recommendations to decision makers and stakeholders.
5. Concept note of the new project and its framework (**desk job**)

### Evaluation Report:

The outline and main findings of the evaluation should be completed and handed to UNDP during the final de-briefing session. The draft report should be produced according to the structure outlined in the UNDP Guidelines for Evaluation.

The expert will submit the draft evaluation report and the concept note for the new phase of the HD regional project to UNDP not later than 15 days after completion of the contract. Based on the

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comments of the stakeholders, the team leader will be responsible for finalizing and submitting the final version of the report to UNDP, BRC within 15 days of receipt of comments.

While the experts/consultants are free to use any detailed method of reporting, the Evaluation Report should contain at least the following:

- ✓ General information (List of acronyms and abbreviations, table of contents, including list of annexes, Executive Summary)
- ✓ Introduction: background and context of the program
- ✓ Description of the program – its logic theory, results framework and external factors likely to affect success
- ✓ Purpose of the evaluation, its key questions and scope with information on limitations and delimitations; approach and methodology
- ✓ Findings with their explanation and interpretation
- ✓ Conclusions
- ✓ Recommendations (including recommendations and concept note of the next phase of the regional project on Human Development and draft Results and Resources Framework for the new phase of the regional HD project)

In addition, the final report should contain the following annexes:

- Terms of Reference for the forward-looking assessment mission
- List of meetings attended
- List of persons interviewed
- List of documents reviewed
- Any other relevant material

Throughout the period of the evaluation, the expert will liaise closely with the, Director of BRC, Human Development Advisor and HD team members at BRC, UNDP CO senior management and HD focal points at country level. The expert can raise or discuss any issue or topic he/she deems necessary to fulfill the tasks. The expert, however, is not authorized to make any commitments to any party on behalf of UNDP.

### Management arrangements:

The evaluation is initiated by UNDP Bratislava Regional Centre under the general supervision of the BRC Director a.i. and direct supervision of BRC Poverty Practice Leader. As such, UNDP BRC will, through support from the Human Development team at BRC, recommend about the schedule of the mission, provide copies of the project documentation for review and assist in interview arrangements and meetings.. The Project shall provide an overall briefing to the evaluator upon start-up of the assignment. During expert's stay in Bratislava, UNDP will provide the evaluator with logistical support such as an issue of visa, hotel reservation, working space in the project premises with access to internet. The expert is requested to travel with his/her own laptop.

### Deliverables and timeframe

The total duration of the assignment is 20 working days in the course of one month<sup>25</sup>. The tentative schedule of deliverables is as follows:

Within a week after signing the contract, the expert will present an inception report covering:

- (a) preliminary approach of the evaluation
- (b) study tools to be utilized and,
- (c) broad outline of the final report.

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<sup>25</sup> Weeks do not have to be continuous. For example, completion of the final report, Concept note and RRF for the new phase of JHD project will depend on how quickly comments are received from UNDP BRC

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The expert will undertake a visit to UNDP Bratislava Regional Centre (total duration up to 5 days), the exact timing of which will be agreed with the BRC and HD team members. At the end of the mission, the expert will present a summary of key findings and preliminary recommendations.

The expert will be responsible for ensuring timely delivery of the evaluation report (following the outline provided above) as well as the concept note and RRF for the new phase of the project, within 10 days of the end of the mission.

The expert will deliver 3 final products (the final evaluation report (including recommendations), the concept note and the RRF for the new phase of the HD Umbrella project) within 15 days of receiving comments on the draft products from BRC team.

### Payment conditions

The payment will be based on UN rates for international consultants. 20% of the payment will be made on signing of the contract agreement and 30% on submission and acceptance of draft report. The remaining 50% of the contract amount will be made after delivery of the products. Each payment installment will be supported by the performance evaluation as per standard UNDP format for IC holders.

### **3. Competencies**

- ❖ Demonstrated ability to assess complex situations, succinctly, distil critical issues, and draw forward-looking conclusions and recommendations;
- ❖ Ability and experience to deliver quality reports within the given time.
- ❖ Extensive experience in monitoring and evaluation of development projects supported by donors;
- ❖ Gender expertise on the evaluation team is required. The expert have the capacity to identify and collect gender related information using various methods and analyze the data.
- ❖ Familiarity with UNDP rules, regulations and results-based project evaluations;
- ❖ Excellent writing and communication skills in English

### **4. Qualifications**

- ❖ Awareness of gender issues (preferably in the CIS region) and knowledge of gender mainstreaming techniques

#### Academic Qualifications/Education:

- ❖ Postgraduate degree in relevant discipline: development economics or development studies and management (or equivalent)

#### Experience:

- ❖ strong professional background in dealing with policy issues/programmes in the area of human development/direct experience with HDRs
- ❖ evaluation experience with a minimum of 10 years of relevant experience;
- ❖ Prior experience in the evaluation of co-operation programmes in the sphere of poverty reduction and MDGs
- ❖ The applicant should be ready to provide documental evidence for the claimed qualifications and professional experience
- ❖ The evaluator should be independent from any organizations that have been involved in designing, executing or advising in any aspects of the project that is subject to this evaluation. Similarly, the evaluator should not have been directly involved in designing , executing or advising in any aspects of the project

#### Language skills:

- ❖ Proficiency in English, knowledge of Russian is an asset.
- ❖ Excellent writing and communication skills in English

### **5. Evaluation of Applicants**

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Individual experts will be evaluated based on a cumulative analysis **taking into consideration the combination of the applicants' qualifications and financial proposal.**

The award of the contract should be made to the individual expert whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Only the highest ranked candidates who would be found qualified for the job will be considered for the Financial Evaluation.

Technical Criteria - 70% of total evaluation – max 40 points:

- Criteria A (qualifications and competences) - max points: 15
- Criteria B (language skills) – max points: 5
- Criteria C (years of experience) - max points: 10
- Criteria D (academic qualifications) – max points 10

Financial Criteria - 30% of total evaluation – max 10 points

### 6. Application procedures

Qualified candidates are requested to apply online via this website. The application should contain:

- **Cover letter** explaining why you are the most suitable candidate for the advertised position and a **brief methodology** on how you will approach and conduct the work (if applicable). Please paste the letter into the "Resume and Motivation" section of the electronic application.
- **Filled P11 form** including past experience in similar projects and contact details of referees (blank form can be downloaded from [http://europeandcis.undp.org/files/hrforms/P11\\_modified\\_for\\_SCs\\_and\\_ICs.doc](http://europeandcis.undp.org/files/hrforms/P11_modified_for_SCs_and_ICs.doc)); please upload the P11 instead of your CV.
- **Financial Proposal\*** - specifying a total lump sum amount for the tasks specified in this announcement. The financial proposal shall include a breakdown of this lump sum amount (number of anticipated working days, travel, per diems and any other possible costs).
- **Incomplete applications will not be considered. Please make sure you have provided all requested materials**

*\*Please note that the **financial proposal is all-inclusive** and shall take into account various expenses incurred by the consultant/contractor during the contract period (e.g. fee, health insurance, vaccination and any other relevant expenses related to the performance of services...). All envisaged **travel costs** must be included in the financial proposal. This includes all travel to join duty station/repatriation travel.*

**Payments** will be made only upon confirmation of UNDP on delivering on the contract obligations in a satisfactory manner.

Individual Consultants are responsible for ensuring they have **vaccinations/inoculations** when travelling to certain countries, as designated by the UN Medical Director. Consultants are also required to comply with the UN **security directives** set forth under [dss.un.org](http://dss.un.org)

**General Terms and conditions** as well as other related documents can be found under:

<http://europeandcis.undp.org/home/jobs>

Qualified **women** and members of **minorities** are encouraged to apply.

Due to large number of applications we receive, we are able to inform only the successful candidates about the outcome or status of the selection process.

## 7.2 LIST OF PERSONS INTERVIEWED

Andrey Ivanov, Human Development Advisor, UNDP Europe and the CIS, Bratislava Regional Centre

Mihail Peleah, Human Development Programme and Research Officer, UNDP Europe and the CIS, Bratislava Regional Centre

Elena Danilova-Cross, Policy Analyst, Social Inclusion and Human development, UNDP Europe and the CIS, Bratislava Regional Centre

Giulio Quaggiotto, Practice Leader, Knowledge and Innovation Unit, UNDP Europe and the CIS, Bratislava Regional Centre

A. H. Monjurul Kabir, Human Rights, Justice and Legal Empowerment/ Policy Advisor, UNDP Europe and the CIS, Bratislava Regional Centre

Stamatios Christopoulos, Ph.D., Programme Analyst, Energy and Environment Practice, UNDP Europe and the CIS, Bratislava Regional Centre

Dmitry Mariyasin, New Development Partnerships Coordinator, UNDP Europe and the CIS, Bratislava Regional Centre

Stephan Schmitt-Degenhardt, Private Sector Specialist, UNDP Europe and the CIS, Bratislava Regional Centre

Kamil Wyszowski, Head of the Office, UNDP Project Office in Poland

Lukasz Kolano, Project Manager, UNDP Europe and the CIS, Project Office Poland

Patrick Gremillet, BRC Director OIC, UNDP Europe and the CIS, Bratislava Regional Centre

Michaela Lednova, Civil Society Specialist, UNDP Europe and the CIS, Bratislava Regional Centre

Jaroslav Kling, HD and Roma Inclusion Policy Analyst, UNDP Europe and the CIS, Bratislava Regional Centre

Balazs Horvath, former Poverty Practice Leader, UNDP Europe and the CIS, Bratislava Regional Centre

Koh Miyaoi, Gender Practice Leader, UNDP Europe and the CIS, Bratislava Regional Centre

Henrieta Martonakova, Regional Programme Manager/Specialist, Poverty and Environment Initiative, Energy and Environment Practice, UNDP Europe and the CIS, Bratislava Regional Centre

Daniela Stoycheva, Climate Change Policy Advisor, Energy and Environment Practice, UNDP Europe and the CIS, Bratislava Regional Centre

### 7.3 LIST OF DOCUMENTS REVIEWED

Alkire, Sabina. *Human Development Research Paper 2010/01, Human Development: Definitions, Critiques, and Related Concepts*.

Association “For Sustainable Human Development”, UNEP NATCOM of Republic of Armenia, Yerevan State University, State Council of Statistics of Republic of Armenia, UNDP Armenia and UNDP BRC. *Sustainable Human Development Index for Armenia – its logic, the results of the pilot and the opportunities for broader application*. 2012

Fukuda-Parr, Sakiko and A.K. Shiva Kumar. *Readings in Human Development*. Oxford. 2005

Horváth, Balázs, Andrey Ivanov and Mihail Peleah, “The Global Crisis and Human Development: A Study on Central and Eastern Europe and the CIS Region”. *Journal of Human Development and Capabilities: A Multi-Disciplinary Journal for People-Centered Development*, Volume 13, Issue 2, 2012

Ivanov, Andrey and Mihail Peleah. *Disaggregation of Human Development Index: Opportunities and challenges for local level policy-making, UNDP BRC*. Bratislava, 2010-2011.

Kovacevic, Milorad. *Human Development Research Paper 2010/33, Review of HDI Critiques and Potential Improvements*.

Moscow State University. *Human Development: New Measures of Socio-economic Progress*. Textbook. Moscow. 2008

Scott, Wolf. *Tracking Human Development, The use of statistics in monitoring social conditions. With special reference to Central and Eastern Europe, the Caucasus and Central Asia*. Bratislava 2004 (the same edition in Russian, 2006)

Stoycheva, Daniela P. with contributions from Leisa Perch. “Green Innovations: Reducing Energy Poverty and Inequitable Access” in *International Policy Research Brief*, Centre for Inclusive Growth, June 2012, No.24.

UNDP. *At Risk: Roma and the Displaced in Southeast Europe*. 2006

UNDP. Regional Human Development Report. *Beyond Transition Towards Inclusive Societies*. 2011

UNDP. *Unlocking progress: MDG acceleration on the road to 2015*. 2010

UN. *The MDGs in Europe and Central Asia: Achievements, Challenges and the Way Forward*. 2010

UNDP. Human Development Report. *Central Asia. Bringing down barriers. Regional cooperation for human development and human security*. 2005.

UNDP. Global Human Development Report 2011. *Sustainability and Equity: A Better Future for All*.

UNDP. Global Human Development Report 2010. The Real Wealth of Nations. Pathways to Human Development.

UNDP. *Handbook on Planning, Monitoring and Evaluating for Development Results*. 2009

UNDP. *Outcome-Level Evaluation: A Companion Guide to the Handbook on Planning, Monitoring and Evaluating for Development Results for Programme Units and Evaluators*. 2011.

UNDP Poland. *Local Human Development Index Conceptual foundations, methodology of measurement and policy application*. Warsaw. 2012.

UNDP. *Sustainable Human Development Course Survey CEU Summer 2012. Participants feedback*.

UNDP. NHDR Policy. <http://hdr.undp.org/en/nhdr/about/undp/>

UNDP. *Organization of Sustainable Human Development Summer University Course. Summary from 7 years of the CEU UNDP Summer Course*. 2012.

Zhirayr Edilyan, Evaluation Report UNDP Armenia Enhancing Dialogue and Trust-Building in Armenia Project, 2010-2011, July 2012

UNDP project documentation, including annual reports, surveys of CEU course participants, CEU course directors' reports for 2010, 2011, and 2012, CEU course evaluations, BRC client satisfaction reports, etc.