

2016

# **UNDP Regional Programme for Europe and the Commonwealth of Independent States (2014-2017): Midterm Outcome Evaluation**

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## Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>8</b>
<b>1. INTRODUCTION .....</b>	<b>12</b>
<b>2. METHODOLOGY AND LIMITATIONS .....</b>	<b>13</b>
<b>2.1. Data sources and collection methods.....</b>	<b>14</b>
<b>2.2. Limitations .....</b>	<b>14</b>
<b>3. THE DEVELOPMENT CHALLENGE IN BRIEF .....</b>	<b>15</b>
<b>4. UNDP RESPONSE .....</b>	<b>17</b>
<b>5. FINDINGS: CONTRIBUTION TO RESULTS.....</b>	<b>19</b>
<b>5.1. CONTRIBUTION TO RESULTS BY OUTCOME.....</b>	<b>20</b>
5.1.1. Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded .....	20
5.1.2. Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance .....	29
5.1.3. Outcome 3: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change .....	38
5.1.4. Outcome 4: Development debates and actions at all level prioritize poverty, inequality and exclusion, consistent with our engagement principles .....	47
<b>5.2. INSTITUTIONAL PERFORMANCE AND FACTORS AFFECTING THE CONTRIBUTION TO OUTCOMES .....</b>	<b>54</b>
5.2.1. Institutional performance.....	54
5.2.2. Institutional factors affecting the IRH contribution to Outcomes .....	57
<b>6. CONCLUSIONS .....</b>	<b>65</b>
<b>7. RECOMMENDATIONS.....</b>	<b>66</b>
<b>ANNEXES .....</b>	<b>69</b>
Annex 1: Case Study “Support for DRR in Tajikistan: convergence of UNDP Country Programme, Regional Programme and global level support .....	70
Annex 2: TOR .....	74
Annex 3: Data from the Service tracker.....	82
Annex 4: IRH Organogram .....	84
Annex 5: Financial Information.....	85
Annex 6: List of people interviewed .....	86
Annex 7: RRF.....	89
Annex 8: KII Guide .....	100
Annex 9: UNDP CO Survey questionnaire.....	102
Annex 10: Results chains of the Outcome .....	109

## List of Figures

Figure 1: Suggested Results Chain for the RP .....	18
Figure 2: Average ratings for the regional value added of the IRH work .....	55
Figure 3: Average ratings: regional projects .....	55
Figure 4: Typology of results monitored.....	64
Figure 5 - Advisory Service Proportion by type of service [Data Source: IRH Service Tracker] .....	82
Figure 6: Clients' Satisfaction (by Team) [Data Source: IRH Service Tracker].....	82
Figure 7 - No. of Advisory Service by Team [Data Source: IRH Service Tracker] .....	83
Figure 8 - No. of Advisory Service (by requesting office) [Data Source: IRH Service Tracker].....	83
Figure 9: Results chain for Outcome 1.....	109
Figure 10: Results chain for Outcome 2.....	110
Figure 11: Results chain for Outcome 3.....	111
Figure 12: Results chain for Outcome 4.....	112

## List of Tables

Table 1: Resources mobilized in 2014-15 (based on signed agreements).....	85
Table 2: IRH Programme budget monitoring table for 2015 .....	85

## List of Boxes

Box 1: 5 mutually reinforcing 'regionality' principles .....	17
Box 2: The Knowledge Management Gate .....	58

## ABBREVIATIONS

AfT	Aid for Trade
AC	anticorruption
ABD	Area Based Development
ARV	Anti-retroviral drug
ADPC	Asian Disaster Preparedness Center
ASL	Authorized spending limits
BiH	Bosnia and Herzegovina
BCPR	Bureau for Conflict Prevention and Recovery (UNDP, former)
BPPS	Bureau for Policy and Programme Support (UNDP)
CRPD	Convention on the Rights of Persons with Disabilities (UN)
CIS	Commonwealth of Independent States
CSO	Civil Society Organizations
CO	Country Office (UNDP)
CLSG	Council of Europe Charter of Local Self-government
CoE	Council of Europe
COP	Community of Practices
CDRRR	Center for Disaster Response and Risk Reduction
CRM	Climate Risk Management
CPD	Country Programme Document (UNDP)
CARRA	Central Asia Regional Risk Assessment
DPKO	Department for Peacekeeping Operations (UN)
CC	Climate Change
COP21	Conference of Parties (2015 Paris Climate Conference)
DaO	Development as One
DRR	Disaster Risk Reduction
DAC	Development Assistance Committee (OECD)
DPA	Department of Political Affairs (UN)
ECIS	Europe and the Commonwealth of Independent States
ECA	Europe and central Asia
ECOM	Eurasian Coalition on Male Health
EE	Energy Efficiency
ENVSEC	Environment and Security
EWNA	Eurasian Women's Network on AIDS
ENNHRI	European Network of National Human Rights Institutions
EC	European Commission
EU	European Union
GBV	gender based violence
GPB	Governance and Peacebuilding
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
GAIN	Global Anticorruption Initiative (UNDP)
GRECO	Group of States Against Corruption
GOPAC	Global Organization of Parliamentarians Against Corruption
GMS	General Management Support
GDI	Gender-related Development Index
GCF	Green Climate Fund
GoT	Government of Tajikistan
HCWM	Healthcare waste management
HIV	Human immunodeficiency virus
HHD	HIV, Health and Development
HR	Human Rights
HFA	Hyogo Framework for Action
HDR	Human Development Report
HD	Human Development
HDI	Human Development Index
HQ	Headquarter
IEA	International Energy Agency
IRRF	Integrated Results and Resources Framework
IRH	Istanbul Regional Hub
ILO	International Labour Organization

INDC	Intended Nationally Determined Contributions
IMF	International Monetary Fund
IDRC	International Development Research Centre
IBM	Integrated Border Management
IDP	Internally displaced person
ICT	Information and Communication Technologies
ISS	Implementation Support Services
ICCM4	International Conference on Chemicals Management
ITPC	International Treatment Preparedness Coalition
KII	Key Informant Interviews
K&I	Knowledge and Innovation
LED	Local economic development
LEDS	Low-emission development strategies
MCGA	Micro-Capital Grant Agreement
MDG	Millennium Development Goals
MSM	men who have sex with men
MADRID	Mainstreaming Adaptation and Disaster Reduction into Development
MAPS	Mainstreaming, Acceleration and Policy Support
MPI	Multidimensional Poverty Index
NCD	Non-communicable diseases
NGO	Nongovernmental organization
NAP	National Adaptation Plan
NATO	North Atlantic Treaty Organization
NAMA	Nationally appropriate mitigation action
NDA	National Designated Authority
NFP	New Funding Model
NRM	natural resource management
NHRI	National Human Rights Institutions
ODECA	OD Europe and Central Asia
OHCHR	The Office of the United Nations High Commissioner for Human Rights
ODRA	Open Data Readiness Assessments
OECD	Organization for Economic Cooperation and Development
OSCE	Organization for Security and Co-operation in Europe
OGP	Open Government Partnership
OD	Open Data
OD4D	Open Data for Development (OD4D).
ODA	Overseas Development Assistance
PWD	Persons with Disabilities
PEI	Poverty-Environment Initiative (UNDP-UNEP)
P2P	Peer to Peer
PLHV	People Living with HIV/AIDS
PDNA	Post Disaster Needs Assessments
PDA	Peace and Development Advisors
PSG	Peer Support Group
PAG	Programme Advisory Group
PSU	Programme Support Unit
QA	Quality Assurance
RBA	Regional Bureau for Africa
RBAS	Regional Bureau for Arab States
RBEC	Regional Bureau for Europe and the CIS (UNDP)
RC	Resident Coordinator (UN)
RCC	Regional Cooperation Council
RDT	Regional Directors' Team (UN)
R&D	Research and Development
RIMES	Regional Integrated Multi hazard early Warning System for Africa and Asia
ROAR	Results Oriented Annual Report
RoL	Rule of Law
RP	Regional Programme
RPD	Regional Programme Document
RRF	Results and Resources Framework
RSSRP	Regional for Security Sector Reforms' platform
SAICM	Strategic Approach to International Chemicals Management
SALW	small arms and light weapons

SP	Social Protection
SI	Social Inclusion
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goal
SE4ALL	Sustainable Energy for All
SEE	South East Europe
SEEDs	Social, economic and environmental determinants (of health)
SEESAC	South Eastern and Eastern Europe Clearinghouse for the Control of the Small Arms and Light Weapons
SS&T	South-South, East- East and Triangular
SGBV	Sexual and other forms of gender-based violence
SPHS	Sustainable Procurement in the Health Sector
SCORE	Social Cohesion and Reconciliation (SCORE)
SWAN	Sex Workers' Advocacy and Rights Network
SOPs	Standard Operating Procedures
SPF-I	Social Protection Floor Initiative
The fYR of Macedonia	The former Yugoslav Republic of Macedonia
TOC	Theory of Change
TA	Technical Assistance
TEP	Territorial Employment Packs
TRIPS	Trade-Related Aspects of Intellectual Property Rights
US	Unites States
UNECAPY	ECA Partnership for Youth
UNEP	United Nations Environmental Programme
UNDG	United Nations Development Group
UNDAF	United Nations Development Assistance Framework
UNCT	United Nations Country Team
UNFPA	United Nations Population Fund
UNIFEM	United Nations Development Fund for Women
UNECE	United Nations Economic Commission for Europe
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNISDR	United Nations Office for Disaster Risk Reduction
UPR	Universal Periodic Review
UNODC	United Nations Office on Drugs and Crime
UNCAC	UN Convention on AC
UNSCR 1244	UN Security Council Resolution
UNFCCC	United Nations Framework Convention on Climate Change
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNDG	United Nations Development Group
UNRCCA	United Nations Regional Centre for Preventive Diplomacy for Central Asia.
UN SWAP	UN System-wide Action Plan
WTO	World Trade Organization
WB	World Bank
WCDRR	World Conference on Disaster Risk Reduction
WHO	World Health Organisation
WMO	World Meteorological Organization

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Views expressed in this report are those of the independent experts and do not necessarily represent the position of UNDP.

## EXECUTIVE SUMMARY

The region covered by the United National Development Programme (UNDP) for the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) - a total of 17 countries and one territory in Europe and the Commonwealth of Independent States (ECIS) - represents a diverse group of mostly middle-income countries, but many with a sizeable poor population. While human development continues to rise in the region, there are concerns related to growing inequality both in opportunities and incomes, persistent gender inequality and gender-based violence, increasing environmental challenges, lack of democratic governance and rule of law, as well as high levels of corruption in most of the countries in the region. To address the regional challenges, the UNDP Regional Programme (RP) for ECIS 2014-2017 has been focusing on four areas - sustainable development, governance and peacebuilding, disaster risk reduction (DRR) and conflict prevention, and contribution to the development debates – that are aligned with the UNDP Strategic Plan 2014-2017. As per the RBEC Evaluation Plan, a mid-term evaluation of the 4 outcomes (MTOE) of the RP had to be carried out by 2016. The Istanbul Regional Hub (IRH) took a decision to combine these into one exercise (conducted in parallel to the Midterm Review (MTR) of the RP and by the same team of experts). This is a summative evaluation assessing (a) the extent to which the programme activities implemented with partners during 2014-2015 have contributed to progress under the 4 outcomes and the achievement of set targets, (b) whether UNDP's existing partnership arrangements proved to be successful and relevant; and (c) whether overall UNDP-supported activities have contributed to the improvements in the socioeconomic, environmental and democratic developments in the region. The contribution of the programme to the outcomes is assessed against a given framework following the corporate guidelines and according to a standard set of evaluation criteria: relevance, effectiveness, efficiency, and sustainability.

The MTOE concluded that the 4 broad Outcomes with corresponding Outputs under the Regional Programme Document (RPD) were overall **relevant** for the region, in particular through: bringing the main aspects of sustainable development under one roof, focus on the improvement of governance systems and institutions to address development challenges, recognition of the interconnection of the DRR and peacebuilding/conflict prevention, and the emphasis on innovation and partnership building. However, ideally the RPD could have been more reflective of the proportionality of different types of the work carried out by the Istanbul Regional Hub (IRH) and more enabling as a framework for gender mainstreaming. The IRH is addressing some of the gaps in the RPD, most notably related to the Country Offices' (CO) demand related to more prominence in the portfolio of local governance and public administration reforms, parliamentary work and youth engagement. It is also reacting in a timely manner to the emerging challenges in the region, for example those related to violent extremism and migration. This has increased the relevance of the RP, which was ranked high by the COs that are very appreciative also of the IRH's more CO-facing approach (backed by corresponding procedures). At the same time, there are certain areas/approaches under each outcome, which could be refined further. This applies in particular to: the nexus of Natural Resource Management (NRM) and other areas (Outcome 1), better linkages between local governance, Human Rights (HR)/Rule of Law (RoL) and peacebuilding (Outcome 2), applying a more comprehensive approach to conflict prevention (Outcome 3), and systematic identification of the best practices for sharing among the COs (all Outcomes, but operationalized under Outcome 4). While the IRH has taken adequate steps to position the UNDP in the region towards the Sustainable Development Goals (SDGs) agenda, a more pronounced SDG- linked- reprioritization of the portfolio would be required to maintain and enhance the relevance in the future.

Despite the fact that the IRH was affected by several simultaneous "shocks" during the last two years (relocation process from Bratislava to Istanbul, corporate restructuring process affecting the regional practice architecture resulting in significant staff turnover, and considerable budget cuts) leading to disruptions in the delivery during the first RP year, the **effectiveness** of IRH under all outcomes was



strong, with the vast majority of the plans achieved at midterm. Overall, significant and sufficient progress was made in terms of *contributions to the outcomes* through joint work with the COs and support provided to both them and the national governments/partners. Specifically, good progress was achieved in terms of contributing to: improved livelihoods in selected communities of the programme countries with trade promotion measures; scaled up actions for climate change mitigation and adaptation; advancement of the Open Data (OD) as a means of government transparency, application of HR standards and improved access to justice in relation to People Living with HIV/AIDS (PLHIV) and Sexual and Gender-based Violence (SGBV); security sector reforms; laying the grounds for sustainable national response to HIV; improved assessments, preparedness and mitigation in relation to both DRR and conflict prevention; strengthened analytical capacities of the countries and the COs with methodological advice related to Millennium Development Goals(MDG)/SDGs and engaging in development debates to improve the national plans to meet SDGs. Important initial progress was registered in promoting social inclusion/employment related policies (a relatively new area for the IRH). In promoting innovations and partnerships, the achievements significantly surpassed the plans, including in such areas as cross-regional experience exchange. The IRH is delivering a distinct regional value added, clearly in line with the 5 regionality principles. A number of new regional initiatives were launched and new regional approaches initiated contributing to this, most notably the Catalytic and Scaling up Facility. The current pace of the IRH progress is good enough to achieve the results by the end of the RP; only slight programmatic adjustments are recommended.

The IRH regional interventions were mostly **efficient** in its pursuit of contributing to the 4 identified Outcomes, and this is rather remarkable, given that the IRH has gone through significant structural changes internally and budget cuts, working essentially with limited number of staff. Relocation to Istanbul and the resulting co-location with a number of other UN agencies has facilitated building partnerships within the UN Regional Directors' Team (RDT) and regional bodies. The RP marks an alignment with the overall programmatic framework and planned results of the UNDP Strategic Plan 2014-2017 and the Country Programmes. The structural changes have resulted in an organigram, which in part mirrors the structure of the Bureau for Policy and Programme Support (BPPS). This vertical alignment has a potential to facilitate the aggregation of results capturing lessons learnt both vertically and horizontally (across the regions) and replication of successful approaches facilitating the efficiency of the work of the regional center overall. A complete alignment of the multiple team structure within 4 Outcome –led logic is not an easy task however and could not have been expected to be fulfilled quickly. The IRH is progressing well with this alignment, with only few areas needing some acceleration (e.g. related to programmatic integration of the Global Environmental Facility (GEF)-related work) or adjustment (e.g. related to institutional arrangement for gender mainstreaming and explicit reflection of the work on Human Development Reports (HDRs) and SDGs in the staff Terms of Reference (ToRs)). The quality assurance mechanism on RP implementation and programme delivery has been significantly enhanced during the current programme cycle. There is good progress in delivering as one team, with silos being less of a challenge. A low-core model of funding is emerging with the changes in the financial situation requiring new/refined approaches to financing, including cost-recovery. In this context, it is important to maintain the ability to also invest in analytical work that does not bring immediate visible benefits.

Overall the IRH led initiatives (projects and services) have good potential for **sustainability**, facilitated by the large share of work aimed at assisting the countries with policies and institutional capacity building (important sustainability -boosting elements), as well as adequate attention to other important factors, like addressing both “supply” and “demand” side of good governance and accountability related work (e.g. in anticorruption (AC) and access to justice) and combining both upstream and downstream level activities (e.g. related to sustainable energy in the context of addressing climate change). At the same time, sustainability is the aspect of the IRH work that needs closer attention during the second part of the programme. In particular, it needs to be ensured that:

funding levels for projects/initiatives are commensurate with the goals; that the regional projects are more focused, with designs that maximize the regional value added and promote sustainability, underpinned by thorough research and risk assessments to ensure the timeliness; and that the regional projects are well integrated into the country programmes (or have a strong potential for that). As for the services, the systems in place need to assure that the outcomes of the advice provided by the IRH are well captured at the IRH level. In the same context of achieving better sustainability, some areas (like NRM) need consolidation, others (like Climate change adaptation and mitigation) need better focus on helping the countries with obtaining funding for scaling up successes or (like in DRR) require emphasis on subregions.

**Recommendation 1: Enhance the efforts aimed at completing the programmatic alignment within the IRH institutional structure.**

**Recommendation 2. Identify more clearly the areas of focus/services lines covered by each team and each outcome (boundaries). SDGs should be used as a vehicle to reposition the work within the RP as well an opportunity for better articulation of the service lines and approaches for the teams/under Outcomes.** For example, it is recommended that the IRH:

- further **enhances the work in the nexus of employment/ social inclusion** (as well as jobs and livelihoods), inclusive of social assistance, and linked to other core areas (e.g. access to energy and water services and Area Based Development (ABD)); better captures various aspects of discrimination and marginalization and more comprehensively tackles employment policies;
- **identifies better the service lines under NRM** and links better with other areas (e.g. climate change adaptation);
- **identifies clearly the approaches to engage in ABD** based both on the lessons learned from UNDP past experience but also emerging lessons from the wider region and **revitalizes the “local governance” practice area** (using localization of SDGs, as well as specific approaches and concepts, e.g. conflict-sensitive work or HR elements).
- elaborates a **strategy for sustaining and furthering the engagement in AC** by consolidating and promoting the replication of the successes related to OD/AC in other sub-regions, as well as feeding the achievements in AC domain into other streams of UNDP work in the region;
- invests in (a) **further standardization and scaling up the promotion of the sustainable financing tools for HIV response**, promoting engagement with Civil Society Organizations (CSOs); (b) **advocacy against punitive and discriminatory laws**, supporting the self-reliance of the HIV related rights networks; and (c) **furthering the work on Non Communicative Diseases (NCDs) and “environment-health” nexus**; and
- **refocuses and consolidates the HR and RoL** portfolio (supported by enhanced Monitoring and Evaluation (M&E)) to reflect the changes in the current demand by the COs with an emphasis on: (a) strengthening the links between HR and RoL; (b) promotion of HR standards and capacity building of the National Human Rights Institutions (NHRI), (c) building up and sharing the successes from the regional “*South Eastern and Eastern Europe Clearinghouse for the Control of the Small Arms and Light Weapons (SEESAC)*”, as well as the regional security sector reforms platform (RSSRP) platform with a focus on gender equality and SGBV.

**Recommendation 3: Improve the systems for gender mainstreaming**, including the various internal processes to ensure the integration of gender dimension and gender results in the RPD outcomes and outputs with the support from the gender team, and systematically bring in the gender dimension in IRH responses to CO requests for advisory services. All Team leaders should share the responsibility and be hold accountable for integrating gender in the work of their teams. To facilitate this process, consider the establishment of a Gender Steering group. In relation to gender, highlight UNDP’s role in the region more strongly as a gender mainstreaming agency that promotes gender equality and invests in women’s empowerment across all development interventions.

**Recommendation 4: In relation to conflict prevention, continue to institute measures that will strengthen the sustainability of the current support, including those initiatives under the**

**UNDP/Department of Political Affairs (DPA) Joint Program (JP).** In particular, in relation to the JP, redouble the efforts to enhance local and national capacities for conflict prevention, including through deeper civil society partnerships. Use the JP architecture to further the RP portfolio in conflict prevention and preventing violent extremism (PVE), ensuring closer links to UNDP CO work and investing more in action-orientated analysis.

**Recommendation 5: Continue and expand the use of the *Catalytic and Scaling-up Facility* (using some funding for cultivating demand among the COs for selected agenda items) using less demanding application procedures.** Create “invited” spaces for the COs for highly relevant initiatives related to promoting sensitive agenda or cultivating demand for certain issues targeting less involved countries, but exercise care, i.e. only when there is a strong indication that these funds can be used as seed funding initiating project developments. IRH funding from the Catalytic Facility could be allocated based on discussions with the COs rather than using competition format.

**Recommendation 6: In the context of further mainstreaming of innovations, ensure that all the levels at the COs are enthusiastic about testing new ideas (with incentive structures). Develop sharing the partnership building and innovations experience with other regions as a service line by the IRH.**

**Recommendation 7: In designing regional projects, it is important to pay specific attention to the factors that will enhance the regional value added and align the design elements accordingly; where justified pass on to the COs the management of the country specific components in full** (with (a) strong accountability mechanisms built in in order to ensure unified project management and donor reporting and (b) ensuring exchange of experience between countries). In particular, in the designs of the regional projects it is important to: have a clear focus; allow for flexibility; and maximize the regional value added. Coordinate/consult with the COs more during the design of regional projects and initiatives, starting from the early stages of the design and involving the CO staff below the top management level) to boost COs’ ownership and ensure closer current/potential integration of the regional projects with the country portfolios.

**Recommendation 8: More systematically and jointly with the COs analyse the portfolios/ achievements of the COs related to each area of service of the IRH and promote sharing** (ensure that the new Knowledge Management Gate serves this purpose best). Adopt a more consolidated/coordinated among the IRH teams approach in relation to the support to specific COs.

**Recommendation 9: Take a clearer stand on aligning available resources with the scale of RP objectives, and pilot the introduction of cost recovery models for service provision, but without losing the perspective of the important analytical work for which cost recovery might not be immediately applicable.** The scale of the resource base should be better aligned with the scale of the expectations from the RP. The introduction of cost-recovery mechanisms, at least to some extent may be unavoidable. In this context (a) analyse systematically the trends in demands for services identifying the areas of high demand, as well as of low demand but high relevance (e.g. gender) to respond accordingly to ensure that the best use of resources, but also (b) preserve the space for the analytical work, the benefits of which might materialize with a time lag, as well as ensure that the capacity of the IRH as a provider of expertise is maintained and built upon. Ensure that systems are in place to track the systematically the outcomes of the technical advice provided by the IRH to the COs and national partners.

**Recommendation 10: Find solutions to ease the impact that understaffing of the teams has in terms of affecting certain areas of work.** While it is clear that the freeze on future hiring is unlikely to ease soon, there are a few areas where the demand is going to grow rapidly and the current staffing will not suffice, and hence the need to find the resources for these positions. Given the large share of the frozen vacancies, the staffing needs/adjustments need to be kept under focus continuously. The scheme of buying staff time from the COs is an innovative idea but needs to be streamlined to avoid putting excess workload on this staff. This is likely to require more time to be spent by this staff at the IRH and increasing the share of time dedicated to the IRH (perhaps 50 percent).

## 1. INTRODUCTION

The Regional Programme Document (RPD) for Europe and the Commonwealth of Independent States (ECIS) 2014-2017 of the United Nations Development Programme (UNDP) was approved by the Executive Board in January 2014. In the RPD, the UNDP Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) has set out four specific programme areas of interventions (reflected in 4 Outcomes) at the regional level for the current programme cycle: (1) sustainable development, (2) governance and peacebuilding, (3) disaster risks reduction (DRR) and conflict prevention, and (4) contribution to the development debates. All regional activities are aligned with the overall programmatic framework and planned results of the UNDP Strategic Plan 2014-2017. The RPD leverages the United Nations intergovernmental policy processes such as the Millennium Development Goals (MDGs) and the post-2015 process and reflects the global sustainable development agenda.

The Istanbul Regional Hub (IRH) Manager, under the supervision of the Deputy Regional Director, is responsible for management and monitoring of the Regional Programme (RP). The Advisory Board (consisting of resident representatives and senior management of central headquarter bureaux) provides overall guidance to the RP.

As per the RBEC Evaluation Plan, mid-term evaluation of all 4 outcomes has to be carried out. The IRH took a decision to combine these into one exercise conducted in parallel to the Midterm Review (MTR) of the RP.

This mid-term outcome evaluation (MTOE) is a summative evaluation, aiming at assessing (a) the extent to which programme and project activities implemented with partners during 2014-2015 contributed to progress under these outcomes and the achievement of set targets, (b) whether UNDP's existing partnership arrangements proved to be successful and relevant; and (c) whether overall UNDP-supported activities have contributed to the improvements in the socioeconomic, environmental and democratic developments in the region.

The rest of the Report is organized as follows:

- Chapter 2 discusses the methodology and limitations;
- With a general overview of the context in which UNDP operates in the region, Chapter 3 addresses the evaluation themes and explains how these themes are addressed by government(s) and UNDP Country Offices (CO) in the region;
- Chapter 4 explains UNDP IRH approaches in broad terms and how they are expected to contribute to development results from a purely descriptive perspective, providing the overarching outcome model;
- Chapter 5 presents the key findings organized in 2 sub chapters.
  - Chapter 5.1 presents the contribution to Results by each of the 4 Outcomes, specifying the results frameworks for the programme areas with the descriptions of some of the main UNDP IRH activities, and analyzing the evidence related to the evaluation criteria;
  - Chapter 5.2. presents the key findings related to institutional performance as a whole as well as the factors affecting the IRH contribution to the outcomes;
- Chapter 6 presents the Conclusions; and
- Chapter 7 concludes with the Recommendations.

## 2. METHODOLOGY AND LIMITATIONS

The MTOE assesses the performance of the RP against a given framework. The contribution of the programme to the outcomes is assessed according to a standard set of evaluation criteria:

- **Relevance** (of UNDP's involvement and its approach). The report assesses the relevance of the RP, its approaches and resources for the achievement of the intended results. This includes the assessment of both (a) the relevance of the original design (as in the RPD) and (b) the relevance of the design/operationalization in the RP Annual Workplans. Evaluation questions include: *How relevant is the RP to the priority development challenges and emerging needs of the region? Were the programme approaches, resources, models, conceptual frameworks relevant to achieve intended results? What changes should UNDP make in order to make its interventions more relevant and more effective?*
- **Effectiveness** (in contributing to the achievement of outcomes). The report demonstrates how UNDP initiatives have, or have not, contributed to the achievement of outcomes, with a focus on the regionality criteria (see **Box 1**). Evaluation questions include: *To what extent has the RP contributed to the realization of the four outcomes as outlined in the RPD? What were the major factors influencing the achievement of the results and how far these results are attributable to UNDP?*
- **Efficiency** (in delivering outputs). Evaluation questions include: *Has the RP made good use of its financial and human resources? Were there any unanticipated events, opportunities or constraints?*
- **Sustainability** (of the outcomes). Evaluation questions include: *To what extent the results that the RP contributed to are sustainable? How has the programme ensured sustainability of the results to which it contributed? Did the RP create capacities for sustained results? Is the sustainability informed by awareness of existing risks?*

In addition to the evaluation questions above, the report answers the following questions: *What are the key lessons factors that can explain the performance? Does UNDP have a comparative advantage? How specific areas for innovation and scaling-up been identified?*

*Triangulation* is used to verify the information gathered from the various sources to enhance the reliability of the findings. In the assessments of the outcomes an attempt is made to attribute the results to the programme when feasible: when not feasible, *contribution analysis* is used.<sup>1</sup> The MTOE includes 1 case study on DRR in Tajikistan which serves to demonstrate how the different levels of support (*global, regional and country level*) target a given theme and complement each other, see *Annex 1: Case Study "Support for DRR in Tajikistan: convergence of UNDP Country Programme, Regional Programme and global level support*. [NB: 2 more case studies, on most strategic regional initiatives of the IRH, namely on partnerships and innovation that demonstrate various aspects of the RP's contribution to development results/ effectiveness and regional value-added, are included in the report on MTR].

In implementing the RP, the IRH uses three operational modalities of support, namely: (1) implementation of regional projects, (2) development of knowledge products and (3) the provision of advisory services. The MTOE methodology is tailored to making such distinction.

The Umbrella projects for each Outcome contain a brief description of theory of change (*NB: this is a requirement for the Prodocs, but too sketchy to substitute a comprehensive theory of change (TOC) for*

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<sup>1</sup> based on John Mayne, "Addressing Attribution Through Contribution Analysis: Using Performance Measures Sensibly", The Canadian Journal of Program Evaluation Vol. 16 No. 1 Canadian Evaluation Society, 2001

the RP and its Outcomes). It was agreed during the Inception phase that developing/ refining the TOC for the IRH RP will not be done in this MTOE, but possibly handled as a separate exercise later on by the IRH. This MTOE includes however a tentative Results Chain (developing Results chains is a necessary starting point for elaborating theories of change).

The MTOE follows the overall guidance on outcome evaluation methodology available in the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results.<sup>2</sup> The MTOE adheres to United Nations Evaluation Group (UNEG) guidelines and standards for evaluations.<sup>3</sup> Corporate programme/project quality standards were used in assessing design, operations and Monitoring and Evaluation (M&E) of the RP.

The evaluation team consisted of two experts – Lilit Melikyan, Team leader responsible for overall evaluation (including Outcomes 1, 3 and 4), and Olena Krylova, governance expert who contributed to the evaluation of the outcome 2.

## 2.1. Data sources and collection methods

Data sources included: the IRH and third party documents, key informant interviews, the existing IRH run service tracker, and a survey among the UNDP COs carried out under this MTOE.

- **Desk review:** The evaluation reviewed all relevant IRH documentation (see *Annex 2: TOR* for details), other relevant UNDP documents that inform the analysis of the environment in which UNDP in the region operates as well as 3<sup>rd</sup> party documents, including those of the development partners (e.g. the World Bank, UN agencies, etc.), think tanks and governments.
- **Key Informant Interviews (KII):** The KIIs were based on a semi-structured interview guide (see *Annex 8: KII Guide*) allowing collecting qualitative insights and verifying the information received through desk study. 98 people were interviewed, including (see *Annex 6: List of people interviewed*):
  - **Regional level informants**, namely IRH/RBEC staff based in Istanbul and the representatives of selected development partners (namely United Nations Population Fund (UNFPA), International Labour Organization (ILO), European Union (EU), and the Organization for Security and Cooperation in Europe (OSCE));
  - **Country level informants** from 9 countries of the region selected in consultation with the IRH, namely from **Bosnia and Herzegovina (BiH), Georgia, Moldova, Serbia, Tajikistan, Kyrgyzstan, Albania, Turkmenistan and Belarus**:<sup>4</sup> there were 4-6 interviews conducted per country, including UNDP CO staff and selected representatives from the national governments;
- **UNDP IRH service tracker**, which reflects the assessment by the COs of each service provided by the IRH; and
- **Survey of the UNDP COs.** The responses were received from 11 COs (see *Annex 9: UNDP CO Survey questionnaire*).

## 2.2. Limitations

The MTOE faced the following challenges:

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<sup>2</sup> [http://web.undp.org/evaluation/documents/guidance/UNDP\\_Guidance\\_on\\_Outcome-Level%20\\_Evaluation\\_2011.pdf](http://web.undp.org/evaluation/documents/guidance/UNDP_Guidance_on_Outcome-Level%20_Evaluation_2011.pdf)

<sup>3</sup> <http://www.uneval.org/document/detail/22>

<sup>4</sup> The staff from the UNDP COs in BiH, Georgia, Moldova, Serbia, and Tajikistan were interviewed as part of the recently concluded MTR of the RP, but the adopted methodology allowed collecting information in the form to allow for using it for both exercises.

- The MTOE did not foresee country visits, which is a weakness for any evaluation. The methodology proposed by the evaluation team at least partly mitigated this risk;
- The MTOE envisioned relatively limited resources compared to what would have been ideally needed to comprehensively assess the contribution towards achieving all 4 outcomes. Therefore, the MTOE focused mostly on the key contributions to the outcomes, achievements, challenges, and factors; and
- Only 11 responses were received from the UNDP COs as part of the survey for this MTOE, only slightly more than 60 percent and plus, these were incomplete for a number of countries. Hence the responses received were used mostly for the qualitative analysis rather than quantitative.

Notwithstanding these limitations, it should be acknowledged that the IRH management and the Coordination and Quality Assurance Team invested considerable efforts to ensure full cooperation of the IRH staff and COs, to support the review logistically and by providing access to information and people.

### 3. THE DEVELOPMENT CHALLENGE IN BRIEF

The region covered by the RBEC RP- a total of 17 countries and one territory in Europe and the Commonwealth of Independent States (ECIS) - represents a diverse group of countries, including countries seeking EU integration. The region comprises middle-income countries with relatively high levels of human development, but also countries with quite sizeable population who are categorized as poor. And although the region has enjoyed broad-based economic growth since the fall of the former Soviet Union, the austerity and budgetary cuts following the global financial crisis in 2009-2011 are being felt in many countries of the region up to date; more recently a new round of financial shocks hit a number of countries in the region, following the political developments around Russia and the economic developments globally.

While human development continues to rise in the ECIS region, particularly in the areas of public health and education, there are growing concerns, which could undermine the progress made in the region in recent years, including growing inequality both in opportunities and incomes, persistent gender inequality and pervasive sexual and gender-based violence, as well as increasing environmental challenges such as pollution and manifestations of environmental degradation in the context of the climate change and reliance on growth from natural resources. Development progress in the region has not been spread equally among the disadvantaged and marginalized social groups, such as the Roma, other minorities and persons with disabilities (PWD). The collapse of the social assistance systems has redefined people's lives, values and behaviours in much of the region. The importance of understanding the concept of social exclusion, influenced by factors of gender, age and ethnicity, among others, that deprives people of the opportunity to participate in economic, social and civic processes, and recognizing social inclusion as critical for achieving human development, are particularly highlighted in the region.

The lack of democratic governance and rule of law as well as high levels of corruption in most of the countries of the region are also among the critical barriers to progress. Advancing human development is hampered by slow progress in reforming institutional and regulatory systems in many of the countries in the region. Some of the recent challenges in the region include: rolling back on democratic governance and human rights to some extent in some of the countries of the region; migration from the countries affected by conflicts as well as labour migration from the Western Balkans and other sub regions; political crisis in Ukraine and Russia relations; frozen conflicts

displaying signs of escalation from time to time; the violent extremism globally, which affects this region; increasing visible manifestations of homophobia and so on.

The challenges listed above also present opportunities for a more active involvement of UNDP in general and the IRH in particular in the region. This is true in relation to helping the countries to, *inter alia*: promote social inclusion; address climate change risks (including by mitigating the negative impact on economic growth) and prepare better for disasters; prevent violent extremism, handle migration flows and promote good governance, etc. Along with these opportunities there are also risks, including for example:

- risks arising in relation to increased engagement in areas of contested sovereignty;
- political and economic risks affecting all new partnerships;
- difficult country environments, e.g. related to resource crises (*including cuts in funding to women's group, civil society organizations (CSOs), and national gender machineries*); traditionalist and repressive attitudes which have an impact on human rights (*including women's rights and gender equality*); etc.
- growing number of faster, cheaper outfits providing similar type of services as UNDP; and
- UNDP's resource crunch which limits the ability to tackle the opportunities identified above.

The points below highlight some of the key avenues of the Governments in the region addressing the key themes of the Outcomes and how the COs position themselves in supporting the Governments:

- **Sustainable development:** Sustainable Development Agenda 2030 is the key framework for the Governments for many of the aspects of their work. While SDGs include the goals pursued under all outcomes, Outcome 1 of the RP includes some of the key areas where the Governments in the region are focusing on with the move to promote social inclusion/improve livelihoods and the management of the natural resources, shifting the focus of the energy access to more modern sources and combatting the impact of the climate change;
- **Democratic governance, human rights and rule of law** are higher on the agenda of the countries that are joining or have an aspiration to join the EU; they gradually align their policies and strategies with the EU standards and expectations. Promoting this agenda in some other countries of the region still remains challenging (e.g. in several countries democratic spaces are shrinking), but the experience shows that some progress can be achieved by approaching these issues from a technical angle (e.g. by promoting practical, related to concrete service areas solutions) rather than solely normative angle (related to treaty-based frameworks or explicitly raising human rights violations concerns). Many countries have been experiencing improvements in terms of bringing *gender equality and political participation* of women into the radar of policy-makers but it is still to be seen how this translates into improved gender equality. *Peacebuilding* – through stability and regional cooperation – is among the key objectives of the European Neighbourhood Policy (ENP), while security and addressing migration challenge dominate the on-going policy discussions in the region overall;
- **Building resilience for DRR and conflict prevention.** Governments in the region are mostly better informed about the need to take adequate measures for the DRR in more comprehensive way, having in many ways made the necessary first steps, and are now more focused on scaling up, mainstreaming and institutionalization of these initial achievements with policies, systems and institutions in place. Many governments in the region are concerned in the face of the continuing and at times flaring up of the conflicts of various nature which have a potential to wipe away the fragile achievements in many areas; in some countries of the region there are certain policies and structures in place but there is still a lack of resources to address the core issues. Overall there is a lack of strong political will in many countries to take decisive steps in the face of complicated geopolitical contexts in all 3 subregions, leading to the lack of resilience for conflict prevention.



- **Contribution to the development debates.** Most of the Governments of the region now have a new generation of civil servants, who are better prepared and willing to engage in the development debates both nationally and internationally, appreciating the pivotal role of the innovation in the 21st century for the development, but often lacking the access to forums and resources addressing the specifics of the transition challenges of the region. Some of the governments have emerged as able and willing to become the providers of development assistance, but again lacking the necessary expertise and frameworks to engage.

#### 4. UNDP RESPONSE

The COs in the region help the respective Governments in their aspirations, described in the previous chapter, with *inter alia*, the following:

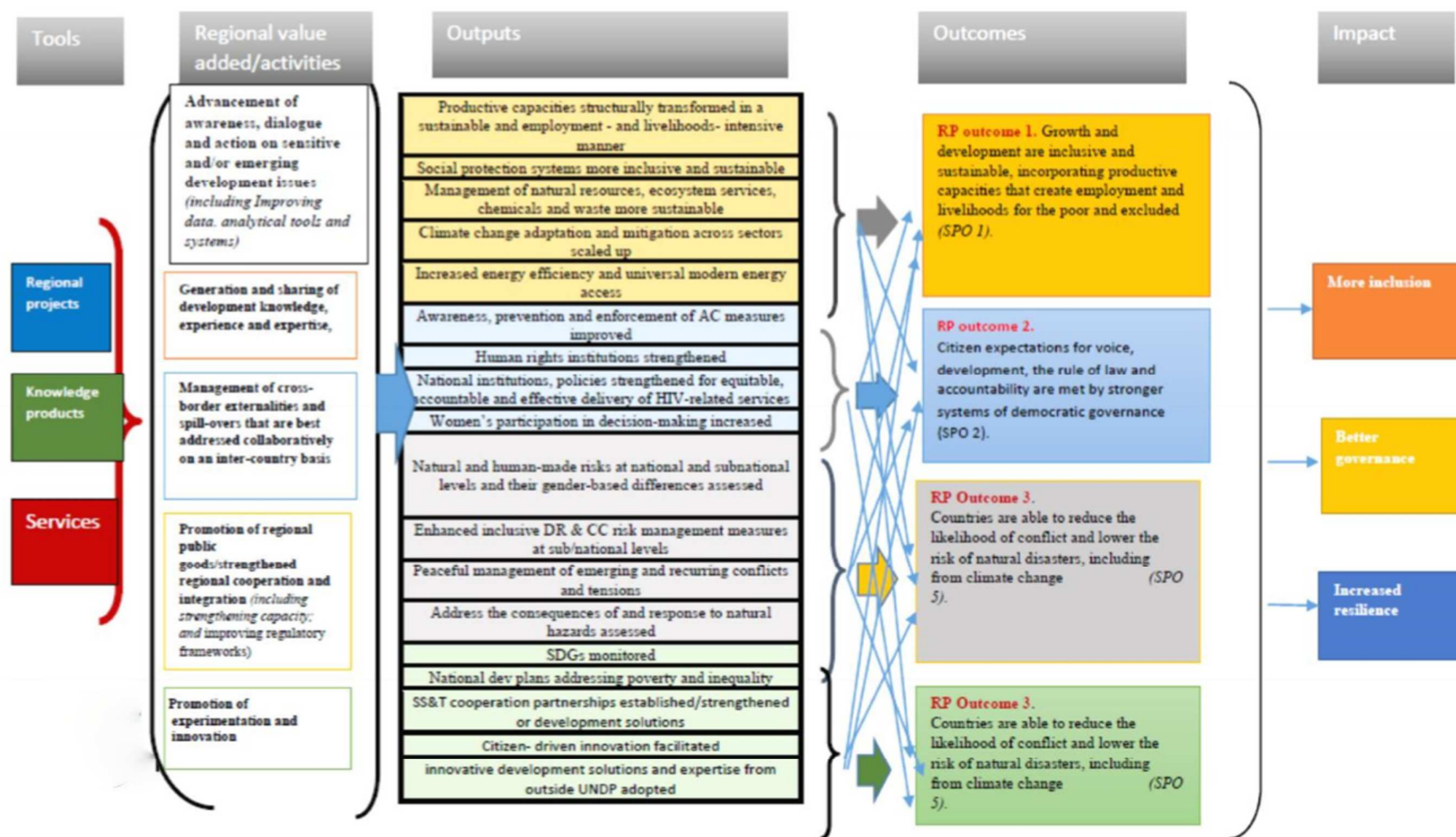
- **Sustainable development:** advising on the reforms/measures needed to achieve the SDGs and address the trade -offs contained in the very concept of the sustainable development;
- **Democratic governance and peacebuilding** focusing on accountability and democratic systems, including citizens' abilities to put their claims and potential of institutions to address them;
- **Building resilience for DRR and conflict prevention:** helping the Governments adopt the necessary policies, put in place the systems to scale up the DRR measures and take preventive steps to avoid conflicts, as well as responding to the actual disasters and outbreaks of conflicts; and
- **Contribution to the development debates:** helping the Governments to build the analytical as well as innovation capacity and have national development plans that are evidence based and incorporate the lessons learnt from other countries.

UNDP regional hubs have an important role to play in sharing knowledge, advancing innovations and shaping policies, programming and implementation across regions and feeding into global processes. They are also better positioned to promote and propose some more 'complex' and sensitive regional issues, outside the COs domain. The structural change that UNDP went through in 2013/14, aimed, *inter alia*, at re-enforcing this role. In particular, the regional Hubs, and the IRH among them are (should be) guided by 5 regionality criteria (as in Box 1) using three modalities: regional projects, services and knowledge products. UNDP RPD outlined the main areas of support (Outputs) for the achieving of the Outcomes. The intra - and inter outcome synergies are crucial for the achievement of the Outcomes. All these elements taken together constitute the (suggested) outcome model (Results Chain) for the IRH RP, described in **Figure 1.**

##### **Box 1: 5 mutually reinforcing 'regionality' principles**

- Promotion of regional public goods based on strengthened regional cooperation and integration;
- Management of cross-border externalities and spill-overs that are best addressed collaboratively on an inter-country basis;
- Advancement of awareness, dialogue and action on sensitive and/or emerging development issues that benefit strongly from multi-country experiences and perspectives;
- Promotion of experimentation and innovation that overcomes institutional, financial and/or informational barriers that may be too high for an individual country to surmount; and
- Generation and sharing of development knowledge, experience and expertise, so that countries can connect to, and benefit from, relevant experiences from across the region and beyond.

Figure 1: Suggested Results Chain for the RP



Key assumptions: no major external shocks, adequate internal resources, genuine need /demand driven but also innovative (regional projects, services), high quality (delivery of projects, services and KPs), KPs accessible with large reach; high level of leveraging other funding (for scaling up, co-funding), national stakeholders able to sustain and scale up financially

The RPD-specified outputs were operationalized by the IRH through the regional umbrella projects for each outcome which addressed some of the gaps that were present in the RPD (*this is discussed in Chapter 5.1*). In broad terms each of the Outcomes focused on the following main themes:

- ***sustainable development***: social inclusion models (including social protection) which address employment and livelihoods; promoting green jobs; sustainable natural resource use and management, area based/local economic development; climate change adaptation and mitigation and access to modern and efficient energy sources. The list of main partners includes: Global Environmental Facility (GEF), Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), EU, ILO, the United Nations Children's Fund (UNICEF), the United National Environmental Programme (UNEP), and the United Nations Framework Convention on Climate Change (UNFCCC);
- ***governance and peacebuilding***: institutions and systems to address awareness, prevention and enforcement of anticorruption (AC); capacities of Human Rights (HR) systems and institutions to comply with international HR standards; access to justice for all; security sector reforms; models for sustainable delivery of HIV-related service and sustainable national response; and the identification of gaps and policy recommendations for greater women's political participation. The main partners include: the United Nations Office on Drugs and Crime (UNODC), the Office of the United Nations High Commissioner for Human Rights (OHCHR), Organization for Economic Cooperation and Development (OECD), Council of Europe (CoE), World Bank, International Development Research Centre (IDRC), Global Organization of Parliamentarians Against Corruption (GOPAC), European Network of National Human Rights Institutions (ENNHRI), EU, North Atlantic Treaty Organization (NATO), OSCE, World Health Organization (WHO), UNFPA, Joint United Nations Programme on HIV/AIDS (UNAIDS), GFATM, UNITAID, and UN Women International Treatment Preparedness Coalition (ITPC);
- ***building resilience for DRR and conflict prevention***: assessment mechanisms, policies and systems for disaster risk reduction and better preparedness and conflict prevention. The list of main partners includes: United Nations Department of Political Affairs (DPA), EU, OSCE, United Nations Office for Disaster Risk Reduction (UNISDR), GEF, EU, ILO, UNICEF, UNEP, and UNFCCC; and
- ***contribution to the development debates***, improved analytical tools and data for MDG/SDG monitoring; Human Development Reports (HDRs) and other analytical publications, as well as development forums; Innovation and partnerships (South-South and Triangular (SS&T), with strategic and emerging donors and innovative). The list of the main partners includes the Governments of Turkey, Russia, Kazakhstan, Czech Republic, Romania, Slovakia, as well as many private companies, like NESTA and Cognitive Edge.

## 5. FINDINGS: CONTRIBUTION TO RESULTS

Against the background of the previous Chapters, this Chapter analyzes the findings in line with 4 evaluation criteria (relevance, effectiveness, efficiency and sustainability) for each of the 4 Outcomes of the RPD. In this Chapter the extent of the operationalization of potential synergies (or the lack of thereof) between outputs or Outcomes (in relation to respective Outcomes) are discussed as factors contributing or hindering the achievements of results.

## 5.1. CONTRIBUTION TO RESULTS BY OUTCOME

### 5.1.1. **Outcome 1:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

#### *Relevance*

*Outcome 1 covers the IRH work under a broad concept of sustainable development, including employment/social inclusion, green jobs/livelihoods; sustainable natural resource management (NRM) and use; climate change adaptation and mitigation and access to modern and efficient energy sources. Bringing together these aspects of sustainability under one roof (Outcome), as well as further integrating migration into this was important for the relevance of the RP. The adopted approaches were overall relevant with a room to boost the relevance in certain areas.*

The Umbrella project on “Sustainable Development Pathways in Europe and CIS” spells out the need to address the lack of: (a) inclusive and sustainable economic growth; (b) options for inclusive and sustainable social protection; (c) sustainable resource and ecosystem management; (d) large-scale efforts to tackle increasing climate change threats; and (e) access to more increased energy efficient and universal modern energy sources. The adopted by the IRH approaches to the implementation of Outcome 1 (operationalized through the regional umbrella project) address these and are in line with the RPD and the theory of change (TOC) of the Strategic Plan. Moreover, these approaches address some of the gaps which are present in the RPD. **Figure 9** (see *Annex 10: Results chains of the Outcome*) describes the Results chain (Activities- Outputs -Outcome) for Outcome 1. The approaches to 5 outputs are discussed along 4 themes below.

The 2014-2017 UNDP Strategic Plan calls for a greater UNDP role in social protection. Outcome 1 of RBEC's 2014-2017 RPD likewise calls for expanded **social protection (SP) and social inclusion (SI) programming** in the region, which was until 2013/4 rather non-strategic.<sup>5</sup> The problem is very relevant for the region:

- absolute income poverty levels are on the rise in some countries of the region,<sup>6</sup> with the shares of population vulnerable to poverty and intra country variation in income inequalities high in all the countries<sup>7</sup> (evidence suggests that increases of income inequality hamper the impact of economic growth on poverty reduction);<sup>8</sup> with poverty and inequality in turn amplified by disparities in access to health, education and other social services;
- the SP systems, while more extensive than in many countries in other regions, face serious challenges linked to informality, demographics, fiscal constraints, and the absence of well-functioning mechanisms to address the consequences of discrimination; and
- while compared to other regions, women in this region score relatively well in terms of human development indicators, they face large inequalities vis-à-vis men, particularly in terms of incomes and access to the labour market.<sup>9</sup>

<sup>5</sup> (a) SP programming has been fragmented across different practices and thematic areas; (b) important successes were recorded in research, analysis, and advocacy for Roma inclusion without adequate links to other aspects of social inclusion programming; (c) SP and SI have been treated as separate issues (substantive and programmatic links between the two were not sufficiently recognized); and (d) elements of programming of livelihoods were present in many portfolios with weak conceptual linkages; UNDP IRH: “Social Protection, Social Inclusion, and RBEC's 2014-2017 Regional Programme Document”, Sheila Marnie, Jasmina Papa, Ben Slay (draft, 23 August 2014)

<sup>6</sup> See for example, <http://data.worldbank.org/topic/poverty>

<sup>7</sup> <http://povertydata.worldbank.org/poverty/home/>

<sup>8</sup> See for example, OECD (2014): “Focus on Inequality and Growth” at <http://www.oecd.org/social/Focus-Inequality-and-Growth-2014.pdf>

<sup>9</sup> UNDP (2014): “Poverty, Inequality, and Vulnerability in the Transition and Developing Economies of Europe and Central Asia”, UNDP Regional Bureau for Europe and CIS, UNDP Bureau for Policy and Programme Support

The lack of stable and productive **employment and livelihoods and labour market exclusion** are some of the key problems in reducing poverty and inequality.<sup>10</sup> And so the adopted focus on inclusive labour markets was very relevant. UNDP had accumulated important, albeit not extensive (mostly from the Western Balkans) experience on this prior to the current programming period: extending this to benefit more countries became one of the modalities of the work. The IRH took the global *Social Protection Floor Initiative (SPF-I)* as a basis of its approach: again, this was relevant as it is an *integrated* package of services and guarantees, provided by governments to citizens, i.e. a good framework to encompass the new focus (and the wider notion of social inclusion).<sup>1112</sup>

Output 1 of the Outcome 1 encompasses *Local Economic Development (LED)* in the workplans (see Figure 9): this was an improvement over the RPD, making it more relevant, since one of the prominent demonstrations of the variabilities in inequality are intra-country ones: urban/rural, urban centers/small cities, etc. UNDP (2014) highlighted the need for more attention to inequalities at the local level including via inequality-related capacity development initiatives for local governments and CSOs.<sup>13</sup> Moreover, the IRH is operationalizing this as part of re-engaging in ABD on a cross-practice basis, to encompass territorial approaches to employment, DRR and conflict prevention (see the discussion in 5.1.3), or on decentralized budget and service delivery (see the Section 5.1.2), which will make it more relevant for the countries and the COs.

While the Umbrella project lists **support to private sector** as one of the main approaches to be pursued, the operationalization of this intent is limited currently predominantly to employment and livelihoods, with less emphasis on, for example, links with social entrepreneurship and ABD; these links would make the work on both employment/SI and ADB more relevant. The approaches taken could have benefitted from addressing the role of policy advice more, highlighting the intertemporal nature of the tradeoffs (financial and environmental) faced by the governments of the region (the need for this is acute in some countries currently, as the recent drop in prices on hydrocarbon deposits highlighted the need in diversification of the sources of economic growth), as well as policies supporting job creation/regulation of labour markets.

In its programming, the IRH has included access to water under NRM, which was again an improvement over the RPD. There could be however a better articulation of the areas of focus where the COs can expect IRH advice, as it is a very broad area (under this output). Also, while the IRH has piloted certain initiatives to link NRM to other areas of support (e.g. AC, in relation to extractive industry in Kyrgyzstan, there is a room to increase the scope of this cross -thematic work (e.g. NRM and adaptation).

Many ecosystems and natural habitats of the countries of the region are under threat with land degradation, deforestation and loss of biodiversity affecting agricultural productivity, food security and livelihoods. Countries in the region are already experiencing the impacts of climate change.<sup>14</sup> The RPD and IRH approach focuses on the **scaled-up action on climate change adaptation and mitigation strategic interventions** to raise the capacity of countries to expand their existing efforts and strengthen the environment for climate finance:

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<sup>10</sup> See for example IMF (2015): “Causes and Consequences of Income Inequality: A Global Perspective” by Era Dabla-Norris, Kalpana Kochhar, Frantisek Ricka, Nujin Suphaphiphat, and Evridiki Tsounta (with contributions from Preya Sharma and Veronique Salins), <https://www.imf.org/external/pubs/ft/sdn/2015/sdn1513.pdf>

<sup>11</sup> (a) it describes minimum social protection guarantees as a right of all citizens; (b) it links income support to other policies (e.g., access to health services) that citizens need in order to permanently escape from poverty and (c) redirects social policy reform discussions away from inputs and mechanisms (e.g., targeting mechanisms for social assistance programmes) to outcomes.

<sup>12</sup> The “integrated social protection” approach has emerged globally in the last decade, emphasizing that significant social inclusion and development benefits can result from aligning and integrating social protection systems with labour market/employment policies, as well as with policies and programming for food security, climate change adaptation, disaster risk reduction (DRR) and post-crisis recovery, and the extension of basic services.

<sup>13</sup> UNDP (2014): “Poverty, Inequality, and Vulnerability in the Transition and Developing Economies of Europe and Central Asia”, UNDP Regional Bureau for Europe and CIS, UNDP Bureau for Policy and Programme Support

<sup>14</sup> <http://www.eurasia.undp.org/content/rbec/en/home/ourwork/climate-and-disaster-resilience/climate-change.html>

- Under *climate change adaptation*: to learn about gender-sensitive and practical approaches to adaptation and ways to design, develop, mobilize resources for and implement adaptation actions; and
- Under *mitigation*: to have the policies needed in place and capacity necessary to participate in international negotiations, and identify Nationally Appropriate Mitigation Actions (NAMAs) and sources of financing.

The approach is very relevant for the region (confirmed by the large number of the requests for the advisory services received from the COs), but perhaps there is a need for an even more scaled up support to the COs/Governments to mobilize funds to make the adaptation related initiatives more relevant, as well as sustainable.

The availability and sources of energy are critical factors in shaping development prospects of the countries in the region<sup>1516</sup> reflecting the interaction between several factors, including: persisting gaps in access that seriously hinder growth, job creation and livelihoods, and gender equality; looming energy shortage; as well as the unsustainability/increased risk of pursuing economic growth models based on the current high levels of energy intensity, in particular fossil fuels.<sup>17</sup> The IRH approach focuses on the **increased energy efficiency and universal modern energy access** including: (a) capacity building of the countries to participate meaningfully in the *Sustainable Energy for All (SE4ALL)* initiative;<sup>18</sup>(b) supporting innovative approaches to energy access and (c) supporting effective monitoring of SE4ALL targets in selected participating countries. The approach is very relevant for the region, especially given that many of the countries have commitments related to increasing energy efficiency. The close interrelation between water and energy sectors (especially in Central Asia) could have been perhaps addressed more as many issues have a strong regional nature: this is indeed very difficult given the regional context but succeeding is possible, as demonstrated by the work of UNRCCA for example.<sup>19</sup>

### Effectiveness

***Effectiveness of IRH under Outcome 1 was overall strong, with the vast majority of the plans achieved at midterm. Important steps were taken towards programming related to SI and employment and the groundwork was laid to start a service line related to green jobs. IRH contributed to improved livelihoods in many communities in the countries of the region. Reacting to the migration crisis in a timely manner, the IRH positioned it as a multifaceted issue, while supporting the governments affected. Being one of the key partners for the governments in the region in matters related to climate change adaptation and mitigation, the IRH contributed to their efforts related to putting these on a scaled up and sustainable footing with both upstream (policies, strategies) and downstream level work (helping them to develop models of increased access to modern and efficient energy sources).***

In terms of the RRF, the IRH is well on track achieving the targets at the end of the period under all the Outputs (see *Annex 7: RRF*)

***“Enabling National and subnational systems and institutions to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive” (Output 1.1).*** is pursued with the (a) *Umbrella project on “Sustainable Development Pathways in Europe and the CIS” (in the part concerning “Employment and Livelihoods/SI”)*, (b) *the regional project on “Aid for Trade (AfT)”*, as well as (c) advisory services and knowledge products.

<sup>15</sup>See for example IEA (2014); “Energy Policies Beyond IEA Countries: Eastern Europe, Caucasus and Central Asia  
Energy Policies Beyond IEA Countries: Eastern Europe, Caucasus and Central Asia

<sup>16</sup> <http://www.worldbank.org/en/region/eca/brief/europe-and-central-asia-pushing-forward-energy-efficiency-agenda>

<sup>17</sup> The region relies on fossil fuels for over 80 percent of its energy needs and is highly inefficient in the use of energy – with only five percent of global GDP but 10 percent of global energy consumption. High carbon footprints are caused by a legacy of energy intensity and inefficiency resulting in economic losses

<sup>18</sup> [www.se4all.org/](http://www.se4all.org/)

<sup>19</sup> <http://unrcca.unmissions.org/>



Livelihoods were strengthened in many communities in the countries participating in the 2<sup>nd</sup> phase of the regional AfT project ( 2<sup>nd</sup> phase) with advice provided to the national and local governments, supporting the establishment of trade promotion centers and business challenge funds, needs assessments (e.g. an *Impact study on Free Economic Zones, a Micronarratives' survey to identify barriers women entrepreneurs face in Tajikistan, etc.*), regional workshops on trade-related topics, value chain development, innovative measures like the 4 agro-innovations camps in Uzbekistan, as well as by directly supporting businesses to promote their products, etc.<sup>20</sup> The IRH provided a clear value added in bringing in the best expertise available, but the part of the regional component on facilitating x-country exchange was challenged with complicated design in the circumstances of already difficult logistics (see, *Recommendation No. 7 in Chapter 7*): the 3<sup>rd</sup> phase of the AfT project, redesigned, is now launched.

An important groundwork was laid for supporting the countries in enhancing the SI/SP systems with the focus on SI/employment nexus, with the concepts developed for future work and 2 high-level sub-regional workshops organized in 2015.<sup>21</sup> The Team is also developing a service line around green jobs: a draft discussion paper is now developed. A Peer Review Analysis Initiative for Southeast Europe (PRAISE) on gender equality in employment/SI was rolled out and a sub-regional research on the “*The Gender Dimensions of Employment Challenges in the Caucasus and Western CIS*” commissioned. With the new approaches to addressing SI/SP/employment (linked to job creation/green jobs), the office successfully:

- transfers the experience from the Balkans to the other countries of the region (*a modality that could be used more by IRH*). Already, the IRH started a support line to Ukraine to reform the State Employment Service (SES) related to employment/SI;
- positions itself as a convener for policy dialogue on the issues of employment and SI; and
- develops important partnerships, which (especially with the ILO) are planned to be taken to the next level in 2016, both on the advocacy front, and programming work.<sup>22</sup>

The Sustainable Development (SD) Team, together with the Governance and Peacebuilding (GPB) team, is elaborating the programmatic approach towards ABD, which will incorporate elements of LED, Territorial Employment Packs (TEP), conflict prevention/peacebuilding, as well as governance/decentralization aspects.<sup>23</sup> This work is less mature than it could have been being affected by the loss of the key staff in the process of transition from Bratislava as well as by the fact that the LED was not explicitly featured in the RPD, as mentioned earlier (it is rather implicitly assumed under “building up productive capacities”).

**“Enabling the Options and facilitating the inclusive and sustainable SP” (Output 1.2)** is pursued with the (a) “*Regional Support Facility for Improving Stakeholder Capacity for Progress on Roma inclusion*” in the Western Balkans and (b) the *Umbrella project on “Sustainable Development Pathways in Europe and the CIS” in the part concerning SP/SI*, as well as (c) through advisory services and knowledge products.

With the IRH input the governments of several countries in the region reformed/are reforming their SP strategies and systems, including:

<sup>20</sup> Through this project, the RP directly supported a total of 6,828 clients either through capacity development activities, professional consultancies or business support activities. 196 new jobs were created out of which 112 occupied by women.

<sup>21</sup> In the FYR of Macedonia in April 2015 and in Georgia in October 2015, bringing together key development partners (UNDP, ILO, the WB, Regional Cooperation Council (RCC) and Swiss Agency for Development and Cooperation (SDC)) as well as representatives from governments, private sector, and civil society.

<sup>22</sup> joint programmes are being developed with ILO, including introducing models for peer review practices among policy makers and practitioners. The first round of sub-regional employment and social inclusion workshops are planned for April 2016 in Bishkek.

<sup>23</sup> This work will replace the activities listed in the AWP related to “Sustainable approaches to local development strengthened and promoted” and “women’s participation in local development planning discussions ensured”, and “capacity development training of local decision makers in CIS countries”<sup>23</sup> In the circumstances of the transformation of the regional poverty practice into the “Sustainable development Team” and subsequent revision of plans the work on social protection was rolled out with a delay

- *Tajikistan's National strategy on SP* (with United Nations Children's Fund (UNICEF)); IRH advised also on the methodology on conducting cost effectiveness analysis for Tajikistan to join UN Convention on the Rights of Persons with Disabilities (CRPD); and
- reforms of SP systems in the Kyrgyzstan and Turkmenistan in preparing for ratification of UN CRPD; as well as in Kazakhstan (a government-cost shared project with IRH on modernizing SP with links to employment and regional development; started in 2015).

IRH contributed to the improvement of the regional *Roma* platform in the Balkans, facilitating exchange of experience between the countries. Policies related to SP/SI of Roma population in the region improved with a contribution from the IRH in the form of technical advice for the country level activities,<sup>24</sup> which were well received by the national governments, partly due to the strong complementarity of these components to national agendas. The project design could have had a stronger regional angle however (the country specific components were too different to claim applicability across the region) and the conceptual linkages between the national and regional components could have been better elaborated (see, *Recommendation No. 7 in Chapter 7*)

With a contribution from the IRH a number of countries *improved the opportunities for nongovernmental organization (NGO) social contracting in the context of SP and sustainable financing of national HIV responses, with:*

- Documenting and disseminating the experience in Serbia and the FYR of Macedonia to promote the understanding of the social contracting mechanisms for optimization of health services (HIV and beyond) among the regional countries;
- Support for the COs/Governments in programming strategies to link sustainable financing of national HIV responses with the broader SP; and
- A publication on "*Sustainable financing of HIV response*" as well as a report on the value of investing in social care "*Impact of Public Investment in Social Care Services on Employment, Gender Equality and Poverty: The Turkish Case*", which were important contributions to understand and promote the subject.

Marking the acknowledged need for the IRH to address *migration* more prominently in its work a paper on "*Migration, Remittances and Human Development in Central Asia*" was produced. The UNDP IRH has been playing a vital role in helping the countries to quickly respond to the impacts of the ongoing migration crisis, which has put an acute socio-economic pressure on them (as many countries in the region are both transit and destination countries) through both short-term as well as long-term solutions, highlighting the need for a comprehensive, holistic and resilient approach with an explicit human development perspective from inter-regional, sub-regional and country levels, underlining the importance of understanding it not as a mere humanitarian issue. Thus, RBEC is contributing to UNDP positioning itself to play an active role in addressing this very important for the region issue working with other agencies. UNDP's effective response was recognized, facilitating separate funding for this topic from the EU.<sup>25</sup> The IRH support includes:

- strengthening of local governments to provide critical public service delivery to both affected local communities and migrant and displaced populations;
- strengthening of the social cohesion and community security in impacted communities; improving livelihoods, integration, and enabling the employment environment;

<sup>24</sup> ranging from legalization and urbanization process (Albania), strategy development (BiH), exposure to employment opportunities (the FYR of Macedonia), housing support to vulnerable (Kosovo), issuance of personal documents (Montenegro), network of municipal Roma coordinators (Serbia). UNDP (2015): "Focusing on results: Regional support facility for improving the capacity to make real progress on Roma inclusion", Final (3<sup>rd</sup>) Project Board Meeting. 16 June, 2015

<sup>25</sup> UNDP is discussing with the EU cooperation on the refugee and host community programming. Following ASG Sultanoglu's meetings with DG NEAR Director General Katherina Mathernova in Brussels in October 2015, UNDP submitted to the EU concrete proposals for Turkey, the FYR of Macedonia and Serbia. The proposal for Turkey stood at over \$100 million and the two other proposals were at the level of \$10 million per country.



- supporting national coordination and planning mechanisms and linkages to local-level crisis management, with an emphasis on data, assessment and forecasting; and
- together with the Regional Bureau for Africa (RBA) and Regional Bureau for Arab States (RBAS), developing a common position between the interlinked regions of Africa, Arab States and the ECIS on migration.

In addition to the *Umbrella Project on “Sustainable Development Pathways in Europe and CIS”* (in the part concerning NRM) and the advisory services, the objective of **“Developing solutions at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals and waste”** ([Output 1.3](#)) is pursued with

- several regional projects, namely: PIMS4309 Ozone FSP HCFC<sup>26</sup> Phase Out (GEF funded); Improving Environmental Monitoring in the Black Sea II (EC funded); PIMS<sup>27</sup> 4056 International Water (IW) Full Sized Project (FSP) Protection & Sustainable Use of the Dinaric Karst; New World Project; and Project Preparation Grant (PPG) Kura; and
- several global projects, namely: (a) GLOBAL PIMS 3273 BD FP: Supporting Country Early Action on Protected Areas; (b) Joint UNDP-UNEP Poverty-Environment Initiative (PEI) Phase II; (c) Shared Waters Partnership; (d) Strengthening Environmental Governance; and (e) Every Drop Matters II

The examples below demonstrate how the combination of policy advice and capacity building (by various means (e.g. training, guides, microgrants)) by the IRH contributed to the Outcome level results under this Output:

- Improved Healthcare waste management (HCWM) was facilitated with (a) assessment toolkits for GFATM Practitioners and Policy Makers; and (b) assessments of UNDP implemented GFATM grants with their subsequent integration of these in New Funding Model (NFM) processes together with environmental safeguards’ related recommendations in many countries of the region (BiH, Kyrgyzstan, Tajikistan, Uzbekistan and Belarus). In Uzbekistan, the national roundtable led to the establishment of National Healthcare Waste Management Committee;
- Integration of NRM measures into national development leading to TAJSTAT (Tajikistan) first agricultural census and National Statistics Service (NSC) of Kyrgyzstan establishing a system of Green Growth Indicators following OECD approach;
- Integration of environment and natural resources into budgeting processes through the application of appropriate tools and guidelines related to natural capital accounting in Belarus, Tajikistan and Kyrgyzstan (with replication in Armenia supported as well). Partnership networks to address gender equality issues in NRM and macroeconomics (with integration into policy and planning) were supported in Central Asia with a workshop, as a first step followed up by the development of guidelines and pilot implementation (except for Belarus, due to shortage of competent consultants); these helped to build the knowledge base related to participatory approaches for strengthening the “gender/NRM interface”;
- Related to “Rights-based approaches to natural resources use and management, communities from the 9 countries of the region are expected to improve their access to safe water/ sanitation services and to empower women and youth via improved education and job opportunities through microgrants to the local governments (under the “New World project”) and CSOs (under the “Improved Environmental Governance” project);<sup>28</sup> the first results are expected in 2016; and
- Despite the fact that the political situation in Ukraine has influenced the implementation of both phases of the Improving Environmental Monitoring in the Black Sea (EMBLAS-II (2014- 2017))

<sup>26</sup> Hydrochlorofluorocarbons

<sup>27</sup> Project Information Management System

<sup>28</sup> Within its New World Initiative, the regional programme has supported 22 projects under the grant scheme benefitting 1,514 women from women empowerment projects and 28,644 women from water access and sanitation projects.

regional project, resulting in delays, the project had contributed to improved environmental monitoring by preparatory action, consolidating information basis and delivering policy documents<sup>29</sup>, moving closer to the achievement of the objective of improved protection of the Black Sea environment.<sup>30</sup>

The “**Scaled-up (as well as funded and implemented) action on climate change adaptation and mitigation across sectors**” (output 1.4.) is pursued by the (a) *Umbrella project on “Sustainable Development Pathways in ECIS”* in the part connected to Climate Change, (b) the advisory services as well as (c) the new *global project “GLOBAL PIMS 5164 global support programme (GSP) for Preparation of National Communications and Biennial Update Reports of non-Annex I Parties under the UNFCCC”*. UNDP’s strong and long term track record in climate change mitigation in this region in partnership with GEF, has allowed the regional center to capitalize on it, building on the momentum, and expanding the engagement related to adaptation.

Policy advice provided to COs contributed to the:

- (a) *National Adaptation Plans (NAP)*: in Turkmenistan (*Turkmenistan National Economic Programme for Action on Adaptation and Mitigation*); in Tajikistan (*sectoral DRR NAP*); and in the BiH and Georgia (initiated);
- (b) *Low-emission development strategies (LEDS)*: in Kosovo<sup>31</sup> and Kyrgyzstan;
- (c) *4 nationally appropriate mitigation actions (NAMA)* in Armenia, Albania and Moldova;
- (d) *establishment of National Designated Authorities (NDAs)* in the BiH, Albania, Kyrgyzstan, Moldova, and Serbia;
- (e) *Intended Nationally Determined Contributions (INDCs)* in Albania, BiH, Turkmenistan, and partially in Tajikistan in preparation for the 21<sup>st</sup> annual Conference of Parties (COP21; 2015 Paris Climate Conference); and
- (f) *UNFCCC negotiations* with workshops and guidance notes,<sup>32</sup> supported also by the GSP for *National Communications and Biennial Update Reports* under UNFCCC, launched by the IRH in 2015, benefitting so far more than 20 countries worldwide, including Armenia, Georgia and Albania in the region: government representatives were trained in “negotiations” (High level conference in Belgrade Road2Paris). The GSP promotes, *inter alia*, gender equality, through the *Gender Responsive Toolkit for National Communications*.

Adaptation projects were supported in Azerbaijan, BiH, Georgia, Turkmenistan and Uzbekistan, resulting, *inter alia*, in resource mobilization for BiH<sup>33</sup> and Turkmenistan. Plus, the COs in Turkmenistan, Tajikistan, and Uzbekistan were advised on *Green Climate Fund (GCF) programming and project implementation*. The Peer-to-peer (P2P) learning among the COs and national governments was facilitated by an online publication on “*Lessons learned from UNDP adaptation projects in the region*”. A “*Climate Change snapshot for Western Balkans*” was released, serving as a handy reference material for the COs in their planning and operations.

In addition to advisory services and the *regional Umbrella project on “Sustainable Development Pathways in ECIS”* in the part concerning Energy Efficiency/SE4ALL and advisory services the objective of “**Supporting the adoption of Inclusive and sustainable solutions to achieve increased energy efficiency and universal modern energy access, especially off-grid sources of renewable energy**” (Output 1.5), has been supported through the global project “*Developing Operational Tools to Integrate Energy Considerations into*

<sup>29</sup> The RP has been contributing to the development and implementation of tools and guidelines for environmental monitoring (with focus on marine environment) to support the countries in meeting their international obligations and to apply EU Marine Strategy Framework Directive’. In 2015 an agreement was reached on the Black Sea Monitoring Cruises in all three beneficiary countries (Ukraine, Georgia and the Russian Federation) in May 2016, in cooperation with all partner organizations.

<sup>30</sup> through improved availability and quality of Black Sea environmental data in line with the MSFD and Black Sea Strategic Action Plan (2009) needs and improved ability of the partner countries to perform marine environmental monitoring

<sup>31</sup> References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999)

<sup>32</sup> 4 Technical papers summarizing the UNFCCC negotiations were produced and 2 subregional workshops organized

<sup>33</sup> Special Climate Change Fund (SCCF) on flood risk management, \$5mln mobilized

*Millennium Development Goals (MDGs) based National Development Strategies". Under the SE4ALL Initiative, within the framework of "east-east cooperation" (between Croatia on one side and Tajikistan/Kyrgyzstan on the other) the Pilot project in Tajikistan ("*Do It Yourself solar thermal systems*", *focused on women*) was implemented, scaled up and replicated in Kyrgyzstan (rural women were encouraged to use solar water heaters, efficient cook stoves and small solar panels for lighting). Report on Effective monitoring of SE4ALL targets developed in selected participating countries, set up viable baselines for all countries against which they can monitor progress. The project on Municipal energy tracking systems in Albania (funded through the Catalytic Facility) helped to introduce energy efficient standards in newly constructed social housing. An assessment of gender mainstreaming capacities in environment and energy portfolio at regional and country level was carried out.*

### **Efficiency**

***The portfolio under Outcome 1 has progressed overall efficiently, although there is space for improvement in relation to more forceful programmatic integration of the various streams of activities related to natural resource use and management.***

The overall financial delivery rate for Outcome 1 was 85 percent, but all the milestones from the RRF were achieved. Looking across the Outputs the main challenge could be traced to the *Black Sea Environmental Monitoring II* project (delivery at 37 percent), affected by the crisis in Ukraine.

Efficiency was affected negatively- mostly in the part of Output 3 - by understaffing of the SD team (2 vacancies related to NRM and water sector), which is largely the reason for the certain vagueness of the service lines by IRH related to NRM. Potentially consultants could have been hired to at least partially cover the gap given the underutilized amount for the Outcome, but the funding available for consultancies was released with some delay. Output 3 under this Outcome is also affected by the unfinished as yet (although ongoing) programmatic integration of some of the projects funded by GEF <sup>34</sup> as well as a few other donors, resulting in underutilization of the potential synergies to some extent (see Recommendation No. 1 in Chapter 7)). While the advisory support by GEF team is in high demand by the COs, (*see Annex 3: Data from the Service tracker*) the GEF team has limited options to visit the countries prior to the commencement of the proposal drafting stage due to the GEF business model. Hence better coordination and joint work would benefit both teams in a number of ways. There is already progress in terms of conceptual alignment (different from the structural one): realizing that monitoring indicators of the GEF funded projects mostly do not capture human and social dimensions, the team had initiated changes, starting with a few projects selected to introduce "social" and "green jobs" related indicators in the projects' M&E frameworks.

In the part of SI/SP programing, IRH also successfully capitalized on the competitive advantage that UNDP has in the region in the face of strong COs; the international partners were keen to utilize the link noting also the more active than before stance as a "center of expertise" by the IRH.

Outcome 1 used up US\$200,000 from the Catalytic Facility funding 2 projects, both under the Output 5, related to energy access and energy efficiency. Thus no projects were funded under the Outputs 1-3: indeed, the finalization of the programmatic approaches to SP/SI was going to take time; as for the Output 3, this was also affected by the lack of the dedicated staff to cover NRM.

The intervention aimed at addressing the knowledge base and providing guidance on participatory approaches for "gender/NRM interface" was handled in strong partnership between the IRH team and UN Women CO in Kyrgyzstan. Gender equality results and good practice in SD are captured in blogs, Fast Facts and shared on national and regional websites and social media. There were gender equality -related

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<sup>34</sup>e.g. in the case of the regional "PIMS4309 Ozone FSP HCFC Phase Out", "PPG Kura", "PIMS 4056 IW FSP Protection & Sustainable Use of the Dinaric Kars" projects

activities (publications, workshops, etc.), but perhaps the attention to gender mainstreaming could be stronger.<sup>35</sup>

The services from all the teams involved were highly appreciated by the COs. The interviewed COs highlighted the value they gain from all the teams involved. The services under *energy and climate change* portfolio are in particularly high demand (in addition to the website with blogs and videos developed)<sup>36,37</sup>, along with the services related to GFATM. The services related to the nexus of *SI/SP/employment* are perceived as priority for the next phase by the COs. Several COs reflected that *NRM* is gaining more importance for them and they would like to receive more support from the IRH and need more clarity as to what services could be expected.

### **Sustainability**

***Outcome 1 achievements show strong potential for sustainability in some areas (e.g. climate change mitigation) and management of medical waste. In some others, the potential needs a boost with a more focus on enabling the scaling up (CC adaptation), more consolidation and follow up.***

Most of the results under Outcome 1 have good sustainability prospects as they include a number of *important sustainability-enhancing features* such as (a) *advising on policies*, (b) *capacity building of various actors* (through technical advice, microgrants, training and exchange of experience and good practices), and (c) *promotion of partnerships, networks and alliances*. Regional projects and advisory services under this Outcome embed in their design such elements in various degrees.

- ***Policies, adopted by the Governments.*** With the IRH support several countries in the region revised their SP/SI state policies; the governments of Tajikistan and Kyrgyzstan revised their budgetary processes and statistics systems. A vast number of Climate change adaptation and mitigation policies were adopted by the Governments: reflecting the commitments by the national governments under various international agreements (e.g. UNFCCC) these have a high likelihood of being followed through. More focus on the assistance to the countries to obtain funding for the scaled up adaptation measures (strongly emphasized by the COs) will enhance the sustainability potential further.
- ***Capacity building of national institutions.*** This applies, for example, to strengthening the capacities of the national government departments in charge of social policies in several countries of the Western Balkans and Central Asia; in charge of health financing (related to HIV/AIDS) and medical waste, in charge of addressing climate change (often ministries of environment protection), in charge of trade policies (as in the case of the AfT project), etc. With the GFATM funding for the region declining, the sustainability of the financing of the HIV/AIDS responses becomes an even more acute issue, and while the IRH has significantly strengthened the local capacities in this regard, more focus on this is justified. Strengthening the local governance related portfolio (NB: development of approaches ongoing) could make the sustainability prospects stronger, as often it is the local governments in charge of implementation of policies;
- ***Partnerships:*** The IRH led work has frequently developed or was conducted in partnership with other UN agencies, such as UNICEF (e.g. social assistance, social transfers), UNAIDS (health), ILO (SI/employment), UNFPA (gender), Gavi and UNITAID (Sustainable Procurement in the Health Sector (SPHS); carbon footprint reduction of healthcare supply chains), etc. It also engaged major donors, most notably the EC (e.g. in Roma related issues and environment monitoring), and private

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<sup>35</sup> IRH documents in preparation to the Advisory Board meeting in 02/2016

<sup>36</sup> Also 1 Meeting of Practitioners (MOP) was organized with a focus on CC negotiations and GCF.

<sup>37</sup> Blogs: <http://www.hr.undp.org/content/croatia/en/home/blog/2015/3/3/From-Tajikistan-with-love-The-handymen-diaries.html> (solar thermal project); <http://www.hr.undp.org/content/croatia/en/home/blog/2015/2/16/A-bright-idea-for-a-green-business-in-rural-Tajikistan/> (solar thermal project). Videos: <https://www.youtube.com/watch?v=VwF844Jiukc> (solar thermal project); <https://vimeo.com/137228746> (this one is from study tour).

companies (e.g. Coca-Cola). These partnerships have been useful not only in increasing synergies and embedding UNDP values, methodologies and approaches in partners' policies, programmes and practices for further development work in the region, but also boosting the sustainability prospects (due to bringing into play another interested funder and mobilizing larger amount of funding). *Facilitating SS&T partnerships* boosted sustainability due to established networks between the COs (as in the case of the SE4ALL initiative).

Designing regional projects in ways to ensure their sustainability is a challenge for the IRH as the budgets are not always large, not always commensurate with the substantial results expected by the donors. The point made earlier about the design elements, and in particular the need to have strong regional components and more focus, to increase relevance are valid also for sustainability (was mentioned in relation to AfT and Roma projects): this will increase the likelihood of follow up funding for the projects by the donors (*see Section 5.2 AND Recommendation No. 7 in Chapter 7*).

Economic and financial crisis in emerging donor countries (Russia, Kazakhstan, Azerbaijan), coupled with the fragile financial standing in many of the countries of the region is affecting co-financing opportunities to some extent and hence, sustainability prospects in programme countries. At the same time more opportunities are opening up. For example, under climate change related portfolio, UNDP has a central role to play in supporting countries as they begin to implement the commitments under the COP21 Paris Conference (12/2015). A very strong in-house expertise on climate change and track record of effective support to the COs make the IRH best placed to seize on this opportunity: UNDP is among the first Implementing Agencies accredited with GCF with approved GCF pipeline, and the in-house guidance for GCF resource mobilization in the region had a strong contribution to this.

### 5.1.2. **Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance**

#### **Relevance**

***Outcome 2 covers the work on AC, HR&RoL, HIV/Health and Development (HHD), Gender and inclusive political processes. The RPD focus on the improvement of governance systems and institutions to address development challenges in the areas under Outcome 2 is a very relevant strategy for the region. The relevance is further reinforced by: a) attention to both "demand" and "supply" sides of democratic governance; and b) provision of assistance within the existing international and regional frameworks.***

Throughout the region, government accountability to citizens is rather weak, public administration and governance systems are characterized by limited capacities in many areas, lack of responsiveness to citizens needs and rights, deficit of transparency and widespread **corruption**. The latter is among the main obstacles to sustainable development in most countries. The CIS countries (except Georgia) score rather high in Corruption Perception Index<sup>38</sup> and not very high on Open Budget Index<sup>39</sup> and the Rule of Law Index<sup>40</sup>. At the same time, citizens across the countries believe they can make a difference in fighting against corruption.<sup>41</sup> Besides, the recent protests and political crises (e.g. in BiH and Ukraine) demonstrated citizens' demands for accountable and transparent governance systems. On this background, the RPD is adequately addressing corruption challenge by using a two-fold approach: a) promoting international standards through the use of existing international and regional frameworks, mechanisms and initiatives, like UN Convention Against Corruption (UNCAC), OECD Istanbul Action Plan, Open Government Partnership (OGP) and Council of Europe (CoE) Charter of Local Self-government (CLSG), Open Data for Development (OD4D); and b) investing in enhancing capacities for external oversight of corruption (e.g. supporting the Regional Network of Parliamentarians against corruption and country-specific innovative civil society initiatives, and a focus on transparency and corruption issues through gender lens). The fact that some 70

<sup>38</sup> With the situation in Central Asia being the worst, especially Uzbekistan and Turkmenistan - <http://www.transparency.org/cpi2015>.

<sup>39</sup> With Tajikistan, the FYR of Macedonia and Albania being the least performing countries in the region

<http://www.internationalbudget.org/opening-budgets/open-budget-initiative/open-budget-survey>

<sup>40</sup> by World Justice Project - [http://worldjusticeproject.org/sites/default/files/roli\\_2015\\_0.pdf](http://worldjusticeproject.org/sites/default/files/roli_2015_0.pdf)

<sup>41</sup> According to the 2013 Global Corruption Barometer - <http://www.transparency.org/gcb2013/results>.

percent of UNDAFs are currently inclusive of AC (also as a result of the IRH programming support) is an additional proof of relevance of AC work for the region.

At the same time, the RPD failed to build on UNDP previous achievements on local governance engagement in the region. In the IRH Umbrella project for this Outcome, **local governance** got packaged under AC umbrella, which is still limiting, but the team managed to go beyond it, e.g. by: strengthening local governments capacities to respond to migration challenges in Serbia and the fYR of Macedonia; organisation of a regional conference on decentralisation in Ukraine in December 2015; and a scoping study on public administration and local governance reform in Albania. Similarly, although **public administration and public service reforms** support are missing from the RPD, the IRH has responded to COs' assistance needs in this area, e.g. through the engagement with civil service training/ public administration institutions in Turkmenistan and Moldova; exploring models for effective public services delivery and the use of e-services in Uzbekistan and Albania; setting up regional Astana Civil Service Hub, etc. The public administration, decentralisation/ local governance reforms, strengthening public sector and civil service performance, and ensuring effective delivery of public services at national and sub-national levels are very relevant processes for most middle-income countries in the region and should be more prominently featured in the RP: this is acknowledged by the IRH and is in the plans.

The lack of inclusive governance is another challenge for the region. The RP focuses mainly on promoting **women's participation in decision-making**. Although progress in this field has been slow and uneven across the ECIS countries,<sup>42</sup> none of the countries achieved parity in high-level decision-making bodies as yet; most failed to reach the global average of 20 percent representation in national Parliaments, and the agreed target of 30 percent in the MDGs and the Beijing Platform for Action. Insufficient engagement of women, coupled with underdeveloped institutional capacity for gender analysis, sex-disaggregated data management, and weak national gender mechanisms, is responsible for poor integration of gender perspectives in national and sub-national policies and systems. The IRH analysis of causes of exclusion with practical recommendations and advocacy for their implementation, along with promoting good standards of engendered work among the COs and national partners (through the Gender Equality Seal certification process) is a very pertinent strategy.

Apart from the participation of women, the IRH engages in providing various technical assistance services related to **inclusive political processes**, like civic participation and engagement of youth (e.g. in Ukraine) and parliamentary support (e.g. in Georgia, Moldova, Ukraine, Kosovo and Kyrgyzstan). As these fields are mostly overlooked in the RPD, the IRH had to find the avenues to fund such engagement, for example by drawing on capacities of the global facility in Brussels for parliamentary support, and using resources assigned for women's political participation for funding work on youth participation.

Engagement in the **HR&RoL** domain requires tackling broader political and socio-economic development challenges, including the legacies of non-democratic regimes, armed and protracted conflicts,<sup>43</sup> exclusion<sup>44</sup> and violence (including the threats of violent extremism with their implications for HR and access to justice). Where available, National HR Actions Plans serve as frameworks for supporting HR and access to justice initiatives. Restrictions of political and civil rights and limitations related to access to justice vary by sub-regions.<sup>45</sup> Although the RP focuses mainly on HR and to a very limited extent on access to justice, the IRH,

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<sup>42</sup> Especially problematic for traditionalists and patriarchal societies, like the countries of Central Asia.

<sup>43</sup> Protracting conflicts with multiple manifestations of injustice effect development in Moldova, Armenia, Azerbaijan, Georgia (and will potentially in Ukraine).

<sup>44</sup> In most countries of the region, prevailing attitudes and social norms hinder effective implementation and advancement of human rights for some groups of society, like women and girls, minorities, persons with disabilities, people living with HIV (PLHIV), lesbian gay bi and transgender (LGBT), etc.

<sup>45</sup> In Central Asia (with highly centralized governance systems, little space for political pluralism, persistent inter-ethnic and cross-border tensions), despite the attempt of several countries (like Kirgizstan and Tajikistan) to bring their legislation and justice systems into accordance with international standards, there is a vast gap between the countries' international human rights commitments and their actual implementation. The



in an attempt to increase comprehensiveness of its response, developed broader engagement in access to justice and managed to consolidate its HR&RoL portfolio by better linking HR and RoL. Along with promoting HR standards and strengthening national HR institutions in the framework of the Universal Periodic Review (UPR) process<sup>46</sup>, it engaged in facilitating access to justice through: advancing legal aid and access to justice for marginalized communities; policies and programs related to sexual and gender based violence (GBV); and “special ability” agenda. As the RoL and access to justice need to be accompanied by effective functioning of the security sector, focus on security sector reforms (in particular with the focus on strengthening the awareness of the security sector of gender issues and strengthening women’s participation in the security sector) has been sharpened in the framework of the regional “*South Eastern and Eastern Europe Clearinghouse for the Control of the Small Arms and Light Weapons (SEESAC)*” initiative<sup>47</sup> (as discussed in details below); that, however, covers only the Western Balkans.

Furthermore, the IRH focus on HR, justice and domestic institutions is very relevant in the context of the *SDG 16 “Peace, justice and strong institutions”* that aims at reducing all forms of violence, and working with governments and communities to find lasting solutions to conflict and insecurity.

The regional *HIV* epidemics is characterized by still growing HIV incidence<sup>48</sup>, still low anti-retroviral treatment coverage and strong stigma towards people living with HIV and at higher risk of HIV transmission. There are worrying trends pointing to further marginalization, discrimination and criminalization of these population groups in some countries (particularly in Central Asia). The team has been addressing this challenge with two-pronged approach: (a) on one hand, through empowerment of such groups to access quality HIV services in prevention, treatment, care and support (e.g. by strengthening their capacities and networks; advising on their access to essential medicines, including antiretrovirals (ARVs) and medicines for co-infections; and advocating against punitive and discriminatory laws) and (b) on the other, by responding to demands from national governments and the COs for policy and strategy support in relation to financing of national HIV responses and transitioning to more sustainable funding models on the backdrop of shrinking funding from the current sources (especially from the GFATM<sup>49</sup>). The relevance of this is rapidly increasing in the context of the SDGs that will re-enforce the UNAIDS Getting-to-Zero Strategy and call for ending the epidemic threat of AIDS by 2030. Besides, recently the IRH embarked on defining regional priorities and strategies related to *NCDs*<sup>50</sup> under the lead of WHO (e.g. shaping up national policies in Belarus as a “showcase”) and on mainstreaming health and health inequalities: both are topics very germane in the context of the SDGs.

**Figure 10** (see *Annex 10: Results chains of the Outcomes*) describes the Results chain for Outcome 2 (Activities- Outputs- Outcome linkages).

### Effectiveness

***Initiatives launched under the RP in support of democratic governance have been mostly effective and are already yielding first important results at both regional and national levels, including in relation to the advancement of the Open Data (OD), promoting the application of HR standards and improving access to justice in relation to PLHIV and SGBV, security sector reforms and laying the grounds for sustainable national response to HIV.*** Two major regional projects have been contributing to the Outcome

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Western Balkans sub-region, although progressed in setting framework for respecting human rights and the rule of law, still deals with the consequences of the past conflicts, including inter-ethnic relations inside and between the countries, various forms of discrimination and multiple security issues. In the Caucasus, the HR situation is characterized by politically motivated rights violations (especially in Azerbaijan), restrictions on civil society liberties, media restrictions, torture and ill-treatment in police institutions and closed institutions. While Georgia has advanced more on its democratic transition, selective justice related to the investigations into past abuses by former government officials, as well as continued gaps in the protection of minorities are among the issues of concern.

<sup>46</sup> The UPR is a process which involves a review of the human rights records of all UN Member States.

<sup>47</sup> South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons project

<sup>48</sup> On the background of the global trend of decrease in new HIV infections

<sup>49</sup> All countries in the region, except Russia and Kazakhstan, are dependent on external funding from the GFATM and other donors.

<sup>50</sup> The control of NCDs and the universal coverage of affordable services have been identified as major challenges to sustainable development regionally and globally (UN High Level Declaration on NCDs, 2011)

2, namely the Umbrella project “*Governance and Rule of Law*” and SEESAC, complemented by technical advice as standalone services and knowledge products.

**To enable institutions and systems to address awareness, prevention and enforcement of AC (Output 2.1)**, in the framework of promoting *integration of the UNCAC, OGP and CLSG in national policies and their further implementation*, the IRH supported Corruption Risks Assessments in the Western Balkans, Ukraine and Central Asia. The IRH’s engagement at the *international level* and (co)organization of high level events in partnership with UNODC, OECD and CoE led to building up of the demand for OD and innovative transparency solutions in the region, the strengthening of regional cooperation between countries and international agencies, and partnership with the WB and the International Development Research Centre (IDRC) for implementation of OD4D. It also positioned UNDP as a key provider of assistance in this domain and allowed the emergence of inter-regional cooperation (e.g. between the Ministry of Local Government of Serbia and the Lebanese Ministry of Justice). Furthermore, the establishment of the OD Europe and Central Asia (ODECA) platform in 2015 brought together governments, civil society, and citizens from 18 countries to become a part of the global OD4D network and provided them with access to world-wide experiences related to use of OD. The launching of the *Ministry of Data*<sup>51</sup> *OD sub-regional challenge* (that supported more than forty initiatives from different countries related to data visualization for citizens) proved to be very productive: it mobilized 38 applications within weeks with the pilot raising US\$1.5million for the governance and alternative finance facility from the Slovak Ministry of Finance. The achievements *at national level* (to which the IRH facilitation strongly contributed) include: the OD Readiness Assessments (ODRA) conducted in Kyrgyzstan, Ukraine and Serbia – also a successful example of collaboration with the WB – resulting in increasing openness, launching OD portals and engaging with interested groups in the re-use of data for public good in these countries; and the assessment of the use of data and evidence in policy making in Uzbekistan (in the framework of the setting into practice the “UN delivering as one” approach), as well as development of OD strategy for the government with the use of catalytic funds.

Realizing the importance of investing in the demand side of transparency, accountability and AC, the IRH encouraged the *COs to support national level projects* with the CSOs, which allowed the development of initiatives as the renowned Veritza website project in Montenegro - an inspiring example of innovation in the region; the [www.kallxo.com](http://www.kallxo.com) online platform in Kosovo; and the Kolba lab in Armenia.

In support of *local governance and public administration reform*, the IRH contributed to the following achievements at the national level: enhanced capacities of local government practitioners and experts in tackling corruption in Ukraine, Moldova and Georgia, and capacities of AC agencies to assess local level corruption risks in Kosovo and BiH; strengthened local government institutions in Serbia and the FYR of Macedonia to ensure access to public services for migrants and displaced persons; public services-related OD initiatives in Belarus and Kosovo (through the Catalytic Facility); enhancing sustainability of institutional development initiatives through providing strategic support to the development of civil service (e.g., through civil service training institutes/academies of public administration). It has also supported setting up the regional Astana Civil Service Hub which promotes knowledge management, SS&T partnership approaches contributing to modern, effective and fiscally sustainable civil service systems.

The RP results in ***strengthening capacities of HR systems and institutions, RoL and access to justice for all (under Output 2.2 and beyond)*** are reflected in the *Annual Reports on HR&RoL in ECIS* - a reputable reference document for international development partners, although with still limited outreach. To promote international HR standards and strengthen national HR institutions, the IRH effectively supported country’s follow-up to UPR and Treaty Body and Special Procedures recommendations mainly with the grants from the Catalytic Facility: these grants contributed to the establishment of national platforms for coordination of UPR reporting and follow-up processes and consultation with CSOs in Armenia, Croatia, Kyrgyzstan, Turkmenistan, Uzbekistan, Georgia, BiH, Belarus, Kosovo, Tajikistan, Belarus, Moldova, the FYR

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<sup>51</sup> [www.ministryofdata.info](http://www.ministryofdata.info)



of Macedonia, Montenegro, Serbia, as well as programming on minority rights and anti-discrimination in Georgia, and rights of people with disabilities (PWDs) in Armenia. The adoption of the National HR Action Plan in Turkmenistan, supported in coordination with the EU and European External Action Service (EEAS) was among the recent important achievements. Generally, the support to the COs on *HR related programming and policy, including assessments of the capacities of NHRIs* constituted a large part of the IRH work involving Turkey, BiH, the FYR of Macedonia, Kyrgyzstan, Tajikistan, Ukraine, Uzbekistan, Belarus, Georgia, Turkmenistan and Uzbekistan. The Kiyv Declaration resulting from the 2015 international conference on the role of NHRIs in conflict and post-conflict situations was among the key *regional achievements* in promoting international HR standards.

Further, the RP inputs under the “*special ability*” agenda led to: global mapping of the implementation of the CRPD; international exposure of the COs (e.g. through supporting the participation in the conference in Vienna on Independent Living and Political Participation of PWDs); programming in Armenia, Belarus, Moldova, Kyrgyzstan and Tajikistan; and implementation of several catalytic projects on PWDs.

In the **RoL** domain (*linked to legal aid and access to justice for marginalized communities*), the IRH provided effective programming and policy advisory services to BiH, Belarus, Georgia, Moldova, Kosovo, Kyrgyzstan, Tajikistan, Ukraine, Serbia and Turkey, which resulted in considerable in-country resource mobilization, intensified regional exchange (e.g. a conference on SGBV in 2015 in Belgrade focusing on justice and security aspects) and sub-regional cooperation (e.g. exchange between the Western Balkans countries and Turkey leading to cross-border collaboration on HR&RoL and joint programming between Serbia and BiH on regional war crimes processing<sup>52</sup>). Besides, in the recent years, the IRH managed to attract attention to the SGBV problems in the context of access to justice through its support of the international UNITE campaign to End Violence Against Women (EVAW) and the regional conference on access to justice for survivors of SGBV and integrating SGBV issues in SEESAC’s gender work in security sector reform in South Eastern Europe (SEE).

As part of the work on *HIV, HR and gender equality principles* (including addressing GBV in the context of HIV and other sexually transmitted infections) the IRH contributed to the strengthened capacities of regional rights-related platforms, like regional HIV Legal Network<sup>53</sup>, regional Sex Workers’ Advocacy and Rights Network (SWAN), Eurasian Women’s Network on AIDS (EWNA) and Eurasian Coalition on Male Health (ECOM). As a result of the IRH support, the HIV Legal Network improved the quality of services and geographic coverage to 11 countries that led to 52 percent increase in the volume of online free legal advice within just a year. UNDP in collaboration with SWAN was also instrumental in ensuring the meaningful engagement of sex workers and sex worker organizations in national dialogues and consultations feeding into the Concept notes on GFATM New Funding Models in Tajikistan and Kyrgyzstan and the development of Regional Report on “*Failure of Justice: State and Non-State Violence Against Sex Workers and Search For Safety and Redress*” that documented the experiences of violence towards sex workers from state and non-state actors in selected countries of the region. For instance, a series of consequent events targeting decision-makers, civil society and media in Tajikistan related to the rights of people leaving with HIV led to opening up the space for a dialogue on this very sensitive issue for the country. The IRH also issued several highly appreciated and widely used regional knowledge products (e.g. the *Handbook on legal aid*, the Handbook for HIV activists “*Know Your Rights, Use Your Laws*”, and the Report on “*HIV, Rights and Universal Access in Eastern Europe*”).

The *Regional Border Management Strategy* elaborated under the RP consolidated the donors’ integrated approach to border management in the ECIS and integrated new migration challenges, leading to re-energized relationship with the International Centre for Migration Policy Development (ICMPD). The

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<sup>52</sup> Including support, through Catalytic funding for UNDP Serbia and UNDP BiH on the Regional War Crimes Project, which covers the establishment of Victim witness support services in Belgrade

<sup>53</sup> Established in the framework of the EU co-funded project on HIV, Rights and Universal Access in EE Europe covering nine countries

effectiveness of the strategy in terms of its implementation as well as the effectiveness of the several country level border management initiatives supported by IRH (like establishing a multi-donor assistance platform in Uzbekistan; undertaking a study on informal cross-border trade; and launching a Border Users Forum in Armenia) is still to be seen.

Through its flagship SEESAC project, UNDP is effective in *strengthening the capacities of national partners in addressing the security deficits* in the SEE by focusing on the control and reduction of the proliferation and misuse of small arms and light weapons (SALW)<sup>54</sup> and, since several years, on advancing gender equality in security sector reforms. The SEESAC has been successful in improving the understanding of state partners on how to frame and address the threats posed by SALW, which translated into integration of SALW Control policies, improved capacities to combat illicit proliferation, and increased transparency of arms transfers (e.g. Serbia became third most transparent country in the world as a direct result of SEESAC). Although the level of the involvement of the countries in the programme varies, overall SEESAC has been effective in contributing to mainstreaming gender in policing (e.g. contributing to the establishment of the Women Police Officers Network for SEE<sup>55</sup>) and strengthened cooperation on gender mainstreaming in security sector reform in the Western Balkans (e.g. contributing to the: institutionalization of Gender Focal Points in the ministries of Defence of the targeted countries; improved policies related to recruitment and retention of women; and sensitization of the armed forces in gender issues through training). The Regional Security Sector Reform Platform (RSSRP) launched under UNDP umbrella leverages SEESAC's long-standing excellence in project implementation with a roster of government experts capacitated through SEESAC projects. Focusing on SALW control and gender mainstreaming, the RSSRP has been offering quick, effective, and demand-driven short-term targeted technical support and training to national partners. The effectiveness of SEESAC at the country level is mainly associated with its flexibility and ability to accommodate emerging needs of the countries and variable capacities of the governments and other stakeholders; its ability to work at different levels (local, regional, international) and to involve high quality practical expertise, including by drawing on peer experience ("*uniforms speaking to uniforms*"); striking the right balance between "buying-in" leadership and reaching out to grassroots; as well as to focusing on knowledge management and resource mobilization.<sup>56</sup>

The IRH made a strong contribution **to equitable, accountable and sustainable delivery of HIV-related services (Output 2.3)** by targeting both the national institutions and key populations most at risk of HIV. In order to *ensure access of the latter to quality HIV services in prevention, treatment, care and support*, UNDP IRH led interdisciplinary and cross-agency efforts against punitive and discriminatory laws with a particular focus on Georgia, Kyrgyzstan, Tajikistan, Ukraine and Uzbekistan. In 2014, in collaboration with UNFPA and the UNAIDS Secretariat, it stopped the passage of a homophobic bill in Kyrgyzstan, conducted an inquiry to the Ministry of Interior of Tajikistan on detention and forced testing of sex workers and MSM (men who have sex with men), and critiqued the law "On prevention of misdemeanors" which stigmatizes People living with HIV in Uzbekistan.

The RP commitment to *sustainable financing, modeling optimized HIV investment approaches and ensuring access to affordable and quality HIV medicine*, resulted in *studies* on allocative efficiency of the funds available to countries for the HIV response and *concrete investment cases* for Armenia, Belarus, Georgia, Kazakhstan, Kyrgyzstan, the FYR of Macedonia, Moldova and Ukraine (in partnership with the WB/UNAIDS/GFATM). The high quality of the studies was acknowledged and appreciated both by the COs and the national counterparts. Support to the National Technical Working Groups (TWGs) in 3 countries

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<sup>54</sup> SEESAC functions under the mandate of UNDP and the Regional Cooperation Council (RCC). Receives political and strategic guidance from the Regional Steering Group for Small Arms and Light Weapons composed of representatives of the governments of the states concerned, the RCC, UNDP and observers from EU, NATO, OSCE and civil society. SEESAC is a program based in Serbia but covering the whole of SEE, funded and endorsed by EU, Norway and other donors

<sup>55</sup> A regional advocacy mechanism which brings together nominated high ranking women from police services, enables networking, information exchange, provides training for women police officers and actively advocates for gender equality within police services

<sup>56</sup> Since 2002, some \$21.5 ml were raised for activities related only to better SALW Control in the sub-region

(Belarus, Kazakhstan and Kyrgyzstan) with the integration of optimized HIV investment cases into national health financing mechanisms followed next.

At the regional level, the existing information on legal and regulatory frameworks for ARV medicines and treatment, alongside the information related to transition to domestic funding for national HIV responses (drawing on experience of Serbia and Croatia) was analyzed and disseminated. Further, in the framework of *policy advice and TA on intellectual property and access to essential medicines*, Kyrgyzstan, Moldova, Tajikistan and Ukraine benefited from elaborated factsheets on legislative changes in the context of ARV drugs procurement and follow-up assistance. The COs involved in procurement of medical products (Belarus, BiH, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan, Ukraine) benefitted also from the IRH's experience in best practices and technical expertise in this area.

In support of *responses to health and development aspects of NCDs* in the framework of the UN Interagency Task Force on NCDs and Determinants of Health, established under the lead of WHO, the IRH engaged at the regional level in identification of regional priorities and programmatic strategies. As a result of the technical assistance provided at the country level, 7 countries of the region<sup>57</sup> integrated NCDs and other health issues in their Common Country Assessments (CCAs), UNDAFs and other country programme documents. The IRH went further by commissioning a joint UN multi-sectoral assessment mission on NCDs to Belarus, resulting in the National Multi-sectoral Action Plan on NCDs and resource mobilization for a country-led NCD project. The IRH also advised RBAS (UNDP Jordan CO). And finally, the IRH supported the establishment of the global UN Interagency Task Force on NCD Prevention and Control.

For ***increasing participation of women in decision-making processes of national governance institutions (Output 2.4)***, the IRH has produced an action-oriented study on the impact of cross-party women's caucuses on gender equality outcomes in policy-making (involving Albania, Montenegro, the FYR of Macedonia, Moldova, Kyrgyzstan, Uzbekistan and Georgia) which included recommendations on the strategic actions for strengthening gender-sensitive policy-making and fostering cross-party alliances with decision-makers in promoting gender-sensitive policy-making across the ECIS countries. Besides, there are examples when the COs with the inputs from the IRH Gender team were able to effectively bring gender under the policy making radar of national partners (e.g. in the case of the ongoing work on mainstreaming gender in the territorial administration reforms in Armenia).

The process of *Gender Seal certification* has been rather effective in the reinforcement of the women participation in decision-making and other areas of the Outcome 2. In Moldova it allowed to bring the issues of gender and women empowerment into the UNDP work with the Parliament and the Central Electoral Committee and contributed to the enactment of a law by the Ministry of Justice to increase women's representation in decision-making and reduce gender inequalities in employment. Belarus introduced gender equality principles in judicial reform and a system of collecting sex-disaggregated data to monitor and reduce HIV prevalence. In Montenegro the IRH contributed to several developments: the minimum 30 percent gender quota was introduced for political parties, the capacities of municipalities to support women entrepreneurs were strengthened and a system to protect survivors of domestic violence was developed. In Kosovo a National Action Plan against domestic violence and related by-laws and administrative procedures were drafted. Emerging country level success stories related to women political participation and UNDP broader gender work in the region were documented in the Regional Report "*Closing the gap: An overview of UNDP results in gender equality in Europe and the CIS*".

A need for structured exchange, distilling and circulation of knowledge within the region (especially in relation to such issues as AC/OD, decentralization/ local governance reforms, HR&RoL) was raised in many interviewees.

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<sup>57</sup> Belarus, Georgia, Kazakhstan, Tajikistan, Turkmenistan, Serbia and Turkey

### Efficiency

***The governance portfolio has progressed as planned and overall efficiently, although there is a room for increasing efficiency in such areas as programme administration, delivery of activities related to gender equality and coordination of plans and resources across outputs.***

The COs expressed their satisfaction in particular with the services of the IRH related to the new topic of OD and advocating for the AC agenda and HR&RoL programming support (especially in case of the COs operating in “difficult contexts” and in case of such support leading to resource mobilization). They were also appreciative of the IRH ability to draw on cutting edge technical knowledge and regional experience in relation to sustainable financing for HIV response, quickly address emerging/ ad-hoc demands for assistance from the COs, and provide support on new themes (as in the case of NCDs). The COs highly appreciated also the support in the framework of Gender Seal Certification.

The IRH have been progressing overall efficiently in terms of *achieving annual targets* in most cases, despite disruptions in 2014 linked to the structural changes and a transfer to Istanbul. Most of the teams responsible for managing outputs under the Outcome 2 experienced considerable changes (in terms of composition and availability of human resources), apart from the HIV, Health and Development (HHD) Team that remained stable in the past years. Continuity of work and relations with the COs and partners throughout the years is most visible in the HHD domain and was acknowledged by those interviewed.

The overall financial *delivery rate* of the Outcome 2 is at the level of 86.71 percent. The delivery rate was slightly lower in the HR&RoL domain (mainly due to overall human resources constraints<sup>58</sup> and sluggish implementation of the border management related activities) and is considerably lower in women political participation domain (due to inclusion of all gender equality related activities under this budget line, not only women political participation, and generally low demand for gender equality advisory services from the COs). All the targets from the RRF for the midterm were achieved however.

To ensure delivery, the GPB team had to compensate from the RP resources for the unfilled positions (unfunded or “frozen” by relevant policy units). Reliance on consultants, to which a large portion of the outcome expenditure is assigned, brought an additional quality assurance challenge. Using the scarce available RP resources for funding human resources and leveraging the funds for activities from other programmes and projects was the strategy under Outcome 2 so far. The AC/OD work has been better resourced and benefited largely from the UNDP’s global funding, as well as contributions from the Slovak, Canadian and Romanian governments. AC/OD and HR&RoL related outputs also effectively tapped into the resources from the Catalytic facility. Moreover, under these two outputs, the team was rather successful in providing programming support to COs leading to substantive in-country resource mobilization (e.g. some US\$5 million for HR&RoL related programmes). However, overall, the *annual planning of strategic engagement* and *resources* under outcome 2 is still fragmented with little strategic discussions happening across outputs (see the discussion under the Section 5.2.2).

### Sustainability

***The Outcome 2 achievements show a good potential for sustainability at the national and sub-regional level that still need to be consolidated and followed up. Scaling up successes across the region is the main upcoming challenge.***

In 2015 the number of countries in the region that adopted innovative OD and politically sound AC solutions in line with the UNCAC, OGP and CLSG standards has grown (Serbia, Ukraine and Kyrgyzstan joined Kosovo and Montenegro where progress was already registered in 2014). Although there are other examples of sustainable results in terms of adopting **AC & OD** related strategies, policies and laws and support to

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<sup>58</sup> Although the services provided by IRH related to HR&RoL are highly appreciated by COs, the interviews confirm limited abilities of IRH to respond to growing demand in this area due to human resources shortage.

establishing/strengthening of relevant networks, much of the IRH's AC/OD work has been focusing so far on the SEE. Sustaining the intensity of inputs and expanding to other sub-regions will be rather challenging in the context of phasing out of global funding for AC. At the same time there seem to be potential for resource mobilisation at the country level (the OD readiness assessments conducted with the support of the IRH in Serbia, Kyrgyzstan and Ukraine were used for resource mobilization); besides, IDRC is interested in stable partnership with UNDP in the region.<sup>59</sup> The initial UNDP experience in this domain at the country level shows that sustainable results can be achieved where UNDP is able to introduce concrete and innovative solutions and follow up on these (e.g. Kosovo, Belarus, Moldova, Kazakhstan, Kyrgyzstan).

The RP has also produced some results which illustrate that the AC related activities can sustainably feed into other streams of UNDP work at regional and national levels. A few examples illustrate this. To *enhance the capacity of external oversight mechanisms to control corruption and promote transparency accountability and integrity*, the IRH supported the elaboration of a *Methodology for assessing the effects of transparency and corruption on gender equality in public administration*<sup>60</sup> and used the results of pilots in Kosovo, Albania, Ukraine and Kyrgyzstan to advocate for policy changes and actions to mitigate gender-specific transparency and corruption risks in public administrations; the methodology was recognized by the CoE Group of States Against Corruption (GRECO). Additionally, the IRH invested in the Regional Network of *parliamentarians against corruption* in cooperation with the Global Organization of Parliamentarians Against Corruption (GOPAC) and a study on parliaments' activities related to AC in the context of the Parlatex initiative. This also concerns the IRH support to global initiatives on accountability and AC *in specific countries and specific sectors*: e.g. education (introducing crowd-sourcing activities in schools/municipalities in Moldova, Armenia, and Kosovo); health (improving transparency through participative commitment charters in two districts of Serbia) and water management (piloting billing system in two districts of Uzbekistan). The experience shows that the AC related work could be sustainably applied in concrete sectors, systems, agencies, but this requires a vision and careful design of interventions with the sustainability in mind.

Under **HR&RoL**, sustainable progress has been registered in terms of growing number of countries fulfilling nationally and internationally ratified HR obligations<sup>61</sup>, introducing new schemes to improve access to justice for men and women<sup>62</sup>, providing multi-sectoral services to prevent and address SGBV<sup>63</sup>, and improved security sector governance and oversight.<sup>64</sup> Sustainability in this domain is backed by investing in *national policies, laws and institutional capacity building* (e.g. adoption of National HR Strategy and Action Plan in Georgia and National HR Action Plan in Turkmenistan, along with a law on Elimination of All Forms of Discrimination; National Action Plan for the ratification and implementation of the UN Convention on the rights of PWDs in Uzbekistan; established network of experts to assist Ombudsperson in Ukraine to monitor human rights violations; functioning joint government-civil society UPR platforms in several countries) and *setting international standards* (e.g. the Kiyv Declaration being implemented in Ukraine and some other countries supported by the European Network of NHRIs). It is too premature to discuss however the sustainability of IRH achievements related to HR in the countries with extensive HR violation records and in HR- "sensitive" contexts (e.g. some of the countries in Central Asia, Azerbaijan, Belarus), in which the IRH engagement is not extensive anyway.

In terms of mainstreaming gender in *security reforms*, there are elements of institutionalization emerging which support the sustainability potential, e.g.: in the FYR of Macedonia almost 100 percent of national

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<sup>59</sup> Also in the context of the IRH Transformative Governance and Finance Facility (\$1.5 million) that should allow for development and continuation innovative initiatives for more transparent, accountable and efficient government, and more engaged communities.

<sup>60</sup> The GAIN challenges the assumption that corruption is gender neutral. The lessons learned from the past AC initiatives and studies call for a deeper understanding of the impact of policy and programmatic interventions on anti-corruption to gender empowerment and vice-versa (GAIN 2014-17).

<sup>61</sup> 8 in 2015 compared to 5 in 2014 (BiH, the FYR of Macedonia and Turkey joint the list in 2015)

<sup>62</sup> 5 in 2015 compared to only 2 in 2014 (new schemes were introduced in BiH, Kosovo and Ukraine in 2015)

<sup>63</sup> 2 in 2015 compared to 0 in 2014 (Belarus and Turkey)

<sup>64</sup> From 5 in 2014 to 7 in 2015 (Albania, BiH, the FYR of Macedonia, Kosovo, Moldova, Montenegro, Serbia)

security staff were trained; gender awareness training was introduced in the curricula of the Military Academy in Serbia; a network of military gender trainers in BiH, Montenegro, Serbia and the FYR of Macedonia was established, etc. Although at the corporate level, the strategy has been to scale down UNDP engagement in the security sector (as a non-traditional development issue), the SEESAC know-how is certainly relevant for the wider region. In the context of SDGs and based on the results of the regional exchange on SGBV programming, the focus on SGBV access to justice and security aspects provide a frame for SEESAC expansion, with links to the other initiatives in support of SGBV under the IRH portfolio related to HR&RoL programming and the engagement of the Gender Team.

The IRH work on **HHD** was explicitly geared towards strengthening national institutions, capacities and policies for equitable, accountable and sustainable delivery of HIV-related services. How the provided assistance translates into increased domestic funding for national HIV responses in the targeted countries is still to be seen. So far such increase was registered only in Uzbekistan in 2014. The IRH advisory inputs on access to affordable and quality HIV medicine informed policies in a number of countries (Tajikistan, Moldova, Kyrgyzstan, Ukraine). The durability of the impact related to the empowerment of specific key populations at higher risk of HIV will be judged by sustainability as well as effective operations of the regional rights-based networks, to which the IRH has been providing organizational development support, including on issues of diversification of their funding/resource base.

In terms of **womens' political participation**, in three supported countries of the region (Armenia, Montenegro and Moldova) progress was registered in 2015 in relation to improvement of policies to secure women's participation in decision-making. There is a potential for further impacting national policies in case the advocacy related to the recommendations produced by the IRH led/supported gender studies is successful and is followed up.

The teams working under various outputs of the Outcome 2 have managed to cooperate and build synergies on various fronts. This was an important factor both in terms of effectiveness and sustainability and is especially visible in the interface between HHD, HR&RoL and gender equality related activities.

### **5.1.3. Outcome 3: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change**

#### **Relevance**

***Outcome 3 covers the IRH work on two interrelated and highly relevant for the region issues: DRR and conflict prevention. Bringing the two under the roof of one Outcome was a relevance enhancing move. The approaches taken were overall relevant too.***

All the subregions in the region are affected both by high disaster risk (both manmade and natural hazards)<sup>65</sup> and risks of conflicts (due to ethnic tensions, disputed territories, etc.), with the two being highly interdependent: environmental degradation, inequitable access to natural resources and the transboundary movement of hazardous materials can lead to conflict, and on the other hand environmental co-operation can act as a powerful tool for preventing conflicts between communities. The umbrella project "*Building Resilience and Managing Risks in the ECIS region*" spells out the need to capacitate states and national bodies to reduce the risks and be better prepared (while prioritizing gender mainstreaming, partnerships and innovation) as well as bring regional and cross-border considerations to achieving these objectives. Overall both the RPD and the operationalization by IRH were relevant (see **Figure 11**). In the 2 subsections below this is discussed in more detail for the two larger subthemes: (a) DRR and (b) conflict prevention.

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<sup>65</sup> See for example the INFORM risk scores <http://www.inform-index.org>

a) **DRR: assessments mechanisms, institutional, legislative and policy frameworks, and preparedness systems.** Vulnerability to natural and human made hazards is high in the region, compounded by the decades of maintenance and investment neglect, lax enforcement of construction standards as well as the growing risks of climate change. Vulnerability to disasters is particularly high among women, the elderly, children, and PWD. The relevance of the regional approach along with the country level efforts to manage these hazards, is based on the fact that many emanate from transboundary river basins and seismic source zones that cross national borders. Under the RP (and the Umbrella Project in particular) the regional work on DRR and Climate Risk was expected to be aligned predominantly with, respectively, Central Asia Regional Risk Assessment Programme (CARRA) as well as Central Asian Multi-Country Programme on Climate Risk Management (CA-CRM). The uranium legacy sites-related hazards were to be the other area of focus (in collaboration with UNEP, OSCE, EC and International Atomic Energy Agency (IAEA). The expectation that CARRA would quickly become a fully institutional platform for a sub-regional and regional cooperation was too optimistic.<sup>66</sup> So in the part of the reliance on CARRA to become the regional inter-agency platform of DRR cooperation the umbrella project was less relevant in the hindsight, looking back to 2013, but the other accents, namely on CRM, uranium related hazards and ICT, the focus was very relevant. Overall, the identified taxonomy of support lines was relevant too, namely

- ***in relation to assessments mechanisms and institutional, legislative and policy frameworks***
  - strengthening the enabling environment and risk governance at regional, national, and local levels to strengthen the ability of communities/systems to absorb shocks and respond and recover in a manner that contributes to sustainable development;
  - assisting national and local partners with risk governance;<sup>67</sup>
  - integration of women's participation in local planning, development and implementation of disaster risks management plans in all activities; and
  - support with replication and scaling up of the successful approaches to local level risk management from flood recovery in Western Balkans throughout the region.
- ***In relation to climate-related DRR and adaptive capacity at country and sub-regional levels***
  - CA-CRM as the main vehicle to promote early action and provide the foundation for long-term investment to increase resilience to climate-related impacts across the region;
- ***in relation to post-disaster preparedness and recovery***
  - adaptation of the global tool of Post Disaster Needs Assessment (PDNA);
  - mainstreaming recovery frameworks and mechanisms into national planning, MDGs and other human development acceleration frameworks;
  - upon PDNAs and adapting recovery frameworks, capacity development for UNDP COs and use of ICT to support disaster response and recovery; and
  - channelling the support to countries to build up and bolster their Early Warning and recovery systems through the PDNA/Recovery Framework modality,
- **across all activities:**

<sup>66</sup> As one particular example, the Umbrella project stipulated that UNDP will aim to advocate that work in the area of post-construction strengthening of buildings to improve seismic resistance (seismic retrofit) or conserve energy (energy retrofit) are combined, in order to obtain new means of targeting key vulnerabilities in heavily populated areas as well as to reap economies of scale. This was to be one of the emerging areas in climate risks management to be piloted under CARRA.

<sup>67</sup> through: a) capacity development for strategy, policy, and planning; b) institutional development for horizontal and vertical coordination at regional level, sub-regional and national levels; c) integration of risk management policies, procedures, and methods/tools into high-risk sectors; d) development of dedicated local resources for capacity development; and (e) promoting an inclusive approach through training and small-scale disaster mitigation and early recovery projects and building capacities of communities in civic engagement;

- promoting the use of cost-effective, user- friendly and accessible ICT solutions and innovative approaches (including with big data for real time monitoring of socio-economic, political and exposure risks; crowd sourcing, mobile phone apps, etc.). The recently started project ICT4DRR is well received, proving the relevance of the vision back in 2012/13 (this was an improvement compared to RPD).

It was planned that a conscious effort will be made to scale up the results for local level action as local governments are the main responsible bodies in addressing local level DRR challenges and priorities. This was not backed with the well pronounced programming approach to local governance/local development in the RPD (as discussed under Outcome 1 and 2 as well).

b) ***Policy frameworks and institutional mechanisms for conflict prevention.*** Profound economic and political changes in the region and worldwide increase the vulnerability of the communities to conflicts, developmental challenges at the communities' level. In the ECIS region many conflict related risks are regional or transboundary, owing to the disposition of boundaries, ethnic minorities, infrastructure and transportation, and natural features. Inter-ethnic tensions continue to be a defining aspect of politics in all the sub-regions and there continue to be significant disparities, including those affecting the minorities and vulnerable populations. Under Output 3, the focus on policy frameworks and institutional mechanisms enabled at the national and subnational levels for the peaceful management of emerging and recurring conflicts and tensions was therefore very relevant and so was the approach towards operationalization, which included:

- delivering layered support to UNCTs through the gender-disaggregated Risk Analysis Mechanism (RAM), employing Conflict-related Development Analysis (CDA) and innovative technology to the Community Safety Networks (CSN) needs-driven approach and Early Warning (EW) mechanisms at the local and cultivation of South-South/East-East linkages. Peace and Development Advisors (PDAs), deployed under the Joint Programme by UNDP and DPA, were to integrate conflict-sensitivity into the UN's in-country work and be key to all-levels of mediation and dialogue as well as all activities detailed below;
- building credible, sustainable and locally driven regional mechanisms (combining mediation and facilitation of consensus on divisive issues) to mitigate conflict-related dynamics in the most risk-prone areas;
- targeted support to shared-interest projects and broader conflict-sensitization of ABD covering livelihoods and local governance/development work through support to women's and youth groups;
- at the national level, ensuring that an enabling environment is created for the passage of conflict-sensitive legislation and regulation, particularly concerning divisive issues like land and water management, border management, language and other critical issues;
- bringing regional and cross-border considerations to conflict and long-term peace and stability programming; and
- enabling integrated support to regional partnerships and critical partners.

Developments in the last 2 years, after the Umbrella project was formulated proved the relevance of the increased focus on conflicts in the IRH's work: IRH expanded the vision from the RPD, developing the peace building angle, moving away from solely concentrating on natural resource use related conflicts. However, the objective of building credible, sustainable and locally driven regional peace-building mechanisms was not well operationalized with sustainable design elements, at least not as yet: the need for it is now well recognized however, and the approaches are being discussed (see the Section on Sustainability later)



### Effectiveness

***Initiatives launched under the RP and support provided by IRH related to DRR and conflict prevention/peacebuilding were effective, contributing to the improved assessments, preparedness and mitigation in both areas at the country level. There are important steps marking improved the regional cooperation related to both areas at the sub-regional level but more emphasis is needed. The vast majority of the plans for the midterm were achieved.***

The objective of having “***Mechanisms in place to assess natural and human-made risks at national and subnational levels and their gender-based differences***” (Output 3.1) is pursued with the regional “*Umbrella Project on Resilience Building*” and advisory services. The achievements in this short timeframe under the innovative regional initiative on *ICT4DRR* (started in November 2014 marking a new way of addressing DRR) include a DRR app for smartphones which allows for collection of sex-disaggregated data through crowdsourcing to inform disaster preparedness. *Risk information management* was improved with the application to: post flood recovery processes in Balkans (e.g. needs assessments in Serbia, BiH, Kosovo and Croatia; assessment of economic impacts of droughts in Kyrgyzstan and floods in Serbia; and a replicable concept for Early Warning (developed for the application in the context of the floods in Tbilisi in 2015).<sup>68</sup>

The RPD envisioned developing tools for managing climate variability and adaptive capacity for management of climate and seismic risks in highly exposed urban areas, including capitals. Interviews proved that urban resilience is a topic of growing importance for the countries. Programming approaches to address this are in development with country urban risk profiles expected in the spring of 2016 (along with DRR country profiles) along with a pilot in Armenia on risk-informed urban development. The sub-regional HDR on DRR for the 7 countries in the Balkans and the DRR/Climate/Energy snapshots for countries in the Balkans are under preparation.

More could be done in terms of integrated programming between the two streams of portfolio, DRR and conflict prevention: currently the Study on conflict disaster interface in Kyrgyzstan is under preparation to identify linkages and advise COs on their relevance and use in the future programming.

One of the key contributions of the UNDP RP to sustainable DRR is in advocating the Governments in the disaster prone countries of the ECIS region to adopt ***Effective institutional, legislative and policy frameworks to enhance the implementation of inclusive disaster and climate risk management measures at national and sub-national levels*** (Output 3.2). This objective is pursued through 2 regional projects (*Umbrella project on Resilience Building* and *Climate Risk Management (CRM) in Central Asia*), advisory services, as well as an input form the global project on “*International Recovery Platform (IRP): International Recovery Platform (IRP) on PDNA*”.

With the IRH support, a number of *strategies related to DRR* were developed/revised at the country levels, including: *national DRR Strategies/Action Plans in Moldova*, Georgia and Serbia; a District Development Plan for Tajikistan with a strong community preparedness component, later used by the UNDP CO in 38 community preparedness and contingency plans; etc. The IRH supported UNDP’s participation in World Conference on Disaster Risk Reduction (WCDRR) and the Global Disaster Governance Review (supported in the FYR of Macedonia, Kyrgyzstan and Armenia) paved the way for further improvements in DRR related laws and strategies. And finally, *DRR-related information systems were improved* with the IRH input. For example, BiH and Serbia upgraded their systems/database on losses/damages (DLD); their flood preparedness level and recovery programming capabilities improved as a result of needs/damage assessments; the experience exchange between Armenia and Kyrgyzstan facilitated by UNDP’s former

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<sup>68</sup> An Early Warning systems (EWS) regional workshop was conducted in Georgia (in July 2015 responding to the request from the Government of Georgia), jointly with World Meteorological Organization (WMO) and Regional Integrated Multi-hazard Early Warning System for Africa and Asia (RIMES)

Bureau for Conflict Prevention and Recovery (BCPR) and RBEC technical support, led to strengthening of the National DRR Platforms in both countries, etc. These are essential components for capacity building, which, if done consistently have proven to lead to qualitative improvements in DRR capabilities. Serbia and BiH could serve as examples in this regard: continuous improvements in DRR in these two countries, largely facilitated by the IRH, led to

- Serbia developing the *first DRR Law in the world*, in line with Sendai) using the IRH Capacity Exchange Programme; and
- BiH establishing, with the IRH input a new Government institution, which consolidates all disaster preparedness and recovery work of the Government (2015).

The five Central Asian countries improved their **CRM** systems with the IRH input, with, for instance, the establishment of a coordinating bodies (Kyrgyzstan and Uzbekistan (inter-ministerial working group)) and regular consultations and meetings (Kazakhstan, Tajikistan, and Uzbekistan), steering of various interventions by an (Uzbekistan).<sup>69</sup> Due to a concerted efforts of various projects, UNDP COs, with the input from the IRH succeeded in addressing a number of policy and strategic issues, including the development of adaptation strategies and strengthening of legal and regulatory frameworks (e.g. development of a framework Forestry Code and required secondary legislation in Tajikistan and an update of the Water Code in Uzbekistan). The capacity of various level of decision-makers and public (non-government, community-based) organisations was strengthened through a targeted CRM capacity building programme, as well as piloting of a number of concrete CRM measures in each of the countries concerned. The COs saw a very clear regional value added in the CRM project in terms of both technical advice and the facilitation of the experience exchange by the IRH; they also highly appreciated the opportunity to manage country-specific components).

In the field of DRR, there is noticeably strong interest related to gender mainstreaming, and promoting gender equality and empowerment of women at different levels on the part of the COs, which is potentially one of the factors behind quite a number of successful examples, coupled with the continuous technical support rendered by the IRH. Examples include: substantial recommendations for the revisions of DRR related legislative acts in the Kyrgyzstan following a gender mainstreaming workshop; mainstreaming gender in Moldova National DRR Strategy; including gender in damage and recovery needs assessments in BiH (following a gender prototyping workshop); Armenia's national statement at WCDRR with strong gender equality and DRR links; and local *gender-sensitive Post Disaster Needs Assessments (PDNAs)* conducted in 2015 in Albania, Georgia and the FYR of Macedonia.

The objective of ***"Policy frameworks and institutional mechanisms enabled at the national and subnational levels for the peaceful management of emerging and recurring conflicts and tensions"*** (Output 3.3) is pursued with the help of the *Umbrella Project on Resilience Building*, the *joint UNDP/DPA Programme on Building National Capacities for Conflict Prevention* as well as advisory services.

Despite a hugely testing 2 years in terms of the region's peace and security outlook, the work of the IRH led to better informed UN operations, more aware of the risks and opportunities of working in a number of sectors. The successful cooperation between UNDP and the DPA in the framework of the *Joint UNDP/DPA Programme (JP) on Building National Capacities for Conflict Prevention* was the key contributor to this, with its main focus on the deployment of PDAs, who support Resident Coordinators (RCs) and United Nations Country Teams (UNCTs) adapt to sensitive contexts, develop and implement strategic conflict prevention programmes.<sup>70</sup> The challenge here is that the increased requests for PDA support have not been met with a commensurate increase of predictable financial or dedicated human resources.

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<sup>69</sup> Project Board meeting, April 2015, for the closeout

<sup>70</sup> Batmanglich, S (2014): "Independent Review of Peace and Development Advisors and the Joint UNDP/DPA Programme on Building National Capacities for Conflict Prevention", supported by UK DFID on behalf of donors to the Joint Program

Throughout 2015 DPA/UNDP diversified the JP support away from PDA deployments including via: i) short-term deployment of international PDA types through crisis periods (as in Moldova); ii) support to the deployment of National Officers with PDA-type qualities (as in Kyrgyzstan); iii) PDA peer-to-peer exchanges (Kosovo/Georgia); iv) short-term multi-country arrangements for PDAs (Kosovo, the FYR of Macedonia, Belarus and Moldova); and v) joint missions by DPA/UNDP to support ad-hoc needs. In all cases, these arrangements were cited by the UNDP RCs as delivering “clear value” that should continue. That said, there was a sense that this arrangement needed to be formalized in order that staff rotations would not jeopardize service continuation.

The IRH team produces bi-weekly *Risk Monitor updates*, giving all ECIS COs and partner’s better sight over the full range of political, economic and social risks impacting the region, and more “politically anchored” Country Programme Documents (CPDs) and programmes. These 2 activities (the JP and the Risk Monitor updates) complement each other.

Under *Cross-border programming*: (a) Tajikistan/Kyrgyzstan peacebuilding project was initiated with a number of conflict management mechanisms built-in (e.g. a new community-based incident monitoring system), leading to more opportunities for cross-border cooperation for journalists (jointly with Organization for Security and Co-operation in Europe (OSCE)); (b) Tajikistan/Afghanistan Advisory Body was established; and (c) the Western Balkans reconciliation research was launched with support also provided to Kosovo Platform for Conflict Prevention. A new programming approach was applied to Conflict sensitive recovery, for example with the Recovery and Peacebuilding Assessment in Ukraine, leading to the strategy developed coupled with strengthening of the women mediators. Ukraine was also assisted with the development, implementation and monitoring of HIV-related frameworks and services to people living with and affected by HIV in the context of the ongoing crisis within the framework of a regional project on HIV, rights and access: it led to a notably stronger cooperation between the civil society and the government, e.g. related to the monitoring of HR violations of Internally displaced persons (IDPs) living with HIV by using national HIV hotline data collection, an online platform and legal assistance and support provided to them.<sup>71</sup> Several projects funded from the IRH Catalytic facility complemented these activities, including with: developing the micro-narratives on conflict, peace and tolerance in the Georgian-Abkhaz context (Georgia) and Countering Violent Extremism in Kosovo; the Youth Facility for Social Cohesion in Kumanovo (the FYR of Macedonia); and the ‘*Managing Political Risks to Development*’ project in Tajikistan. The latter was cited as being emblematic of the type of nimble, strategic programmatic support that allows UNCTs to better position on issues of national priority to respond practically to the threats faced.<sup>72</sup>

The team is increasing its engagement in the programmatic response to violence: e.g. DPA/UNDP joint missions were conducted to Azerbaijan to support response to August 2015 violence; a community risk survey was conducted in Abkhazia and a needs analysis in Kosovo on counter-radicalization.

In addition to advisory services, promoting “***Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g., geophysical, climate and gender related) and human-made crisis at all levels of government and community***” (**Output 3.4**) is pursued with 4 regional projects, namely: the *Umbrella Project on Resilience Building and Managing Risks in the ECIS region*; CARRA I; ENVSEC (Environment and Security Initiative) Phase II 2007-2015; and Human Security for Individuals & Communities in Chernobyl (ICRIN).

With the IRH support, preparedness systems were improved in many countries of the region. *Post disaster support* was one of the main vehicles for that, coming in various forms, including: emergency response with grants and PDNA type assessments (Albania, Georgia and the FYR of Macedonia), expert deployment

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<sup>71</sup>UNDP (2015): “HIV, Rights and Universal Access in Eastern Europe”, End of project report

<sup>72</sup> Batmanglich, S (2014): “Independent Review of Peace and Development Advisors and the Joint UNDP/DPA Programme on Building National Capacities for Conflict Prevention”, supported by UK DFID on behalf of donors to the Joint Program

(e.g. in Tajikistan after frost, flood and earthquake in 2015), as well as technical support (e.g. with gender sensitive PDNAs in Serbia, Kosovo and BiH; and remotely in Croatia, 2014). These not only helped to address the devastation caused by disasters but also helped to improve the preparedness systems (some examples were discussed under Output 1). The social and mental suffering of people living in Chernobyl-affected territories of Belarus, the Russian Federation and Ukraine was eased through the *introduction of a sustainable response mechanism* that linked the information needs (in health, environment and socio-economic spheres) of the affected population with corresponding internationally recognized, objective scientific knowledge.<sup>73</sup>

Central Asia Regional Risk Assessment (CARRA 1, 2012-2014), accomplished to a large extent its planned results by mainly developing DRR Work Plan and Support Strategy for 2012-2014 and *supporting regional dialogue between the international development agencies and national partners*. Developing mechanisms of regional cooperation and donor coordination was less successful, as were also the efforts aimed at developing the capacity in the *economics* of natural disasters: both were somewhat premature at the time but delivered lessons on the better ways to pursue these objectives.<sup>74,75,76</sup>

IRH is strongly contributing to *establishing institutions, platforms and preparedness systems at the sub-regional level* in the Central Asia and Western Balkans, a complicated task given the challenging contexts, but extremely important, given the declining funding available from the donor community, in pursuing sustainable solutions. IRH support for regional cooperation contributed to:

- The Draft Strategy for Regional DRR Capacity Development for Central Asia developed in discussion with the recently established Center for Disaster Response and Risk Reduction (CDRRR) in Almaty (with IRH contributing to this);
- The Regional Ministerial Conference on DRR for Central Asia in November 2015 in Ashgabat (Turkmenistan) marking an important breakthrough, as this was first time when five Ministers actually met and agreed to meet regularly;<sup>77</sup>
- Sendai Framework for DRR consultations (April 2014 Almaty, January 2015 Bishkek) aimed at including local level DRR in Hyogo Framework for Action (HFA) II priorities

*“Stakeholder Engagement for Uranium Legacy Remediation in Central Asia”*, covering three countries (Kyrgyzstan, Tajikistan, and Uzbekistan) funded within the framework of ENVSEC initiative and in close cooperation with the UNEP and the OSCE started in 2015, but has already received a strong support in the countries concerned as it tackled a very relevant problem in the region and has a potential to facilitate follow up investments (e.g. from the EU); the UNDP led coordination of the donors is a key factor contributing to such prospects.

### **Efficiency**

***The portfolio under Outcome 3 has progressed overall efficiently, with some aspects affected by the challenges related to the subregional contexts.***

The overall financial delivery rate for Outcome 3 is 89.9 percent, the highest among the 4 Outcomes. Looking across the Outputs reveals that the main challenge in terms of delivery, was related to the *“Human Security for Individuals & Communities in Chernobyl”* (ICRIN) project, displaying 39.2 percent delivery rate

<sup>73</sup> “Human Security for Individuals & Communities in Chernobyl-Affected Areas through the Local Information Provision (International Chernobyl Research and Information Network)-ICRIN”, Final Narrative Progress Report, 01 January 2009 to 31 March 2015

<sup>74</sup> UNDP (2015):“ Final Project Review report: CARRA 1”

<sup>75</sup> CARRA 2 proposal under review.

<sup>76</sup> UNDP (2015):“ Final Project Review report: CARRA 1”

<sup>77</sup> The idea of this conference goes back to 2013, where a similar one, but on broader issues, was organized within the framework of Central Asia-Japan cooperation platform; in 2014 there was a suggestion to have a separate Ministerial conference on DRR, and in 2015 UNDP seized to the opportunity to help get this done

in 2015, running into challenges in the process of transition to the CO. The midterm milestones from the RRF were all achieved however.

The efficiency was negatively affected by such external events as the fiscal crisis in some parts of the region, resulting in gaps/non-release of confirmed funding which is already limited for the DRR related work (with the exception of post disaster relief type), as well as by the key staff turnover in the DRR team, which happened without adequate handover.

Outcome 3 used up US\$400K from the Catalytic Facility funding 4 projects, which spans across the subthemes and allows exploring a number of new/emergent themes.

The services from all the teams involved were highly appreciated by the COs, citing short response time, close involvement, clear value and high quality. Under *DRR*, interviewed COs particularly pointed out the efforts to stimulate experience sharing across the countries and across the regions as well as analytical support.<sup>78</sup> Under “*conflict*” COs appreciated both ad hoc missions as well as conflict-related development analysis and needs assessments.<sup>79</sup>

### **Sustainability**

***Outcome 3 achievements in the part of DRR show a strong potential for sustainability at the national level; at the sub-regional level important breakthroughs were achieved but would need concerted and continuous efforts to be sustainable. In the part of peacebuilding/conflict prevention, programmatic approaches for the sustainability need to be streamlined and systematically implemented.***

**a) DRR: Sustainable DRR is supported by:**

- adopted respective laws/policies/ strategies/action plans: numerous example of these were cited in the previous subsection (e.g. Moldova, Georgia and Serbia);
- templates and guides, which are then used by the COs and governments of different levels (e.g. in the case of the district DRR plan in Tajikistan) as well as demonstration of risk management approaches (e.g. with economic impact assessment of disasters)
- contribution to the membership of the countries in the international organizations (e.g. in the case of WCDRR), which then increases the likelihood of the governments adopting binding commitments;
- capacity building of national institutions (e.g. in Armenia and Serbia with the establishment of a dedicated governmental body) with TA and training (for example on gender mainstreaming);
- stronger sub regional forums and institutions (e.g. the Ministerial meetings in Central Asia, where the parties committed to meeting regularly);
- partnership building with the development partners, e.g. with UNSDR, OSCE, EU;<sup>80</sup>

The Case study (see Annex 1: Case Study “Support for DRR in Tajikistan: convergence of UNDP Country Programme, Regional Programme and global level support” describes how the various levels of the support from UNDP (global, regional and country) complement each other to help improve the effectiveness and sustainability of the results, with the regionality aspects of the IRH work highlighted

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<sup>78</sup> The Regional DRR MoP was held with a practical component on flood recovery programming (May 2015, Serbia) with 35 participants from 18 countries, and observers such as Government of Turkey, Sweden, EC, IFRC, UNICEF, UNOCHA).

<sup>79</sup> The chart needs to be treated with caution as it excludes the cases where multiple services under multiple RP Outcomes were provided under single request (in addition to imperfections arising from Mapping SP outcomes against RP outcomes)

<sup>80</sup> DIPECHO IX resulted in two approved national projects from Armenia and Uzbekistan, totaling 400,000 EUR developed with technical support from IRH)

While there have been important achievements related to the main regional projects under this Outcome, continued support is needed to bring these to sustainability. In particular in relation to **CRM**, while the project was very effective, and in many respects sustainable in relation to country level activities, whereby for example, the countries with the IRH support improved the legislation there is still a lot to be done in terms of capacity building and to ensure that there is a balanced mechanism for making inter-sectoral decisions and that such coordination is provided for at subnational and local levels (see the discussion in relation to the national component in Tajikistan in *Annex 1: Case Study “Support for DRR in Tajikistan: convergence of UNDP Country Programme, Regional Programme and global level support”*). The transboundary cooperation in Central Asia can broaden the knowledge base and enlarge the range of measures available for (climate) disaster prevention, preparedness and recovery. Experience of CA-CRM in 2010-2015 demonstrates willingness in Central Asia to jointly work on current issues and develop effective climate change adaptation and DRR measures, but this requires continued support. Results achieved by CA-CRM can be further upscaled and replicated in the region. A number of potential interventions in each of the countries, as well as at the regional level, have been developed, and widely discussed with UNDP Country Offices and national counterparts and a project proposal was developed. As for **CARRA**, while the completed project faced challenges, in particular with sustainability (mostly because it was somewhat premature, see Recommendation 7 Chapter 7), there is, undoubtedly, a need in a platform like CARRA for providing effective development assistance to deliver in the long run. However, enhancing regional cooperation, and large donor coordination requires significant efforts and resources, a long time-frame to deliver sustainable results as well as developing a clear, comprehensive and longer-term vision for the functioning and purpose of the Alliance of the representative agencies from the 5 Central Asian countries with IRH support, the objectives of which address various targets set in international and regional frameworks in the field of DRR.<sup>81</sup> With IRH support a project proposal is now developed and funding is being sought.

**b) Policy frameworks and institutional mechanisms for conflict prevention**

- **Cross border peacebuilding platforms** in Central Asia are well designed attracting support from other agencies and benefiting from PDA support;
- As for the **PDAs** per se, in the successful cases they see an overarching goal of ‘*establishing a national peace architecture*’, or ‘*facilitating stronger and more effective partnerships*’<sup>82</sup>, but this is not the case for everywhere. Achieving the transformational change that the Joint Programme seeks to support is a long-term endeavour. There is a vast difference between what a PDA is able to achieve in one to two years, versus longer and/or successive deployments. The former will still be of value to the UN system. However, maximizing true value for money for a post of this nature, should not just be about providing a service to the UN, but rather about providing a service more broadly – one that will result in the existence of enough local capacities to eventually render it unnecessary: this will require stable commitments that are viewed from the standpoint of a sustainability, not exit, strategy that is based on the qualitative assessment of appropriate benchmarks, and not just when funding runs out.<sup>83</sup> Some of the potential avenues could include: (a) the creation of a small team or unit over time, including a national PDA, which will help to ensure the sustainability of this work after an international PDA post is no longer necessary; (b)

<sup>81</sup> The Alliance pursues the following goals: (i) improved institutional and legislative framework in key thematic areas at a regional level; (ii) advancement in the field of risk assessment, information management and early warning; (iii) disaster resilient development of vulnerable communities; (iv) strengthening regional cooperation; (v) development of comprehensive and integrated regional approach to DRR by uniting several thematic areas into one disaster resilience platform namely: climate risk management, geological hazards risk management and environmental security (particularly uranium legacy sites remediation), as well as several cross-cutting themes (such as gender, poverty and community empowerment)

<sup>82</sup> Batmanglich, S (2014): “Independent Review of Peace and Development Advisors and the Joint UNDP/DPA Programme on Building National Capacities for Conflict Prevention”, supported by UK DFID on behalf of donors to the Joint Program

<sup>83</sup> Ibid



exploring options for supporting national PDAs to undertake ‘shadowing’ or detailed assignments in countries where an international PDA is deployed, also ensuring greater overall sustainability; etc. (see Recommendation 4 in Chapter 7)<sup>84</sup> Currently UNDP IRH and DPA are discussing the possible approaches and funding mechanisms.

#### **5.1.4 Outcome 4: Development debates and actions at all level prioritize poverty, inequality and exclusion, consistent with our engagement principles**

##### **Relevance**

***This Outcome brings under one roof several, on the first sight diverse issues: improved data and analysis for the measurement of various aspects of human development/poverty; national plans, enabling to achieve SDGs, partnership building and boosting innovation drivers in the work of UNDP and the Governments. These elements are essential ingredients for progressing along the SDGs, with a unifying and relevant for the region theme (and approaches taken for operationalization) of informed and innovative decisions and partnerships in pursuit of the goals.***

Figure 12 (see *Annex 10: Results chains of the Outcome*) describes the Results Chain for this Outcome. Poverty measurement and monitoring in many countries of the region is still not disaggregated enough to reflect sub-national, age, ethnicity, or gender criteria.<sup>85</sup> To help improve ***national data collection, measurement and analytical systems in place to monitor progress on MDGs, post-2015 agenda and SDGs*** UNDP has explored innovative approaches to data generation, collection and analysis, including: a multidimensional/human development angle for poverty measurement; reconfigured policy dialogue (with IT-intensive platforms) and inclusive forums, using OD; strengthening national capacities to develop tools for socioeconomic research, poverty monitoring and assessment; etc. UNDP’s regional efforts have supplemented national level work by the COs. The emerging development agenda with a focus on SDGs poses new challenges necessitating having the data in the shape and form suited for adequate analysis and policy formulation, and so the continued engagement of the RBEC in this was and is well justified, including with developing methodologies and capacity development.

To help improve the ***national development plans so that these address poverty and inequality in a sustainable and risk-resilient manner***, UNDP in the region has pursued several avenues. One of the ways in which UNDP has been most influential in a development debate as a thought leader at all levels is through Human Development reporting (the high relevance confirmed by all the interviewed COs).<sup>86</sup> The RPD does not include HDRs explicitly, and the IRH has added this to the RP at a later stage, but still it is not reflected in the TORs of the staff of the teams. UNDP has also had impact through its publications and analyses concerning the MDGs, feeding important lessons from the region into the process of formulation of SDGs, as well as other post-2015 debates: the experience in the last 2 years proved that this is in line with the expectations set at the stage of RP programming. It is evident however, that more resources (than currently available) are going to be needed to assist the countries in their SDG related work, especially in the “new” areas like governance and inequalities, as well as with monitoring systems.

By 2013 it became clear that the future of UNDP’s positioning in ECIS required to, first, engage with RBEC New Donors (Russian Federation, Turkey, Kazakhstan, Azerbaijan and the EU-13); and second, provide innovative development solutions, facilitating sharing of knowledge and experience (East-East cooperation) between countries (mostly middle income countries). Building on the experience dating back to 2003, the approach from 2012 was to ***promote and strengthen SS&T cooperation partnerships for development solutions, including through support to new and emerging development cooperation providers***. The development of new partnerships was underpinned with a programmatic framework (with seed funding

<sup>84</sup> ibid

<sup>85</sup> For a good summary see Sustainable Development Solutions Network (2015): “Leaving No One Behind: Disaggregating Indicators for the SDGs”, at <http://unsdsn.org/wp-content/uploads/2015/10/151026-Leaving-No-One-Behind-Disaggregation-Briefing-for-IAEG-SDG.pdf>

<sup>86</sup> See for example UNDP (2015): “Evaluation of the Contribution of the global and regional Human Development Reports to Public Policy Processes”, UNDP Independent Evaluation Office, at file:///C:/Users/Lilit/Downloads/HDR\_Thematic\_Evaluation\_2014.pdf

enabling to experiment, engage, and initiate policy dialogue with new partners) and forming a new partnerships team as a one-stop-shop for all things “new and emerging partnerships”. The vision set out early on by RBEC was for UNDP to become a go-to multilateral development partner for New Donors in the region, so that their knowledge and resources are systematically mobilized for the benefit of RBEC programme countries. Overall, by the end of 2015 RBEC was on track to achieve this vision, proving relevance of this approach. Similarly, the experience in the last 2 years shows the relevance of the increased focus on SS&T cooperation and experience sharing. Moreover, there is a higher demand for that from the COs: the only aspect that perhaps needs enhancement is related to the need to more systematically analyze the work done by the COs, to identify the best practices in all areas of work to be shared.

The nature of the development challenges is changing rapidly – they are emerging faster and are increasingly interconnected. Simultaneously, new solutions emerging from the countries, technologies in policymaking are empowering new actors, and market-oriented shifts are increasing diversified bilateral funding in development. For development organizations, like UNDP, responding to these changes requires novel approaches to programming and to engaging with the new players, which is increasingly gaining even more relevance with the SDGs agenda. In 2012, UNDP’s RBEC set up a knowledge and innovation (K&I) unit to design a new generation of development services [*1st generation RBEC innovation (2011-2012)*], learning that innovation can generate fresh perspectives and doing things differently can lead to better development solutions and new funds. This led to innovation work attracting an entirely new type of partnerships. During 2013-2014 [*2nd generation RBEC innovation*] IRH innovation experiment ignited a corporate movement, helping to consolidate and broaden the network of innovation champions across the region, expand the portfolio of innovation services (foresight, big and open data, human centered design), support the scaling up of initial prototypes, and gain a deeper understanding of innovation approaches. From 2015 onwards [*3rd generation RBEC innovation*] IRH emerged as a corporate leader and a strategic change partner, expanding into innovation in business processes, and identifying the cutting edge services.

The objectives of **(a) development and use of tools and methodologies for citizen- driven innovation in programme design** and **(b) ensuring that mechanisms are in place to identify/share the knowledge about/prototype innovative development solutions and expertise from outside UNDP**, are pursued with many avenues, providing hands-on, practical support to public servants and citizens aiming at:

- Reframing policy issues by identifying key insights into the needs of service users (with, *inter alia*, ethnographic research, human-centred design, behavioural science and social innovation camps);
- Connecting with leading thinkers, citizens, think tanks, and organizations on the cutting edge of progress and development in key policy issues (using, *inter alia*, horizon scanning, crowdsourcing, online collaboration and challenge prizes); and
- De-risking investment in/enhance deliverability of policies by running rapid, parallel field tests and experiments.

IRH experiment with the challenge prizes has led to the design of the UNDP’s first corporate policy on challenge prizes, while citizen-led innovation methods tested in RBEC provided the basis for running the first cross-regional project supported by the global post 2015 team. The demand for support in this area grew considerably, also outside the ECIS region, and the innovation champions from the region gained wide recognition. All of these are testaments to the relevance of the approach to innovation by the office.

Investment in innovation is one of the Global Goals of *2030 Agenda for Sustainable Development*, whereby innovation is seen as a crucial driver of economic growth and sustainable development and a key for finding lasting solutions that underpin all SDGs. Considering the ambition and the scope of the new global agenda, the evolving RBEC innovation experiment has presented UNDP with a potential competitive advantage in terms of exploring new ways of doing development, alternative methods of engaging citizens and mobilizing new funding for impact. The focus on innovation has proved to be very relevant indeed.



## Effectiveness

**IRH was very effective in achieving its plans (and going beyond) for the midterm under this Outcome. Innovation related capacities and partnerships were not only strengthened but also the experience was shared with the countries from other regions, with IRH taking a global lead. The analytical capacities of the countries and the COs were strengthened with methodological advice and helping them engage in development debates to improve the national plans and regional action to meet SDGs.**

The objective of helping to improve **National data collection, measurement and analytical systems in place to monitor progress on MDGs, post-2015 agenda and SDGs (Output 4.1)** is pursued with the *Umbrella Project “Development Debates and Cooperation (MDGs, post-2015, human development, partnerships, knowledge and innovation)”* in the part concerning SDGs/MDGs as well as advisory services. The IRH contributed to the improvement in national data collection, measurement and analytical systems in many countries of the region, supporting in particular:<sup>87</sup>

- *poverty assessments* (Turkey) and *measurement methods* (Uzbekistan);
- *calculation of Human Development Indices (HDI) at subnational level* (e.g. in Kosovo (HDI), Moldova(HDI)/Gender-related Development Index (GDI)), Montenegro (affordable HDI), and Turkey/Tajikistan/Kyrgyzstan (*Multidimensional Poverty Index (MPI)*)<sup>88</sup>;
- *assessment of human development impact of disasters* (e.g. in BiH and Serbia, as part of the PDNA of the floods in 2014); and
- contribution to the debates on *migration statistics*.<sup>89</sup>

*MDGs’* regional profile was boosted, particularly by: advancing policy advocacy; supporting and analyzing the nationalization, disaggregation, and localization of MDG indicators, by monitoring and campaigning across the region; and by supporting the national efforts to meet the MDGs through the MDG Acceleration Framework. In particular, this stream of work included: *MDG reports* (Uzbekistan and Ukraine); *inputs with 5 national MDG case studies for the Regional MDG report (RMDGR)* led by United Nations Economic Commission for Europe (UNECE); and *4 MDG e-digests*. IRH-led 12 consultations in the region on Post-2015 Agenda<sup>90</sup> were the first steps in the move to SDGs in the region. Ensuring that *national data collection, measurement and analytical systems* are in place to monitor the progress on SDGs is gaining momentum and there is already some progress: the examples include a proposal in designing SDG pilot targets indicators for inclusive growth in Turkey and the 1<sup>st</sup> national consultations on SDGs national priorities coupled with the introduction of Mainstreaming, Acceleration and Policy Support (MAPS) approach in Moldova (*joint initiative of UNDP/UNWomen/UNECE/Government of Moldova*), which is a pilot country to implement the IRH Catalytic Facility on “SDG Nationalization” for a possible scaling up in other countries of the region.

The objective of helping to improve the quality of **National development plans to address poverty and inequality are sustainable and risk-resilient (Output 4.2)** is pursued with the *Umbrella Project “Development Debates and Cooperation (MDGs, post-2015, human development, partnerships, knowledge and innovation)”* – in the part concerning National Development Plans. *Development debates were enriched* with IRH supported:

- *Human Development Reports (HDRs)*: at regional (*Regional HDR on inequalities 2016* expected to be ready by mid-2016); sub regional (*Balkans HDR on Disaster Risk Reduction*)<sup>91</sup> and national levels (11

<sup>87</sup> Maintaining current/developing new vulnerability databases was passed on to the COs (Ukraine and Kyrgyzstan).

<sup>88</sup> MPI computation training for national adaptation with HDRO and engagement in Multidimensional Poverty Peer Network was planned but then abandoned as the expectations that this will be used for SDG monitoring did not materialize.

<sup>89</sup> <http://goo.gl/9c5Qqk> and <http://goo.gl/eBr2kD>

<sup>90</sup> [Presented paper at IX Eurasia Development Bank conference](#)

<sup>91</sup> <https://undp.unteamworks.org/node/490493>

NHDRs), an evaluation of Kosovo HDR system in 2005-2013<sup>92</sup> and NHDR *trainings* in 2015 in Serbia and Kyrgyzstan;<sup>93</sup>

- *Regional papers*, including: on “Poverty, inequality and vulnerability” in support of GHDR 2014 regional launch and UNECE-led Taskforce on poverty; “Central Asia Trade and Human Development paper”; policy paper on “Roma Poverty from a Human Development Perspective”; Central Asian Human Development paper on migration and remittances<sup>94</sup> and a “Study on social, economic and environmental determinants of health and health inequities (SEED)”;<sup>95</sup> and
- *Dialogue on Inequalities*, the 1<sup>st</sup> round of which took place in 2015 and the 2<sup>nd</sup> in February 2016 in Istanbul<sup>96</sup> generating key partnerships and debates with gender equality issues specifically highlighted.

National development plans benefited from the improved United Nations Development Assistance Framework (UNDAF) and regional United Nations Development Group (UNDG) programming in the region. IRH provided technical guidance and quality assurance including:

- Co-coordination of UNDAF rollouts and substantive review and training including technical guidance to 11 countries and Kosovo;
- Results Based Management (RBM) training to UNDP COs/UNCTs (5 countries);
- acting as coordination focal point between the BPPS, RBEC and COs at regional level including on corporate reporting and IWP;
- support to CO alignment and Country Program Documents’ formulation (4 countries) plus an on-line CPD support (7 countries) in coordination with Country Support Team (CST); and
- strengthening gender dimension in UNDAF.

X-team work resulted in strengthening gender dimension in UNDAFs, making them more politically anchored, reflective of anticorruption, as well as NCDs and other health issues.

The objective of ***promoting the establishment and/or strengthening of SS&T cooperation partnerships for development solutions including through support to new and emerging development cooperation providers (Output 4.3)*** is pursued, apart from the advisory services by the following regional projects: *Umbrella Project “Development Debates and Cooperation (MDGs, post-2015, human development, partnerships, knowledge and innovation)”* – in the part concerning Partnerships; *Czech Contribution to Emerging Donors Initiative (EDI)*; *Slovak Republic - UNDP Partnership*; and *New Partnerships in Development Cooperation*. Several themes emerged as the avenues used to pursue this task. With the IRH contribution:

- *Strategic partnerships were enhanced*. There was a major breakthrough with the Russian Federation with the signature of the Partnership Framework Agreement in January 2015 and of the *Russia-UNDP Trust Fund* agreement (June 2015) with initial funding of US\$25 million over 4 years. In addition to the Trust Fund, over US\$20 million were mobilized from Russian Federation in 2014-2015 for UNDP projects in Armenia, Belarus, Cuba, Kyrgyzstan, Tajikistan, and Vanuatu. With Turkey, apart from a non-earmarked contribution to the RP achieved by the IRH, the Turkey-UNDP

<sup>92</sup> Initial stage covered HDR on resilience of municipalities (Serbia) and HDR on inclusive growth (Turkey). NHDRs launched in 2014-2015 included: HDR on migration (Kosovo), HDR on private sector (Moldova), HDR on resource efficiency (Montenegro), and HDR on access to resources (Tajikistan). NHDR QA was provided for Belarus (on regional competitiveness), Kosovo, Moldova, Montenegro, Tajikistan, Turkey.

<sup>93</sup> [NHDR training in Kyrgyzstan \(on Trade and HD, NHDR training in Serbia \(on resilience\)\)](#) -

<sup>94</sup> <http://www.eurasia.undp.org/content/rbec/en/home/presscenter/pressreleases/2015/10/13/declining-opportunities--new-undp-report-examines-recent-downturn.html>; (blog on falling remittances in CA)

<sup>95</sup> the planned Central Asia human development paper on social protection did not materialize however, mainly due to the structural review and the cancellation of the Central Asian economist position

<sup>96</sup> <http://www.eurasia.undp.org/content/rbec/en/home/ourwork/sustainable-development/development-planning-and-inclusive-sustainable-growth/dialogue-on-inequalities.html>; (on UNTeamworks - <https://undp.unteamworks.org/node/473668>, Consolidated Report, Blog on inequality literature review, blog talking inequality in Croatia

Partnership in Development Programme was launched with initial funding of US\$500K to strengthen Turkey's contribution to global development through implementation of specific projects in UNDP programme countries;

- Official Development Assistance (ODA) delivery capabilities of emerging donors were strengthened. The Czech-UNDP Trust Fund (CzTF) expanded its coverage in 2015 (supporting *inter alia* economic recovery of Ukraine and the Expert on Demand Programme). Within the ODA *partnerships with Romania and Slovakia*, the respective governments received support in developing their capacities as ODA providers. The RP supported the development of the new ODA legislation in Romania, coupled with the helping to establish the platform for Romania's ODA reporting and monitoring, the expertise locator and Mobility Fund for experience sharing. Romania supports the Mobility Fund as a mechanism of SS&T Cooperation. The sub-team of the Slovak Republic - UNDP Partnership project piloted innovative approaches related to OD through an Innovation Challenge "*Open Data for Better Governance*" launched with Slovakia's Ministry of Finance (see the Section 5.1.2)<sup>97</sup>. The IRH team promoted private sector engagement in development as well as gender mainstreaming in development assistance of SlovakAid. The results framework for country strategy paper for Moldova, along with SlovakAid evaluation guidelines developed within the project, were appreciated in the OECD/DAC mid-term review. Under the RP the IRH provided supported the Ministry of Foreign Affairs and the UNDP in Kazakhstan in developing Kazakhstan's role as a provider of development assistance. Supported by the Partnerships team, *Africa-Kazakhstan Partnership* for the SDGs assists 45 countries in Africa (along with the newly launched *Innovative Solutions Scheme* aimed at promoting modernization of public administration and public service excellence using the Astana Civil Service Hub). IRH team also held six P2P learning events for emerging donors in 2014-2015 aimed at facilitating experience exchange;
- South-South, East-East and Triangular Cooperation was strengthened and overall mainstreamed across UNDP's global, regional and country level programme. Several initiatives and projects demonstrate this, e.g.: (a) exchange of experience on sustainable and inclusive employment policies for 7 countries of the Western Balkan sub-region; (b) the *new project on "Enhancing Capacity, Knowledge and Technology Support to Build Urban Disaster and Climate Resilience in Armenia, Moldova and the FYR of Macedonia"* developed in 2014 with special focus to SS&T cooperation; (c) CzTF's East-East regional project involving Kazakhstan, Kyrgyzstan and Armenia on sharing experience in implementing the 2010 EU Energy Performance in Buildings Directive. The IRH-developed *East-East Cooperation Toolkit* and *East-East project template* were later included in UNDP IRH's Catalytic Facility guidelines. The interviews conducted for this MOTE indicated that the COs would like to see IRH more systematically analysing the portfolios of the COs to identify the solutions to be shared among the COs: this should be done under all Outcomes, but could be linked to Outcome 4 in terms of systematization. The forthcoming Knowledge Management Gate needs to be used most efficiently to serve this purpose (see Section 5.2.2/**Box 2** and Recommendation 8 under Chapter 7)
- Developing Innovative partnerships was advanced. The IRH team launched a regional service line on working with international financial institutions (IFIs), with more concrete opportunities expected to emerge. Engaging with foundations proved to be challenging as funding opportunities from philanthropic actors are limited due to their local scope and limited resources.

The objective of **Tools and methodologies for citizen- driven innovation developed and applied into programme design (Output 4.4)** is pursued with the help of the regional *Umbrella Project "Development Debates and Cooperation (MDGs, post-2015, human development, partnerships, knowledge and innovation)"* in the part concerning "*Innovation Tools & Methods*", supported with inputs from the *Global project on "Innovation Facility"*. While several countries have emerged as early adopters of innovation, the

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<sup>97</sup> The innovation challenge, dubbed "Ministry of Data", is built around public sector innovation with focus on public finance management.

IRH engages also with COs that were not among these with new prototypes and experiments and via inclusion in the first UNDP Crowdfunding Academy (run by the IRH). The capacities for innovation of the COs were boosted with IRH help with, *inter alia*:

- *consolidated and built up innovation portfolios*;
- *4 social innovation labs set up and/or co-owned by governments* (Moldova, Armenia, Georgia, and the fYR of Macedonia);
- *participation in such regional initiatives as*:
  - *mainstreaming innovation in business processes related to program and project management (joint initiative with NESTA, in which 4 CO teams were selected to be part of this initiative (Kyrgyzstan, the fYR of Macedonia, Georgia, Moldova))*;
  - *applying behavioral science to shadow economy and tax compliance (Belarus, Moldova, Kazakhstan)*;
  - *social impact investment (Moldova, Armenia, and Belarus)*;
  - *Regional Scaling Up Fund, launched by the IRH, attracting a record number of applications (13);*<sup>98</sup>
  - *applying a novel methodology (micro narratives) for real time monitoring of shifts in behavior (using comic storyboards initiated with Positive Negatives) on the subject of gender-based discrimination in the Roma community*), a joint initiative between the IRH and a private company Cognitive Edge; and
  - *K&I team- led facilitation of x-regional joint projects and experience exchange*.

The objective of ensuring that ***Mechanisms are in place to identify innovative development solutions and expertise from outside UNDP, share knowledge about them and quickly prototype them (Output 4.5)*** is pursued with the help of the regional *Umbrella Project “Development Debates and Cooperation (MDGs, post-2015, human development, partnerships, knowledge and innovation)”* as well as advisory services. The IRH coordinates the relations between the UNDP headquarters (HQ) and COs in relation to the *Corporate Innovation Facility*.<sup>99</sup>

The capacities of the COs to initiate and implement initiatives aimed at adopting innovative approaches in their work were boosted with IRH help, *inter alia*:

- *by receiving support from the IRH with project design*, which has led to mobilizing resources;<sup>100</sup>
- *with seed-funding to experiment with new approaches* (e.g. catalytic funds, which could help COs attract additional resources);
- *through participation in Research and Development (R&D) events (e.g. on Foresight)*, which help them to identify the new generation of development services;<sup>101</sup> and
- *by experimenting with a new concept of ‘scaling up’ in development*<sup>102</sup> (tested in Uzbekistan (youth employment), the fYR of Macedonia (social services for Roma), and Armenia (women empowerment)).

<sup>98</sup> The Fund piqued the interest of Stanford Social Innovation Review as it suggested a novel methodology for scaling up that is based on applying the principles from evolutionary biology into development.

<sup>99</sup> but not applying for the same pot of resources. According to Innovation Facility formulas, a little over US\$300K can be allocated to the region. The Regional Hub applies only be applying for cross-regional funding.

<sup>100</sup> Examples include: UNDP Moldova’s \$1.7 million on innovation in rural SMEs from the Norwegian Government; A regional project (Armenia, Moldova, the fYR Macedonia) on ICT for Urban Resilience \$0.5 mln), and UNDP Montenegro and BeREsponsible app that has generated over EUR 1 mln to date, UNDP Armenia mobilizing several million from the European Commission to integrate Kolba social innovation lab within the office of the Prime Minister.

<sup>101</sup> Such events included focus on Foresight (June 2014) where some 6-7 different methodologies were introduced (9 COs) and on Alternative finance mechanisms for development (Dec 2015), whereby the Slovak Government invests \$200k to support CO teams who wish to experiment and apply the mechanisms they learn about at the event in their own context (in 2016), and (ii) SHIFT with 9 COs participating in the Week of Innovation Action (Programme officers from COs in the region serving as resource persons in other regions, “exporting” RBEC knowledge and expertise).

<sup>102</sup> [http://ssir.org/articles/entry/crickets\\_going\\_quiet\\_questions\\_of\\_evolution\\_and\\_scale](http://ssir.org/articles/entry/crickets_going_quiet_questions_of_evolution_and_scale)

Besides, the IRH has designed *ECIS strategy for Knowledge Management (KM)* to accelerate sourcing, sharing, and practical application of knowledge to support development work (information management and collaboration).

The independent evaluation of the ECIS innovation work by the Danish Government's innovation lab Mindlab<sup>103</sup>, showed how those UNDP business units from among the first adopters benefited through new skills, new partnerships, new funds, and new development services. More importantly, it pointed to the readiness of the organization (based on the current ECIS innovation work) to make innovation a more integral part of the UNDP culture and a strategic approach leading to turning UNDP into a "better fit for purpose" partner to its clients across the globe. Even though this phase is ongoing, there are signs of RBEC emerging as a corporate innovation leader and a strategic change partner:

The work on the Dialogue on inequalities, HDRs and SDGs is extremely important to underpin the work of all the teams with the background analytical work projected through the prism of UN niche- human development. HDRs are UNDP flagship publications and are highly valued by the COs, as a valuable resource for their programming work. With the focus on inequalities, there is high demand also for the work on SDGs, as indicated during the interviews with the COs for this MTR. The services provided by all the teams concerned were highly appreciated during the interviews. The work on innovations was particularly singled out as necessary and valued for the revitalization of concepts, approaches and alike: the challenge is in bringing management of the COs to join in and institutionalize innovation at CO level.<sup>104</sup> The interviewed COs also highly appreciated the assistance they receive in relation to partnership building and improving communications (learning to feature their work on social media and blogs)

### *Efficiency*

***The portfolio under Outcome 4 has progressed efficiently, with the achievement of impressive results with limited staff. Reflecting the work on HDRs and SDGs in the job descriptions explicitly is desirable, as well as increasing the resources to help the COs and the governments with SDG monitoring.***

The overall financial delivery rate for Outcome 3 was 80 percent in 2015, which is satisfactory. Looking across the Outputs/projects no significant challenges could be observed. The milestones for the midterm from the RRF were all achieved.

Perhaps the most important challenge associated with this Outcome is related to the HDRs not reflected explicitly in the TORs of any of the staff under the SD team. Interviews indicate that this is a challenge for the COs, and they would like to see this changed

The services from all the teams involved were highly appreciated by the COs, citing short response time, close involvement, clear value and high quality. The work on the Dialogue on inequalities, HDRs and SDGs is extremely important to underpin the portfolios of all the teams with the background analytical work projected through the prism of UN niche- human development. HDRs are UNDP flagship publications and are highly valued by the COs, as a valuable resource for their programming work. With the focus on inequalities, there is high demand also for the work on SDGs. The work on innovations was particularly singled out as necessary and valued for the revitalization of concepts, approaches and alike: the challenge is in bringing management of the COs to join in and institutionalize innovation at CO level.<sup>105</sup> The interviewed COs also highly appreciated the assistance they receive in relation to partnership building and improving communications (learning to feature their work on social media and blogs).

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<sup>103</sup> MindLab (2014): "Evaluation of the Initiative "Knowledge and Innovation in the Europe and CIS region 2012/2013"

<sup>104</sup> AB meeting minutes

<sup>105</sup> AB meeting minutes



IRH pioneered an innovative approach to institutionalize innovation capacities through a 20 percent of working time of the local innovation champions across COs assigned to responding to the regional demand for the new generation of development challenges. While an innovative approach, this has meant at times an extra workload for this staff and hence a refinement of the approach is warranted (see Section 5.2)

### ***Sustainability***

***Outcome 4 achievements show strong potential for sustainability at all levels: national, regional and also inter regional, if followed through systematically. Support with HDRs and SDG monitoring needs to be put on a more sustainable footing with adequate resource allocation.***

The fact that capacity building of the national statistics offices as well as local researchers and think tanks are often involved in the IRH led work on HDRs, as well as poverty measurements, and SDG monitoring: this helps to put this line of service on a sustainable footing. In many countries of the region the work on HDRs is often led by the local experts (with the IRH input being desirable still to ensure methodological consistency). In some other countries however the local statistical and research capacities need longer term support, especially since the national institutions suffer from high staff turnover. Thus while the sustainability potential is building up, the continued engagement of the IRH is still needed.

SS&T is well mainstreamed, and hence with strong sustainability potential, but a more systematic review is needed by all the teams of the COs' work to share. The establishment of the separate "new partnerships" unit was an important step to ensure that the strategic partnerships are nurtured and developed sustainably. The accent on the capacity building of the emerging donors is in itself a strong factor for sustainability. Supporting the large number of the requests from the CO's for resource mobilization (RM) should be more of the focus for the whole of the IRH (especially since 1/3 of service requests are for program development, as discussed in Chapter 5.2). The cooperation with IFIs needs further push not just for resource mobilization, but also related to policy level work: this will help build these partnerships and make them more sustainable. The partnerships with other regional centers, which have often taken the form of the experience sharing could be taken a step further towards developing "partnership building" coupled with sharing experience related to innovation info service provision on sustainable basis (see Recommendation 6 under 66).

The engagement of the COs in specific innovation-related assignments, like arranging and running regional R&D events on different global trends and subsequently becoming a resource person on that topic has shown to be a good way of building up innovation capacity of the COs (complemented by other activities aimed at innovation capacity building). This has led to the 20 percent sharing scheme (mentioned in the previous subsection) where the resource person becomes a part-time member of K&I team: another important element of capacity building. There is a need however to ensure that all the levels at the COs are involved and are enthusiastic about testing new ideas and building in clear incentives for them to engage with innovation activities in an effort to move from experimentation to mainstreaming (see Recommendation 6 under 66).

## **5.2. INSTITUTIONAL PERFORMANCE AND FACTORS AFFECTING THE CONTRIBUTION TO OUTCOMES**

### **5.2.1. Institutional performance**

This Section looks at the overall performance of the IRH as an institution, reviewed along the regionality criteria and the 3 modalities of the IRH work.

### Regionality/regional value added

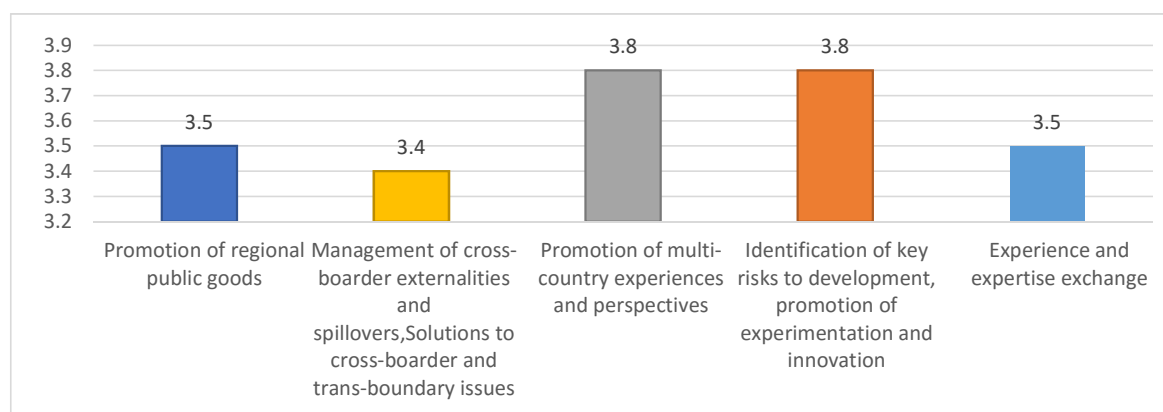
In the Survey of the COs, undertaken as a part of this MTOE, the main benefits in terms of the value added of the regional and sub-regional UNDP IRH work were ranked as follows (see

**Figure 2):**

- “Identification of key risks to development, promotion of experimentation and innovation” and “Promotion of multi-country experiences and perspectives” - 3.8 out of 5;
- “Experience & expertise exchange” and “Promotion of regional public goods” - 3.5 out of 5; and
- “Management of cross-border externalities and spillovers & solutions to cross-border and trans-boundary issues” - 3.4 out of 5

The variation in rating is not significant which attests that all aspects of regionality (regional values added) are almost equally appreciated by the COs. Obviously, the complexities and rigidity in tackling cross border issues, given the often strained geopolitical contexts of the sub-regions, influences the lowest rating for the cross-border management criteria.

**Figure 2: Average ratings for the regional value added of the IRH work**

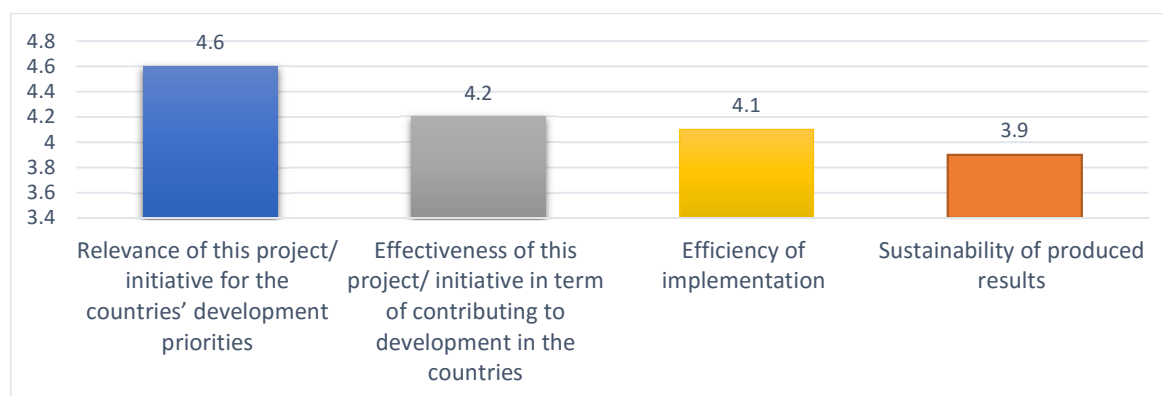


Source: CO survey for MTOE, 11/2015

### Regional Projects

**Figure 3** demonstrates that the RP's relevance, effectiveness, efficiency and sustainability are rated in descending order, whereby relevance is ranked with the highest score and sustainability with the lowest score).

**Figure 3: Average ratings: regional projects**



Source: CO survey for MTOE, 11/2015

Further examination of the feedback received in the survey reveals that the COs cite the gap between resources (those available generally to the regional projects and trickling down to countries) and the objectives and ambitions of the regional projects, as the main reason. The often limited amounts of funding for the regional projects is an objective reality, in the face of the also desire by the donors to see substantial results within the 2-3 year long projects. There are no easy solutions here except that maximum care advised at the design stage to ensure (see Recommendation 7, in Chapter 66):

- realistic project designs (*including for example focusing on fewer, most important activities, rather than spreading the resources too thin*) with sufficient flexibility (the need for this was demonstrated on the example of the AfT project);
- project designs that will ensure at the end of the project a regional element that will emerge as a workable solution, something that will help the COs in the attracting more follow up funding when justified (*the need for this was demonstrated on the example of the regional Roma Project*);
- well timed projects, which means that more effort is needed as part of the drafting project proposals (*the need for this was demonstrated on the example of the regional CARRA 1 Project*);
- project designs that include concrete measure to build up the sustainability potential (the need for this was demonstrated on the example of the joint UNDP/DPA JP); and
- closer integration with the existing and planned country portfolios implying closer and more intense consultation in the design stage (the interviews indicated that such consultation was insufficient in the case of at least 2 regional projects).

It must be noted that this ranking reflects mostly the CO's assessments related to the regional projects, rather than the services. The discussions under the Sustainability criteria under each Outcome in Section 5.1 present a large number of examples of sustainable results achieved as a result of the IRH services. This is however mostly when the IRH had made a specific effort to collect the information from the COs to record the outcomes resulting from the advice rendered. Currently there is no mechanism through which such chain would be followed through systematically (potentially to be improved under COSMOS).

### *Services and Knowledge products*

Although the distinction between the regional projects and services is often blurred, the effectiveness of the regional projects was assessed higher in the survey than the effectiveness of the services, with averages of 4.2 and 3.9, respectively. The CO survey also indicated that the RP has been generally more effective in the provision of advisory services per se (with an average rating across outcomes of 4.5 out of 5), followed by facilitation of exchange/ networking (average 4.2) and less effective producing knowledge products (3.9).

The ranking of the services from the CO survey was compared with the ranking from the IRH's internal Service Tracker,<sup>106</sup> in which the performance of the advisory services is measured along the three criteria (rated by the COs):<sup>107</sup>

- Extent to which the services meet its stated objectives,
- Timeliness of service provision,
- Extent to which the service helped a relevant CO/Client to prepare to take the necessary next steps.

<sup>106</sup> Due to the relocation of the office in 2014 the records in the Service Tracker for 2014 are incomplete, the analysis below is based in the 2015 data only

<sup>107</sup> Response rate as of 31 January 2016 is 51.4% (feedback received on 148 completed request cases out of 290). This has shown a steep increase from that of the previous years (18.3% in 2014; 33.5% in 2013, and 37.2% in 2012).



The average clients' satisfaction with advisory services from the Service Tracker for 2015 was 3.96, with the ratings of all three criteria being beyond "fully satisfactory". Thus the ratings from the CO survey and the Service Tracker are quite close and hence back the findings from both.

The rating for the timeliness of services provided from the Service Tracker for 2015 is slightly higher (4.03) than the rating on the services meeting their objectives (3.93) and the next step readiness (3.92), see [\*Annex 3: Data from the Service tracker\*](#). The BRC/IRH Service Tracker is a home-grown system which has been continuously improved over the years to record the services of BRC/IRH to its clients (COs). In 2012 and 2013 a significant management effort was invested into the tracker use monitoring, with dedicated staff time devoted to quality control. In 2014-2015, the IRH managed to improve the COs feedback ratio and the quality of the provided feedback by better aligning the instrument with the Strategic Plan and RPD outcome areas, and the new IRH organogram. At the same time the interviews with the staff indicate that there are some issues - e.g.; lack of clarity as to what should and should not qualify as a "request" to enter into the service tracker, recording of requests from Armenia and a general lack of guidance on entering data into the tracker.<sup>108</sup>

### 5.2.2. Institutional factors affecting the IRH contribution to Outcomes

The Outcome-specific factors affecting the IRH contribution to the 4 outcomes were highlighted in the analysis of the Outcomes, in Chapter 5.1. This Section is devoted to the factors, which apply to the IRH as a whole, are institutional in nature and hence impact all the Outcomes

#### *Cross cutting initiatives*

**Cross-cutting strategic initiatives** were instrumental in supporting all four outcomes. These include a number of **new regional initiatives** launched (including x-team Working Groups (WG) on SDGs, ABD and cross regional and cross country WG on Employment and social inclusion) and **new regional approaches**. The latter included:

- *The Regional Catalytic and Scaling-up Facility* launched in 2015 supporting: (a) initiatives which catalyse change at national level by leveraging resources and partners through applying integrated, issue-based and innovative programming; and (b) successful initiatives at national level that can be scaled up in a sustainable way. It is based on previous such funds (the RBEC Innovation Fund and the Governance and Peacebuilding Catalytic Facility). 16 proposals (covering 13 countries) were selected for funding in 2015 with a total funding over US\$1.58 million, whereby funds are transferred to the awarded COs. The Facility has stipulated a mandatory minimum of 15 percent of funding for programming aimed at gender equality results in line with corporate UN System-wide Action Plan (UN-SWAP) requirements. The Facility has been instrumental in *inter alia* (a) engaging in some countries in sensitive areas, such as HR&RoL and AC; (b) supporting response to the recent crises in Ukraine and (c) facilitating regional cooperation. The Facility is still young, and there is space for improvement in such areas as decreasing the transaction costs (see Recommendation 5 under Chapter 7)
- *Many cross-regional initiatives*<sup>109</sup> set up by the IRH in line with the 2015 workplans: (a) the [\*Crowd-funding Academy Week\*](#) (11 COs from all regions participated together with a group of top notch experts in the field of new financing mechanisms to explore the potentials of this scheme for the various areas of our work); (b) RBEC- RBA - RBAS *common position between the interlinked regions of Africa, Arab States and the ECIS on migration*; (c) RBEC -RBA cross-regional advisory services

<sup>108</sup> NB: The interviewed staff for this midterm outcome evaluation had ideas on how to improve the Service Tracker further, but this report does not contain recommendation along those lines, since it will be replaced by the new corporate system COSMOS

<sup>109</sup> Cross-regional South-South partnerships were fostered through a side event by RBEC and RBAS during the First Regional Arab States South-South Development Expo in February 2014. The event led to obtaining of donor funding and launching of the OFID-UNDP Cross-Regional Grant Competition for not-for-profit organizations from Europe and the CIS and the Arab States

related to carbon accounting tool for global health initiatives (Zimbabwe) and HCWM (Sudan; Zimbabwe)<sup>110</sup> and (d) OFID-UNDP cross-regional grant competition supporting projects implemented in RBEC and RBAS (based on an earlier cross-regional event at the First Regional Arab States South-South Development Expo in February 2014).. Other innovation related cross-regional initiatives include: “Fragments of Impact” with the involvement of all the regions; RBAS-RBEC work on Big data for development; RBAS-RBEC initiative on “*Technology for citizen engagement and peace*”, as well as the joint DPA-UNDP Strategic regional meeting on conflict prevention and peacebuilding with participation of RBAS. Through this work, IRH is not only sharing experience and best practices from the region, but is also positioning itself as service provider, including on project implementation for other UNDP regional hubs (see Recommendation No 6 under Chapter 7); and

- ***Knowledge Management (KM) Gate.***

Based on the findings from the KM audit and a social network analyses at regional and CO levels, the IRH established a Regional KM Gate,<sup>111</sup> currently being populated and expected to be launched in March 2016 (see **Box 2**). This is an extremely important initiative but would need significant effort to ensure that the Gate is actively and productively used on both sides, i.e. for the IRH to be able to identify the workable and innovative solutions in the COs to facilitate sharing (see Recommendation 8 in Chapter 7) and for the COs to identify the solutions for their questions/queries worked out in other COs or the IRH.

**Box 2: The Knowledge Management Gate**

- During the Knowledge Audit and Social Network Analysis, around half of the respondents responded that they feel that knowledge often resides with the experts and not shared widely on appropriate portals; and that 70% of the CO and regional level respondents felt that information management is one of the critical pain points;
- The Knowledge Management Gate was established to address the findings of the analyses. The information on the Gate is sorted by the thematic areas and accessible to the IRH and CO colleagues. The Gate serves as repository of knowledge the RBEC produced; portal to link RBEC COs with information they need; platform for networking; shared workspace for collaboration; directory of the IRH advisors and other colleagues; and the place to visit to check out the upcoming and past events (concept notes; agenda are stored);
- The IRH plans to make efforts in familiarizing the COs on the Yammer and other KM tools (for knowledge sharing / collaboration).

### ***Institutional Positioning***

***Positioning in relation to the SDGs and the partnership environment.*** SDGs provide a global transformative agenda, the successful implementation of which will depend on integration and coherence between groups and sectors, and the ability to draw on expertise and skills from ‘silos’ for the benefit of universal agenda.<sup>112</sup> In the ECIS region, national governments have initiated actions to understand better, anticipate and respond to the SDGs in a truly responsive manner. UNDAFs developed in 2013-2015 likewise integrated the SDGs to ensure coordinated response of UNCTs to SDG needs at the national and sub-national levels.<sup>113</sup>

The adoption of the SDGs opens up a new chapter allowing to capitalize on the accumulated by UNDP vast experience related to MDGs. All the areas of engagement of the IRH currently reflect the SDGs, both due to long consultation process on SDGs and the fact that the RPD is anchored on these, but also due the new

<sup>110</sup> Joint publication on health care waste in Zimbabwe “Rapid assessment: Healthcare waste component of Global Fund HIV/AIDS, TB and Malaria projects in Zimbabwe

<sup>111</sup> It will serve as the central landing area and also consolidate (over time) the available information at various teams’ platforms and sites. The KM Hub platform, using SharePoint, will include team sites for various thematic areas where the teams can house all their relevant collateral, including also a Yammer feed to collaborate. The Knowledge management platform has been designed using the best-in class KM practices, relevant to UNDP and widely consulted with the COs.

<sup>112</sup> UNDP/UNFPA: “Towards Agenda 2030: Europe and Central Asia Regional Dialogue on strengthening governance, implementation and monitoring and evaluation of the SDGs”, DRAFT for the Initial Roundtable, 14-15 December 2015

<sup>113</sup>ibid

initiatives under the IRH. In particular, MDG legacy in the ECIS region points that overall SDGs could fit the region much better by focusing more explicitly on resource sustainability, equality and social inclusion and governance. Building on the post 2015 national consultations there is a degree of latitude for the IRH to make SDG processes much more about social inclusion.<sup>114</sup> Besides, there is some progress related to specific work related to SDGs, e.g. with piloting SDG nationalization and the application of MAPS in Moldova; development of Environmental Accounts supporting the transformation of National Statistical Systems for monitoring SDG indicators within the National Statistics systems of Tajikistan and Kyrgyzstan vis-à-vis the SDGs under the UNDP-UNEP PEI (UNDP is currently the only active agency working in Central Asia on this niche work); supporting DRR inclusion in SDGs (Armenia); translating the concept of *SEED of health and health equity* into a practical programming model for UNDP COs taking into account the linkages with the development of national SDG action plans and SDG reporting;<sup>115</sup> and so on.

While the UNDG MAPS strategy appears to be a chosen format for engagement on SDGs, more emphasis will be required to determine how this will relate to the context of specific countries: through the consultation processes IRH has effectively managed to position itself more closely to partner governments which provides it with an opportunity (in many cases) to be a partner of choice, and so there is an opportunity to build on that.<sup>116</sup>

The IRH's positioning in relation to partnership environment is also well in line with the framework of SDGs, in particular in relation to its focus on the needs of the poorest and most vulnerable and with the participation of all stakeholders and all people. There are also steps taken to further analyse the "partnership" landscape in the region to enhance the potential benefits from better positioning and focus.

Given this backdrop, the IRH is well positioned to refocus its work around SDG goals, but this needs more resources and focus. This latter is recognized by the IRH and the appropriate steps are made through SDG WG and the regional PAG.

***Engagement within UN RDT and with regional bodies:*** Re-location of the IRH closer to regional offices of UN Women, UNICEF, DPA, UNFPA has facilitated closer cooperation and communication. It is also closer to regional organizations (e.g. Turkic Council, BSEC) of some other international organizations and multilateral financing institutions (e.g. International Finance Corporation (IFC), European Investment Bank (EIB), European Bank for Reconstruction and Development (EBRD) or the Islamic Development Bank Group), which could have potential benefits as well. Moreover, IRH is well positioned to support other nearby countries in Africa and the Middle East in the spirit of sharing knowledge and experience across regions that has been developed recently.

Engagement within UN RDT and with regional bodies includes:

- ***UNDAF Peer Support Group (PSG).*** UNDP together with UNFPA are co-chairing the PSG for 2014-2015 (2-year chairing rotation within the Regional UNDG). Usually only one agency chaired the PSG, but because of the number of UNDAFs rolling out in 2014 (11 countries and Kosovo) and in 2015 (2 more countries), the Regional UNDG/RDT decided to have two agencies chairing it for this period. In addition, IRH has already started working with the UNCT/RCOs from 3 countries (Kyrgyzstan, Moldova, Ukraine) that are rolling out UNDAFs in 2016. UNDP's role in the PSG and its active support to UNCTs and RCOs have been widely recognized and appreciated by UNCTs and regional

<sup>114</sup> SDG mini-Retreat for ECIS Region, Final Report: Service Delivery Support for Country Offices in transiting from MDGs to Sustainable Development Goals' realization (IRH internal document)

<sup>115</sup> Together with the Institute of Health Equity under Professor Michael Marmot, Chair of the Global Commission on SEEDs of Health, a study involving all of RBEC's over 600 regional and country offices' development project demonstrated the great potential of UNDP to impact on health through a multi-sectoral whole-of government approach in support to WHO and its Health 2020 Policy Framework.

<sup>116</sup> *ibid*

agencies. The IRH vetted roster of experts for UNDAF/country programming has also served as a very important resource for UNCTs.

- UNDP IRH actively takes part in three UN regional inter-agency groups: 1) the Europe and Central Asia (ECA) Regional WG on Gender (co-chaired by UN Women and UNFPA); 2) the UN ECA Partnership for Youth (UNECAPY, chaired by UNFPA and UNICEF); and 3) the R-UNDG Programme Advisory Group (PAG, chaired by UN Women and UNFPA). The PAG is a new body established to strengthen policy and programmatic coherence at the regional level among UN agencies.
- The HHD team was the initiator and now hosts the global secretariat of the informal UN Interagency Task Team on SPHS aiming to shape the global health aid markets towards improved environmental and social standards. It brings together a global network of technical experts and institutions of excellence with the global supplier and manufacturer base in the health sector industry combining a business-to-business with public-private engagement strategies. It has one of the show-case of UNDP's Innovation Facility and opened the doors to non-traditional funders like Skoll and UN Foundation. The initiative is linked with regional (e.g. the European Ministerial Environment and Health Process) and global development processes (e.g. Global Green Growth Forum; G7 Alliance on Resource Efficiency) and other global organizations such as the Global Compact. There is also an informal UN Interagency Theme Group on NCD and SEEDs of Health. Besides, UNDP's role as co-sponsor of UNAIDS together with the other UN co-sponsor agencies needs to be mentioned;
- Substantive support to corporate UN guidance and policy documents. UNDP IRH actively supports the Regional undg Secretariat in providing regular reporting inputs for the QCPR, the revision of UNDAF guidelines, a regional mapping of SDG integration in the UNDAFs, support to rollout of Development as One (DaO) Standard Operating Procedures (SOPs), and other corporate documents. In addition, UNDP IRH, on demand, has conducted SDG orientations for some UNCTs in the region.

UNDP IRH has been successful in not only continuing and enhancing the joint initiatives with other UN agencies but also developing new avenues of cooperation (e.g. with ILO in relation to social inclusion and employment, or with WB on OD issues). Cooperation with multilateral development banks could be stronger however; this is actively pursued by the IRH and the Partnerships team in particular.

#### ***Institutional re-alignment***

The move to Istanbul was a smooth one logistically. There was however significant staff turnover including the departure of a number of core policy advisors, which, together with the corporate and bureau-wide restructuring process, temporarily slowed down and reduced the delivery of IRH programme activities in 2014. Another negative consequence is related to Armenia not being directly covered by the service of the IRH (based on the request of the Government of Armenia).

The geography aside, the Hub is more closely involved with the COs, which is much appreciated by the latter.

There is progress with regional programming and support to COs as one package, i.e. in providing integrated support both in terms of the regional projects and services. For example, (a) regional planning and programming of the core and non-core funds based on the CO Strategic Notes analysis (priorities/pipelines/service requests) was put in place; (b) Regional Flagship Initiatives have emerged as priorities identified by the programme countries but which also bring particular value added of regional or sub-regional approaches to addressing regional development challenges; and (c) four umbrella projects (one under each Outcome) marked the move towards consolidation/less fragmentation in regional projects, and ensured strong participation of the CO in focused demand-driven priority setting and accountability of IRH to deliver better quality of results. Consulting the specialists' level at the COs during the design of the regional projects is an area that could be further improved.

While the process of RPD development was handled in a consultative way, several areas of support (e.g. HDRs, LED/local governance) were somewhat lost initially, as discussed in Chapter 5.1, highlighting the need for action. Also, ideally, the RPD should have been more reflective of the work that the IRH team does apart from the regional projects: services and ad hoc advice constitute a major part of the team's time and this is not reflected in it as it stands. And finally, the RPD does not provide good guidance for integrating gender throughout the IRH work: it certainly contains possibilities for emphasising gender dimensions but leaves mainstreaming of gender across the work of the practices to the understanding and enthusiasm of individual teams and specialists, without an overall accountability framework. While there are good examples of integrating gender under different outcomes, they cannot be seen as mainstreaming. The fact that the RBEC does not score high on Gender Markers is indication prompting to *adopt a more systemic approach (see Recommendation 3 under Chapter 7)*.

There *is progress in terms of delivering- as- one team supporting the COs*. The restructuring of the RSC (see Annex 4: IRH Organogram) led to the emergence of 4 Outcomes aligned with Strategic Plan, which has its strong potential benefits. In particular, this allows for better aggregation of the results agency-wide, utilization of the advantages stemming from better defined focus, more explicit opportunities for cross-regional experience sharing, etc. Based on the CO interviews, however, there is a need for more clarify of the areas covered by each team and each outcome and better defining of the boundaries and the niches. In addition, the alignment of the 4 Outcome-led logic with 10 contributing teams (7 of which thematic, mirroring the team structure of the BPPS) was not an easy task. The IRH is on track of achieving this alignment, but while there is significant progress, there is still some way to go (as discussed in Chapter 5.1, in particular with regards to GEF).

There are other areas where improvements might be required: for instance, (a) while there are “leads” for each Outcome (stemming from the leadership of the Umbrella projects under each outcome) the exact TOR for this “outcome leadership” is not entirely clear, and more clarity would facilitate the efficiency of the IRH work; and (b) having designating teams by sub-region under the Country support team (e.g. a subteam for Central Asia, for South Caucasus, etc.) would facilitate approaching given countries in more holistic/comprehensive way by the IRH Teams.

Generally, the Hub is working better across the teams. The Development Solutions Team, which was put together to overcome the silos morphed into specific thematic WG (e.g. on SDGs and ABD, as mentioned). Apart from these WGs, informal cooperation among the teams is also more effective than before. There are numerous examples of successful achievements resulting from the cross-team work, for example between:

- New Partnerships and Emerging Donors Team and K&I Team in sharing innovative solutions across the COs;
- GPB Team and K&I team within OD partnership;
- Energy, Climate Change and DRR team and the SD team carrying out economic impact assessment of disasters;
- SD Team and HHD Team working jointly to exploit the synergies arising from coordinated work around design and delivery of local social services, and the introduction of individual case management techniques; and
- SD Team and GPB Team working on the response to migration crisis and developing programmatic approaches to ABD.

There are still some silos however and room for improvement, e.g. in relation to gender mainstreaming, NRM related work and a few other areas, discussed in respective sections.

Strong national and local ownership is essential for the relevance, effectiveness and sustainability of the IRH-led work. While overall the intensity of consultations with the COs was high, in certain instances more

needs to be done to ensure that the regional projects are based on more inclusive and in depth consultations at the stage of design<sup>117</sup>, include decentralized operations with locally allocated and managed budgets and are well integrated in the current programmes and activities of COs and national counterparts.

### *Efficiency of the use of financial resources*

The resources situation has been one of the main challenges and concerns for IRH management and staff. The core programme budget of the Regional Hub has drastically declined from USD 5.14 ml in 2013 to US\$2.48 million in 2015 (see *Annex 5: Financial Information*), which further pushed the IRH to diversify funding sources. The current resources' situation of the IRH looks positive. The overall resources earmarked for the RP 2014-17 is set at the level of some USD 53.6 million, distributed by the RP outcomes in the following way:<sup>118</sup> Outcome 1 – US\$22.1 million; Outcome 2 – US\$11 million; Outcome 3 – US\$9.5 million; Outcome 4 – US\$11 million.

The success of the RBEC management in mobilizing resources is to a large extent due to the Turkish Government's contribution. The Turkish contribution of USD 15 million to the RP that is not earmarked to specific projects, and allows compensation for the decline of core resources, is greatly appreciated by the UNDP. Under the current agreement, Turkey's annual commitment amounts to US\$3 million for the period 2014-18, although the perspectives of UNDP-Turkey funding partnership beyond 2018 are not yet clear.

The increase of total resources available in recent years has been distributed across all RP outcomes. Under the current RP cycle, Outcome 1 remains the most resourced: this is the broadest outcome with the largest number of regional projects implemented through IRH.

In 2014-15, the IRH has mobilized more than US\$57.9 million for various regional initiatives, which formally exceeds the non-core target for the whole RP 2014-17 set at the level of US\$40 million. The current quota of non-core resources mobilized for one USD of core resources is 1 to 9.

At least 30 percent of these resources are channeled to the COs to implement national components of the regional projects, or by other means, in the form of grants from different facilities and Authorized spending limits (ASL). The policy of allocating delivery of regional projects or their relevant components to COs is a welcomed practice as it reduces competition between COs and IRH for resources mobilization.

The composition of the UNDP donors in the region has been changing. The hope that the role of EU<sup>119</sup> as a long-term funding partner for the RP would grow in the region does not seem to have eventuated (the EU funding is mainly channeled through SEESAC and the EMBLAS projects). Nevertheless, different IRH teams, where relevant, support individual COs to fundraise from the EU. The current experience of COs proves that, along with programming support, the interface of IRH thematic specialists (who are professionally fit, can adequately present UNDP advantages and market its regional expertise) with potential partners at CO and regional levels can be beneficial for resource mobilization.

Despite the decline in the number of staff, the IRH in 2015 was able to deliver a budget comparable to that of 2013. In 2015, the IHR delivered US\$ 20.8 million.

However, the restructuring and the core budget cuts have led to the practice of "freezing" positions assigned to IRH and funded from the UNDP policy units affects not only the ability of the IRH to deliver and provide adequate support to COs but also depleting RP non-core resources by pushing the teams to bridge the gaps through consultancy assignments paid from the programme budget.

Within the context of the global core budget cuts, UNDP regional offices are forced to search for new business models that include, at least to some extent, cost-recovery mechanism for the services they provide. Following the UNDP global cost-recovery policy, IRH charges standard General Management

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<sup>117</sup> There are examples when the regional projects came as a surprise to the COs

<sup>118</sup> RPD 2014- 2017 Annex. Results and resources framework for Europe and the Commonwealth of Independent States, 2014-2017, Regional Programme Document for ECIS 2014- 2017 RPD 2014- 2017

<sup>119</sup> The RP evaluation 2013

Support (GMS) fees for projects' non-core sources, and also charges Implementation Support Services (ISS) for direct support provided to the regional projects implementation.

With the launching of the global COSMOS system in the coming years it is expected that the direct project costing practice will be instituted across UNDP, and that COs will also contribute to recovery of salaries of the IRH program staff. The charging of salaries of regional advisors to CO programmes already exists in the Pacific region. The review found that those COs in Europe and the CIS which are well resourced and are interested in systematic advisory support for their flagship operations, would be ready to consider an increased contribution to the IRH budget<sup>120</sup>. The introduction of the new system would benefit from a more in-depth analysis of the nature/typology of the services provided by the teams with corresponding expressed demands as well as by country (see *Annex 3: Data from the Service tracker* for the charts depicting the shares of the services by teams and by country). In particular, it could be noted that (a) according to the Service tracker, in which each advisory service is categorized under different service types, the "Support to programme/project formulation" is ranked as the service type where the CO/project office requested the IRH support the most, with 32.4 percent; and (b) there is a large variation in the number of requests from countries:<sup>121</sup> it is indeed related to the presence in the CO portfolios projects from such well-resourced programmes as GEF and GFATM, but could also, based on the interviews with the COs, be related to the lack of clarity by the CO staff pertaining to exact niche/service line within a broad area.

While the introduction of the cost recovery approaches seems unavoidable, it should be ensured that the space for analytical work, which might not be cost-recoverable immediately and/or directly is preserved (see Recommendation 9 under Chapter 7)

IRH has a system in place currently whereby the Outcome "managers" (who have overall coordinating role for the Outcomes) are also coordinating among the participating Team Leaders the allocation of the funding available for each outcome. There was some guidance from the IRH Manager and through the Team Leaders' meeting, but for 2016 each Outcome leader has approached this differently. Overall this has worked fine but potentially there is a room for continuous streamlining of the role of the Outcome Manager and QA process across all Outcomes.

Several projects have demonstrated low levels of delivery (as was discussed in Chapter 5.1), for a variety of reasons, including of external nature, including situations where the challenges are not likely to alleviate soon (e.g. of political nature). In such cases it is desirable to see the adjustments to AWP and budgets accordingly and promptly to avoid low delivery rates in the end.

### *Efficiency of the use of human resources*

Corporate restructuring resulted in moving more staff from the HQ to IRH, which in a way strengthened the vertical linkages with the HQ, with a potential for stronger synergies in relation to global programmes. The re-allocation has also led to strengthened substantive capacities at regional level in support to the COs. At the same time all the Outcomes were affected by the high staff turnover resulting from the reallocation from Bratislava and by the length of recruiting new staff.

At least 10 percent of the staff positions at IRH are vacant or "frozen". Positions often get "frozen" after they become vacant. The lack of human resources affects the performance (as discussed in Chapter 5.1). Many teams resort to using consultant to fill the gaps, but this is only a partial solution as then the core staff gets overburdened with operational workload related to the management of the consultancies (see Recommendation 10 under Chapter 7).

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<sup>120</sup> There are already interesting examples within IRH in searching for cost recovery models rendering services. For example, in the new initiative led by Gender and K&I team and a private sector company Cognitive Edge (on applying a novel methodology (micro narratives) for real time monitoring of project results, citizens' perceptions and subtle shifts in behavior) the regional Hub provides technical services to both UN and non UN clients and recover costs in a similar fashion as consultancy outlets.

<sup>121</sup> In 2015 Belarus was the IRH's top client (29 advisory services, 9.3%), followed by Tajikistan (28 services, 9.0%), and Kyrgyzstan and Ukraine (26 advisory services, 8.3% each).



A number of teams are using CO staff resources, a scheme whereby the IRH “buys” 20-30 percent of time for specific staff members from the COs. This is an innovative way of IRH-CO linkages and yet another way of accentuating CO “ownership” of the IRH, but implementation needs to be streamlined, including perhaps assigning higher share of staff time for the RP, including in Istanbul.

## M&E

The RP M&E framework and practice has been continuously enhanced since the last programme cycle. In 2013, the IRH Management has revitalized the role of the Project Boards within ongoing regional projects and ensured that the COs take active part as Project Board Members to follow established corporate mechanisms for sound project management. The rejuvenation of the Project Board mechanism led to more inclusive and focused demand-driven discussions with the COs, but more importantly, this also facilitated

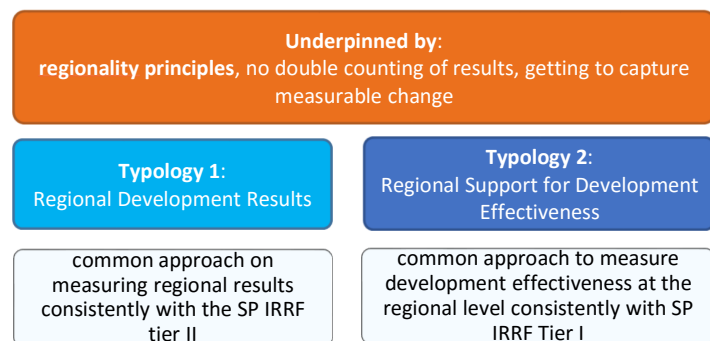
better accountability of the programme and project staff at all levels in monitoring and delivering regional results. The same practice has been followed within this programme cycle and all COs at the level of DRRs continue on rotation basis to serve as Project Board Members and take very active part in regional project planning, monitoring and implementation.

Another decision taken by the IRH management within this cycle was to move from numerous stand-alone projects into a few strategic programmatic interventions, hence reducing transaction costs, increasing accountability and ensuring better work planning. It was decided to establish umbrella projects per each of the RP outcome, which were formulated with the engagement of COs key staff. The review of the portfolio of projects suggests that there is further room for reducing the fragmentation.

UNDP’s 2014-2017 Strategic Plan prioritizes the achievement of higher quality projects through improved planning, design, monitoring and evaluation, underpinned by stronger results based management. It commits that “programmes and projects will adhere to uniform quality standards and process for which managers will be accountable.” The new Project Quality Assurance (QA) system is the primary corporate monitoring tool to deliver on this strategic plan commitment. With the formation of the Coordination and Quality Assurance Team and work, there are better steering arrangements of the regional projects, and more rigor in terms of project monitoring (with project boards and enhanced system of quality control for the regional projects) - something which is well appreciated by the COs. As part of the Coordination and QA Team, a Programme Support Unit was established with main functions to support programme/project implementation. By bringing all programme support staff in one team, the IRH management ensured consistency in the programme support services, efficiency in the business processes and improved quality of programme delivery.

During 2015 the IRH has been updating its **Results and Resources Framework (RRF)** based on the HQ guidance in view of the revised Integrated RRF and Mid-term Review recommendations. The RRF aims at capturing the regional results and contribution to CO results using the common monitoring approach. **Figure**

**Figure 4: Typology of results monitored**





4 illustrates the typology of results monitored through the RP.<sup>122</sup> The RRF was finalized only in February 2016: the lengthy discussion at the IRH and between IRH and the HQ to some extent affected the IRH ability to monitor the results in a timely manner.

## 6. CONCLUSIONS

The 4 broad Outcomes with contributing Outputs under the RPD were overall **relevant** for the region. However, ideally the RPD could have been more reflective of the entire spectrum of the work and proportionality of different types of the work carried out by the IRH and more enabling as a framework to mainstream gender. The IRH has mostly addressed/or is in the process of addressing some of the gaps in the RPD (most notably related to the COs' demand in the area of local governance and public administration reforms, parliamentary work and youth engagement) making the RP more relevant. Timely reaction to the emerging challenges in the region (for example, those related to conflicts and migration) has also enhanced the relevance of the IRH work. The more IRH's CO-facing approach (backed by corresponding procedures) is another contributing factor for of the relevance. At the same time, there are certain areas/approaches under each outcome, which could be refined further (see Recommendation 2 under Chapter 7). While the IRH has taken adequate steps to position itself well to assist the countries with the SDGs, a more pronounced SDG- linked- reprioritization of the portfolio would be required to maintain the relevance in the future.

Despite the fact that the IRH was affected by several simultaneous "shocks" during the last 2 years (relocation process from Bratislava to Istanbul, corporate restructuring process affecting the regional practice architecture and causing significant staff turnover and budget cuts), and thus some disruption in the delivery during the first year of the RP implementation, the **effectiveness** of IRH under all outcomes was overall strong, with the vast majority of the plans achieved at midterm. Overall, significant and sufficient progress was made in terms of *contributions to the outcomes* through joint work with the COs and support provided to both them and the national governments/partners. The IRH is delivering a distinct regional value added, clearly in line with the 5 regionality principles. The current pace of the IRH progress is good enough to achieve the results at the end of the RP; only slight programmatic adjustments are recommended. A number of new regional initiatives were launched and new regional approaches initiated contributing to this, most notably the Catalytic Facility.

The RP marks an alignment with the overall programmatic framework and planned results of the UNDP Strategic Plan, 2014-2017 and the CPs. This vertical alignment has a potential to facilitate the aggregation of results capturing lessons learnt both vertically and horizontally (across the regions) and replication of successful approaches facilitating the **efficiency** of the work of the regional center. Overall, the IRH operations were efficient in its pursuit of contributing to the 4 identified Outcomes, and this is rather remarkable, given that the IRH has gone through significant structural changes internally, and budget cuts, working essentially with limited staff. The structural changes have resulted in an organigram largely mirroring the structure of BPPS. While this has potential benefits, complete alignment of the multiple team structure within 4 Outcome –led logic is not an easy task and could not have been expected to be fulfilled quickly. The IRH is progressing well with this alignment, with only few areas needing some acceleration. The quality assurance mechanism on RP implementation and programme delivery has been significantly enhanced during the current programme cycle. There is good progress in delivering as one team, with silos being less of a challenge. Relocation to Istanbul and the resulting co-location with a number of other UN agencies has facilitated building partnerships within R-UNDS. A low-core model of funding is emerging with

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<sup>122</sup> NB: the current MTOE follows this distinction between (a) development results, which capture the results achieved through regional projects) and (b) development effectiveness, which capture the results achieved through the services, with the 3<sup>rd</sup> category, i.e. Knowledge products featuring in both

the changes in the financial situation requiring new/refined approaches to financing. In this context, with the cost recovery approaches becoming unavoidable, it is important to maintain the ability to also invest in analytical work that does not bring immediate visible benefits.

Overall the IRH led initiatives (projects and services) have good potential for **sustainability**, assured in particular, by the large share of work aimed at assisting the countries with policies and institutional capacities. At the same time, sustainability is the aspect of the IRH work that needs perhaps closer attention, most notably through special attention to the design of the regional projects, ensured that that funding levels for projects/initiatives are commensurate with the objectives but also other aspects like narrower focus, better articulation of the regional solutions of the problems tackled, better timing (which means more in depth risk assessment at the stage of project design) and closer integration with the CO portfolios (see Recommendations 7 and 9 under Chapter 7).

## 7. RECOMMENDATIONS

**Recommendation 1: Enhance the efforts aimed at completing the programmatic alignment within the IRH institutional structure** This is a high priority, since the IRH will need to work in an integrated manner to deliver the RP outcomes; this will also allow to capitalize better on synergies. It needs to be ensured that the COs have a clear cut and easy way to identify what service and how they can expect from the IRH. It is also necessary to consolidate the support packages for particular countries.

**Recommendation 2. Identify more clearly the areas of focus/services lines covered by each team and each outcome (boundaries). SDGs should be used as a vehicle to reposition the work within the RP as well an opportunity for better articulation of the service lines and approaches for the teams/under Outcomes.** For example, it is recommended that the IRH:

- further enhances the work in the nexus of **employment/ social inclusion** (as well as jobs and livelihoods) integrating it with the planned closer engagement in **social assistance** (as social inclusion is inclusive of social assistance) linked to other core areas, e.g. access to energy and water services and ABD, as well as better captures various aspects of discrimination and marginalization and more comprehensively tackled employment/labour policies;
- identifies better the service lines under **NRM** and links them better with other areas (e.g. adaptation); more emphasis is needed on supporting the countries with attracting funding for the scaled up actions targeting adaptation to climate change;
- identifies clearly the approaches to engage in **ABD** based both on the lessons learned from UNDP past experience but also emerging trends from elsewhere (e.g. the “place based” approach of OECD)<sup>123</sup> and revitalizes the “local governance” practice area, using localization of SDGs to enhance this process, as well as specific approaches and concepts promoted by UNDP in the region, within the framework of RP (e.g. conflict-sensitive work).
- elaborates a strategy for sustaining and furthering the engagement in **anti-corruption** by consolidating the work on OD in the Balkans, awareness-building, and stimulating both demand and supply for AC and OD in other sub-regions, as well as feeding the achievements in AC domain into other streams of UNDP work in the region;

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<sup>123</sup> The contribution of this approach, together with the explicit emphasis on the role of contexts, comes from the argument that innovation (new knowledge) is a primary driver of development – essential for the other drivers – and that tailor-made institutions and integrated public investments must be designed through the interaction of agents both endogenous and exogenous to places. See (a) OECD (2011): “Regional Outlook: Building Resilient Regions for Stronger Economies”, Paris, France 2011; (b) OECD (2012): “Promoting Growth in All Regions” [http://www.oecd-ilibrary.org/urban-rural-and-regional-development/promoting-growth-in-all-regions\\_9789264174634-en](http://www.oecd-ilibrary.org/urban-rural-and-regional-development/promoting-growth-in-all-regions_9789264174634-en)

- invests in (a) follow up and scaling up the work on ***sustainable national financing for HIV response*** based on previous investments; (b) advocacy against punitive and discriminatory laws, supporting the self-reliance of the HIV related rights networks; and (c) furthers the work on NCDs and “*environment-health*” nexus, as these areas open new and highly relevant programming opportunities for the region;
- refocuses and consolidates the ***Human Rights and Rule of Law*** portfolio to reflect the changes in the current demand by the COs with an emphasis on: strengthening the links between HR and RoL, reframing the work on “special ability”/ PWD as part of a wider support for anti-discrimination agenda; promotion of HR standards (building on existing achievements, like Kiev Declaration) and NHRI capacity building (including engagement in the countries with “difficult” context/ poor HR record); the successes from SEESAC (the RSSRP, security sector reforms with focus on promotion of gender equality and SGBV) could be built on and shared.

**Recommendation 3: Improve the systems for gender mainstreaming.** In particular, there is a need to improve various internal processes to ensure the integration of gender dimension and gender results in the RDP outcomes and outputs with the support from the gender team, and systematically bring in the gender dimension in IRH responses to CO requests for advisory services even if the original request for support omits it (e.g. through the inclusion of the gender specialists in the responses, practising joint country missions.) etc. All Team leaders should share the responsibility and be hold accountable for integrating gender in the work of their teams. To facilitate this process, an establishment of a Gender Steering group with representatives from all programme clusters chaired by senior management can be considered. In the current context where donor support for women’s targeted projects focus mainly on UN Women, UNDP needs to position itself more strongly as a gender mainstreaming agency that promotes gender equality and invests in women’s empowerment across all development interventions (including emphasizing the role of women in the context of growing demand for conflict prevention and peacebuilding).

**Recommendation 4: In relation to conflict prevention, continue to institute measures that will strengthen the sustainability of the current support, including those initiatives under the UNDP/DPA Joint Program (JP).** In particular, in relation to the JP, redouble efforts to enhance local and national capacities for conflict prevention, including through deeper civil society partnerships. Use the JP architecture to further the RP portfolio in conflict prevention and preventing violent extremism (PVE), ensuring closer links to UNDP CO work and investing more in action-orientated analysis.

**Recommendation 5: Continue and expand the use of the *Catalytic Facility* (experimenting with using some funding for cultivating demand among the COs for selected strategic agenda items) using less demanding application and reporting procedures.** Create “invited” spaces for the COs for highly relevant initiatives related to promoting sensitive agenda or cultivating demand for certain issues (e.g. gender equality) targeting less involved countries, but exercise care: only when there is a strong indication that these funds can be used as seed funding initiating project developments IRH funding from the Catalytic Facility could be allocated based on discussions with COs rather than using competition format.

**Recommendation 6: In the context of further mainstreaming of innovation, ensure that all the levels at the COs are involved and are enthusiastic about testing new ideas. Build upon the current successful examples in sharing the partnership building and innovations experience with other regions moving towards developing it as a service line by the IRH.** It should be insured that the higher management level of the COs, who, by the nature of their work might be more inclined to act safe and avoid extra inputs of resources where there is a possibility of failure (hence also the need to encourage the “allowance to fail” culture) are involved in and share the move to innovation led programming. There is also a need to build in clear incentives for both management and staff to engage with innovation activities in an effort to move

from experimentation to mainstreaming and having innovation clearly integrated in day to day programming.

**Recommendation 7: In designing regional projects, it is important to pay specific attention to the factors that will enhance the regional value added and align the design elements accordingly; where justified pass on to the COs the management of the country specific components in full.** In particular, it is important to focus (and not spread too thin), allow for flexibility (e.g. use only a few and most useful indicators), and enable capturing regional lessons through design (e.g. have some common elements). Involving CO professional staff in the design of the regional projects (below RR and DRR level) to boost COs' ownership of the regional projects.

**Recommendation 8: More systematically analyze the work and achievements of the COs related to each area of service of the IRH and promote sharing. Adopt a more consolidated approach in relation to the support of specific countries.** Jointly with the COs and based on the systematic analysis of the portfolios of the COs identify the best practices to share (for all the service lines of the IRH) and facilitate experience sharing among the COs (including via efficient use of the Knowledge Gate). Use more the expertise available at the COs (CO staff) to share best practices. Ensure that there is a better coordination among the IRH teams in supporting given countries as well as more coordination/consultation with the COs during the design of regional projects and initiatives.

**Recommendation 9: Take a clear stand on aligning available resources with the RP priorities and pilot the introduction of cost recovery models for service provision, but without losing the perspective of the important analytical work for which there might not be "paying" demand immediately.** The scale of the resource base should be aligned with the scale of the expectations from the RP better. In the context of the "demand-driven" orientation in service provision and a general reluctance among donors to fund non-country specific initiatives, the introduction of cost-recovery mechanisms, at least to some extent may be unavoidable. The IRH should look at the experience of other regional offices (e.g. in the Pacific) and pilot the new scheme starting with the services that are in most demand (e.g. programming support linked to resource mobilization). In this context it is also advised to analyse closer the trends in the service tracker with the areas of low demand but high relevance. While the introduction of cost-recovery mechanisms, at least to some extent may be unavoidable, it is important to preserve the space for the analytical work, which might not be "payable" immediately, as well as ensuring that the capacity of the IRH as providers of expertise is maintained and built upon.

**Recommendation 10: Minimise the impact of understaffing of the teams on prospective/ important areas of the IRH work.** While it is clear that the freeze on future hiring is unlikely to ease soon, there are a few areas where the demand is going to grow rapidly (e.g. SDGs, LED, NRM, AC) and the current staffing will not suffice. In particular, while it is clear that a lot of the work related to SDGs will be done by thematic teams, there is a need to have a dedicated person to coordinate analysis as well as cover the work on the HDRs. The staffing needs/adjustments need to be kept under focus continuously and reasonable solutions found to meet the most urgent needs. The scheme of buying staff time from the COs is an innovative idea but needs to be streamlined to avoid putting excess workload on this staff. This is likely to require more time to be spent by this staff at the IRH and increasing the share of time dedicated to the IRH (perhaps 50 percent).

## ANNEXES

## Annex 1: Case Study “Support for DRR in Tajikistan: convergence of UNDP Country Programme, Regional Programme and global level support

### 1. Background and UNDP CO DRR portfolio

Tajikistan, with 93 percent of its territory covered with mountains is a highly disaster prone country, characterized by severe climatic conditions and vulnerable to a number of natural hazards, such as earthquakes, landslides, mudflows, floods and droughts, land erosion etc. Tajikistan is among the countries with highest disaster risk in the region<sup>124</sup>. These natural hazards typically happen several times a year and their impact is local.

Since 2003, UNDP’s Disaster Risk Management Programme (DRMP) – a REACT Secretariat- has been supporting the Government of Tajikistan (GoT) in reducing the impact of natural disasters on vulnerable communities by: strengthening national capacity to reduce risks and to prevent, coordinate, respond and recover from disasters, thus minimizing the impact of disasters to rural and urban Tajikistan. UNDP also made its input into policy development, planning and systems’ of DRR, its integration into development and climate risk management at national and local levels. Throughout its existence, DRMP, *inter alia*, helped to establish the Information Management and Analytical Centre under the Committee of Emergency Situations (CoES), National DRM Training System, enhanced response capacities of the Search and Rescuers and supported the development of legal and institutional frameworks (e.g. the National DRM Strategy 2010 – 2015, establishment of the National Platform for DRR in March 2012, etc.). Its work since 2005 was built around HFA priority areas for action.

### 2. Examples of regional (IRH) support to Tajikistan in line with national DRR Strategy (2014-15)

During 2014-2015 the following 3 main regional projects, with respective national components, have been operational in Central Asia:

- **Central Asian Multi-Country Programme on Climate Risk Management (CA-CRM) I** The - UNDP Flagship (UNDP BCPR as main donor, committed USD 4,000,000) assisted the five Central Asian countries to adjust their national development processes to address risks posed by current climate variability and future climate change. CA-CRM was instrumental in strengthening the climate related DRR and adaptive capacity of key partners and stakeholders, promoting early action and providing the foundation for long-term investment to increase resilience to climate-related impacts across the region;

*“...The project was a great help for us: we modernized the entire legislative framework for forest governance. We have a Forest Code which is the best in the former Soviet Union. We also learned a lot from the colleagues in Turkey and Kyrgyzstan. But the local companies need training...”*

**Mr. Madibron Saidov**, Director of the state institution on Protected Areas of Forest Agency, Tajikistan

- The **Central Asia Regional Risk Assessment CARRA I** was an effort towards the establishment of platform for improved donor coordination in DRR in Central Asia. The targeted project output was that risk management needs and actions in Central Asia are identified, agreed and executed at regional level;
- **Stakeholder Engagement for Uranium Legacy Remediation in Central Asia.** Since 2015 within the framework of Environment and Security (ENVSEC) initiative and in close cooperation with UNEP and OSCE

<sup>124</sup> INFORM risk score at 3.9 in 2016, <http://www.inform-index.org/Results/Country-profiles?iso3=PHL>

Regional Projects covering Tajikistan		
CA-CRM I	Regional Level	<b>The Programme focused on:</b> strengthening technical capacity to manage climate-related risks and opportunities; sharing knowledge on adjusting national development processes to fully incorporate climate-related risks and opportunities; and synthesising and further developing knowledge on glacial melting in Central Asia. CA-CRM Gender Note has been prepared by CA-CRM team for further use within the Programme. A participatory vulnerability assessment was carried in all 5 countries at the end registering 10 percent reduction and 10 percent the capacity score. In addition, resulting successful resource mobilisation, the 3 projects were brought under the CA-CRM umbrella. A participatory vulnerability assessment was carried in all 5 countries at the end registering 10 percent reduction and 10 percent the capacity score.
	National Level	Establishment of the regional project put the issue on radar screen of technical professionals in Tajikistan and attracted political attention. Project worked towards increasing the resilience of rural mountain communities targeting reforestation with the promotion of productive agro-forestry and community orchard based forestry, thus reducing the CC impacts and impacts from disasters at local level. The <b><i>enabling environment for CRM at systemic, institutional and individual levels was improved</i></b> : regulatory acts on agro-forestry were developed and approved by the Government of Tajikistan; the concept of joint pasture management and the mechanism of climate proofing were consolidated; and the principles of the forestry plus gardening technology to develop the eroded slopes were mainstreamed in the TOR of the Forestry Rehabilitation Unit of the Agency for forestry under the GoT. <b><i>Sustainable productive agro-forestry CRM tools were introduced and the financing and implementation models demonstrated</i></b> in the Gissar valley through: microloans (1/3 women), mobilizing additional resources to support sustainable productive agro-forestry CRM; and 10 demo sites. <b><i>Knowledge on how to incorporate climate variability and change knowledge and risks into development processes at local, sub-national and national level disseminated was improved</i></b> .
CARRA I	Regional Level	The project advanced donor coordination mechanism in Central Asia through the development of structured DRR Work Plan. UNDP regional center supported regional dialogue and cooperation on DRR issues between the international development agencies and national partners; conducting research and dissemination of knowledge in the field of economics of disasters. Main challenges related to advocating for regional cooperation with national governments (the space for which was not fully ready), and developing capacity in the field of economics of disasters. There has not been strong commitment and sustainable interest in the project by partner organizations
	National level	The case by case approach applied in Tajikistan for impact analysis was very successful despite the fact that the country had under-developed system for disaster related-data collection and dissemination and processing. There were success stories of community engagement in this process, e.g. water level monitoring and reporting to REACTs). Consequently, in the context of Tajikistan, impact analysis was more feasible at a community level rather than at national.
Uranium Legacy	Regional level	The project is covering three countries (Kyrgyzstan, Tajikistan, and Uzbekistan) with the objective to engage and inform stakeholders concerning remediation of uranium tailings in order to maximize its benefit. IRH together with the UNDP CO manages coordination of many actors involved in this project both regionally and locally. At regional level, project aims to share best practices through exchange of information on human impact of uranium tailings.
	National level	Public consultation and participation, involvement of relevant governmental agencies, local stakeholders (e.g. local authorities) are part of the project. At national level, project aims to establish a ground for technical remediation works to reduce and if possible remove the impact of uranium tailings on population.

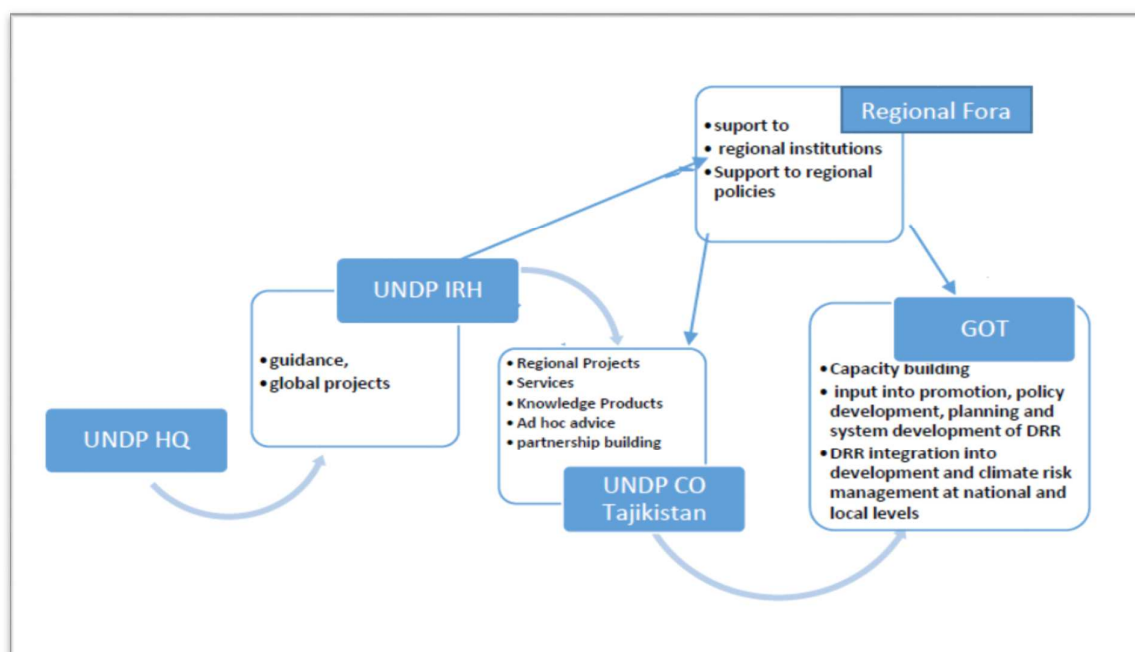
IRH supports Tajikistan CO and the GoT with **various services**. The following two are just examples in addition to responding to many ad hoc requests.

Regional services & knowledge products	
IRH role	CO/GoT
<b>Promotion of effective institutional, legislative and policy frameworks in place to enhance the implementation of inclusive disaster and climate risk management measures at national level:</b> IRH developed a model for developing community preparedness and contingency plans.	38 + community preparedness and contingency plans in Tajikistan with improvement of EWS at municipal level (DRR being integrated and its coordination ensured by using the REACT ( <i>Coordination and Networking in DRR</i> ) system),
<b>Support in assessing natural and human-made risks at national and subnational levels and their gender-based differences:</b> Tajikistan was supported in conducting gender sensitive local PDNAs.	UNDP and partners support the Government in improvement of the national disaster damage and needs assessment capacity as well as national capacity on recovery programming and implementation.

### 3. Examples of regional (IRH) support to CA in 2014-2015 which benefits Tajikistan

The Regional Ministerial Conference on DRR for Central Asia, which took place on 24-25 November 2015 in Ashgabat (Turkmenistan) was organized and facilitated by IRH, marking an *important breakthrough*, as this was first time when five Ministers actually met and agreed to make the meeting a regular event. Almaty regional DRR center was set up by Governments (and Parliaments) of Kazakhstan and Kyrgyzstan (September 2015), and is expected to be operational starting winter 2016. Almaty Center DRR Capacity Development Strategy was drafted in 2013 and is expected to become part of the vision of the Center

The HFA II regional consultations (April 2014 Almaty, January 2015 Bishkek), aimed at including local level DRR in HFA II priorities, were supported by the IRH. All these activities will benefit Tajikistan through improved regional cooperation



### 4. Examples of global (HQ) level of support to DRR benefitting Tajikistan

#### 1.

Tajikistan benefited from the globally developed methodology for Post Disaster Needs Assessment (PDNA), which is available on line<sup>125</sup>.

Review of DRMP and REACT was conducted by UNDP BCPR in 2013 from New York. At global level REACT was recognized as a best practice, including by this review mission. Number of recommendations were included in the report, namely on strong need of transferring the ownership of REACT to Government, which does not happen.

### 5. Lessons Learned

The lessons learned indicate that

- DRR country support has positive impact if it is continuously sustained over a period of over 5 years (avoiding short project cycles, and moving towards more comprehensive programmatic approach to DRR);
- DRR technical support makes difference if it is conducted on all existing avenues of support in parallel, ensuring complementarity and avoiding duplication (regional global, national support, partnership building, south- south cooperation, etc.); and

<sup>125</sup>

[http://www.undp.org/content/dam/undp/library/Environment%20and%20Energy/Climate%20Strategies/PDNA%20Volume%20A%20FINAL%2012th%20Review\\_March%202015.pdf](http://www.undp.org/content/dam/undp/library/Environment%20and%20Energy/Climate%20Strategies/PDNA%20Volume%20A%20FINAL%2012th%20Review_March%202015.pdf)



- DRR is increasingly becoming a cross cutting issue, which requires more capacity development and awareness raising at sectoral level (Ministries of Education, Health, Finance, regional development, etc.)

## 6. Regional value added

The Regional Programme added clear value to the results achieved at the country level along all 5 regionality principles (as in the Table below). IRH however assists the CO in other ways too, e.g. with partnership building with International organizations, ad-hoc advice, etc.

	Regional value added	Examples
1	Promotion of regional public goods	Promotion of regional DRR and improved preparedness through the support of the regional institutions and common mechanisms
2	Management of cross-border externalities and spillovers and advancement of solutions to cross-border and transboundary development challenges	The Regional Ministerial Conference on DRR for Central Asia took place on 24-25 November 2015 in Ashgabat (Turkmenistan) was promoted and facilitated by IRH, marking an important breakthrough, as the first meeting of its kind during which it was agreed to make such meetings regular events
3	Promotion of multi-country experiences and perspectives	Strengthened climate related disaster risk reduction and adaptive capacity of key partners and stakeholders e.g. through the <i>Climate Risk Management</i>
4	Identification of key risks to development, promotion experimentation and innovation	Increased resilience of rural mountain communities targeting reforestation with the promotion of productive agro-forestry and community orchard based forestry (CRM); model for gender-sensitive PDNAs
5	Generation and sharing of development knowledge, experience and expertise	Model for developing community preparedness and contingency plans established; methodology for assessing economic impact for disaster applied to local level.

## Annex 2: TOR

### Terms of Reference for the Mid-term outcome evaluation of the UNDP Regional Programme for Europe and the CIS 2014-2017

#### **1. Background and Context**

Since its inception, UNDP has been extending support to groups of countries at regional and sub-regional levels in addition to its global and country-level operations through the regional programmes. These regional programmes have a clear programme structure with results and resources framework, and their programme cycle is aligned with the overall programmatic framework and planned results of the Strategic Plan. The Regional Programme Document for Europe and the Commonwealth of Independent States (RPD for ECIS) 2014-2017 was approved by the Executive Board in January 2014.<sup>126</sup> UNDP Regional Bureau for Europe and the CIS (RBEC) has set out four specific programme areas of interventions at the regional level for the current programme cycle, namely sustainable development, governance and peacebuilding, resilience and climate change, and contribution to the development debates.

The RPD builds on the successes and lessons learned of the previous RPD 2011-2013<sup>127</sup>. All regional activities are aligned with the overall programmatic framework and planned results of the UNDP Strategic Plan 2014-2017. The RPD also reflects the global sustainable development agenda and leverages United Nations intergovernmental policy processes such as the Millennium Development Goals and the post-2015 process.

The Regional Programme is directly executed by UNDP, with oversight of the programme delegated to the Regional Director of the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC). The Regional Center (hereinafter referred to as the Istanbul Regional Hub) Manager, under the supervision of the Deputy Regional Director, is responsible for ensuring effective management and monitoring of the regional projects. The Advisory Board (consisting of resident representatives and senior management of central headquarter bureaux) provide overall guidance to the regional programme and help to validate its relevance vis-à-vis country and global activities.<sup>128</sup>

In line with the corporate guidance, the mid-term review of the Regional Programme<sup>129</sup> is planned and as per the RBEC Evaluation Plan, mid-term evaluation of all outcomes has to be carried out. Therefore, since both processes coincided, it is planned to conduct one comprehensive exercise as both assessments have an objective to assess UNDP's contribution at the regional level towards achieving the respective Strategic Plan outcomes. At the same time, while both review and evaluation are interlinked and may follow the same approach, the scope and timelines for each is different. The mid-term review of the Regional Programme is envisaged to be 'light', relying primarily on information available through internal systems and tools to assess and understand performance and identify what needs to change moving forward in 2016-2017, whereas the mid-term outcome evaluation will follow the corporate evaluation policy and require more in-depth analysis of each outcome.

#### **Regional Context**

The region covered by the RBEC regional programme - a total of 17 countries and one territory<sup>130</sup> in Europe and the Commonwealth of Independent States (CIS) - represents a diverse group of countries, including countries seeking EU integration<sup>131</sup>. The region comprises middle-income countries with relatively high levels of human development<sup>132</sup>. The 2014 Human Development Report (HDR) indicates that the region's EU member countries all rank in the "very high" category of the Human Development Index, and most other countries in the region rank in the "high human

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<sup>126</sup> [Regional Programme Document for Europe and the CIS 2014-2017](#)

<sup>127</sup> Evaluation of the Regional Programme for Europe and the CIS 2011-2013 [http://issuu.com/undp-evaluation/docs/rpe-rbec\\_2013](http://issuu.com/undp-evaluation/docs/rpe-rbec_2013)

<sup>128</sup> P.24 of the [Regional Programme Document for Europe and the CIS 2014-2017](#)

<sup>129</sup> The mid-term term review results will feed into the mid-term review of the Strategic Plan

<sup>130</sup> Programme countries include: Albania; Armenia; Azerbaijan; Belarus; BiH; Georgia; Kazakhstan; Kyrgyzstan; Moldova; Montenegro; Serbia including Kosovo – United Nations Administered Territory under Security Council Resolution 1244 (1999); Tajikistan, the FYR of Macedonia; Turkey; Turkmenistan; Ukraine; and Uzbekistan

<sup>131</sup> Armenia has joined EAEU in late 2014 and Kyrgyzstan joined EAEU in August 2015

<sup>132</sup> Kyrgyzstan and Tajikistan changed the classification from LIC to MIC in 2014 and 2015 respectively.

development” category.<sup>133</sup> The remaining countries are classified at least at the ‘medium human development’ level, including Tajikistan and Kyrgyzstan, the region’s two poorest countries in terms of GDP per capita.<sup>134</sup>

Although fluctuation exists<sup>135</sup>, the region has enjoyed broad-based economic improvement since the fall of the former Soviet Union. While human development continues to rise in the Eastern Europe and Central Asia region, particularly in the areas of public health and education, growing concerns are also reported in the HDR which could undermine the progress made in the region in recent years. They include growing inequality both in opportunities and incomes, as well as increasing environmental challenges such as industrial pollution (e.g. air and water) and other environmental degradation.

Another area of concern is that development progress in the region has not spread equally among the disadvantaged and marginalized social groups, such as the Roma. The collapse of the social system has redefined people’s lives, values and behaviour in much of the region. The importance of understanding the concept of social exclusion that deprives people of the opportunity to participate in economic, social and civic processes, and recognizing that social inclusion as a critical means for achieving human development, are particularly highlighted in the region.<sup>136</sup>

### Key Programme Areas and Approach

The programmatic focus of the RPD reflects both the changing development context of the region and the need to: (a) manage risks for resilience and accelerated human development, including building resilience to shocks, threats and hazards and addressing the impact of climate change, the growing need to protect the natural resource base and competition for resources; (b) improve inclusion in view of increasing disparities and inequalities; and (c) address key governance challenges.

It introduces innovation as an integral dimension of all programme areas and aims to support integrated issues-based approaches to programme development, taking into consideration regional, subregional, cross-boundary and cross-regional links, challenges and opportunities.

Following the framework of the Strategic Plan and priorities of the region, RBEC has selected four outcomes at the regional level for the current programme cycle 2014-2017<sup>137</sup> and has developed four umbrella programmes corresponding to these four outcomes as follows:

#### **1. Sustainable Development Pathways in Europe and the CIS**

- Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (SP Outcome 1).

#### **2. Supporting the voice for citizens, development, the rule of law and accountability in governance systems in Europe and the CIS**

- Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (SP Outcome 2).

#### **3. Building resilience in managing risks in Europe and the CIS**

- Outcome 3: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change (SP Outcome 5).

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<sup>133</sup> Press Release, UNDP Human Development Report (HDR): “Sustainability and Equity: A better Future for All,” UNDP, 2011 (<http://hdr.undp.org/en/media/PR6-EuropeCIS-2011HDR-English.pdf>). The “very high human development” category includes 6 countries of the region, i.e. the Czech Republic, Cyprus, Slovakia, Poland, Lithuania and Croatia; the “high human development” group includes 15 countries, i.e. Romania, Montenegro, Bulgaria, Serbia, Belarus, Russian Federation, Kazakhstan, Albania, BiH, Georgia, Ukraine, the FYR of Macedonia, Armenia, Azerbaijan, and Turkey; and the “medium” category (5) includes Turkmenistan, Republic of Moldova, Uzbekistan, Kyrgyzstan and Tajikistan.

<sup>134</sup> 2011 HDR, UNDP. The GDP per capita in the region ranges from the highest group of \$30,848 (Cyprus) and \$25,581 (Czech Republic) to the lowest group, \$2,283 (Kyrgyzstan) and \$1,972 (Tajikistan).

<sup>135</sup> IMF foresees Russia slowdown, affecting all neighboring countries, with economic contraction in 2015 (<http://www.imf.org/external/pubs/ft/weo/2015/01/pdf/c2.pdf>)

<sup>136</sup> RBEC Regional HDR, “Beyond Transition Towards Inclusive Societies.” Bratislava 2011.

<sup>137</sup> [Regional Programme Document for Europe and the CIS 2014-2017](#)

#### **4. UNDP's contribution to development debates and effective development cooperation in Europe and the CIS**

- Outcome 4: Development debates and actions at all level prioritize poverty, inequality and exclusion, consistent with our engagement principles (SP Outcome 7).

In implementing the Regional Programme, the Istanbul Regional Hub (IRH) uses three operational modalities of support, i.e., implementation of regional projects, development of knowledge products and the provision of advisory services. The regional work is also based on five mutually reinforcing 'regionality' principles which define the particular value added of regional or subregional approaches to addressing development challenges. They include promotion of regional public goods, management of cross-border externalities and spillovers and advancement of solutions to cross-border and transboundary development challenges, promotion of multi-country experiences and perspectives, and identification of key risks to development, promotion experimentation and innovation, and generation and sharing of development knowledge, experience and expertise.<sup>138</sup>

## **2. Evaluation Purpose**

Based on the corporate guidance, each Bureau carries out a mid-term review of the Regional Programme to provide inputs to the mid-term review of the Strategic Plan. Moreover, as per its approved Evaluation Plan, RBEC has planned to undertake an independent mid-term evaluation of the Regional Programme covering all four outcomes. RBEC has therefore, combined both exercises to make mid-term review of the Regional Programme and then assess UNDP contribution towards the progress made on each of the four outcomes.

The MTR should look: at a) achievements and challenges related to development results at the regional level, with a focus on the regionality principles (mainly through the implementation of regional projects); and b) development effectiveness achievements and challenges related to provision of advisory services to COs (development effectiveness). It should also assess development of knowledge products, which has a potential to contribute to the development results and effectiveness.

While mid-term review will have specific format and timeline to respond to, based on the corporate guidance and requirements, the evaluation segment will be carried out in accordance with UNDP Evaluation Policy and guidance on outcome evaluations.

## **3. Evaluation Scope and Objectives**

The objectives of this exercise are to:

- Assess the progress of the Regional Programme implementation and identify gaps in achieving planned development results in the region.
- Provide RBEC Management with an objective assessment of the development contributions that have been achieved through regional programme support and partnerships with other key players during last two years.
- Generate independent evidence-based results and substantive inputs to the mid-term review process of the Strategic Plan.
- Identify which approaches have worked well and use these lessons learned to adjust implementation through introducing corrective measures, help capture innovations, sustain and scale-up successful approaches that work in the implementation of the current programme and facilitate learning to inform current and future programming at the regional and corporate levels, especially in light of the new SDG agenda.
- Provide inputs to other relevant evaluations and regional reports with quantitative and qualitative results achieved through the regional programmes.
- Ensure that country level programming and the support from the IRH is risk informed.
- Contribute to the verification/ refinement of the theory of change underlying the regional programme.
- Review and suggest adjustments to the regional programme results framework to better capture the results at regional level in line with the corporate guidance on the Regional Program's monitoring plan that builds on the common framework for monitoring regional programmes.

Scope and methodologies should be tailored to investigate the Regional Program's contribution to both development results and development effectiveness.

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<sup>138</sup> Full text on regionality principles is available in the [Regional Programme Document for Europe and the CIS 2014-2017](#)

The present evaluation will cover the first half of the current regional programme cycle - 2014 and 2015. The assessment should be more forward-looking giving specific programmatic recommendations for the next two years. It will mainly focus its analysis on the selected regional projects and activities managed by IRH.

The exercise is expected to take into consideration the challenges faced during the current programming cycle, specifically:

- Challenges in measuring the contribution and impact in all outcomes and outputs achievement at the regional level given the programmatic framework of the regional programme.
- The Results and Resources Framework of the Regional Programme has been finalized during the second year only, pending the finalization of the Integrated Results and Resources Framework of the SP with a final set of indicators and other data.
- Due to the relocation process<sup>139</sup> from Bratislava to Istanbul and corporate restructuring process (affecting the regional practice architecture and resulting in a significant staff turnover), the delivery of regional development results, IRH services and implementation of regional initiatives and activities were taking place in somewhat disruptive manner during the first year of the implementation.

#### **4. Evaluation Questions and the Methodology**

The regional programme outcome evaluation will assess performance of the Regional Programme against a given framework. The contribution of the programme to the outcomes will be assessed according to a standard set of evaluation criteria:

- **Relevance:** How relevant is the regional programme to the priority development challenges and emerging needs of the region? Were the programme approaches, resources, models, conceptual frameworks relevant to achieve intended results? What changes should UNDP make in order to make its interventions more relevant and more effective?
- **Effectiveness:** To what extent has the regional programme contributed to the realization of the four outcomes as outlined in the regional programme document? What were the major factors influencing the achievement of the results and how far these results are attributable to UNDP?
- **Efficiency:** Has the regional programme made good use of its financial and human resources? Were there any unanticipated events, opportunities or constraints?
- **Sustainability:** To what extent the results that the RP contributed to are sustainable? How has the programme ensured sustainability of the results to which it contributed? Did the regional programme create capacities for sustained results? Is the sustainability informed by awareness of existing risks?

The evaluation should include **Case studies of most strategic regional initiatives** that demonstrate the regional program's contribution to development results/ effectiveness and regional value-added.

In addition to the evaluation questions above, the Evaluation Team will explicitly identify and present lessons learned from programme implementation, addressing the following questions: What are the key lessons derived from this evaluation? Does UNDP have a comparative advantage? How specific areas for innovation and scaling-up been identified?

While assessing performance using the above criteria, the evaluation team will identify various factors that can explain the performance. This is a summative evaluation, aiming to assess the extent to which programme and project activities implemented with partners during 2014-2015 have contributed to progress under these outcomes and the achievement of set targets, whether existing UNDP's partnership arrangements with partners proved to be successful and relevant and overall whether UNDP-supported activities have contributed to the improvements in the Region.

Overall guidance on outcome evaluation methodology can be found in the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results.<sup>140</sup> The Evaluation Team will determine the specific design and methods for

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<sup>139</sup>In 2014 the Regional Service Center was relocated from Bratislava to Istanbul. This decision is the result of an organization-wide institutional review process, taking also into consideration the changing development landscape combined with a constrained financial environment.

<sup>140</sup> <http://web.undp.org/evaluation/evaluations/handbook/english/documents/pme-handbook.pdf>

the exercise during the initial inception period and outline the detailed methodology in the inception report prepared. The methodology should highlight the impact-oriented character of the evaluation.

### **Data collection and analysis**

Data for the report will be collected through various means, including the following:

**Desk reviews:** The evaluation team will collect and review all relevant documentation, including but not limited to:

- RPD (2014-2017), Strategic Plan (2014-2017); all umbrella Regional Project Documents;
- Annual Work plans and budgets, progress reports for 2014 and 2015, Annual Reports on the Advisory Services provided to COs from the IRH service tracker and other sources, etc.
- IWPs and ROARs, RPD related evaluations, evaluation and MTRs of regional projects, relevant external evaluations by donors and partners, etc.
- Progress reports and related documentation of selected regional projects contributing to the RPD results in the ECIS region, including websites, articles and other relevant reports;
- Programme Advisory Board and other Meeting Reports pertaining to Regional Priority setting, annual work planning and progress reporting;
- Regional knowledge products, knowledge management and innovation initiatives supported by the RPD.
- UNDP Structural review information and related documents pertaining to RBEC.
- Other relevant documents that inform analysis of the environment in which UNDP in the region operates.

*(List of reference materials (to be finalized during the inception phase)).*

**Discussions with the relevant programme and project staff:** The evaluation team members will be working and consulting the evaluation exercise with relevant teams on continuous basis. Debriefing meetings with Management Team will also be carried out to inform on the review and evaluation processes as well as share any preliminary observations as necessary.

**Stakeholder interviews and focus groups:** The evaluation team will conduct interviews with representative sample of relevant stakeholders, including UNDP staff (managers and programme/project officers) at headquarters, Istanbul Regional Hub, and Country Offices, policy makers, beneficiary groups, donors and other development partners.

During the preparatory work, a set of representative projects will be identified with the evaluation team, based on the consultation with relevant teams (Outcome Managers in the IRH).

### **Review and evaluation process**

**Inception:** Once the Team Leader and team members have been selected, they will receive an orientation and briefing by respective IRH staff. Each evaluation team member will first conduct a desk review of relevant materials during first 2-3 days upon signature of the contract. A set of key UNDP documents and programme information will be provided by various teams of IRH for this purpose.

The evaluation team, will then travel to Istanbul for one week. During this period, the evaluation team will be introduced to IRH staff, further continue desk review, conduct consultations with teams and collect more data and documentation pertaining to the regional programme. The team will then prepare and submit the first deliverable - inception report - that will contain the proposed schedule of tasks, final evaluation design, with any additional methodological and process related decisions made during the mission that may not have been addressed in the original Terms of Reference; and describe data collection approaches and methods. The inception report has to be accepted by the IRH Management.

The Evaluation Team will prepare the mid-term review report as stipulated in the requirements and present it to the IRH. The dates of the mission will be planned to advance to ensure full participation of relevant IRH staff for validation of the results. One week will be provided to the IRH to collect comments from the relevant staff and then one week to the Evaluation Team to finalize the report.

The evaluation team will then complete data collection and analysis for evaluation of the outcomes and reconvene in the Istanbul Regional Hub for one week. The Evaluation Team will present during a debriefing session the results of

the evaluation including findings, conclusions and preliminary recommendations and then submit a draft Evaluation report. This first draft will be reviewed by the Istanbul Regional Hub for comments. Based on the comments received within two weeks, the team will revise and finalize the report, while recording any changes made in an audit trail.

## 5. Evaluation Products (Deliverables)

The evaluation team will collectively produce the following deliverables:

Inception Report: an inception report will be prepared by the Evaluation Team and submitted by the Evaluation Team Leader, containing a detailed design and methodology, structure of the evaluation report, management issues related to data collection and overall evaluation activities (e.g. division of labour, proposed schedule of tasks, etc.) and any other issues which may not have been addressed in the original Terms of Reference. The report should be brief and concise. The inception report should contain an evaluation matrix that displays for each of the evaluation criteria the questions and sub-questions that the evaluation will answer, and for each question, proposed sources of primary and secondary data that will be collected, and methods of data collection

Presentation of the draft mid-term review report to RBEC/IRH for validation and preliminary feedback.

Final Mid-Term Review Report – should be about 20 pages (8,500 words maximum) of the main text of the report (excluding annexes). The report should be strategic, future-oriented, results-driven and analytical.

The MTR report should consist of following:

- **Context:** How has UNDP's operating environment shifted in the region since the adoption of the SP (2014-2017) and the RPD? What strategic opportunities and risks are emerging as a result?
- **Quantitative and Qualitative Assessment of Results:** Is the RP on track to make its contribution to the SP and support COs in the region? What are the gaps left to achieve UNDP's targets in the region and is the pace good enough to do so? What are the underlying causes of underperformance and key drivers of success?
- **Institutional Effectiveness:** What are the initial results from the structural change in the RP/RSC? How is the resource situation evolving? Are there developments with regard to UNDP's role in the UN RDT and engagement with regional bodies?
- **Lessons Learned and Recommendations:** What are the key thematic, operational and institutional lessons to be drawn? What are the main recommendations for 2016-17 and perhaps beyond? In particular, the focus should be made on UNDP positioning at the regional level for the SDGs agenda.

Presentation of the draft mid-term outcomes evaluation report to RBEC/IRH for validation and preliminary feedback.

Final Mid-Term Outcomes Evaluation Report – should be maximum of 50 pages for the main text, organized into the chapters and annexes and follow the corporate policy and guidance<sup>141</sup>. The executive summary of the evaluation report must be a concise summary of the evaluation findings in plain language that can be widely circulated. The evaluation team will submit to the IRH its final report, after reflecting all comments provided by reviewers. This report will elaborate more on the analysis and produce more findings resulted from additional data collection from annual reports, discussions with other stakeholders and development partners of RBEC/IRH under respective outcomes. The report will also suggest the adjustments to the regional programme results framework based on the corporate guidance.

## 6. Evaluation Team Composition and Required Competencies

The mid-term review and evaluation will be carried out by a group of independent external consultants. The evaluation team will comprise a Team Leader and one Evaluation Specialist.

- The Team Leader is expected to be an experienced evaluation expert, with a minimum of 7 years of relevant experience and proven record of similar evaluation assignments. He/she should have substantive knowledge of one or more areas of the UNDP regional programme, and work experience in the region under evaluation. The Team Leader should have a demonstrated capacity in strategic thinking and policy advice, and the ability to lead

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<sup>141</sup> Template is presented in the Annex 7 of the [Handbook for Planning, Monitoring and Evaluating for Development Results](#) and suggested report structure is further guided in [UNDP Outcome-level evaluation: A companion guide \(Section 7.2\)](#)

a group of multicultural and multidisciplinary experts for an evaluation of complex development programmes. He/she should also have proven drafting skills, excellent communication skills, and familiarity with UN/UNDP operations. The Team Leader will be responsible for reviewing Outcome 1, 3 and Outcome 4. The Team Leader will be responsible for coordinating the inputs of the Evaluation Specialist and for putting final deliverables together.

- The Evaluation Specialist, either regional or international, is expected to have a minimum of 7 years of relevant substantive technical expertise and knowledge in the areas of Democratic Governance (human rights, rule of law, access to justice, women' empowerment, HIV and health issues), respectively, within the context of Europe and the CIS region. They should have experience conducting evaluations in the region, demonstrated capacity in strategic thinking and policy advice, excellent report writing and communication skills, as well as familiarity with the UN System/UNDP. As members of the multicultural and multidisciplinary evaluation team leader and specialist should be excellent team players, substantively contributing to the team's discussions throughout the evaluation process.

In addition, both experts must possess Master's degree in a relevant field and proven experience in conducting monitoring and evaluations and results-based management, including conducting independent evaluations, good knowledge of the development context in the ECIS (Europe and the Commonwealth of Independent States) Region and UNDP system, procedures and operational activities for development. They should also have strategic vision, strong interpersonal skills and communication skills, resourcefulness, initiative, maturity of judgment, tact, and negotiating skills, and the ability to cope with situations which may pose conflict, ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships and ability to assess complex situations in order to screen succinctly and clearly critical issues and draw forward-looking conclusions, as per the individual TORs prepared for this exercise.

### **Implementation Arrangements**

#### **UNDP Istanbul Regional Hub**

The IRH QA and Coordination Team will support the Istanbul Regional Hub Manager in coordinating the overall evaluation exercise and ensuring liaison within the Regional Bureau, the Regional Hub, other Bureaus at headquarters, Country Offices etc. The QA and Coordination Team will also ensure that an appropriate quality assurance mechanism exists during the evaluation.

The Team Leaders responsible for each of the outcome will ensure that the Evaluation Teams are provided with sufficient reference materials and methodological guidance. They will also identify selected regional projects and activities to be reviewed and be consulted on case studies to be used in the analysis. The Team Leaders will also ensure that assigned programme staff extend necessary support to the Evaluation Team as required.

#### **The Evaluation Team**

A team of independent external consultants will be established to carry out the exercise. The team will consist of: i) Evaluation Team Leader – A regional or international evaluation consultant, with the overall responsibility to lead the team and coordinate the drafting and finalization of the deliverables; and ii) one Evaluation Specialist – either regional or international, who will support the Team Leader and provide the expertise in the subject areas of the evaluation. The Team will undertake data collection and analysis activities, and prepare designated parts of the reports.

All members of the team should have substantive experience and in-depth knowledge of development in the region under evaluation (Europe and the CIS). Gender and regional balance will be ensured in the evaluation team. The evaluation team, collectively, is responsible for developing an evaluation design, undertaking data collection activities, and preparing the draft and final reports for submission to the Istanbul Regional Hub, as well as any supporting documents prepared during the evaluation.

## **7. Timeframe for the Evaluation Process**



A tentative schedule of activities and travel plans are provided below. Estimated number of working days for the Evaluation team leader 60 days, and for an evaluation specialist is 30 days. The timeline will be adjusted and finalized during the inception process.

<i><b>Timeline</b></i>	<i><b>Deliverable</b></i>
1 <sup>st</sup> and 2 <sup>nd</sup> weeks of October	1. Identification of the evaluation team members and contractual arrangements 2. Orientation of the team members
3 <sup>rd</sup> week of October	3. Inception mission by Evaluation Team to the IRH for one week 4. Submission of the Inception Report 5. Meetings with IRH Management and Teams 6. Desk review
4 <sup>th</sup> week of October	7. Data collection and analysis
1 <sup>st</sup> week of December	8. Mission to IRH for one week to present the findings of the mid-term review for validation and feedback
2 <sup>nd</sup> week of December	9. Submission of the mid-term review report (one week for comments/validation)
3 <sup>rd</sup> week of December	10. Finalization of the mid-term review report and submission to IRH
3 <sup>rd</sup> week of January	11. Analysis for Outcomes evaluation is to be completed and draft report to be prepared
2 <sup>nd</sup> week of February	12. Mission by Evaluation Team to the IRH for validation for one week 13. Presentation of preliminary results to the IRH 14. Submission of the draft evaluation report for comments (2 weeks), including the proposed results framework
First week of March (1 week)	15. Finalization of the report

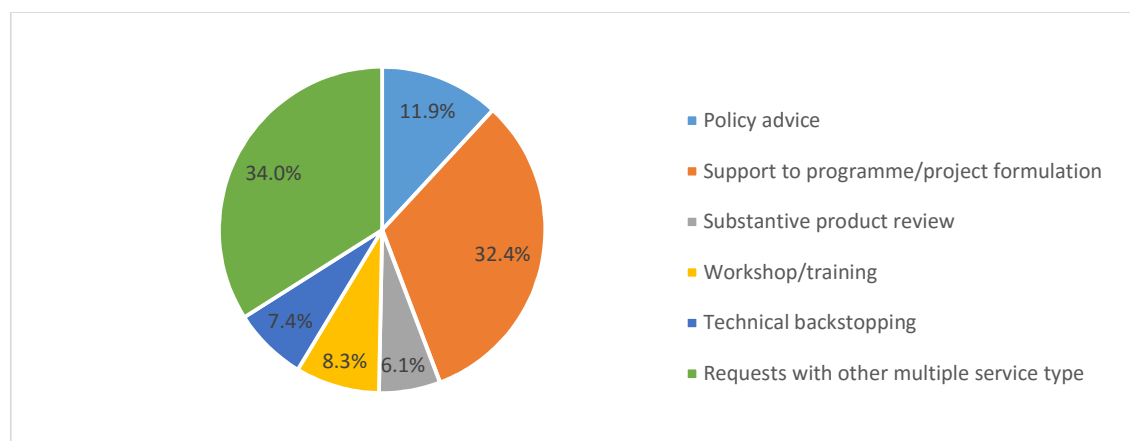
## **8. Cost**

The cost of the evaluation exercise is to be covered by the Istanbul Regional Hub. When making contractual obligations, the consultants should include all travel and other incidental costs (e.g. internet, printing, stationery, etc.) in the lump sum amount to be paid in different installments corresponding to the set deliverables.

### Annex 3: Data from the Service tracker

The analysis of the Service tracker, in which each advisory service is categorized under different service types, indicates that “*Support to programme/project formulation*” (32.4 percent) is ranked as the service type where the CO/project office requested the IRH support the most, followed by “*Policy advice to national counterparts and advocacy*” (11.9 percent) and “*Workshop/training*” (8.3 percent), see **Figure 5**.<sup>142,143</sup>

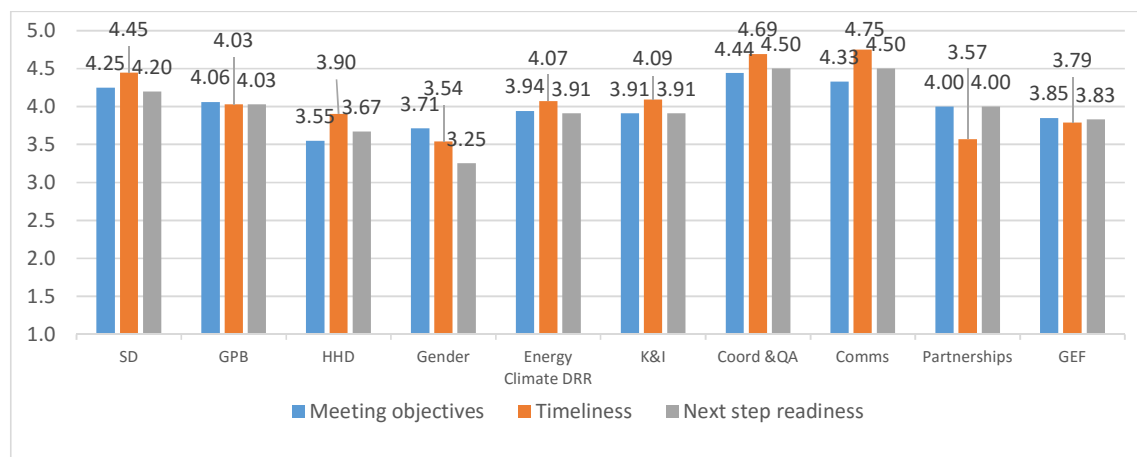
**Figure 5 - Advisory Service Proportion by type of service [Data Source: IRH Service Tracker]**



Source: UNDP IRH Services in 2015: Service Tracker Analysis. Istanbul Regional Hub, February 2016

The rating for the timeliness of services provided from the Service Tracker for 2015 is slightly higher (4.03) than the rating on the services meeting their objectives (3.93) and the next step readiness (3.92) as in **Figure 6**.

**Figure 6: Clients' Satisfaction (by Team) [Data Source: IRH Service Tracker]**



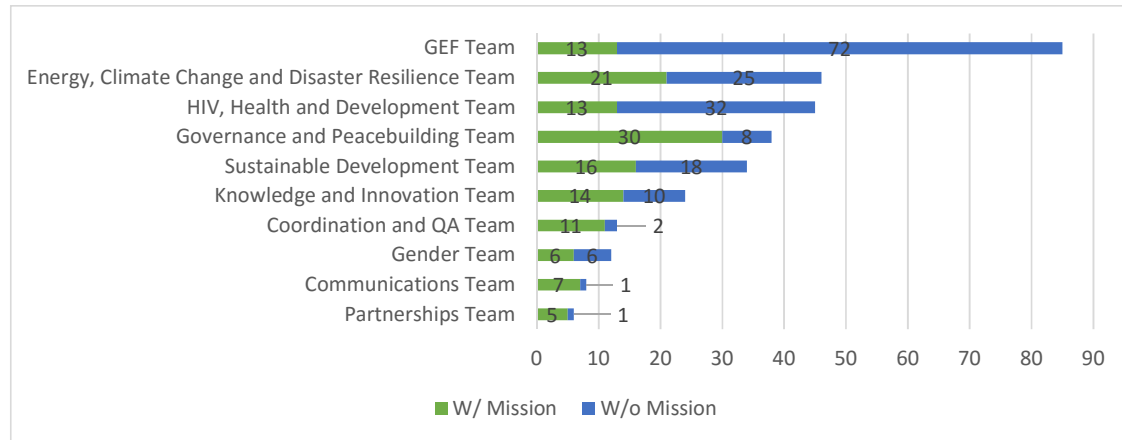
Source: UNDP IRH Services in 2015: Service Tracker Analysis. Istanbul Regional Hub, February 2016

<sup>142</sup> Another one third of the advisory services are on multiple service type, which shows the complex service the Country Offices are requesting to the IRH.

<sup>143</sup> By the number of person days spent for each service type, the IRH spent almost half of its time on the support to programme/project formulation (1574.5 person days, 48.8% of the total person days spent), followed by Policy Advice (773 person days, 23.9% of the total person days spent).

The GEF Team has provided the largest number of advisory services (85 services, 27.2 percent of the total), followed by Energy Climate Change and Disaster Resilience Team (46 advisory services, 14.7 percent), and by HIV, Health and Development Team (45 advisory services, 14.4 percent). Of all the 312 advisory services, 8 of them were provided by the multi-sectoral team, comprised of two or more teams (see **Figure 7**). On the number of person/days spent on services, again, the GEF Team ranked as the highest, followed by HIV, Health and Development Team, and then by Energy Climate Change and Disaster Resilience Team.

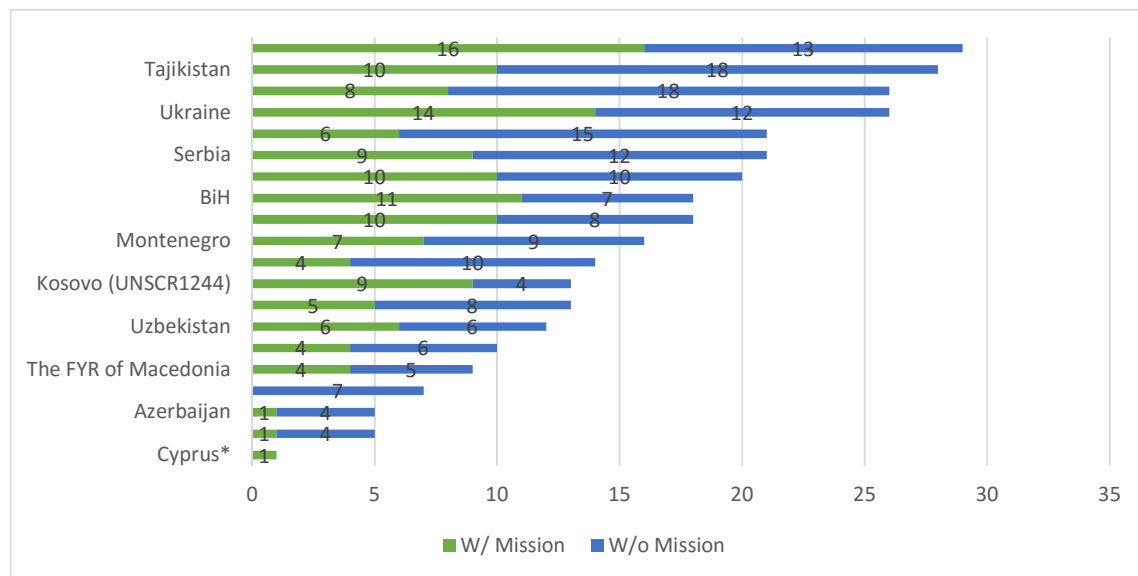
**Figure 7 - No. of Advisory Service by Team [Data Source: IRH Service Tracker]**



Source: UNDP IRH Services in 2015: Service Tracker Analysis. Istanbul Regional Hub, February 2016

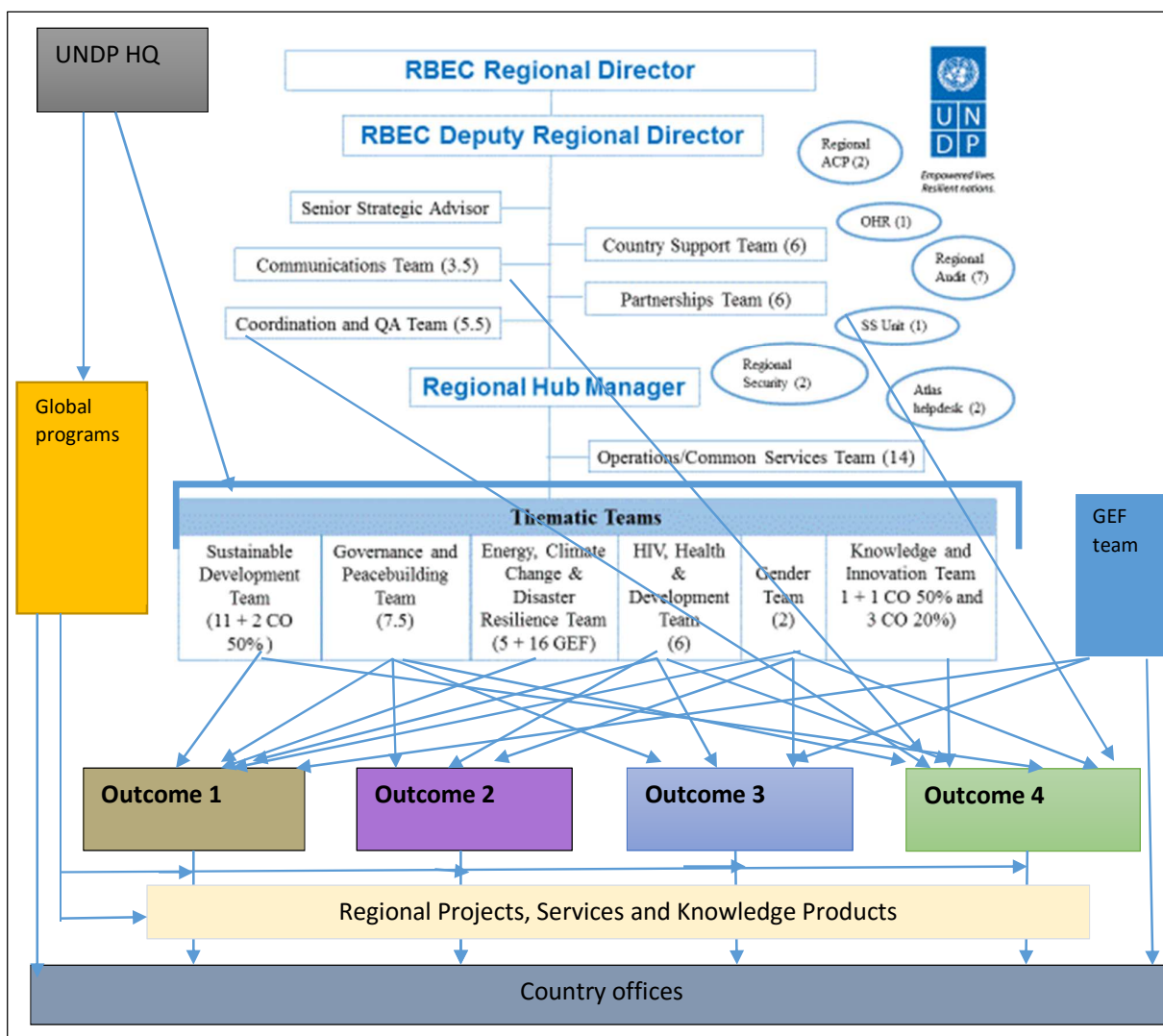
**Figure 8** shows the number of advisory service request by country/project office. During the reporting period, Belarus was the IRH's top client (29 advisory services, 9.3 percent), followed by Tajikistan (28 services, 9.0 percent), and Kyrgyzstan and Ukraine (26 advisory services, 8.3 percent each).

**Figure 8 - No. of Advisory Service (by requesting office) [Data Source: IRH Service Tracker]**



Source: UNDP IRH Services in 2015: Service Tracker Analysis. Istanbul Regional Hub, February 2016

## Annex 4: IRH Organogram



## Annex 5: Financial Information

**Table 1: Resources mobilized in 2014-15 (based on signed agreements)**

<i>Donors</i>	<i>US\$ mln, apprx.</i>
Government of Turkey	15.5
Government of Finland	11.0
Coca-Cola	4.75
GEF	7.5
EC/EU	6.7
Government of Slovakia	3.7
Government of Romania	1.8
Government of Czech Republic	1.1
SDC	0.6
Other donors (OSCE, Sharapova Foundation, IDRC, CIDA, OFID)	0.7
Through UNDP HQ (TTFsTF and other)	4.55
<b>Total mobilized</b>	<b>57.955</b>

Source: IRH financial information

**Table 2: IRH Programme budget monitoring table for 2015**

Programme areas	TRAC + Turkish Funds*			Other Funds			Total		
	Budgeted	Budget Spent	Budget Spent	Budgeted	Budget Spent	Budget Spent	Budgeted	Budget Spent	Budget Spent
<b>OUTCOME 1. Sustainable Development Pathways</b>	1,629,419	1,516,178	93%	4,257,936	3,499,167	82%	5,887,355	5,015,345	85%
<b>OUTCOME 2. Governance Systems</b>	2,378,758	2,117,558	89%	3,625,257	2,910,395	80%	6,004,015	5,027,953	84%
<b>OUTCOME 3. Resilience Building</b>	1,663,459	1,541,570	93%	759,907	581,429	77%	2,423,366	2,122,999	88%
<b>OUTCOME 4. Debates and Cooperation</b>	1,627,423	1,409,389	87%	4,003,795	3,087,875	77%	5,631,218	4,497,264	80%
<b>TOTAL- RP PROJECTS</b>	<b>7,299,059</b>	<b>6,584,695</b>	<b>90%</b>	<b>12,646,895</b>	<b>10,078,866</b>	<b>80%</b>	<b>19,945,954</b>	<b>16,663,561</b>	<b>84%</b>
<b>GLOBAL/Other Non-RP projects</b>	0	0		4,449,076	4,224,142	95%	4,449,076	4,224,142	95%
<b>TOTAL-RBEC</b>	<b>7,299,059</b>	<b>6,584,695</b>	<b>90.2%</b>	<b>17,095,971</b>	<b>14,303,008</b>	<b>83.7%</b>	<b>24,395,030</b>	<b>20,887,703</b>	<b>85.6%</b>

\* TRAC Budgeted: 2,483,000; \* Turkish Funds Budgeted: 4,816,059; TRAC Spent: 2,483,000; Turkish Funds Spent: 4,101,695

## Annex 6: List of people interviewed

### IRH

1. **Olivier Adam**, Deputy Director, RBEC
2. **Rastislav Vrbensky**, IRH Hub Manager
3. **Ben Slay**, Senior Strategic Advisor
4. **Andrey Pogrebnyak**, Operations Manager

### Country Support Team

5. **Jan Harfst**, Country Support Team Leader

### Sustainable Development Team

6. **George Bouma**, Team Leader
7. **Sheila Marnie**, Programme Advisor
8. **Yelena Danilova-Cross**, Policy Analyst on Human Development and Social Inclusion
9. **Stamatios Christopoulos**, Energy & Environment Programme Analyst
10. **Mihail Peleah**, Programme Specialist, Green Economy and Employment
11. **Danièle Gelz**, Aid for Trade Project Manager
12. **Marcela Fabianova**, Water Programme Analyst
13. **Ceyda Alpay**, New World Project Manager a.i.

### Governance and Peacebuilding Team

14. **Shelley Inglis**, Team Leader
15. **Aferdita Mekuli**, Local Governance and Decentralization Specialist
16. **Isabelle Tschan**, Programme Specialist Human Rights, Rule of Law, Justice and Security
17. **Zachary Taylor**, Regional Conflict Prevention Advisor
18. **Ivan Zverzhanovski**, SEESAC Coordinator & Programme Specialist
19. **Robert Bernardo**, Policy Specialist, Capacity Development and Institutional Strengthening
20. **Marine Destrez**, Consultant on Anticorruption
21. **Lejla Sadiku**, Open Data Consultant

### Gender Equality and Women Empowerment Team

22. **Bharati Sadasivam**, Team Leader
23. **Barbora Galvankova**, Programme Specialist

### HIV, Health and Development Team

24. **Christoph Hamelmann**, Team Leader (ECA) and Senior Advisor (Arab States)
25. **Boyan Konstantinov**, Legal Specialist
26. **John Macauley**, Programme Specialist

### Energy, Climate Change and Disaster Risk Reduction Team

27. **Armen Grigoryan**, Team Leader
28. **Stanislav Kim**, Recovery, Early Warning Systems and Response Programme Specialist
29. **Daniella Carrington**, Climate Change Policy Specialist
30. **Nataly Olofinskaya**, Climate Change Adaptation Specialist

### GEF Team

31. **Lucas Black**, Regional Team Leader (ECIS and Arab States) and Technical Advisor – Energy, Infrastructure, Transport and Technology (EITT)
32. **Marina Olshanskaya**, Sustainable Energy and Climate Change Specialist
33. **Vladimir Mamaev**, Regional Technical Advisor on Water and Ocean Governance Programme
34. **Maxim Surkov**, Programme Specialist, Montreal Protocol Unit / Chemicals
35. **Etienne Gonin**, Programme Analyst, Montreal Protocol Unit / Chemicals
36. **Maxim Vergeichik**, Technical Advisor, Biodiversity and Ecosystems
37. **Selimcan Azizoglu**, Project Manager on Regional Ozone HCFC Phase Out Project

### New Partnerships and Emerging Donors Team

38. **Dmitri Mariyasyn**, Team Leader
39. **Nuri Duman**, Programme Specialist
40. **Ewa Zgrzywa**, Partnerships Development Consultant

41. **Alexander Averchenkov**, Partnerships Advisor

**Knowledge and Innovation team**

42. **Milica Begovic Radojevic**, Innovation Specialist

**Communications Team**

43. **Ariel Rubin**, Online Communications Specialist

**Coordination and Quality Assurance Team**

44. **Elena Panova**, Senior Programme Coordinator

45. **Marina Ten**, RBM Specialist

46. **Petra Valastinova**, Programme and Operations Associate, PSU

**UNDP COs**

***Bosnia and Herzegovina***

47. **Zahira Virani**, DRR

48. **Dzenan Kapetanovic**, Programme Officer on Social Inclusion and

49. **Raduska Cupac**, Environment Officer

50. **Klauda Kuljuh**, Rule of Law Programme Manager

51. **Amela Cosovic Medic**, Sector Coordinator for Justice and Security

52. **Nesad Seremet**, Project Manager

***Georgia***

53. **Shombi Sharp**, DRR

54. **Natia Natsvlishvili**, Assistant Resident Representative

55. **Nino Antadze**, Energy and Environment Team Leader

***Moldova***

56. **Dafina Gercheva**, RR, UNDP Moldova

57. **Narine Sahakyan**, DRR

58. **Valeria Ieseanu**, Programme Officer

59. **Alexandru Oprunenco**, Programme Manager and Innovation Focal Point

60. **Ecaterina Melnichenko**, Programme Manager, ICT for DRR

61. **Alla Skvortova**, Programme Associate and Gender Focal Point

62. **Evgenii Goloscaepov**, Program Associate, Rule of Law and HIV/Health Focal Point

63. **Ala Druta**, Project Manager

***Serbia***

64. **Steliana Nedera**, DRR

65. **Jelena Manic**, Good Governance Programme Officer

66. **Irena Cerovic**, Portfolio Manager

67. **Jelena Tadzic**, Programme Officer / Regional Roma Project Manager

68. **Zarko Petrovic**, DRR Programme Manager for DDR

***The former Yugoslav Republic of Macedonia.***

69. **Louisa Vinton**, UNDP's Resident Representative

***Kyrgyzstan***

70. **Alexandr Avanesov**, UN Resident Coordinator, UNDP Resident Representative

71. **Aliona Niculita**, Deputy Resident Representative

72. **Erkinbek Kasybekov**, ARR

73. **Roza (Nuria) Choibaeva**, Programme Officer (Head of unit)

74. **Daniar Ibragimov**, Programme Officer, Environment and DRM Unit

75. **Leonid Komarover**, Senior Policy Advisor

***Belarus***

76. **Viacheslav Shelegeiko**, Head of Strategic Support Unit

77. **Ina Klimenkova**, Energy and Env Programme Officer



### ***Turkmenistan***

- 78. **Vitalie Vremis**, Deputy Resident Representative,
- 79. **Rovshen Nurmuhamedov**, Environment Programme Officer,

### ***Albania***

- 80. **Yesim Oruc**, Country Director
- 81. **Eno Ngjela**, Programme Officer/Team Leader, Human Development and Data
- 82. **Elvita Kabashi**, Environment officer

### ***Kosovo***

- 83. Mr. Andrew Russell **UN** Development Coordinator

### ***Tajikistan***

- 84. **Gulbahor Nematova**, Portfolio Manager for Governance
- 85. **Oleh Plotzyk**, PDA to UN RR in Tajikistan
- 86. **Nargizahon Usmanova**, Environment Programme Officer

### ***Armenia***

- 87. **Anna Gyurjyan**, Programme Manager OIC at UNDP

### **UN agencies**

- 88. **Karen Daduryan**: UNFPA Deputy Regional Director, EECARO
- 89. **Mauricio Dierckxsens**, **Employment Specialist at International Labour Organization (ILO)**
- 90. **Roman Shpak**, Political Affairs Officer from DPA
- 91. **Stan Veitsman**, PDA in Ukraine

### **International Development partners**

- 92. **Esra Buttanri**. Senior Environmental Affairs Adviser. Office of the Co-ordinator of OSCE Economic and Environmental Activities. OSCE Secretariat.
- 93. **Dimitrios Zevgolis**, Energy and Climate Expert, Policy Officer at DG CLIMA, European Commission

### **National Governments and stakeholders**

- 94. **Djakypov Kylychbek**, Deputy Minister of Economy of Kyrgyz Republic
- 95. **Madibron Saidov**, director of the state institution on Protected Areas of Forest Agency, Republic of Tajikistan
- 96. **Nana Tsiklauri**, Head of Policy Lab and Public service design agency, Georgia
- 97. **Lubov Ten**, Adviser to the Ministry of Economy of Kyrgyz Republic
- 98. **Heghine Manassyan**, director, CRRRC Armenia

## Annex 7: RRF

**Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded**

Current outcome indicators (all of them from the Strategic Plan)	For IRRF indicators:  (a) Aggregation of country IRRF results? or  (b) Additional RPD contribution to IRRF result?
1.1. Employment rate, disaggregated by sex	(a) Aggregation of country results
1.2 Coverage of social protection systems, disaggregated by at-risk groups	(a) Aggregation of country results
1.3. Annual emissions of carbon dioxide (in million metric tons)	(a) Aggregation of country results
1.4. Coverage of cost-efficient and sustainable energy, disaggregated by rural/urban	(a) Aggregation of country results

RP Outputs	Regional Programme Output Indicators	Baselines	Targets / Milestones	Source of data
<b>1.1 National and subnational systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive</b>	1.1.1. Number of countries supported with improved policies, systems and/or institutional measures in place at the national and sub-national levels to generate and strengthen employment and livelihoods.	0	12 countries/ 3 each year  <b>2014-</b> actually 4 (Uzbekistan, Turkmenistan, Kyrgyzstan and Tajikistan)  <b>2015</b> - actually 12 (Albania, BiH, FYRoM, Kosovo , Montenegro, Serbia, Armenia, Belarus, Georgia, Kyrgyzstan, Moldova, Ukraine (TBC)	<i>knowledge products; regional events, advisory services requested</i>
	1.1.2. Number of supported new schemes which expand and diversify the productive base based on the use of sustainable production technologies	0	3 / 1 starting from 2015  <b>2015</b> - 1 Kyrgyzstan (within PEI)	<i>additional regional value</i>

	1.1.3. No of new schemes generating/shifting to gender-responsive green jobs	0	3/ 2016-1; 2017-2	IRH data
	1.1.4. No of new schemes which link employment to social inclusion	0	2; 2017 -2	IRH data
<b>1.2. Options enabled and facilitated for inclusive and sustainable social protection</b>	1.2.1 Number of countries supported with policy and institutional measures that increase access to social protection schemes, targeting the poor and other at risk groups, disaggregated by sex, rural/urban	0	10 / 2015 – 6 2016 -2 2017 -2  <b>2015</b> – 6 countries supported (Tajikistan, Montenegro, Kazakhstan, Turkey, Uzbekistan, Ukraine)	knowledge products; regional events, advisory services requested
<b>1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.</b>	1.3.1. Number of new partnership and coordination mechanisms with funding for sustainable management solutions of natural resources, ecosystems services, chemicals and waste at national and/or subnational level.	0	2 /  2016 – 1  2017 - 1	IRH data
<b>1.4. Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented</b>	1.4.1. Number of countries supported where implementation of comprehensive measures – plans, strategies, policies, programmes and budgets –to achieve low-emission and climate-resilient development objectives has improved.	0	11  <b>2014</b> – 4 (Kosovo , Armenia, Moldova, Albania)  <b>2015</b> – 5 (Albania, BiH, KGZ, Serbia, Turkmenistan);  2016 – 1; 2017 - 1	IRH data
	1.4.2. Number of countries supported with GHG accounting and emission reductions under Global Fund grants	2	5 / 2015 – 1  2016 – 1  2017 - 1	Project reports of the Global Fund grants
<b>1.5. Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy</b>	1.5.1. Number of supported new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions	0	3 / 2014-1  2015 – 0	IRH data

access (especially off-grid sources of renewable energy)	targeting underserved communities/groups and women		2016 – 1 2017 - 1	
	1.5.2. Number of new schemes which improve the equal access to modern energy sources	0	2/ 2014-0 2015-0 2016-1 2017-1	IRH data

**Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance**

<b>Current outcome indicator</b>	<b>For IRRF indicators:</b> <b>(a) Aggregation of country IRRF results? or</b> <b>(b) Additional RPD contribution to IRRF result?</b>
2.1. Number of countries with open access to data on government budgets, expenditures and public procurement	(a) Aggregation of country results
2.2. Percentage of women in national Parliaments	(a) Aggregation of country results
<b>Regional</b> 2.3. Number of countries with available statistics on the coverage of antiretroviral treatment services and improvement of coverage against baseline  <i>Baseline: 0 (2014), Target by 2017: 10 Milestone each year: 3 (2015); 7 (2016); 10 (2017)</i>  <i>Source of Data - UNGASS reports</i>	b) Additional RPD contribution to IRRF result

Outputs	RP Output Indicators	Baselines	Targets / Milestones	Source of data
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2.1. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders	2.1.1. Number of countries supported to adopt innovative (incl. Open Data) and politically sound anti-corruption solutions in line with the UNCAC, OGP and CLSG standards	2 (2014) Kosovo Montenegro	11 / 2015-3 2016-3 2017-3 <b>2015</b> - Serbia, Ukraine, Kyrgyzstan)	UNDP CO Reports
	2.1.2 Number of countries supported where sub-national governments/administrations show improved capacities for planning, budgeting and/or monitoring basic services delivery.	0 (2014)	5 (2017) 2015 - 1; 2016 - 2; 2017 - 2 <b>In 2015</b> –Albania	UNDP CO/regional reports
2.2. Capacities of human rights institutions strengthened	2.2.1. Number of countries supported with strengthened operational institutions supporting the fulfilment of nationally and internationally ratified human rights obligations	5 (2014)	14 / <b>2015</b> – 3, 2016 – 3, 2017 -3 <b>2015</b> – 3 (BiH, the FYR of Macedonia, Turkey)	IRH data
	2.2.2 Number of countries with new schemes introduced to improve access to justice for men and women (including in post-crises setting)	2 (2014)	10 / 2015 – 3 2016 – 3 2017 -2 <b>2015</b> – 3 (BiH, Kosovo, Ukraine)	IRH data
	2.2.3. Number of supported countries with multi-sectorial services in place (including justice and security services) to prevent and address	0	6 / 2015 – 2, 2016 – 2, 2017 -2 2015 – Belarus and Turkey	IRH data
	2.2.4. Number of supported countries with improved capacities for security sector governance and oversight	5	13/ 2015 -3; 2016 –3 2017 – 2 2015 – 7 countries actually (BiH, Montenegro, Albania, Serbia, Moldova, the FYR of Macedonia, Kosovo)	IRH data
	2.2.5 Number of exchange initiatives leading to advancement of HR standards and their application by the	0	6/ 2015-1	IRH data

	countries improved access to justice and legal aid; and improved security sector governance and oversight		2016-2; 2017-3  <b>2015</b> – 1 exchange on RoL and HR – the fYR of Macedonia/Montenegro to Georgia and Albania (the indicator for the RSSRP mainly) so actually 2 exchanges rather than just one).	
<b>2.3. National institutions, systems, laws and policies strengthened for equitable, accountable and effective delivery of HIV and related services</b>	2.3.1. Number of countries increasing domestic funding for national HIV response	0	6 / 2014 -1; 2015-1  2016 – 2; 2017 – 2  <b>2014</b> – UZB  <b>2015</b> -	UNGASS reports
	3.2. Number of countries ensuring a multi-sectoral approach to NCDs in their CCA-UNDAF documents	0	7/ 2014-2; 2015-2  2016-2; 2017- 1  <b>2014</b> - technical support to 7 countries (Belarus, Georgia, Kazakhstan, Tajikistan, Turkmenistan, Serbia, Turkey) on integrating NCDs and other health issues in CCAs/UNDAs and other country programme documents;  <b>2015</b> -Belarus, Tajikistan, Turkmenistan, Uzbekistan	UNDAs of these countries
<b>2.4. Measures in place to increase women's participation in decision-making</b>	2.4.1. Number of supported countries with policies in place to secure women's participation in decision making	3 (2015)  <i>Armenia, Montenegro  Moldova</i>	8 / 2016-3  2017-2	UNDP CO/regional reports
	2.4.2. Number of countries supported in undertaking research and advocacy to advance gender equality and women's empowerment	0	7 / 2014- 3, 2015 - 0;  2016 - 2; 2017 - 2  <b>2014</b> - Albania, Kosovo, Kyrgyzstan	UNDP CO/regional reports

**Outcome 3. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change**

<b>Current Outcome Indicators</b>	<b>For IRRF indicators:</b>  <b>(a) Aggregation of country IRRF results? or</b>  <b>(b) Additional RPD contribution to IRRF result?</b>
5.1. Mortality rate from natural hazards	(a) Aggregation of country results
5.2. Economic loss from natural hazards (e.g. geo-physical and climate-induced hazards) as a proportion of GDP	(a) Aggregation of country results

Outputs	RP Output Indicators	Baselines	Targets / Milestones	Source of data
<b>3.1. Mechanisms in place to assess natural and man-made risks at national and sub-national levels</b>	3.1.1. Number of countries having standardized damage and loss accounting systems in place with sex and age disaggregated data collection and analysis, including gender analysis	0	2 countries (with established data on damages and losses including age and sex disaggregated data)  2015 -0; 2016 – 1; 2017 - 1	COs reports.  Independent assessments and evaluations.
	3.1.2. Number of supported new plans and programmes that are informed by multi-hazard national and sub-national disaster and climate risk assessments, taking into account differentiated impacts e.g. on women and men  <i>Additional regional value: Gender mainstreaming in DRR plans and programs. Introduction of cross sectoral assessment and cooperation linking DRR with environment, CC, CCA.</i>	0	6 /  2015 - 2; 2016 - 2; 2017 - 2  <i>(cases of inclusive risk assessment has binding linkages to development decisions in disaster recovery and development settings)</i>  2015 – Georgia, Moldova	COs reports.  Independent assessments and evaluations
<b>3.2. Effective institutional, legislative and policy frameworks in place to enhance the implementation of</b>	3.2.1 Number of supported new disaster risk reduction and/or integrated disaster risk reduction and adaptation plans (disaggregated by gender responsiveness), and dedicated institutional frameworks and multi-stakeholder coordination mechanisms, put in place	1 (Moldova)	3 new model DRR and/or integrated DRR and adaptation plans (disaggregated by gender responsiveness) and dedicated institutional frameworks and multi-stakeholder coordination mechanisms, put in place  2015 - 1; 2016 - 1; 2017 – 1	COs reports.  Independent assessments and evaluations.



disaster and climate risk management measures at national and sub-national levels			2016 – Tajikistan and Almaty DRR Center	
	3.2.2. Number of countries supported with legislative and/or regulatory provisions at national and sub-national levels for effectively managing disaster and climate risks  <i>Additional regional value: Cross country exchange of knowledge and expertise in the DRR legislation development and implementation in the light of Sendai frameworks</i>	3 (2014)  Kyrgyzstan, Armenia, Moldova	9 countries (legislative and regulatory provisions are in place to address disaster and climate risks) - 2 targets are additional regional value  2015 - 2; 2016 - 2; 2017 -2  2015-Serbia, Kyrgyzstan (additional revision of the legislation)	COs reports.  Independent assessments and evaluations
3.3. Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions	3.3.1. Number of countries with improved sustainable national and/or local human and/or financial capacities to address emerging and/or recurring conflicts.	5 (BiH, Kyrgyzstan, Tajikistan, Georgia, Kosovo)	8 -3 new countries (Armenia, Ukraine, Moldova)  1 new country in 2015 and in 2016 and 2017	CO reports and national legislation/regulation.
	3.3.2. Number of countries and x-country (cross border) with functional schemes to address emerging and/or recurring conflicts	0	5 countries (accumulative)  2014 – 1; 2015 – 3; 2016 – 4; 2017 - 5  2014: 1 (Georgia)  2015: 3 (Georgia, Kyrgyzstan, BiH)  2016: 4 (Georgia, Kyrgyzstan, Tajikistan, BiH)  2017: 5 (Ukraine, Georgia, Kyrgyzstan, Tajikistan, BiH)	COs reports.  Independent assessments and evaluations
3.4. Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community	3.4.1 Number of countries with <b>new</b> early warning systems (EWS) for <b>man-made</b> crisis and all major natural hazards (e.g. geo-physical and climate-induced hazards)	0 (Absence of integrated multi hazard Early Warning Systems for major natural hazards in the region)	3  2015 - 0; 2016 - 2; 2017 - 1 (Integrated Multi Hazard EWS concept and design identified)	COs reports.  Independent assessments and evaluations
	3.4.2. Number of new mechanisms at regional, national and sub-national level to prepare for and recover from disaster	0	2  2015-0; 2016 – 1; 2017 – 1	COs reports.

	events with adequate financial and human resources, capacities and operating procedures		Additional regional value: Introduction of PDNA at the regional and national levels	Independent assessments and evaluations
	3.4.3. Proportion of at-risk population covered by national and community level contingency plans for disaster events (e.g. evacuation procedures, stockpiles, search and rescue, communication protocols and response plans	30% in disaster prone areas in 3 countries	3 countries (33-40% of population in disaster prone areas covered by relevant disaster contingency plans)  2015 - 1; country - 40%; 2016 - 1 country - 40%; 2017 1 country - 33%  2015 - Kazakhstan	COs reports.  Independent assessments and evaluations

#### Outcome 4. Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles

<b>Current IRRF Indicator</b>	<b>For IRRF indicators:</b>  (a) Aggregation of country IRRF results? or  (b) Additional RPD contribution to IRRF result?
4.1. Extent to which the agreed post-2015 agenda and sustainable development goals reflect sustainable human development concepts and ideas	(a) Aggregation of country results
<b>Regional 4.4.</b> Number of East-East and Triangular cooperation partnerships and institutionalized assistance programs facilitated or established with UNDP Istanbul Regional Hub support  <i>Baseline: 2. Target: 4</i>	<i>RPD will make additional contribution</i>

Outputs	RP Output Indicators	Baselines	Targets / Milestones	Source of data
<b>4.1. National data collection, measurement and analytical systems in place to monitor</b>	4.1.1 Number of countries supported using updated and disaggregated data to monitor progress on national development goals aligned with post-2015 agenda	1 (Moldova)	4/ 2014 – 1 (Moldova)  2015 – 2 (Kosovo, Moldova)  2016-0 2017-0	<i>national data/ UNDP reports</i>

progress on completion of MDGs and the post 2015 agenda and sustainable development goals				
	4.1.2. Number of countries with reported (documented) progress in priority areas of focus for MAPS (mainstreaming, acceleration and policy support) strategy and data value chain for implementation and accountability of the SDG agenda.	0	4 2016 - 2 2017 - 2	<i>national data/ UNDP reports</i>
4.2. National development plans to address poverty and inequality are sustainable and risk resilient	4.2.1. Number of supported new country diagnostics carried out to inform policy options on national response to globally agreed development agenda, including analysis of sustainability and risk resilience, with post-2015 poverty eradication commitments and targets specified.	0	11 2014 – 3 2015 -8	<i>national data/ UNDP reports</i>
	4.2.2. Number of countries with analyzed and reported progress in pursuing sustainable human development and attaining adopted SDGs that are embedded into national development strategies at all levels	0	8 / 2014 -2; 2015 – 2 2016 – 2; 2017 - 2	<i>national development strategies/ UNDP reports</i>
4.3. South-South and Triangular cooperation partnerships established and/or strengthened for development solutions, including through support to new and emerging development cooperation providers	4.3.1. Number of strategic partnerships institutionalized	1	4 / 2014- 1 2015 –0; 2016 – 1 2017 – 1  2014 – 1 (Russia-UNDP PFA and Trust Fund establishment agreed)  2015 – 2 (PFA with Russia and Russia-UNDP Trust Fund agreement; Turkey-UNDP Partnership in Development (Preparatory Phase) RPD signed	<i>formal partnership agreements (or similar documents) signed between UNDP and governments</i>
	4.3.2. Number of capacity support programs to emerging donors	2	5 / 2014 – 1 2015 – 1 2016 -1	<i>signed regional or country-level project documents focused on capacity building</i>

			<p><b>2014</b> – 4 (1 - capacity support programme for Romania – CSA signed + 2- Slovak Republic – UNDP Partnership for Results in International Development Cooperation – July 2014 + 3 - capacity building series for emerging donors – activity in AWP 2014, 4- Czech-UNDP Trust Fund – substantive revision/prodoc signed)</p> <p><b>2015</b> – 3 (1- capacity building series continued (in regional AWP 2015); 2- support to establishment of Kazakh development assistance structures –Kazaid - included in AWP – 50% cost-shared with Kazakhstan / results in MTR, 3- CSA with Romania signed)</p>	
	4.3.3. Number of East-East and South-South cooperation initiatives, including in partnership with regional institutions	1	<p>7 / 2014-1; 2015-2 2016-2; 2017-1</p> <p><b>2014</b> – 1; 2015 – 8 – 3 awarded under IRH Catalytic and Scaling Up Facility, 3 under Turkey-UNDP Partnership Programme, 1- OFID-UNDP grant scheme, 1 - supported Kazakhstan-Africa project)</p>	<i>project documents; MOUs between participating countries and/or UNDP COs; press reports; independent evaluations.</i>
<b>4.4. Tools and methodologies for citizen driven innovation are developed and applied into program design</b>	4.4.1. <i>Number of</i> prototypes initiated and funded with Cos and national partners	0	<p>24/ 6 <i>per year</i></p> <p><b>2014</b> - 21 Prototypes initiated and funded with Cos and national partners</p>	
	4.4.2. Number of new products and services scaled up with national partners (expanded, replicated, or sustained)	0	<p>4 / 1 <i>per year</i></p> <p><b>2014</b> - 7 Products/Services scaled up with national partners</p>	Evidence for the baseline comes from reports (blogging), budget allocations, administrative records from partners and/or agreements with Cos/project teams. The independent evaluation is ongoing for the work that is the basis for the baseline, and therefore these numbers may be modified slightly within the next 2 months
<b>4.5. Mechanisms in place to identify innovative</b>	<i>Regional (Non-SP)</i>	0	12 / 3 <i>per year</i>	: Evidence for the baseline comes from reports (blogging), budget allocations, administrative records from partners and/or agreements with Cos/project teams. The

<b>development solutions and expertise from outside UNDP share knowledge about them and quickly prototype them</b>	4.5.1. Number of new public-private-other partnership mechanisms that provide innovation solutions for development		2014 - <b>7 new partnerships:</b> MIT Poverty Action Lab, New School for International Development, Intellectual Ventures, Futurescaper, VeryNice Design Studio, Institute for the Future, Hawaii Research centre for Future Studies	independent evaluation is ongoing for the work that is the basis for the baseline, and therefore these numbers may be modified slightly within the next 2 months
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## II. Proposed development effectiveness indicators at regional level:

Outputs	Baselines	Targets / Milestones	Source of data
1. # of new CPDs supported by the hub meeting organisational QA standards	0	Tbd	IRH Reports
2. % of COs that receive hub support on gender that Show an increase in the percentage of expenditures with GEN2 and GEN3 in country offices	0%	2016 10% 2017 – 20% 2017-30%	IRH Report/Gender Action Plan
3. Number of certified COs by the Gender Equality Seal	4 (2014)	4 new 2015 2 new 2016 2 new or recertified 2017 Target by 2017 – 12 countries certified/recertified	HQ certification / Reports
4. % of COs supported with developed SP alignment action plans	Tbd	Tbd	RBEC report
5. % of COs supported by the hub where south-south or triangular cooperation is used to achieve results	30%	65%	Reports, including ROAR
6. Level of CO satisfaction with IRH services	Tbd	Tbd	From Service Tracker/COSMOS, clients' perception survey, evaluations

## Annex 8: KII Guide

	<i>Issues for discussion</i>	<i>Type of interviewees</i>			
		<i>CO</i>	<i>IRH</i>	<i>Government</i>	<i>International partners</i>
<b>1</b>	<b><i>Relevance</i></b>				
<b>1.1.</b>	<p>Relevance of the RP (<i>regional projects, services and Knowledge Products (KPs); separately and as a whole</i>) to the priority development challenges and emerging needs of the region as a whole and for the countries – judgment and reasons, recent changes in context (strategic opportunities and risks), ways of increasing relevance (if needed)</p> <p>Example of questions:</p> <p><i>Relevant or not? If not, then why? If yes, then how? Please illustrate with examples</i></p> <p><i>What needs to be done to make more relevant?</i></p>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>1.2</b>	Suggestion for RP priorities and focus for the next 2 years (for CO and IRH - from the country perspective)	<b>X</b>	<b>X</b>		
<b>1.3</b>	How the evolving partnership environment would benefit from use of non-UNDP sources?	<b>X</b>	<b>X</b>		
<b>2</b>	<b><i>Development Results and Effectiveness</i></b>				
<b>2.1</b>	The RP contribution to the realization of the RPD outcome – extent, performance criteria, what worked well and what did not (for countries - value added of the RP to the country program)		<b>X</b>	<b>X</b>	<b>X</b>
<b>2.2</b>	Factors accountable for (lack of) progress in achieving the outcomes (drivers of success and underlying causes of underperformance)	<b>X</b>	<b>X</b>	<b>X</b>	
<b>2.3</b>	What particular IRH tools (regional projects, Services, KP, etc.) were effective and how? If not/less effective, then why?	<b>X</b>	<b>X</b>	<b>X</b>	

2.4	How particular IRH tools (regional projects, services, KP, etc.) contributed to the outcomes? What affected the extent of contribution?	X	X		
2.5	What innovations (if any) were particularly valuable and effective and why?	X	X	X	
2.6	Examples of cross-thematic linkages for re-enforcing sustainability of development results?	X	X		
3	<b><i>Institutional Effectiveness and Efficiency</i></b>				
3.1	Has the RP made good use of its financial and human resources? How is the resource situation evolving?	X	X		
3.2	The effect from the recent structural changes (positive and negative)	X	X		
3.3	Satisfaction with the effectiveness and efficiency of the IRC. Changes/modification required in the modality of the operations of IRC?	X	X		
4	<b>Sustainability</b>				
4.1	Likelihood of sustainability of the RP inputs	X	X	X	X
4.2	Key sustainability elements	X	X	X	
5	<b>Lessons and Future Positioning</b>				
5.1	Key thematic, operational and institutional lessons to build on	X	X		
5.2	UNDP opportunities and risks for pursuing SDGs agenda and the role of the regional level	X	X	X	X



## Annex 9: UNDP CO Survey questionnaire

This questionnaire is to be filled **COLLECTIVELY** in by a team consisting of CO management and main specialists as a result of a group discussion

**1. Using the table below please assess in general the regional projects led by the RBEC/ Istanbul Regional Hub that your CO was involved in (or meant to benefit from) and/or other services provided by RBEC/IRH in the last two years**

### Regional projects

Please use the rating scale from 1 to 5, where 1 is very irrelevant/ ineffective/ inefficient / non-sustainable and 4 is very relevant / effective/ efficient / sustainable.

<b>1.1 Regional projects</b>	Relevance of this project/ initiative for your country's development priorities (rate 1-5)	Effectiveness of this project/ initiative in term of contributing to development in your country (rate 1-5)	Efficiency of implementation (rate 1-5)	Sustainability of produced results (rate 1-5)	Main strength/ benefits	Weaknesses	Key implementation challenges	Recommendations/ areas for improvement

### **1.2 Other support**

Please use the rating scale from 1 to 5, where 5. Very Satisfied 4. Satisfied 3. Neither Satisfied nor Dissatisfied 2. Dissatisfied 1. Very Dissatisfied

Type of support	Rating 1-5	Comments/ suggestions
Advise on strategy setting		
Support and guidance on regional programming		
Support and guidance on programming services (CPDs, UNDAFs)		
Support and guidance related to M&E and results-based management		
Support and guidance related to operation (finances, procurement, audit, IT, HR)		

## **2. Overall assessment of the UNDP RBEC/ IRH team in Istanbul**

**2.1 Please assess overall** institutional efficiency (resource management, procedures, processes, etc.) of the Istanbul regional team (using the same scale of 1-5)

1      2      3      4      5

2.2 List main strength of this team

2.3 List main weaknesses of this team (areas for improvement)

**3. Assess effectiveness of the specific support tools used at the regional level by Outcomes and sectors (assess only those you are aware of, using 1-5 scale)**

Related to	3.1 Sustainable development (Outcome 1 of Regional Program)									Recommendations for increasing their effectiveness
	Employment and social inclusion Policy and practice	Sustainable local development	Support to private sector for job creation	Social Protection and inclusion	Natural resource use & management	Improved waste management	Low carbon development	Climate change mitigation and adaptation	Energy access	
Advisory/ expert support										
Knowledge products										
Exchange/ networking										
Other (specify)										
Other (specify)										

Related to	3.2 Governance and Rule of Law (Outcome 2 of Regional Program)								Recommendations for increasing their effectiveness
	Anti-corruption and rule of law	Public service delivery	Public participation	Decentralization	Human rights, justice and legal aid	Security sector	HIV, Health and Development	Gender	
Advisory/ expert support									
Knowledge products									
Exchange/ networking									
Other (specify) _____									
Other (specify) _____									

Related to	3.3 Reduction of the Likelihood of conflict and disaster risk, including from Climate change (Outcome 3 of Regional Program)										
	Disaster Risk assessment	Conflict risk assessment	Risk Information management systems	Use of DPA/INDP tools; early warning, CDA, etc.	Risk management policies and strategies	Pilot disaster mitigation actions	Cross boundary peace building support	Approaches to confidence building and conflict transformation	Continuous HIV related services	Coordinated Disaster response and recovery	
Advisory/ expert support											
Knowledge products											
Exchange/ networking											
Other (specify)											
Other (specify)											

Related to	3.4 Prioritization of Poverty, inequality and exclusion in development debates (Outcome 4 of Regional Program)										
	HDRs, MDG/SDG monitoring and measurement	Human development related research	Citizen driven innovation and innovation lab concept	Small scale prototypes and approaches for scaling up	Strategic communications	Strategic partnerships with donors	SS/EE and triangular knowledge exchange	Support to emerging donors	Recommendations for increasing their effectiveness		
Advisory/ expert support											

Knowledge products									
Exchange/ networking									
Other (specify) _____									
Other (specify) _____									

**4. Assess (using the same 1-5 scale) main benefits (value added) of the regional and sub-regional UNDP work for the development work of your CO in the last two years**

4.1 Promotion of regional public goods	1	2	3	4	5
4.2 Management of cross-border externalities and spillovers, Solutions to cross-border and trans-boundary issues	1	2	3	4	5
4.3 Promotion of multi-country experiences and perspectives	1	2	3	4	5
4.4 Identification of key risks to development, promotion of experimentation and innovation	1	2	3	4	5
4.5 Experience and expertise exchange	1	2	3	4	5

4.6 Other (please specify) \_\_\_\_\_

1

2

3

4

5

## 5. Examples of effective regional projects

5.1 Give an example of the most effective or strategic regional project/ initiative that you are aware of in your region (Europe and CIS) that demonstrates value added COs can get from the regional team in Istanbul

Outcome 1 (if any): \_\_\_\_\_

Outcome 2 (If any): \_\_\_\_\_

Outcome 3 (if any): \_\_\_\_\_

Outcome 4 (If any): \_\_\_\_\_

## 6. CO priorities for regional support

6.1 Please list 5 most relevant thematic/ sectoral priorities for your CO programme for the next two years where you would like to get support from the regional level (starting with the most relevant one)

1 \_\_\_\_\_

2 \_\_\_\_\_

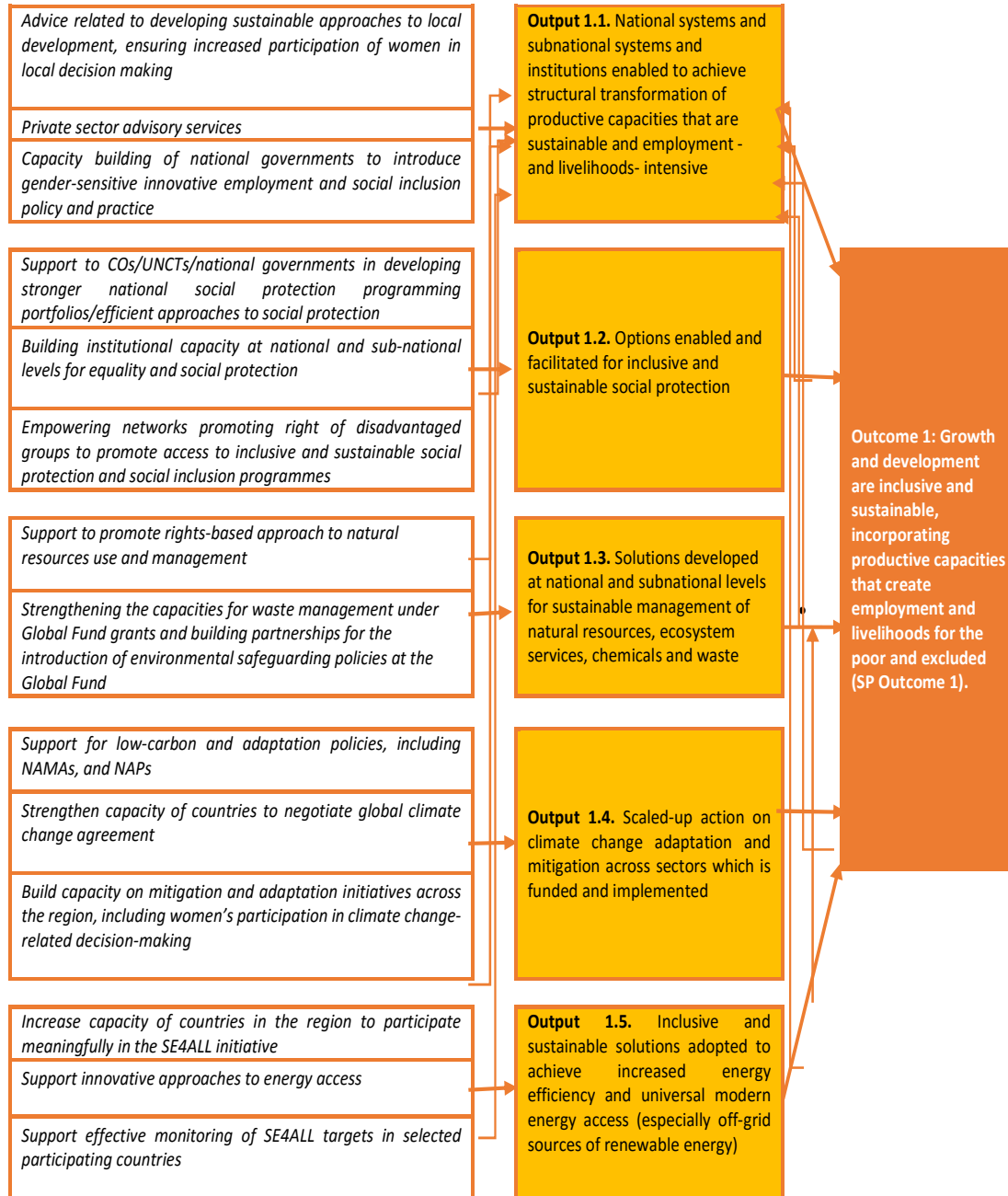
3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

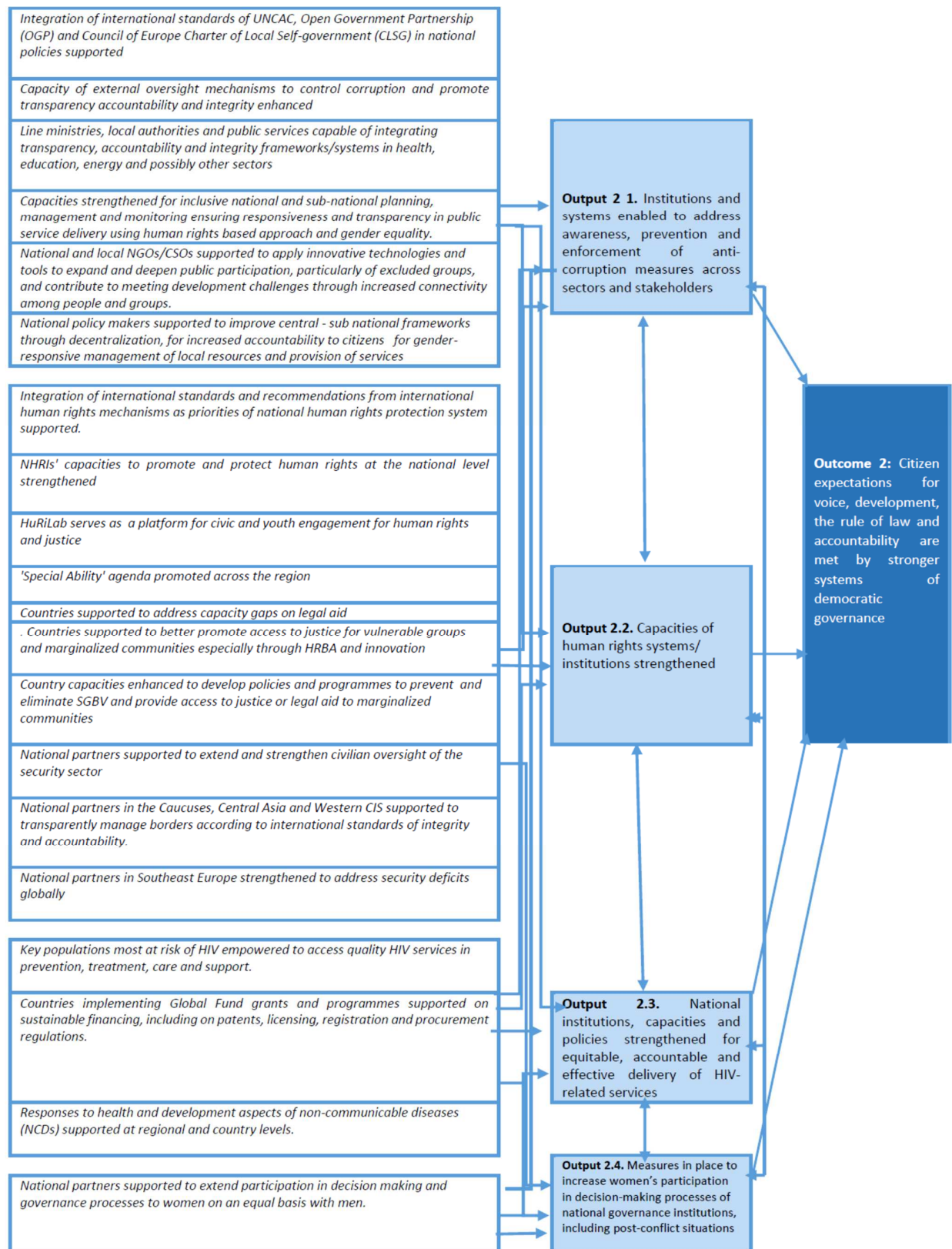
## Annex 10: Results chains of the Outcome

Figure 9: Results chain for Outcome 1





**Figure 10: Results chain for Outcome 2**



**Figure 11: Results chain for Outcome 3**

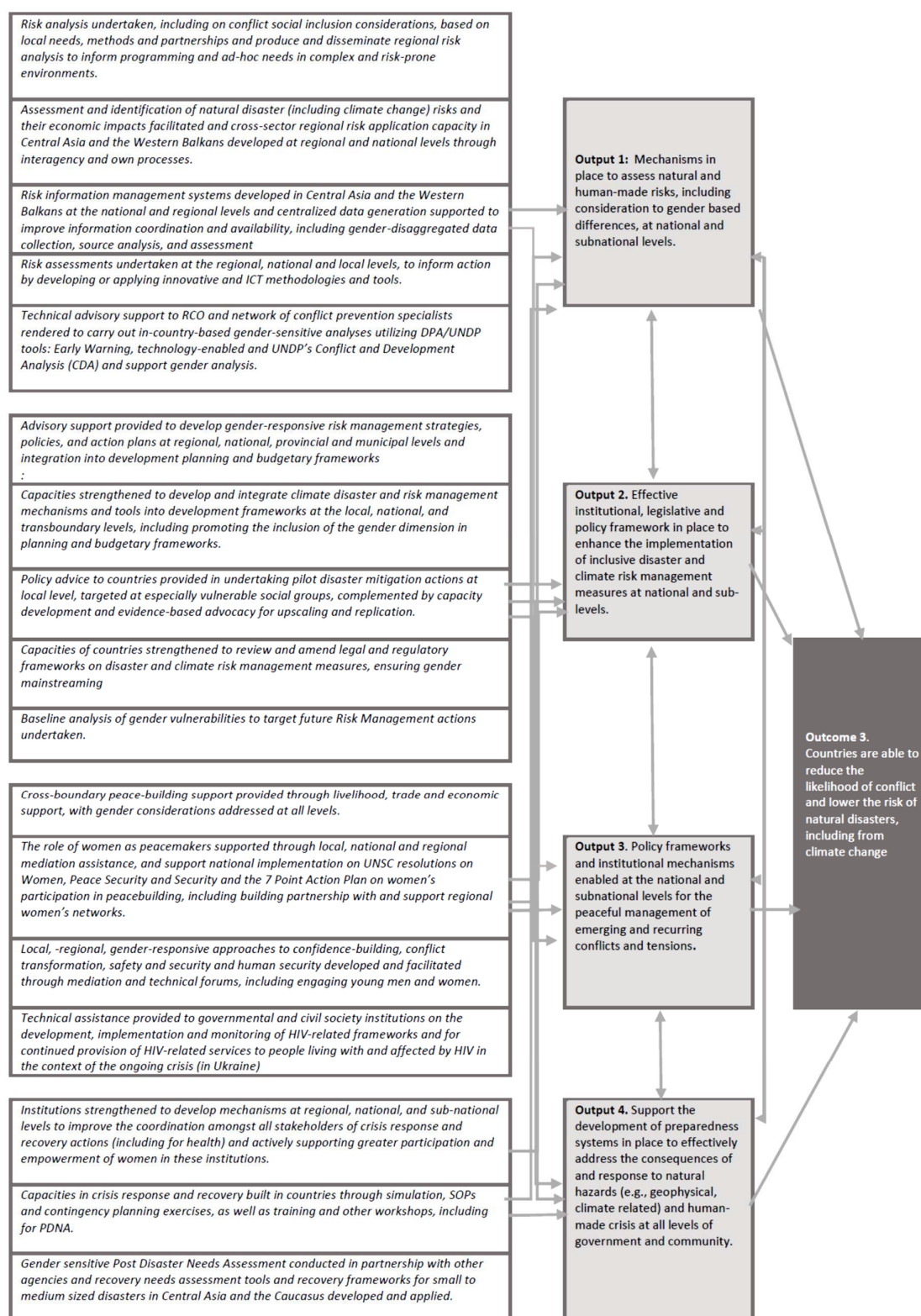


Figure 12: Results chain for Outcome 4

