

**UNDP  
Policy Support and Programme  
Development Office,  
Bratislava Regional Centre  
Europe and the CIS**

**Annual Report**

**2006**



## Table of Contents

<b>1.</b>	<b>INTRODUCTION.....</b>	<b>3</b>
1.1	THE REGIONAL CENTRE AND THE PROGRAMME SUPPORT AND POLICY DEVELOPMENT OFFICE .....	3
1.2	REGIONAL BACKGROUND .....	4
<b>2</b>	<b>KEY ACHIEVEMENTS IN 2006.....</b>	<b>5</b>
<b>3</b>	<b>PRODUCTS AND SERVICES DELIVERED IN 2006 .....</b>	<b>9</b>
<b>4</b>	<b>PSPD IN DETAIL: REGIONAL CHALLENGES AND SOLUTIONS.....</b>	<b>15</b>
4.1	FOSTERING DEMOCRATIC GOVERNANCE.....	15
4.1.1	<i>Local governance and decentralization .....</i>	<i>15</i>
4.1.2	<i>Public Administration Reform and Anti-Corruption .....</i>	<i>17</i>
4.1.3	<i>Human Rights and Justice .....</i>	<i>18</i>
4.1.4	<i>ICT for Development (ICTD) .....</i>	<i>19</i>
4.2	POVERTY REDUCTION AND ECONOMIC DEVELOPMENT.....	20
4.2.1	<i>Human development, MDGs and poverty monitoring .....</i>	<i>20</i>
4.2.2	<i>Promoting Civic Engagement.....</i>	<i>21</i>
4.2.3	<i>Private Sector Development .....</i>	<i>22</i>
4.2.4	<i>Trade .....</i>	<i>23</i>
4.3	ENERGY AND ENVIRONMENT .....	24
4.3.1	<i>Integrated Environmental Policies.....</i>	<i>24</i>
4.3.2	<i>Biodiversity and sustainable land management.....</i>	<i>25</i>
4.3.3	<i>Water Governance .....</i>	<i>26</i>
4.3.4	<i>Access to Sustainable Energy.....</i>	<i>26</i>
4.4	MANAGEMENT .....	28
4.5	CROSS-CUTTING THEMES.....	29
4.5.1	<i>Crisis Prevention and Recovery .....</i>	<i>29</i>
4.5.2	<i>HIV/AIDS .....</i>	<i>30</i>
4.5.3	<i>Gender.....</i>	<i>31</i>
4.5.4	<i>Evaluation .....</i>	<i>31</i>
4.5.5	<i>Emerging Donors Initiative (EDI) .....</i>	<i>33</i>
4.6	KNOWLEDGE MANAGEMENT.....	34
<b>5</b>	<b>ANNEX.....</b>	<b>36</b>

*The objective of this report is to highlight the achievements of the Bratislava Regional Centre (BRC) in 2006 and outline critical issues pertaining to the work of the Centre. The main target audience of this report is the Bratislava Supervisory Board, as well as our main clients – Country Offices.*

## 1. INTRODUCTION

### 1.1 The Regional Centre and the Programme Support and Policy Development Office

The **Bratislava Regional Centre** (BRC) of the United Nations Development Programme (UNDP) is a hub of knowledge and expertise, well positioned to share and implement lessons of development with Eastern Europe and the Commonwealth of Independent States (CIS). Governments, civil society, and the private sector benefit from the work of the BRC, whose experts provide a wide array of policy advice and programme support.

“Let me congratulate you and your colleagues for the excellent support provided by BRC to Georgia. I look forward to our continued cooperation...”

– **Robert D. Watkins,**  
**UNDP Resident Representative**  
**UN Resident Coordinator**

The BRC's **Programme Support and Policy Development** (PSPD) Office integrates regional programming, advisory services and knowledge management with the help of its team of in-house policy advisors, backed by an extensive network of external experts. To help countries in the region meet the Millennium Development Goals (MDGs), the PSPD provides support in the abovementioned areas to the UNDP and UN Country Teams in the region focusing on:

- Democratic Governance
- Poverty Reduction
- Energy and Environment
- Cross-cutting areas of HIV/AIDS, Gender, Crisis Prevention and Recovery
- Management and Evaluation

Policy advisory services and regional programming are backed by research and regional publications. These reports and knowledge products are aimed at enhancing national and regional capacities, supporting programming and providing effective advocacy tools.

## 1.2 Regional Background

The countries of the region recorded major development successes during 2001-2006. Human development index rankings in the region are uniformly better today than they were in 2001. Economic growth has been strong across much of the region, and some of the highest growth rates were recorded in the less wealthy economies, such as Tajikistan and Azerbaijan. Relatively large endowments of human capital, particularly in terms of skilled labour, are clearly paying off. Countries in the Western Balkans and Central Asia continued to recover from the conflicts of the 1990s.

Institutional frameworks for viable market economies, democratic polities, and independent civil societies matured within the region. This is the case both for states that underwent dramatic transitions away from Soviet-era structures in the 1990s, and for other countries in the region, such as Turkey. Improvements in environmental sustainability often went hand in hand with economic growth.

One of the region's most important development successes was the May 2004 accession of 10 countries to the European Union (EU). This was followed by the entry of Romania and Bulgaria in January 2007. In addition to representing the attainment of ambitious development goals, these broadly successful transitions are important global development events in their own right.

These hopeful trends were offset, however, by troubling tendencies. The relatively high development levels in the region, combined with its improving economic picture, deflected attention from the global development agenda articulated in the Millennium Declaration and the Millennium Development Goals (MDGs). The rapid economic growth of 2001-2004 was often accompanied by less robust progress – and sometimes regression – in poverty alleviation. Progress in extending the benefits of globalization and democratization to all the region's citizens remained uneven, with women, children, and ethnic minorities too often victims of poverty and social exclusion.

Ensuring high standards of democratic governance remains a challenge for many countries. The region is not free of human rights abuses, and the conduct of elections has raised domestic and international criticism. Civil society organizations face restrictions in some countries. Conflicts in the Caucasus and Moldova continue to defy resolution. Trafficking in human beings, weapons, and narcotics is a growing concern. Manifestations of gender inequality, including violence against women and unequal political and economic participation, remain pervasive.

Demographic and migratory trends are causes of deep concern. Except in Central Asia, Azerbaijan, and parts of the Western Balkans, populations are aging and declining and fertility rates are falling, and in some CIS countries mortality rates are rising, particularly for men. Legacies of forced migrations continue to cast long shadows over development prospects in the Western Balkans. Unfavourable HIV/AIDS and other epidemiological trends that have taken hold in some CIS and new EU countries could undermine sustainable economic growth

## 2 KEY ACHIEVEMENTS IN 2006

In 2006, the Policy Support and Programme Development (PSPD) Office continued to increase its policy-advisory and technical support to country offices as well as deliver regional programming. Support provided to country offices grew by 17 percent in 2006 compared with the previous year, totalling 911 requests fulfilled with growing client satisfaction.<sup>1</sup>

"In general excellent services and always very prompt feedback. Specifically, would like to mention the work on the Global Compact and SCR, Democratic Governance and Human Rights, E-Governance, MDGs, Environment and the CEDAR."

– From Annual Client Feedback Survey

The majority of support was in the form of programmatic assistance and office backstopping, and in the area of Democratic Governance. Regional programming delivery of the 44 regional projects was \$16.8 million in 2006 with a substantial increase in non-core delivery (43 percent above the previous year's), thanks to successful resource mobilization efforts. The PSPD also supported knowledge management, providing guidance and support to 10 active Communities of Practice (CoPs).

### Shaping policies through ground-breaking research

In an effort to strengthen national programming with policy-oriented intellectual leadership, the BRC developed over 25 key regional publications, including regional human development reports, knowledge products, newsletters, and policy briefs.<sup>2</sup>

The centre published two flagship Regional Human Development Reports. *At Risk: Roma and the Displaced in Southeast Europe*, which provides data and analysis on exclusion and vulnerability of Roma and internally displaced persons (IDPs). Linked to the *Decade of Roma inclusion*, the publication resulted in programmatic follow-up, including a regional vulnerability project and national vulnerability studies.

The second flagship report, *National Millennium Development Goals: A Framework for Action*, shows how MDGs can be applied to development challenges in Eastern Europe and the CIS, and how much progress has been made at the national level towards meeting these goals. As a follow-up, national development strategies were supported, and a conference on the lessons of MDG needs assessment was held in Dushanbe, Tajikistan.

The BRC also published three editions of the regional newsletter, *Development and Transition*, launching the publication at forums and conferences held in Ukraine, Brussels, and Uzbekistan. Published in partnership with the London School of Economics, the newsletter provides independent views on development and transition issues in our region (including Turkey), as well as disseminates the policy lessons of successful UNDP projects. Serving as a forum for both academic and policy-oriented discussions, the newsletter bridges the gap between theory and practice. It also fulfils a crucial internal communication function, by educating UNDP staff about the work we do in the region.

Other key publications included *Democratizing Security in Transition States*, focusing on concrete lessons of security sector reform; a toolkit on *Localizing the MDGs* with a related training programme, a guide on *Cooperation among Municipalities*; a *Pro-poor Municipal*

<sup>1</sup> According to the BRC Annual Client Survey, the average score of the quality of advisory support was 3.6 compared to 3.3 last year. (A scale of 5 used, where 1=Poor, 2- Below Average, 3=Average, 4-Above Average, 5=Excellent.)

<sup>2</sup> A list of regional publications and knowledge products can be found in the Annex.

*Public-private Partnership* toolkit; a guide *National Institutional Framework for the Kyoto Protocol Flexible Mechanisms*; a guide for *Ombudsman* institutions on *How to handle complaints* and *How to conduct an investigation*; an e-Governance handbook on *How to Establish and Run a Successful Telecentre*; a reference guide for horizontal integration on *Administrative Capacity Building in Prospective and New EU Member States* and an HIV/AIDS Vulnerability study methodology, among others.

Robust programming and policy advisory services followed these publications, promoting BRC's role as a key thought leader on development and transition issues.

### **Furthering UN Reform**

In support of the Secretary-General's agenda of advancing UN Reform, the PSPD also took steps towards deepening relations with other UN agencies. UNDP continued its partnership with UNEP and UNECE on the Environment and Security initiative, which is helping governments assess and address environmental and security risks through international dialogue and regional cooperation. In partnership with UNIFEM and ILO, a regional programme on enhancing the implementation of gender legislation in the region was established, and cooperation on gender statistics is ongoing with UNECE. UNODC and UNDP are together implementing a regional anti-corruption project to link anti-corruption practitioners. On HIV/AIDS, programming relations with UNAIDS are strong and ongoing. A partnership with UNECE for economic education and research support continued in 2006. In addition, the PSPD collaborated with UNICEF and UNECE on the production of an MDG database and tracking tool.

### **Democratic Governance**

In 2006 the Practice established a major new partnership with the Government of Greece to make governance in our region more accountable to citizens. At the sub-national and local level the Practice supported a number of countries in the Western Balkans in helping them to bring the MDGs closer to the people, and to integrate a human rights and gender perspective into local planning and implementation. In Central Asia the Practice helped to train local government leaders in initiating change and driving pro-poor development. The Practice also ensured that robust services and programming followed publications. For example, it organized a training programme on how to implement PPPs in the Western Balkans after publishing a toolkit entitled *Public-Private Partnerships for Municipal Service Delivery*.

### **Poverty Reduction**

During 2006, the Poverty Reduction Practice successfully launched two major donor-funded programmes in cooperation with the Global Compact Office and BRSP's 'Growing Sustainable Business' project. Both programmes aim to promote pro-poor investments in supply chains or markets at the 'bottom of the pyramid'. Participating countries include Albania, Belarus, Bosnia and Herzegovina, Georgia, Macedonia, Moldova, Russia, Serbia, and Turkey. Furthermore, the BRC assisted UNDP Georgia in developing – in cooperation with the Government of Georgia – an agreement to conduct an assessment of the impact of a potential free-trade agreement between Georgia and the European Union.

The Poverty Reduction Practice also organized a summer school on sustainable human development together with Central European University in Budapest, which further promoted the human development paradigm as an important measure of progress and well-being. In addition, the Practice carried out critical support to country offices, such as providing guidance on how to assess the socio-economic impact of a possible avian flu outbreak in Serbia and Montenegro.

## Environment and Energy

In 2006, the Environment and Energy Practice was instrumental in leveraging more than \$172 million from the Global Environmental Facility and provided advisory support to more than 140 projects. Following on the successful launch of the global HDR 'Beyond Scarcity', the practice co-organized a pioneering Water Fair on the Internet to publicize and foster discussion on water issues in the region. The event registered over 600 users and witnessed over 1,800 visitors over three days. The Water Fair was organized jointly with the Beirut Sub-Regional Resource Facility. The Practice has also established key new partnerships on water issues with such private-sector partners as Coca-Cola ('Every drop counts').

In 2006, the BRC became the lead entity in managing the Regional Desk for the Environment and Security Initiative, a multi-donor, multi-country initiative that aims to reduce the security risks emanating from environmental problems. Furthermore, 24 biodiversity projects aim to improve conservation management on more than 24 million hectares of protected areas. This has become the largest portfolio in the region, with a total value of more than \$200 million.

## Management

In May 2006, the PSPD's regional Management practice was created, in order to integrate key functional areas of management as part of PSPD programming work and to complement the range of services offered. In its first half-year, the management practice launched an on-line Toolkit for the implementation of the Results-Management Guide. This was implemented in 15 country offices in the region, with a high level of positive feedback. Three hundred forty RBEC staff were certified at PRINCE2 foundation level as of December 2006, which is the second highest number after RBAP. In addition, 19 RBEC staff were certified at PRINCE2 practitioner level, out of a total of 46 globally.

## Cross-cutting areas

Crisis Prevention and Recovery (CPR), HIV/AIDS and gender constitute the BRC's cross-cutting areas. In addition to publishing a key report on security sector reform, *Democratizing Security in Transition States*, CPR focused on mainstreaming conflict prevention into regional programmes. PSPD staff mobilized resources from such organizations as the World Bank (\$25 million) for a multi-country HIV/AIDS project in Central Asia. In line with the corporate priority of mainstreaming gender into all UNDP programmatic work, the Gender cross-cutting area prepared an update of a ground-breaking regional handbook on gender mainstreaming that was published earlier this year.

## Evaluation

Thirteen countries (Armenia, Ukraine, Croatia, Cyprus, Turkey, Russia, Moldova, Turkmenistan, Croatia, Romania, Kosovo, Poland, and Macedonia) in 2006 received direct support from the regional evaluation services in Bratislava. Support was extended to UN/UNDP offices in outcome/project evaluations as well as guidance on UNDAF and/or project evaluability including technical support in improving the UNDAF results framework. A number of outcome evaluations were supported during 2006. This included financial support<sup>3</sup> and technical support to six outcome evaluations in Turkmenistan, Moldova, Macedonia, Ukraine, Croatia, and Russia. The evaluations were undertaken in accordance

<sup>3</sup> Financial support to four COs out of the six receiving technical support.

with standards and guidelines developed by the UNDP Evaluation Office. The PSPD also supported the rollout of the corporate evaluation policy in the region through missions, as well as a workshop for evaluation focal points. Cooperation on evaluation with UNICEF became stronger, as the PSPD operates in a joint workplan on evaluation with UNICEF. This year the workplan focused on networking and exchange of information within and outside the UN system in the region.

### **Emerging Donors Initiative**

Since the early 1990s, RBEC has been supporting 'emerging donors'; that is, helping countries to build up trust funds for sharing their transition expertise with states less developed than they. In 2006, this initiative raised funds in the amount of \$4.5 million (\$3.5 million for the Slovak Trust Fund, \$800,000 for the Czech Trust Fund, plus others). In 2006 cooperation also extended to Turkey's development agency (TIKA). As a signal of closer cooperation, its vice president was seconded to BRC during the first half of the year.

### **Knowledge Management**

The Knowledge Management Fund continued to further PSPD's intellectual leadership on development and transition issues. In 2006, nine CoPs were functioning and 18 CoP events were held, with the KM Fund providing financial support for many of these initiatives. During 2004-2006, 70 Action Reflection Notes, 24 How-to guides and six prospectuses and four web-based tools were developed. New and innovative ways to share knowledge were implemented, such as holding a Virtual Water Fair in November for three days. Furthermore, in 2006 great strides were taken in turning the regional intranet into a true knowledge portal serving the needs of country offices. In addition, BRC expanded the WIDE roster, a major database of experts, by growing the numbers of experts on file from 66 to 532.

### 3 Products and Services Delivered in 2006

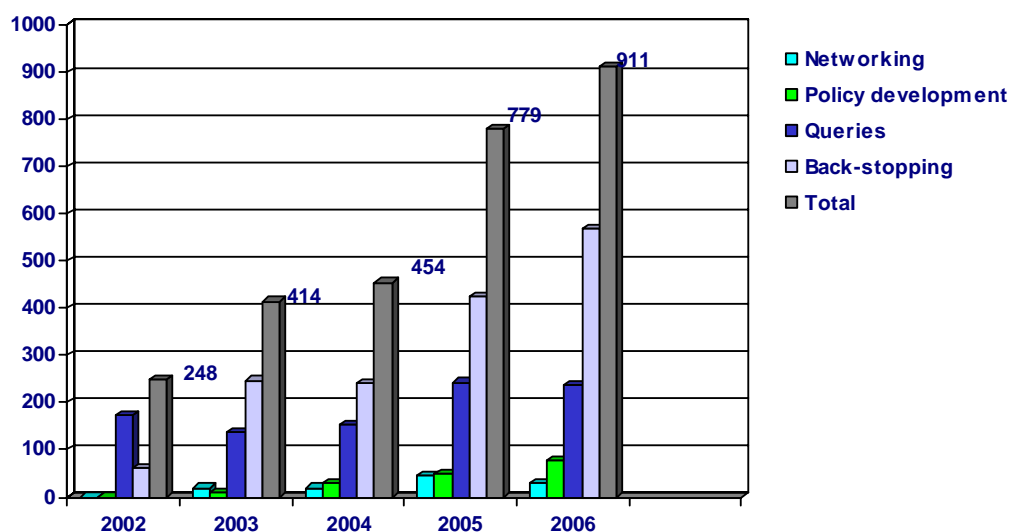
#### Advisory Services

In 2006, the PSPD delivered advisory services through on-site missions and desk-support. This service delivery was made in response to client demand, and contributed to country offices' ability to respond to national-level challenges. Interventions enhanced the capacity of country offices and other clients to formulate programmes, expand project portfolios, develop policies, and implement projects.<sup>4</sup> Examples of specific contributions include designing country programming vision and strategy, developing the local governance portfolio, localizing MDG planning, strengthening UNDP's position as a prime development actor in the area of decentralization, developing national human development reports, promoting public-private partnerships, designing projects on climate change mitigation, and developing resource mobilization opportunities.

In the Annual Client Survey, clients rated the quality of PSPD advisory services at 3.4<sup>5</sup> (above average), giving the highest marks – both in importance and quality – to PSPD's 'responsiveness to client needs' (4.3 and 3.7 respectively), and 'meeting client expectations' (4.1 and 3.6 respectively).

Overall, in 2006 the Centre continued to surpass the previous year's output, fulfilling 911<sup>6</sup> service requests from the 24 country offices and other clients (HQ and other regions) – 17 percent more than in 2005.

**Figure 1: Trend of service requests by service type**



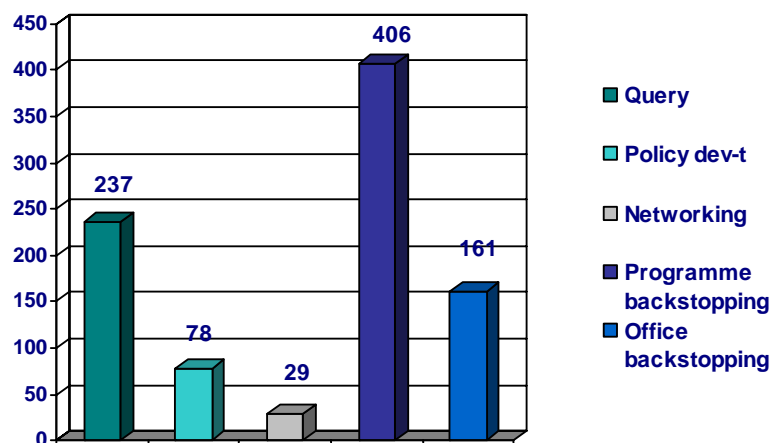
<sup>4</sup> Based on the results of the Annual Client Survey in 2006.

<sup>5</sup> Scale used for quality of services: 1=Poor; 2=Below Average; 3=Average; 4=Above Average; 5=Excellent.

<sup>6</sup> Service level statistics are based on the Service Tracker, a self-reporting tool.

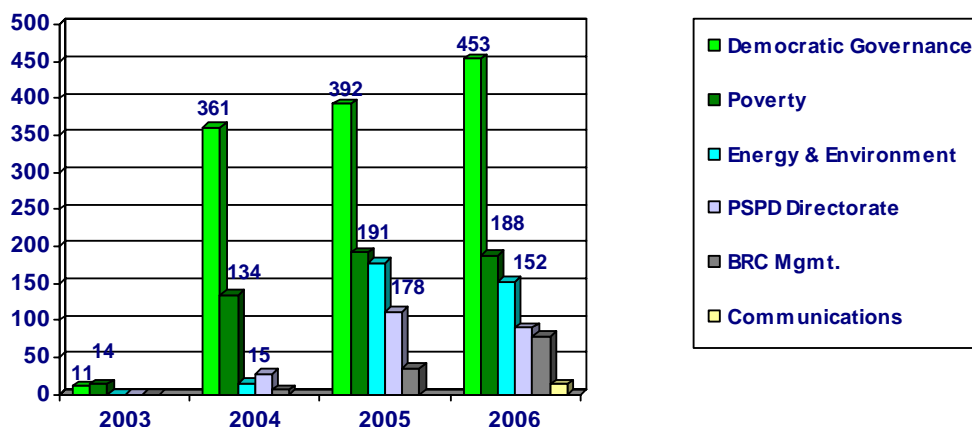
Broken down by service type, the majority of services was provided in programme backstopping (44%) and short queries (26%).<sup>7</sup>

**Figure 2: Overall services by service type**



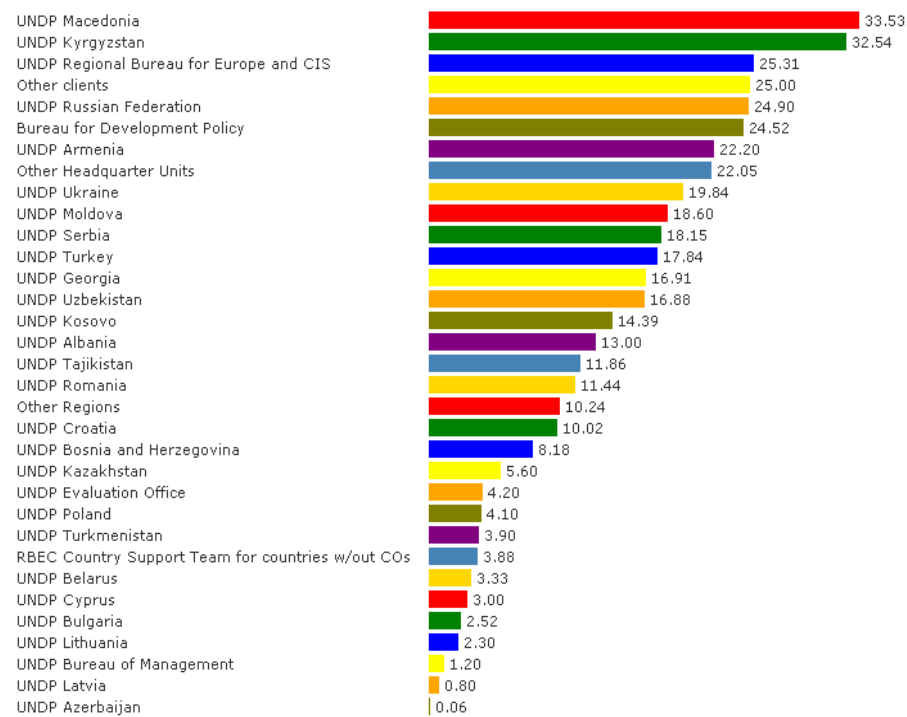
Combined figures also show that almost 50 percent of the services provided were in the area of Democratic Governance, continuing similar trends from previous years.

**Figure 3: Services provided by Practice**



The top 10 clients in terms of number of services provided were the Bureau for Development Policy (BDP) (101 requests), RBEC HQ (92), Macedonia (56), Kyrgyzstan (44), Kosovo (42), Serbia (42), Ukraine (39), the Russian Federation (36) and Moldova (34). As for backstopping services provided through advisory missions, the top countries receiving the most person-weeks were Macedonia (33.53 person-weeks) and Kyrgyzstan (32.54 person-weeks).

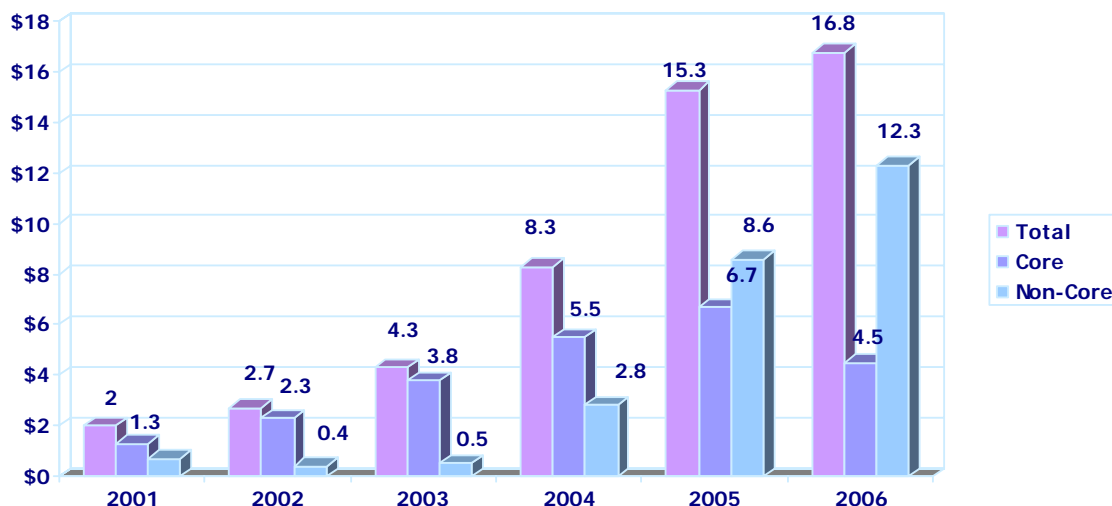
<sup>7</sup> Service Type definitions used: *Programme backstopping*: work which is or could be financed from a development project budget, always based on a Terms of Reference (TOR); *Office backstopping*: Work which is or could be financed from a Country Office or Unit budget, either ad-hoc or based on a TOR; *Corporate policy development*: Developing and defining corporate policy, development products and services (client is usually BDP); *Networking*: Participating in professional networks and associations, linking with UN agency or inter-governmental organizations; leading the in-house Community of Practice networks (initiated by PSPD itself); *Query*: A request for information that can be answered within half a day and sent back to the requester within five working days.

**Figure 4: Services provided by client**

## Regional Programming

PSPD continued to implement regional programming, with a total of 44 projects. Out of a total BRC delivery of \$23.6 million, \$16.8 million (71 percent) was delivered by the regional programme. Thanks to resource mobilization efforts, the proportion of non-core resources and delivery significantly rose from \$8.6 million in 2005 to \$12.3 million in 2006.

**Figure 5: Regional programme delivery-core vs. non-core**



Regional projects were implemented in the areas of Democratic Governance, Poverty Reduction, Energy and Environment, Gender, HIV/AIDS and Crisis Prevention and Recovery (CPR). In 2006 the Energy & Environment practice delivered \$5.9 million of regional programming, the Poverty Reduction practice \$1.2 million, followed by the Democratic Governance practice with \$1 million.

**Figure 6: Regional programme delivery by practice**

	No. of projects	Total Budget (\$)	TRAC Delivery (\$)	Non-core Delivery (\$)	Total Delivery (\$)	TRAC Delivery Rate	Total Delivery Rate
<b>Democratic Governance</b>	17	1,400,000	300,000	700,000	1,000,000	70%	71%
<b>Poverty &amp; MDGs</b>	11	1,500,000	400,000	800,000	1,200,000	77%	80%
<b>Energy &amp; Environment</b>	19	8,900,000	630,000	5,270,000	5,900,000*	81%	66%
<b>Gender</b>	2	110,000	31,000	69,000	100,000	89%	91%
<b>HIV</b>	1	120,000	80,000	0	80,000	67%	67%
<b>Emerging donors</b>	5	5,600,000	100,000	5,400,000	5,500,000	58%	98%
<b>KM and evaluation</b>	2	270,000	113,000	37,000	150,000	49%	56%
<b>Other (salaries, misc., sub-regional, RD DF)</b>	15	3,800,000	2,763,000	137,000	2,900,000	77%	74%
<b>TOTAL</b>	<b>44</b>	<b>21,700,000</b>			<b>16,830,000</b>		<b>78%</b>

\* Including UNOPS-executed projects, in the amount of \$4.04 million.

In the Annual Client Survey, PSPD clients rated the quality of regional programming at an average level (3.1<sup>8</sup>). The *CO role in implementation of regional projects* was rated as most important within this area (4.1<sup>9</sup>), while from the perspective of quality, *CO involvement and cooperation in the design of regional and sub-regional projects and activities* ranked at an average level (3.1), signifying the need to continue focusing on strengthening cooperation with country offices on regional projects.

## Knowledge Management

Capacity building in the region is of high importance, and the PSPD plays a key role in enhancing capacities of practitioners through the management of Communities of Practice, networking, development of knowledge products, and delivering training events.

According to the results of the Annual Client Survey, the quality of Knowledge Management services is rated above average level (3.2)<sup>10</sup>. Clients rated as most important in knowledge management *Communication & Information Sharing, Organizing Communities of Practice (CoP) events for Knowledge Sharing and Knowledge Generation in BRC/PSPD* (all rated as 4<sup>11</sup>). *Organizing Communities of Practice (CoP) events for knowledge sharing* also rated as the highest in quality (3.5<sup>12</sup>), while *Support COs in the application of knowledge products for programming* still needs to be improved (rated 3.0 for quality), as well as *Regional Website for Communications and Knowledge Management* (rated 3.1 for quality).

In 2006, 10 active Communities of Practice were running, focusing on sharing best practices, building knowledge and skills in their substantive areas. Eight Community-of-Practice events were held during the year, some of them optimizing cross-practice cooperation:

- Public Administration Reform and Anti-corruption
- Local Governance, Human Rights & Justice and Gender (cross-practice event)
- Public-Private Partnerships
- Energy and Environment
- Regional Communications and Public-Private Partnerships
- Local Democratic Governance, Civic Engagement and MDGs Knowledge Fair (cross-practice event)
- ICTD/E-Governance
- Management Practice

As a substantial support to the communities of practice, the Centre produces knowledge resources, including strategic regional publications, toolkits, how-to guides and other targeted products. In 2006, the Centre produced 25 main publications and knowledge products<sup>13</sup>.

<sup>8</sup> Scale used for quality of services: 1=Poor; 2=Below Average; 3=Average; 4=Above Average; 5=Excellent.

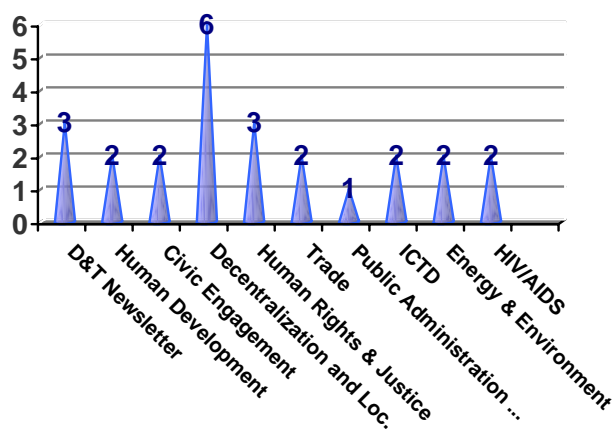
<sup>9</sup> Scale used for importance of services: 1=Not important; 2=Low importance; 3=Neutral; 4=Important; 5=Very important.

<sup>10</sup> Scale used for quality of services: 1=Poor; 2=Below Average; 3=Average; 4=Above Average; 5=Excellent.

<sup>11</sup> Scale used for importance of services: 1=Not important; 2=Low importance; 3=Neutral; 4=Important; 5=Very important.

<sup>12</sup> Scale used for quality of services: 1=Poor; 2=Below Average; 3=Average; 4=Above Average; 5=Excellent.

<sup>13</sup> A list of key knowledge products and publications can be found in the Annex.

**Figure 7: Number of publications and products per practice area in 2006**

In support of capacity development, the centre also supported and managed the RBEC Expert Exchange scheme<sup>14</sup>. During 2006, 20 missions took place with the involvement of 23 offices (for comparison, in 2005 there were 19 missions). (In addition, one exchange mission took place outside the scheme, granted as an award during a Knowledge Fair at a CoP meeting<sup>15</sup>.) Twelve missions were on programme/project matters, six on operations and two on communications. As a result of collected points from the scheme, two country offices earned free-of-charge BRC advisory missions.

**Figure 8: Expert exchange scheme: status of points as of 01 May 2007**

Country office	Total points collected	BRC free missions	Points on May 1, 2007
Azerbaijan	9	1 (-5 points)	4
Albania	8		8*
Macedonia	8		8*
Bulgaria	7		7*
Uzbekistan	6	1 (-5points)	1
Moldova	6		6*
Bosnia	4		4
Serbia	3		3
Belarus	3		3
Kazakhstan	3		3
Tajikistan	3		3
Latvia	2		2
Kosovo	1		1
Kyrgyzstan	1		1
Armenia	1		1
Montenegro	1		1
Romania	1		1
Turkey	1		1

\* Country offices eligible for a fully-funded BRC advisory mission

<sup>14</sup> See the description of the exchange scheme in the Annex.

<sup>15</sup> Gaukhar Zhorabekova and Yerlan Aliyev won an exchange mission from Kazakhstan to Croatia at a joint CoP meeting in Bishkek 31 October - 1 December 2006. The event was titled "Promoting knowledge exchange for localizing the MDGs through good local governance and civic engagement".

## 4 PSPD in Detail: Regional challenges and solutions

### 4.1 Fostering Democratic Governance

#### **Background**

Some countries of the region have become progressively more democratic during the last decade. Citizens of Central Europe, the Balkans, and the Commonwealth of Independent States (CIS) have lived through a dramatic transformation, witnessing the modernization of public institutions, including the parliament, the executive and civil service, the justice sector, and the creation of competitive market economies.

However, in many of the countries of the region there are two formidable challenges that prevent the strong post-1998 economic growth from translating into sustainable human development and the achievement of the MDGs. There is 1) a lack of political will to implement pro-poor policies, and 2) a lack of state capacity. In too many CIS countries, democratic governance reforms are stagnating, leading to powerful surges in corruption, human rights abuses, and social exclusion.

#### **Key achievements in 2006**

In 2006, the Democratic Governance Practice responded to 109 queries and 125 person-weeks of backstopping requests including missions. The policy advice and technical assistance provided to our main client – the country offices – and the knowledge management services performed, resulted in high-quality national programmes addressing the region-specific key governance challenges, forging strategic partnerships and mobilizing resources. The capacity development tools and manuals that have been developed were instrumental in achieving our objectives and promoting democratic governance for poverty reduction across the region.

The overriding objective of our work in 2006 was to further ensure high standards of democratic governance and champion inclusive growth and human development. For example, a project funded by the Government of Greece has provided technical assistance and strengthened national capacities to transform public institutions so that they become effective, accountable, and responsive. At the sub-national and local level we have supported a number of countries in the Western Balkans (e.g. Macedonia, Albania, Serbia, etc.), Caucasus (Armenia and Georgia), and Central Asia to further advance the decentralization reforms and bring the MDGs closer to the people, integrating human rights and gender into local planning and implementation, and linking local priorities with national policies and budgeting processes.

#### **4.1.1 Local governance and decentralization**

##### **Key achievements in 2006**

*Policy Advisory Support* – In 2006, more than 90 person weeks of policy development, programme backstopping, networking and knowledge management were spent by the members of the Local Governance and Decentralization sub-practice. Policy Advisors also participated as experts and keynote speakers at high-level global

“Contributed to ... ii) Local self-governing bodies improve delivery of public services and introduce participatory mechanisms for monitoring public services. The CO got very professional and timely support from the Regional Centre...”

– Armenia CO, From Annual Client Feedback Survey

and regional meetings.

In 2006, the sub-practice adopted innovative approaches to knowledge management, especially focusing on the development of the Community of Practice. For example, UNDP Armenia and the Bratislava Regional Centre hosted in Yerevan a Joint Community of Practice meeting entitled "Applying a Human Rights-Based Approach and Mainstreaming Gender in Local Development Programming and Implementation" to bring together experts from the Communities of Practice in Local Governance and Decentralization, Human Rights and Justice and the crosscutting theme of Gender mainstreaming. The meeting brought together 15 practitioners from UNDP country offices from the Western Balkans and the Caucasus, the Regional Gender Advisor from the Regional Centre in Bangkok, and two Cluster Leaders from RBEC New York as well as six staff from the PSPD. The key results achieved include: (i) tools, lessons learned and methodologies for applying the human-rights based approach and gender mainstreaming to local development programming were shared and the capacity of the community-of-practice members was enhanced; (ii) a draft toolkit was prepared to be finalized and launched in 2007.

In an attempt to further strengthen the capacity of COs, other partners and local development actors, we have prepared a number of tools and methodologies. For example, work was conducted on a multi-country comparative study analyzing the impact of fiscal decentralization on public service delivery and decentralization in collaboration with the International Monetary Fund; to be further expanded in 2007. In addition, A guide to inter-municipal partnership strategies was published entitled "*Joining Forces and Resources for Sustainable Development - Cooperation among Municipalities. A Guide for Practitioners*".

*Regional Programming* - Within the framework of the Capacity 2015 regional programme, a network of three information, learning and knowledge sharing systems (ILN) was established, supported and strengthened covering Western CIS (with a hub in Moldova), Western Balkans (Serbia) and Central Asia (Kyrgyzstan). The network supported the mapping and documentation of knowledge and best practices in sustainable local development and the localization of the MDGs, the sharing and dissemination of successful experiences, and the application of models and approaches to effective delivery of public goods and services.

Regarding the localization of the MDGs, the first phase of a collaborative cross-practice initiative aiming at strengthening local leaders' capacities to mobilize communities and implement the MDGs at the local and sub-national levels in Central Asia has been successfully completed. Capacity deficiencies have been addressed through the preparation of a "Leadership for localization of the MDGs" training programme. The programme has been tested and validated through organizing training-of-trainers workshops in Uzbekistan and training of local leaders from Central Asia in Kyrgyzstan. More than 30 local leaders were exposed to the leadership methodology, which strengthened their abilities to drive local development and motivate communities to participate in the decision-making process. As a follow up to the training, a number of new initiatives aiming at the localization of the MDGs and inclusive development were encouraged in some of the Central Asian countries (for example in Kazakhstan, Tajikistan and Kyrgyzstan).

#### ***Strategic priorities and challenges in 2007***

In 2007 the Local Governance and Decentralization sub-practice will continue to provide policy support, knowledge management and community-of-practice support services, and will continue to implement regional programmes to develop capacities for good governance and integrated development at the sub-national level as a means to achieve broader development outcomes such as the MDGs.

#### 4.1.2 Public Administration Reform and Anti-Corruption

##### **Key achievements**

In 2006, the PAR-AC sub-practice focused on building its programme portfolio, strengthening the programming role of the regional Community of Practice (CoP), and giving quality programmatic and advisory support to country offices. A roundtable of UNDP practitioners and external experts on PAR-AC in March 2006 discussed new approaches to PAR-AC programming in Eastern Europe and the CIS. The key recommendations included focusing on

public service delivery as the entry point for PAR-AC projects, facilitating East-East professional exchanges and networking among practitioners as a way to improve regional programming, and more closely linking UNDP's regional and country-level programming.

"I want to congratulate you and your colleagues on an excellently organized and run meeting... very interesting and beneficial... very high quality speakers."

"Absolutely very useful. Very interactive, with a lot of opportunity for exchange of information and experiences, thus creating more ground for future sub- and cross-regional cooperation. "

– Participants' feedback from regional PAR-AC Community of Practice meeting (March 2006)

Through a new partnership with the Greek Government, the *Regional Centre for Public Service Professionalism* project will consolidate regional PAR programming, professional networks and knowledge resources and develop a demand-driven regional public sector reform programme for the next five years.

A new project in cooperation with the Open Society Institute supports the institutionalization of ex-ante policy impact assessment and governments' capacity development for such assessments in particular with regard to poor and vulnerable groups, with the aim to better align national policy-making to the MDG agenda in Southeast Europe.

In cooperation with UNDP COs in Russia, Ukraine and Kazakhstan, the Regional Programme facilitated a sub-regional practitioners' seminar on Performance-based Budgeting for Better Public Service Delivery. Support was also given to the first Western Balkans Conference on Civil Service Reform, an initiative generated by the CO in Bosnia and Herzegovina.

"The support to PAR and policy processes provided by the CO benefited from advice and support from PSPD."

– From Annual Client Feedback Survey

In partnership with the UN Office on Drugs and Crime and the Dutch development agency Matra, a regional anti-corruption practitioners network was established, together with a dedicated website.

##### **Strategic priorities and challenges in 2007**

- Further improve cooperation with COs, such as on the joint implementation of the Policy Impact Assessment project, and continue to support CO-led initiatives.
- Consolidate regional networks and knowledge resources, build on them to further strengthen advisory support to COs and develop new demand-driven initiatives.

### 4.1.3 Human Rights and Justice

#### **Key achievements in 2006**

Recommendations from a 2005 regional Community-of-Practice meeting guided the activities of the human rights and justice sub-practice in 2006.

The sub-practice worked in the following areas with related achievements.

(i) *Support to National Human Rights Institutions (Ombudsman Institutions)*, recognized as a key counterpart in the promotion and protection of human rights at the national level. The work focused on Europe and the CIS East-East cooperation and transfer of knowledge from more mature institutions (such as those in Lithuania and the Czech Republic) to newly established ones. This was achieved through regional networking, meetings, and codification of lessons learned, also showcased in knowledge products covering hands-on guidance in the areas of investigations, complaints handling, and non-discrimination policies.

(ii) *Strengthen capacity to apply a human rights-based approach (HRBA) to development programming*, supported by an innovative partnership with the local governance and gender sub-practices, focused on the application of HRBA and gender mainstreaming in the context of local governance planning and implementation. A joint CoP meeting was organized in Armenia with the aim to share tools and lessons learned from project implementation at the national level. The participants of the joint meeting endorsed the methodologies presented and saw added value in the inter-disciplinary approach. The work was further advanced with a follow-up validation meeting in Moldova targeting both UNDP practitioners and local counterparts. A draft toolkit was prepared in this area to be finalized and launched in 2007.

(iii) *Democratic oversight of the security sector* initiative focused on capacity development, methodologies and entry points of parliamentarians, civil society organizations and national human rights institutions to oversee the security sector through multi-stakeholder dialogues and national pilot initiatives. These activities were implemented in cooperation with a Geneva-based think-tank called the Democratic Control of Armed Forces (DCAF).

In addition to regional programming initiatives, the human rights and justice sub-practice engaged in on-demand country office support both to UNDP, UNCTs and external national counterparts. Cooperation with other regional centres, BDP/NY, and BCPR's human rights and justice teams was strengthened and joint activities were initiated, such as the implementation of regional work plans in the framework of the Global HURIST (Human Rights Strengthening) Programme.

#### **Strategic priorities and challenges in 2007**

- A consultation was held in early 2007 to develop a strategic and systematic framework for programming during the remainder of the cycle (until 2010). Activities will be aligned with UNDP's niches – support to national human rights systems, the application of HRBA, and engagement with the international human rights machinery;
- Facilitation of exchange of best practices through networking and regional roundtables to set priorities and discuss and finalize KM products;

"Thanks to the practical, non-partisan technical advice and guidance from Bratislava, one of the components of a project (on parliamentary oversight) was institutionalized in project work and was successfully implemented. Recently we were able to share our best-practices with other UNDP projects and institutions in the region. This information promoted debates among MPs from other countries on the institutionalization of parliamentary oversight in their countries and encouraged reform-minded MPs to be proactive on these issues..."

– From Annual Client Feedback Survey

- Technical support for the integration of KM products into the day-to-day operations of national human rights institutions and the human rights-based approach into the programming of COs and other national stakeholders.

#### 4.1.4 ICT for Development (ICTD)

##### **Key achievements in 2006**

In 2006, support to COs and other clients was provided through advisory, advocacy and training activities that fostered political participation through the use of information and communication technology. In addition to advisory support in *e-Governance*, an inter-regional CoP meeting was jointly organized by BRC/RBEC, the Bangkok Regional Centre/RBAP, and the e-Governance Academy in Tallinn (originally set-up with BRC support) in December.

"Growth in the ICT portfolio," is listed as a key country office achievement supported by the BRC.

– Moldova CO, From Annual Client Feedback Survey

In addition, a new regional web-based knowledge Help & Knowledge Exchange platform for effective networking on e-governance issues was put into operation and the first moderated e-Forum on the role of ICT and e-governance in meeting the MDGs was successfully conducted.

##### **Strategic priorities and challenges in 2007**

- Continue to support the building and sharing of knowledge at the country-office level;
- Implement the eLEAD regional project, the most important sub-regional intervention focusing on the Western Balkans. It aims to strengthen individual and institutional capacities to teach e-Governance and understand the benefits of e-Democracy;
- Support to eSEE (the ICT component of the Stability Pact for South and Eastern Europe), especially its next generation eSEE Plus;
- Prepare a How-to-Guide on fostering political participation through the Internet, which will strengthen UNDP's leading position in this emerging area.

## 4.2 POVERTY REDUCTION AND ECONOMIC DEVELOPMENT

### **Background**

In 2006, many economies of the region grew rapidly, but this growth was from a low level and often driven by the rising price of commodities. In many countries, growth is reducing poverty, but the process is highly uneven, with the most disadvantaged communities often falling behind. Major disparities persist between and within countries. Rural areas, small towns, and children from large families have fared worst.

"The advice of BRC was extremely instrumental in strategizing and further developing the CO Georgia programme. This refers to the poverty reduction portfolio in which the overall strategy for UNDP involvement was produced with BRC assistance, which also included analysis of the country's development situations and donors' interventions. Furthermore, several BRC missions were supporting the development of different interventions, and opening of new areas of UNDP involvement – like labour market measures, investment and trade promotion, etc. This was complemented by continuous substantive support to the CO in engaging the Georgian private sector in the development process and the promotion of CSR within the Georgian business community. ..."

– From Annual Client Feedback Survey

### **Key achievements in 2006**

In 2006, Poverty Reduction Practice members undertook 121 person-weeks of backstopping support, including missions to country offices, mostly to help design, implement and evaluate UNDP programmes and projects. Many of these missions contributed significantly to the quality of CO programming and their resource mobilization efforts. Hundreds of shorter requests for assistance were successfully dealt with.

### **4.2.1 Human development, MDGs and poverty monitoring**

#### **Key achievements in 2006**

In 2006, two major reports were published: "*At Risk: Roma and the Displaced in Southeast Europe*" and the "*National Millennium Development Goals: A framework for Action. Europe and the CIS Regional MDG Report*". They were launched in several countries of the region. The summary of the *At Risk* report was translated into

"The UNDP Returns Programme in Kosovo has HUGELY benefited in 2006 and 2007 from half a dozen consultancy missions of Mr. Andrey Ivanov, Human Development Advisor who formulated with the Programme Manager for Returns a brand new regional project for outreach and capacity building to IDP Associations as well as repositioning of the \$35 million SPARK programme which supports the Kosovo displaced returning to their place of origin in Kosovo. It should also be said that Patrick Gremillet's mission for PRINCE 2 training and exams were excellent..."

– From Annual Client Feedback Survey

10 languages and presented at several national launches in Serbia, Montenegro, Macedonia, and Albania. The MDG publication was translated into three languages.

Under the auspices of the poverty reduction practice, the BRC also published three editions of the regional newsletter, *Development and Transition*, in partnership with the London School of Economics. The themes of the issues were: "Growth, productivity, and development", "EU enlargement and the wider neighbourhood", and "Poverty and inequality". Launched in Ukraine, Brussels, and Uzbekistan in 2006, the newsletter provides independent views on development and transition issues in our region (including Turkey), as well as disseminates the policy lessons of successful UNDP projects.

The experts from Bratislava also continued to support the *Decade of Roma Inclusion* initiative. A methodology for the Decade Progress Assessment was elaborated in cooperation with ECMI (European Centre for Minority Issues). Country offices also benefited

from a number of Bratislava support missions as well as from reviews of national human development reports. The sub-practice also helped organize a summer school on sustainable human development and the MDGs at the Central European University in Budapest.

In 2006 the sub-practice improved people's statistical literacy in the region through several training activities, some of which were delivered in cooperation with UNECE and UNICEF Geneva. In cooperation with these two agencies, the BRC also developed a pilot repository of relevant MDG statistics for the region.

### **Strategic priorities and challenges in 2007**

Continued support to COs in the area of human development, vulnerability issues, MDGs and statistical literacy;

- Rollout of the MDG support project (mainstreaming the MDGs into national development strategies);
- Implementation and extension of a regional project on decreasing the vulnerability of Roma in the Western Balkans;
- Testing of the methodology for the Decade Progress Assessment in two countries of the region;
- Production of a publication on vulnerability of people living with HIV/AIDS (in cooperation with the HIV/AIDS practice);
- Boosting the capacity of country offices and policy makers to understand the human development paradigm and issues related to the MDGs.

### **4.2.2 Promoting Civic Engagement**

#### ***Key achievements in 2006***

In 2006 UNDP actively promoted civic engagement in national and local planning and policy processes. The main role of the PSPD in the Bratislava Regional Centre has been to assist UNDP Country Offices, and their partners, in brokering and strengthening the relationship between the State and citizens as well as the organizational viability of non-governmental actors. Key achievements include:

- Managing three regional programmes:
  - Economic Policy Institutes Network - This project supports the development of economic policy institutes in RBEC countries in transition with particular emphasis on low- and middle-income countries. In 2006 two training programmes were organized for representatives of the member institutes. One training was focused on management issues, targeting managers of think tanks. The other focused on research tools and socio-economic analysis methodology, targeting researchers. Seventeen research papers - by 14 researchers – on relevant economic topics were prepared in June 2006. Additional information is available at: [http://europeandcis.undp.org/?menu=p\\_epin](http://europeandcis.undp.org/?menu=p_epin).
  - Central Asian Gateway - A number of activities were completed in 2006 to further the effectiveness of this web portal devoted to regional cooperation and development in Central Asia. Most prominently, a web-resource was launched in order to promote dialogue between governments, civil society and the private sector in Central Asia on governance issues and to develop a coordinated approach to information security and equal access to the Internet. Additional information is available at: [www.cagateway.org/](http://www.cagateway.org/)
  - Social Enterprise Initiative – In 2006, a project entitled “Study on Promoting the Role of Social Enterprises in Central and Eastern Europe and the CIS” was launched. It focused on measures to promote the development of social enterprises, given their capacity to mitigate social exclusion and generate

employment. It resulted in the preparation of a regional study, three comprehensive national studies, and an international forum. Additional information is available at:

[http://europeandcis.undp.org/index.cfm?wspc=Social\\_Enterprise](http://europeandcis.undp.org/index.cfm?wspc=Social_Enterprise)

- Providing extensive, high-quality Country Office support ranging from programme design on internally displaced people in Southeast Turkey to assisting the Cyprus Country Office with the development of its civil society portfolio, working in Ukraine on building community capacities and engaging with local authorities.

"I would like to again say THANK YOU for the excellent work and support in preparing the Van Action Plan... It has provided a breakthrough as something concrete on which we can build our next level of support to the government in furthering the IDP work in Turkey, as well as providing a concrete plan for both government and international financing. As an immediate result that is directly linked is an initial increase from the government and SIDA of \$500,000 for continued capacity development activities related to IDPs".

– Deputy RR in Turkey

### ***Strategic priorities and challenges in 2007***

Providing high-quality support to Country Offices and their partners will remain a key priority. In May, a full-fledged Community of Practice Event was hosted in order to discuss themes such as private sector/civil society relations and volunteering. All three regional programmes will expand their activities. For example, the Social Enterprise programme will launch a small-grants initiative in Ukraine, Poland, and Serbia while the Central Asian Gateway will conduct trainings for journalists on analytical writing skills and moderation of e-discussions on issues of regional cooperation. The sub-practice will also further donor and institutional coordination in order to provide more effective support to civil society organizations.

### **4.2.3 Private Sector Development**

#### ***Key achievements in 2006***

The sub-practice has continued to build the capacity of UNDP country offices for enterprise-level interventions aimed at fostering private entrepreneurship and small- and medium-sized enterprises. Whilst in the past much of this work has centred on the promotion of cross-cutting 'business development services' and access to micro-finance, the new emphasis in our mission and knowledge management work stresses sector-specific bottlenecks for integrated market development in key economic segments where the poor can be expected to benefit disproportionately. Since poverty is a predominantly rural phenomenon in most RBEC countries, this inevitably entails a greater focus on agricultural and agri-processing supply chains, and opportunities for increased value added in 'off-farm' production and services. At the same time, and in a similar vein, the emphasis in micro-finance work is shifting from support for individual microfinance institutions, to sector-wide initiatives aimed at increasing private sector investment in microfinance and building inclusive financial sectors.

Efforts to promote pro-poor market reforms are also being supported by a range of initiatives aimed at engaging multi-national companies and large domestic corporations as partners in the development process. During 2006 the sub-practice has successfully launched two major donor-funded programmes in cooperation with the Global Compact Office and the BRSP global 'Growing Sustainable Business' project. Both programmes aim to promote pro-poor investments in supply chain upgrading or new 'bottom of the pyramid' markets, through partnerships. Participating countries include Albania, Belarus, Bosnia and Herzegovina, Georgia, Macedonia, Moldova, Russia, Serbia, and Turkey.

***Strategic priorities and challenges in 2007***

Sub-practice work will continue along the areas described above. In addition, to be able to support the shift to sector-wide microfinance initiatives, a regional microfinance adviser will be hired to provide specialist guidance to country offices. Further development of the Global Compact network will also take place, building on identified needs.

**4.2.4 Trade*****Key achievements in 2006***

*Advisory support* - Last year the trade and economic development advisor conducted 15 missions and handled another 13 major queries and requests for support. About half of the missions were project related. The direct country office support missions focused on identifying a niche for trade programming.

*Knowledge Management*-Most country offices in the RBEC region do not have any trade programming and many do not focus on economic development at all. However, trade is becoming a UNDP corporate priority. To this end, trade focal points were identified, and a practice workspace was created to provide information about current trade programming in RBEC, both at the country office level and regionally. An interactive map showing imports and exports, exports in and out of each country in the region, as well as a trade-agreement schematic for the region, were created. Updated information about new projects, trade developments in the region and globally are disseminated via a quarterly Trade Dispatch.

*Regional Projects* - The Growing Sustainable Business (GSB) initiative has been operating for about two years in other regions, mainly Africa. It has been adapted to the RBEC region in a number of ways, some of which are being replicated by BRSP. Consequently, the regional approach has allowed practices in one country to be quickly replicated in another. It has also provided an opportunity for a GSB focal point in one country to encourage an international investor to expand to another, and it provides a basis for regional cooperation. Finally, it allows focal points to work together on a regional basis to create economies of scale. A pipeline of 3-5 GSB projects has been developed in almost every country. These projects are profitable and hence sustainable, and contribute to poverty alleviation.

***Strategic priorities and challenges in 2007***

- Continue CO support and respond to needs arising at the COP meeting.
- As a result of advisory support to the Georgia office, a study is planned to determine the human-development impact of a potential free-trade agreement between Georgia and the EU. (These kinds of studies have been pioneered by UNDP in Asia but have not been conducted in RBEC yet.)
- A workshop and COP meeting on WTO accession for CIS countries took place in April 2007 in Geneva.
- The development of a sub-regional project on trade will be supported, likely in Central Asia.

### 4.3 ENERGY AND ENVIRONMENT

#### ***Background***

The region intuitively can be divided into two geographic clusters. The first cluster includes new EU member states, candidate countries, and countries aspiring towards EU candidacy. These countries are in the process of aligning their policies around EU entry requirements, and tend to experience rapid economic expansion. The second cluster, which includes all CIS countries, tends to align with the Russian Federation in the policy and institutional models developed.

In the first group the Global Environment Facility's (GEF) recent tendency is to shy away from financing based on the perception that many environmental issues are being dealt with through the EU harmonization process and the growing wealth in these countries means they can look after the environment themselves. The real challenge for the first cluster is to identify the main drivers of change associated with EU accession and use them as vehicles to mainstream environment into the policy and development agenda. The second cluster on the other hand does not lend itself to the market-oriented policies that are the bedrock of GEF grant making, in many cases making GEF programming less appropriate in these countries.

#### **4.3.1 Integrated Environmental Policies**

##### **Environment and Security Initiative (ENVSEC)<sup>16</sup>**

Starting in 2006, UNDP BRC has led the management of the Regional Desk for coordinating ENVSEC activities in Central Asia from Almaty, and has hosted the Administrative Unit for the ENVSEC as a whole. This has greatly improved the management and sub-regional coordination of the partnership. In the East Caspian region, ENVSEC assessment activities have already started, with follow-up projects to be initiated in 2007. ENVSEC facilitated a first meeting between the Tajikistan and Afghanistan Ministers of Environment, discussing priorities for joint activities in the Amu-Darya river basin. Implementation of UNDP activities in ENVSEC to remediate abandoned or operational industrial hot spots started in Macedonia and Kosovo, and Serbia will follow. Cooperation with BCPR on natural disasters mitigation, specifically flooding and land/mudslides, will be expanded to the Southern Caucasus with the development of a project in Georgia to replicate experiences in the Fergana Valley. Two new partners – The Regional Environmental Centre (REC) for Central and Eastern Europe and UNECE – joined ENVSEC in 2006. ENVSEC attracted \$1.5 million of donor funds in 2006.

##### **Strategic Environmental Assessment**

UNDP became one of the main players in supporting countries in the implementation of the Protocol on Strategic Environmental Assessment (SEA). The sub-regional SEA capacity-building project has resulted in the implementation of SEA pilot projects and the development of national capacity building strategies for SEA Protocol implementation in five EECCA countries (Eastern Europe, the Caucasus and Central Asia). The introduction of the

---

<sup>16</sup> The Environment and Security Initiative is a partnership for coordination and joint programming of activities in the four sub-regions of Central Asia, Southern Caucasus, Southeast Europe, and the Western CIS. Starting in 2003, the Regional Environmental Centre for Central and Southeast Europe (REC), OSCE, UNDP, UNECE, UNEP and associated partner NATO have contributed their comparative advantages to addressing environmental problems that have the potential to undermine security. To date, the ENVSEC has raised more than \$15 million from donors and partners for some 75 projects.

SEA to other EECCA countries, including those in Central Asia, has been initiated. UNDP, in partnership with the REC and UNECE, has initiated the development of the 'Belgrade SEA Initiative', which will be officially announced at the Belgrade 2007 Ministerial 'Environment for Europe' conference by the Armenian and Belarusian government delegations. The initiative would provide for networking among government officials so as to develop capacity for the introduction of SEA and the implementation of the UNECE Protocol on SEA.

### **Capacity development**

UNDP is managing 42 projects in the region worth approximately \$11 million to boost government capacity in the areas of biodiversity, climate change, persistent organic pollutants and national capacity self-assessments covering all countries of the region. The portfolio is used both for reporting to the relevant conventions and for needs assessment, policy dialogue, and project identification and development.

Capacity building for global environmental management has been initiated through a new GEF funding opportunity for cross-cutting capacity building. Out of a total of 18 projects developed by UNDP globally, nine projects have been submitted in March 2007 from this region.

#### **4.3.2 Biodiversity and sustainable land management**

##### ***Key achievements in 2006***

Biodiversity has become the largest GEF focal area portfolio in the region. Altogether there are 45 medium- and full-sized projects covering 22 countries with a total value of \$200 million, of which \$74.8 million is from GEF. The projects under implementation (24) aim to improve conservation management on more than 24 million hectares of protected areas (16 million hectares in 63 protected areas) and productive landscape (8 million hectares) in Europe and the CIS.

Ten new GEF-funded, biodiversity projects with a total value of US\$26 million were launched in six countries in the region in the first part of 2006 while in the second half two more were approved for a total of \$9.3 million. The sustainable land management portfolio was significantly increased in 2006 with the approval of \$8 million for a land management programme in Central Asia.

Technical support and training were provided through missions to 10 country offices and 15 project teams in the region to assist in creating a framework for project design, monitoring and evaluation in conformance with GEF criteria..

Substantive programme development work was done in most of the eligible countries (20) in the region to ensure that UNDP will secure a large share of the available GEF resources in biodiversity for 2006 – 2010.

Under a cross-border project in a protected area between Poland and Belarus a scheme to support Belarusian rural communities in developing agro-tourism was implemented. The additional resources for project follow-up, which will be implemented by the country offices, were mobilized through the Neighbourhood Programme Poland-Belarus-Ukraine, which is funded by the European Commission.

##### ***Strategic priorities and challenges in 2007***

In 2007, the sub-practice will strengthen national capacity to undertake on-the-ground reforms to address biodiversity loss and land degradation and sustainably manage land and biodiversity resources, thus contributing to poverty alleviation and economic development. The main challenge is meeting the budgetary and time constraints imposed by the new GEF strategic priorities and project cycle. Currently, the sub-practice is planning to submit five final projects to the GEF for a total of \$9 million and an additional 10 new project ideas.

### **4.3.3 Water Governance**

#### ***Key achievements in 2006***

The GEF international waters portfolio reached \$26 million in grant funding and \$50 million in co-financing in 2006. New project activities and initiatives have been established with partners including Coca Cola (“Every Drop Matters”), SNS REAAL Waterfund, EU Tacis, UNECE, Norway, and others.

The WaterWiki (<http://waterwiki.undp.sk>), a wiki-based knowledge and collaboration tool launched in 2005, has been further developed. The regional water CoP – which grew in 2006 to over 170 member-practitioners from UNDP offices and projects, as well as external partners – is using WaterWiki as a main information database and knowledge exchange platform.

The regional water team also supported the development and promotion of the HDR 2006 (“Beyond Scarcity: Power, Poverty and the Global Water Crisis”). Forty good-practice case studies with multi-media presentations from 18 countries were exhibited on-line during a Virtual Knowledge Fair on water that followed the publication of the HDR. The event, a joint pilot venture with the Beirut Sub-regional Resource Facility (SURF) of the Regional Bureau for Arab States, witnessed 600 registered users and over 1,800 visitors over three days, and also featured on-line discussion forums that discussed the key findings of the HDR.

#### ***Strategic priorities and challenges in 2007***

In 2007 the sub-practice will translate the key findings and recommendations of the HDR on water into action. A new regional UNDP water strategy will be the basis to develop new project activities, explore strategic partnerships and promising initiatives, and support the country offices and project partners in priority areas such as promoting equitable access to water and sanitation services, public-private partnerships (PPPs), and adaptation to climate change.

### **4.3.4 Access to Sustainable Energy**

#### **Climate Change mitigation**

In 2006, GEF project concepts totalling \$9 million were approved, including projects on wind, hydro, biomass, and renewable energy policy. In 2007 the sub-practice will continue further GEF portfolio development, including projects in Ukraine (wind-hydro); Montenegro (hydro); BiH (biomass); and Tajikistan (rural renewable energy policy).

#### **Carbon Finance**

BRC supported the design and implementation of carbon-finance capacity building programmes in seven RBEC countries: Albania, Azerbaijan, Belarus, Kyrgyzstan, Macedonia, Serbia, and Uzbekistan. It prepared a How-to Guide on the establishment of national institutional frameworks for Joint Implementation and the Clean Development Mechanism in Eastern Europe and the CIS. It has also operationalized UNDP’s MDG Carbon Facility with a pipeline of 15 project idea notes relating to the Kyoto Protocol flexible mechanisms. Furthermore, it identified pilot projects for MDG carbon activity. Six RBEC employees participated in workshops on Global Carbon Finance Certification organized in Bratislava (April, November 2006). A carbon certification workshop for RBEC Environmental focal points was organized in September 2006. The strategy for 2007 includes resource mobilization for regional carbon finance capacity building programming for Central Asia and the Western Balkans (\$1-2 million), as well as piloting an MDG Carbon Facility in RBEC.

**Adaptation to Climate Change**

Helping countries adapt to climate change has become a new area of assistance in the Europe and CIS region. UNDP has taken the lead in helping countries to access the new Adaptation Funds. Ten adaptation projects have been initiated covering 10 out of 13 eligible countries in the region with a total value of \$11 million from the internal pipeline. The portfolio is well positioned to address the most pressing adaptation needs – water stress, particularly in irrigation systems; considerable decline in agricultural production and food security in arid agro-climatic zones, and improved disaster risk management to cope with intensified weather extremes.

## 4.4 MANAGEMENT

### **Background**

The regional Management Practice in Bratislava has worked to build a regional support facility close to the field to further enhance the capacities of RBEC Country Offices and the Bratislava Regional Centre in the functional areas of management. Operational capacities, programme delivery, accountability and efficiency are inter-related issues that cannot be resolved by one-time measures. It requires a strategic comprehensive approach and includes major efforts in financial management, staff selection and training, procurement capacity, project management and internal control mechanisms. In this respect, and considering also the growth of programme delivery in this region, there is a need to strengthen the field implementation and operational capacity in the RBEC region to ensure transparent, effective and quick delivery both in normal development situations, as well as in emergency situations as required. The overall goal is to create a critical mass of management advisory capacity at the regional level, which will achieve maximum economies of scale by pooling resources for supporting RBEC country offices.

### **Key achievements in 2006**

In May 2006, it was decided to formally introduce Management as a practice within PSPD in order to integrate key functional areas of management as part of PSPD programming work and to complement the range of services offered. Due to the first fielding of a Regional Project Management Advisor, most of the 2006 achievements are related to Programme & Project Management, and the implementation of the Results Management Guide (RMG) launched in January 2006. In this area, the following has been achieved: 1) the development and introduction of on-line training courses and an official certification scheme on project management, using an international standard (PRINCE2); 2) development of guidance to implement new programming policies and procedures; and 3) the establishment of a mission approach to support COs with the roll-out of the RMG. More specifically, these achievements did translate into the following tangible results:

- The development of an on-line Toolkit for the RMG Implementation, under the responsibility of the Management Practice in Bratislava, and available to all UNDP country offices worldwide. This toolkit serves as the primary medium to collect and disseminate best-practices related to project management;
- RMG implementation initiated in about 15 RBEC COs, covering individual staff training, alignment of CO projects with new programming procedures and the introduction of new monitoring tools for improved reporting;
- High level of positive feedback based on responses collected from CO workshops;
- Visible progress on the use of Atlas for Project Management in RBEC COs through the Project Data Quality Dashboard, which indicates whether project outputs and activities are being properly monitored.
- 340 RBEC staff certified at PRINCE2 Foundation level as of December 2006 (2nd highest number after RBAP);
- 19 RBEC staff certified at PRINCE2 Practitioner level (Advanced), out of a total of 46 globally.

"The Regional Team Mission as support to CO Project Management and CEDAR was very successful. Patrick's team provided great support to the CO..."

– From Annual Client Feedback Survey

In addition, following the fielding of a Regional Information Officer at the end of last year, ICT was streamlined as a sub-practice of Management, which led to the creation of the ICT Management Practice Network at the corporate level. In RBEC, the Regional ICT Network and Forum were also established to actively discuss regional ICT needs and challenges. Other achievements include the drafting of RBEC's Regional Information Management

Strategy and the positive feedback from the Tajikistan CO on the first ICT business/process reengineering mission.

### ***Strategic priorities and challenges for 2007***

The strategy for 2007 will be to further establish a critical mass of regional management advisory capacity close to the field, to further enhance the level of productivity, efficiency and accountability of RBEC country offices and to improve the delivery of results at the country level.

This capacity of the Management Practice has already been strengthened through the fielding of a Regional Information Officer at the end of last year, who can offer advisory services in the areas of Information & Communication Technologies (ICT), business process improvements, and Atlas usage, as well as support for the implementation of the new HACT procedures. The range of services will also be expanded through the recruitment of a Management Advisor covering procurement. Based on the above, the Management Practice will focus in 2007 on further strengthening the capacity of RBEC COs and the BRC in the functional areas of Management based on 1) focused training programmes and certification using international standards; 2) identification and dissemination of best practices; 3) the ability to leverage Atlas for improved business processes. In addition, the Management Practice will play a critical role in supporting the UN Reform agenda, in particular through the One UN Pilot initiative.

## **4.5 CROSS-CUTTING THEMES**

### **4.5.1 Crisis Prevention and Recovery**

#### ***Background***

Nearly half of the region's countries have experienced conflict during the past 15 years. Its legacy and the possibility of its resumption cast a long shadow over development prospects, particularly in the Caucasus, Tajikistan, and the Western Balkans. Support for early-warning systems in the region will be continued in order to build capacity for conflict prevention and crisis management. Regional programming will yield the analysis needed to better understand human and environmental insecurity. The analysis will draw directly on the experience of those affected by conflict, including women, displaced persons, and refugees. Support for area-based development projects, which focus on rebuilding community ties destroyed by conflict or disaster, and promoting social and economic recovery will continue. Regional dimensions of post-conflict transitions from recovery to sustainable development will also be supported, to improve the prospects for durable peace settlements.

#### ***Key achievements in 2006***

The PSPD's efforts are focused on mainstreaming conflict prevention in its regional programmes. To this end, a financial incentive facility was set up to support the integration of a conflict-prevention dimension into regional-governance, poverty and environment programmes. In a resource-constrained environment, the introduction of positive financial incentives is seen as one important mechanism to make mainstreaming of crisis-prevention-and-recovery issues a reality. The approach complements targeted peace-building activities implemented by country offices that also receive support from the Bureau for Crisis Prevention and Recovery (BCPR).

In 2006, the facility supported an environment project to integrate environmental conflict factors into early warning monitoring implemented by UNDP in the Fergana Valley, a poverty reduction project targeting Roma in Southeast Europe, and a democratic governance project on security sector oversight in the CIS.

In June 2006, UNDP organized a security sector oversight roundtable with parliamentarians from the Western CIS and Turkey that identified key challenges to security-sector reform. The top three priorities identified were: lack of longer-term national vision and strategy (piecemeal reform), lack of institutionalized consultation processes, and non-implementation of laws governing the security sector and its oversight. Future work on security sector reform in the region should address these challenges.

### ***Strategic priorities and challenges in 2007***

As BCPR is focusing on providing advisory support to the region, the PSPD will continue to focus on regional programming and related knowledge management resulting in knowledge products and publications.

## **4.5.2 HIV/AIDS**

### ***Background***

HIV/AIDS is spreading rapidly in Eastern Europe and the CIS. In 2006 there were 270,000 new infections (to make up 1.7 million people living with HIV in total in the region). In less than a decade there has been a 20-fold increase in infections, concentrated among youth, intravenous drug users, commercial sex workers and inmates of correctional facilities.

"The analytical and policy work undertaken by the Bratislava Centre has been crucial in defining UNDP's advocacy agenda on HIV/AIDS and in building strategic partnerships with local stakeholders in Ukraine".

**By Joanna Kazana-Wisniowiecka,  
UNDP Ukraine**

Following the 2004 UNDP regional human development report on the epidemic, regional HIV/AIDS programming has used advocacy and analytical tools to enable public institutions to reduce HIV incidence, increase public awareness and education, and improve access to affordable AIDS treatment. Regional programming assists national efforts in developing policies linking ministries, local governments, the private sector and NGOs. It supports the development of leadership models for effective responses to the epidemic, and makes good use of global and regional funds to combat HIV/AIDS. Support to the creation of enabling legal and human rights frameworks for comprehensive responses also represent top priorities of the programme.

Where possible and appropriate, UNDP will seek to galvanize the United Nations' response to HIV/AIDS, and will work closely with all UNAIDS cosponsor agencies in line with the official UNAIDS division of labour, as well as with governments and NGOs to realize these goals.

### ***Key achievements in 2006***

The Regional HIV/AIDS Programme successfully completed a strategic restructuring both in terms of increased human resources, partially decentralizing the team to Moscow to be closer to the pulse of the epidemic, and in introducing an innovative programme designed to boost regional and country-level synergies. Highlights include the launch of a new way of doing business: the "Country Office Support Facility" (COSF), an internal mechanism that will channel \$500,000 directly to 16 Country Offices engaged in leveraging regional priorities for national benefit in countries, including flagship initiatives that are both enhancing national responses and addressing the vulnerability of people living with HIV/AIDS. Furthermore, the signing of the first multi-country HIV/AIDS project for UNDP in the region (Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan), which brought a big win in terms of resource mobilization with up to \$25 million from the World Bank over a five-year period, symbolizes UNDP's growing expertise in Central Asia. UNDP's role as a strategic partner for multi-lateral investments, established through delivery support to the Global Fund for AIDS, Tuberculosis and Malaria, was further strengthened.

***Strategic priorities and challenges in 2007***

With the launch phase of the new structure and programme completed, the team will invest in bringing these initiatives to fruition by ramping up Advisory Support Services to COs, especially in light of rapidly growing demand in the 16 COSF countries and significant demands from the strategic partnerships with both the World Bank and the Global Fund, among others. The capacity of the regional focal-point network will be strengthened through a revamped Knowledge Management strategy. The Team will also seek to repeat the great success of the 2004 Regional report with a new Regional HDR on Vulnerability of people living with HIV/AIDS (PLWHA) in Eastern Europe and the CIS. A highly visible advocacy and policy event based on the findings of the regional vulnerability research and the new Regional HDR on Vulnerability of PLWHA will help define UNDP's leadership among UN agencies in human rights and HIV/AIDS. Finally, the biannual Community of Practice meeting will set the stage for a new strategic direction, including greater efforts to integrate HIV/AIDS as a key MDG into development planning processes, including poverty reduction strategy papers.

**4.5.3 Gender*****Key achievements in 2006 include***

The revision of the publication '*Gender Mainstreaming in Practice: A Toolkit*' took place in 2006 to create a practical and region-specific programming tool. Published in May 2007, the Toolkit includes 25 case studies/examples and detailed sections on gender analysis and gender as it relates to UNDP policy areas in the regional context.

Jointly with UNIFEM and ILO, UNDP also worked towards the formulation of a joint regional project on "Advancing the Implementation of Gender Equality Legislation in the Workplace." During 2006, formulation missions were conducted to two of the target countries: Albania, and Bosnia and Herzegovina. Based on the results of the mission, potential partners/ target groups and key areas of intervention have been identified. An institutional setup for the implementation of the project was to be agreed.

UNDP continued its involvement in the UNECE-implemented project to enhance capacities of national statistical systems to develop and distribute gender statistics for policy making. A paper 'Gender Aspects and Minority Data: An Illustrative Case of Roma Women in Southeast Europe' was produced and a manual on development of gender statistics is under production for rollout in 2007.

***Strategic priorities and challenges for 2007***

With the new regional gender advisor on board, a gender strategy for the region will be developed, to be aligned with the corporate strategy on gender for 2008-2011, which is currently under development. In addition, RBEC will be putting in place procedures to comply with corporate policies on gender and to monitor the gender action plan; i.e. by the establishment of a Regional Gender Steering Committee and the finalization of a Gender Compact with the Administrator.

**4.5.4 Evaluation*****Background***

With the recruitment of the Regional Evaluation Advisor in late 2005, the Centre continued to offer support in the area of Evaluation during 2006. The regional evaluation support function is in line with UNDP Evaluation Policy. It aims to ensure a culture of evaluation and practice for better accountability and learning in the region by:

- Supporting the evaluability of UN/UNDP programmes and projects;
- Supporting evaluation planning and evaluation conduct (in line with UN/UNDP evaluation norms and standards);
- Regional networking and knowledge-sharing.

### ***Key achievements in 2006***

A total of 13 countries including Armenia, Ukraine, Croatia, Cyprus, Turkey, Russia, Moldova, Turkmenistan, Croatia, Romania, Kosovo, Poland and Macedonia received direct support from the regional evaluation services of Bratislava. Support was extended to UN/UNDP offices through outcome/project evaluations as well as guidance on UNDAF and/or project evaluability including technical support for improving the UNDAF results framework. A number of outcome evaluations were supported during 2006. This included cost-sharing (except Croatia and Macedonia) and technical support to six outcome evaluations in Turkmenistan, Moldova, Macedonia, Ukraine, Croatia, and Russia. The evaluations were undertaken in accordance with standards and guidelines developed by the UNDP Evaluation Office.

Bratislava worked closely with the Evaluation Office, Quality Enhancement Team in developing corporate tools and guidelines. This entailed a three-week mission to NY that provided an opportunity to work closely with EO on a range of corporate tools and instruments to enhance the quality of decentralized evaluations. As a result of the mission, guidelines for meta-evaluations, evaluation TOR standards and TORs for UNDP evaluation focal points were developed and refined, and the experience of the Bratislava regional evaluation support function was shared with the Africa Bureau. The highlight of the year was Bratislava's support in the organization of the regional Evaluation Policy Rollout workshop in Istanbul in December 2006, which supported the rollout of the new evaluation policy and further built evaluation capacity in the region.

### ***Strategic priorities and challenges in 2007***

During 2007, the PSPD will continue to provide technical support to decentralized evaluations at the national level. It will continue to offer technical support, guidance and advice in evaluation planning and in the commissioning of evaluations such as developing TORs, identification of consultants, inputs to evaluation methodology and feedback on evaluation reports. Support to UN/UNDP offices in project/ programme/UNDAF monitoring-and-evaluation processes will also be continued.

The capacity of the newly formed Regional Network of UNDP Evaluation Focal Points will be enhanced through virtual sharing of information, knowledge, and available monitoring-and-evaluation resources while a meeting will be organized in the first quarter of 2007 to see how the network members can support each other in the area of M&E. A small training event will be organized as part of the meeting to build the capacity of evaluation focal points.

Work with UNICEF will continue and further linkages and cooperation with other UN agencies including UNFPA will be sought for the proposed regional initiative to enhance evaluation capacity. Together with UN Evaluation Group and the UN Staff College, training will be organized to build national evaluation capacity in the region in order to prepare the 11 UN country offices to manage the respective UNDAF final evaluations that are due in 2008.

#### **4.5.5 Emerging Donors Initiative (EDI)**

##### ***Background***

Emerging donors<sup>17</sup> – countries that had once been aid recipients but have made the transition to free markets and democracy – are playing a growing role in the development process. In the past several years, the demand for their expertise has been increasing. Because of their transition experience, emerging donors are in a unique position to provide expert knowledge to the development community. By sharing the experiences, expertise, and “best practices” of their transition, emerging donors can help close the gaps in finance and development assistance that stand in the way of fulfilling the Millennium Development Goals.

In 2003, the BRC launched the Regional Emerging Donors Initiative (EDI) to harness the capacities of new donors. Together with national initiatives conducted by UNDP country offices in Russia, Turkey, and elsewhere, EDI Initiative helps emerging donors use their Official Development Assistance in multilateral partnerships with UNDP, with one another, and with traditional donors.

##### ***Key achievements in 2006***

In 2006, EDI attracted funding of more than \$4.5 million (\$3.5 for the Slovak Trust Fund and \$800,000 for the Czech Trust Fund). Canadian CIDA contributed \$300,000 to several Slovak Trust Fund projects.

While the Slovak Trust Fund is predominantly utilized in accordance with the priorities of the Slovak government, the Czech TF is fully programmed in cooperation with the regional programme, PSPD and RBEC Country Offices. It is also used to fund three Czech young professionals working with UNDP (two in Bratislava and one in Moldova). The Hungarian Trust Fund is being implemented mostly in the Balkans in close cooperation with the UNDP offices in Belgrade and Sarajevo. Close cooperation has also continued with Turkish TIKa. Its vice-president was seconded to BRC during the first half of 2006, followed by another senior TIKa employee.

##### ***Strategic priorities and challenges in 2007***

- The organization of a Regional Emerging Donors Workshop to promote a network of emerging donors, to strengthen or establish new partnerships with emerging donor countries;
- Management of the Slovak Trust Fund with an emphasis on monitoring including a new partnership with the Austrian Development Agency ADA;
- Gradual transformation of the Slovak Trust Fund into a new type of development cooperation that will complement the activities of the newly established Slovak ODA Agency;
- Programming, management and replenishment of the Czech Trust Fund and expansion of its activities to cover HIV/AIDS, environmental protection, and good governance;
- Co-management and replenishment of the Hungarian Trust Fund with an emphasis on the long-term placement of Hungarian experts to the Balkan region, and on innovative activities such as economic policy research and focused study tours to Hungary;

---

<sup>17</sup> The term “emerging donors” is applied to the new EU member states, Turkey, the Russian Federation, and any other country in the RBEC region wishing to start a development cooperation programme.

- Enhanced development cooperation partnerships with Croatia, Romania, Russia, Slovenia, and Turkey.

## 4.6 KNOWLEDGE MANAGEMENT

### ***Background***

Knowledge management (KM) plays a central role at the BRC. At the heart is the practice structure, which provides a framework for policy support and capacity building across country offices, regional centres, and headquarters. The role of knowledge management in the region is to support the sharing and consolidation of regional experience, and further expand the knowledge of practitioners to strengthen UNDP's ability to deliver development services.

In the past few years there have been several KM initiatives both at the corporate and regional level (The KM Roadmap; 2004 KM Strategy for the Europe and CIS region). These have achieved a lot, but at the same time they have also created KM "fatigue" by applying the term very broadly to a wide range of activities. Therefore, the new KM approach in the region is to focus on practical initiatives that will build on the communities of practice (CoPs), and the intellectual capacity embodied in them.

### ***Key achievements in 2006***

*Support to CoP development* – In 2006 nine CoPs were in operation and 18 CoP events were held. The Knowledge Management Fund provided financial contributions to many of these events.

*Knowledge products/publications* – In 2004-2006, 70 Action Reflection Notes/Reports, 24 How-to guides/Toolkits, six Prospectuses/Methodologies and four web-based tools were developed. In 2006, the centre produced 25 publications and knowledge products<sup>18</sup>.

*Innovative ways of knowledge management* - New and innovative ways of sharing knowledge and mobilizing communities were encouraged. For example, a Virtual Water Fair was organized together with the Beirut office of RBAS to capitalize on the appearance of the global HDR on water and focus attention on water issues in the region.

*Enhanced KM/communication platforms and tools* – The BRC is in the process of turning the regional intranet into a true knowledge portal serving the needs of clients, offering information on services and communicating regional news and events. Country offices will be able to find regional knowledge products, a who's who of advisors, links to resources such as the expert roster, regional events calendar, and more. There are also regional practice workspaces to facilitate knowledge sharing and provide a one-stop shop for country-office staff looking for practice-related tools and resources. A newsletter "What's new in the region" is being developed in conjunction with the Intranet, and will serve the entire region with information and news.

*Global cooperation on expert referrals* – The Bratislava Regional Centre became a member of the WIDE roster (a federation of rosters from different business units within UNDP) in 2003. In 2006 the content of the Bratislava part of the WIDE roster was increased from 66 to 532 expert profiles – fully entered, accompanied with recommendations and therefore searchable and usable for short-term assignments.

---

<sup>18</sup> A list of key knowledge products and publications is in the Annex.

### ***The Virtual Knowledge Fair on Water Governance***

A Virtual Knowledge Fair on Water Governance was launched in November 2006 jointly by the Bratislava Regional Centre and SURF-Arab States. The virtual fair ([www.waterfair.org](http://www.waterfair.org)), funded by the global KM Roadmap, exemplified UNDP's KM approach by identifying good practices in water governance, packaging the information in user-friendly formats and documentary videos, and bringing together practitioners to review and discuss the issues. The three-day Fair featured 35 case studies from 18 countries in Europe and CIS and the Arab States, along with nine best-practice videos and three live discussions. The site attracted 1,800 visits over the course of three days, attracting 600 registered participants from 115 countries around the globe. The Knowledge Fair's inclusive, virtual approach enabled members of the UNDP water community, journalists, and the general public to take part. It also provided a forum for water experts to forge longer-term partnerships. In an anonymous survey, 95 percent of participants stated that the water fair provided them with knowledge they can apply in the future, with 50 percent wanting more ways to participate and numerous requests for the next Fair to last even longer. The Water Fair's website will remain on-line for one year to allow access to the best-practice case studies and videos as well as the summary discussions and resources.



### **Strategic priorities and challenges in 2007**

In 2007, strategic priorities will include providing KM Services to BRC & COs and exploring ways towards UN cooperation in knowledge sharing.

Internally, knowledge management will focus on:

- Further strengthening CoPs, opening them up to external expertise;
- Supporting the development of knowledge products that are practical and applicable, and putting them to use via training and coaching;
- Developing an innovative way of disseminating knowledge products; giving them a dynamic and interactive format;
- Building capacity of advisers with a KM Workshop.

"Knowledge Management is the most liberating role Bratislava can play ..."

– Board member, June 2005

For Country Offices, knowledge management will focus on:

- Improving access to knowledge with an improved regional Intranet - a Knowledge Portal (including calendar, roster, tracker, publications, etc.);
- Sharing Expertise (internal and external) – Expert Roster;
- Continuous support to innovative/creative ideas;
- Stronger connection between knowledge management and internal communication.

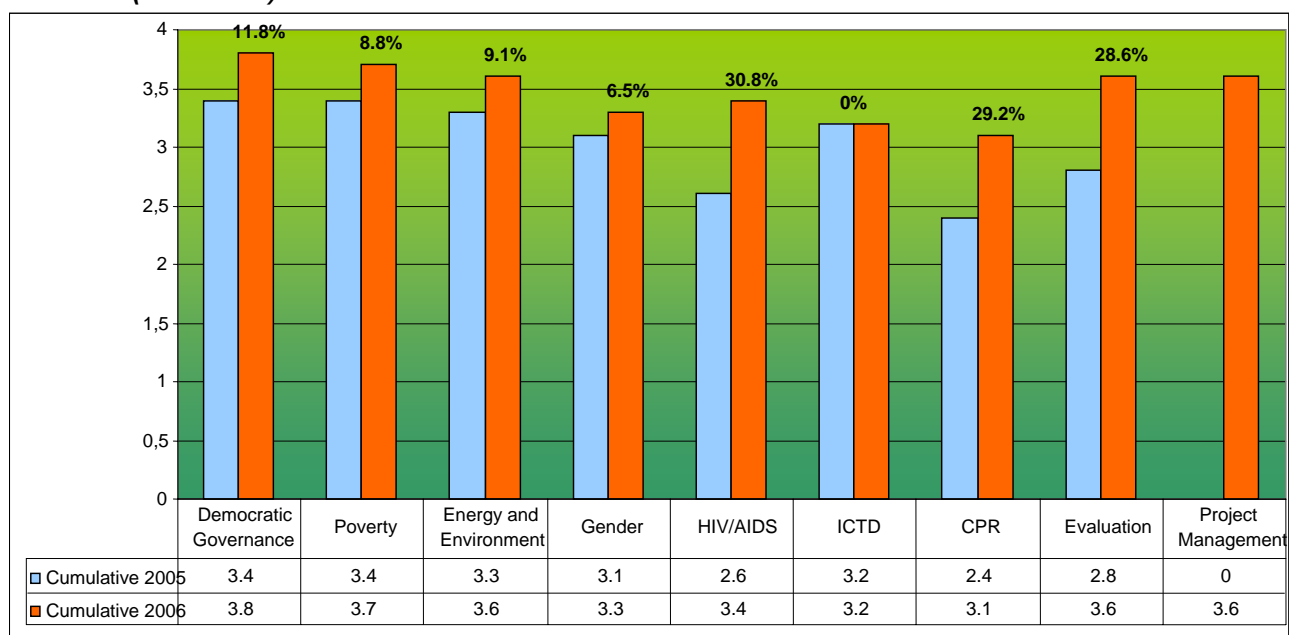
## 5 ANNEX

### Annual Client Survey

Like 2005, the Bratislava Regional Centre (BRC) administered the Annual Client Survey to seek feedback about the quality and effectiveness of services offered by BRC during 2006. A total of 94 entries were received from 22 countries in the region. This helps the BRC to reflect on its own performance and make further improvements in its work in response to the level of satisfaction with BRC services as perceived by its main clients.

During the period in review, BRC/PSPD outperformed in all practice/ crosscutting areas compared to 2005. As opposed to 2005 when three crosscutting areas i.e. Evaluation, CPR and Gender were rated partially satisfactory, there has been a considerable improvement in all practices in 2006, indicating a fully satisfactory client feedback in each area. The most visible improvement was in the "HIV/AIDS" practice area, where the overall performance level rose by 30.8 percent from its 2005 level, followed by 29 percent improvement in both Evaluation and CPR. Figure 1 provides a comparative assessment of performance of BRC/PSPD practice/ crosscutting areas in 2005 and 2006. In absolute terms, Democratic Governance and Poverty Reduction have earned the highest ratings for 2006 (3.8 and 3.7 respectively) while ICTD and CPR have scored the least (3.2 and 3.1 respectively), as illustrated below.

**Figure 9: Comparative Performance Assessment of BRC/PSPD Practice/ Crosscutting Areas (2005-2006)**



Legend: 1 = Unsatisfactory; 2 = Partially Satisfactory; 3 = Fully Satisfactory; 4 = Exceeded Expectations; 5 = Outstanding

Like 2005, the survey continues to acknowledge BRC services, and this is evident from the level of importance that the clients attach to advisory support and services, knowledge management and communication, as well as regional programming.

Overall awareness of the available support is ranked relatively low, thus the centre will put in place focused efforts in 2007 to communicate and promote products and services available.

<b>AWARENESS OF AVAILABLE SERVICES AND SUPPORT</b>	
<b>Importance: Availability of information about services and support from Bratislava</b>	<b>4.0</b>
Importance: Availability of information about knowledge management and communication support	3.8
<b>Importance: Availability of information about regional programming</b>	<b>3.8</b>
<b>Average</b>	<b>3.8</b>
<hr/>	
<b>Quality: Availability of information about services and support from Bratislava</b>	<b>3.4</b>
Quality: Availability of information about knowledge management and communication support	3.3
<b>Quality: Availability of information about regional programming</b>	<b>3.2</b>
<b>Average</b>	<b>3.3</b>

On *Advisory Support Services*, clients ranked responsiveness to CO needs as something that they would consider most important followed by advisory missions in line with CO expectations. However, the least important services included evaluation, duration of missions, and support in programme and project implementation and management. In terms of quality of associated advisory support and services, the clients rated the centre's responsiveness to their needs as highest, while the quality of support under evaluation, expert referrals and support to programme/ project implementation/ management were ranked as lowest in terms of quality. Overall, the importance and quality of advisory services was ranked as neutral and average respectively.

<b>ADVISORY SERVICES (1=Poor;2=below Average;3=Average;4=Above Average;5=Excellent)</b>	
<b>Quality: Responsiveness to CO/client needs</b>	<b>3.7</b>
Quality: Advisory missions meeting CO/client expectations	3.6
Quality: Duration of missions	3.6
Quality: Usefulness of mission reports	3.5
Quality: Support to Programme & Project formulation	3.5
Quality: Before- and after-mission support	3.5
Quality: Appropriate timeframe of missions	3.4
Quality: Awareness of advisors of CO/client priorities	3.4
Quality: Timeliness of mission reports	3.4
Quality: Support with policy advice	3.4
Quality: Expert referrals	3.3
Quality: Evaluation	3.3
<b>Quality: Support Programme &amp; Project implementation/management</b>	<b>3.2</b>

On *Knowledge Management*, clients ranked knowledge generation, the holding of CoP events and communication and information sharing as the most important services offered by Bratislava while the regional website for communication and knowledge management was ranked as the least important. On the quality of KM-related services, CoP meetings for knowledge sharing, CoP facilitation and BRC-supported knowledge generation were given the highest rating while the codification of good practices, the regional website for communication and knowledge management, and support to COs in application of knowledge products ranked least in quality. On the whole, the COs have rated the importance of KM-related services very close to important, while giving an average to the quality of KM-related services.

<b>KM &amp; Communications (1=Poor;2=below Average;3=Average;4=Above Average;5=Excellent)</b>	
<b>Quality: Organizing Communities of Practice (CoP) events for knowledge sharing</b>	<b>3.5</b>
Quality: Facilitating Communities of Practice (CoP)	3.4
Quality: knowledge generation in BRC/PSPD	3.4
Quality: Sharing of information and knowledge including good practices	3.3
Quality: Communication & Information Sharing	3.3
Quality: Identification/ Codification of good practices/ knowledge products	3.2
Quality: Regional website for communication and knowledge management	3.1
<b>Quality: Support COs in application of knowledge products for programming</b>	<b>3.0</b>

In *Regional Programming*, the role of COs in implementing regional projects was found to be very important, while alignment of regional programmes with CO priorities was seen as least important. At the same time, the alignment between regional programmes and CO priorities was seen to have improved, while the quality of soliciting CO involvement and cooperation in the design of regional and sub-regional projects and activities was enhanced. Overall, COs ranked regional programmes and related services as important, while they found the quality of these services as average. However, this clearly suggests that BRC needs to do more to further improve the quality of regional programmes and related activities.

<b>Regional Programme (1=Poor;2=below Average;3=Average;4=Above Average;5=Excellent)</b>	
<b>Quality: Alignment of regional programme with CO programming and priorities</b>	<b>3.3</b>
Quality: Conceptualization of regional projects based on demand	3.2
Quality: CO role in implementation of regional projects	3.2
<b>Quality: Soliciting CO involvement and cooperation in the design of regional and sub-regional projects and activities</b>	<b>3.1</b>

In their narrative feedback, CO respondents also acknowledged the Centre's contribution to making their work more effective. They cited the role of the CoPs in improving networking among practitioners, as well as the Centre's substantive input into project formulation, as most helpful. By contrast, they said that regional programming did not serve to enhance their relationships with donors.

### Regional Community of Practice Events

Name of the meeting	Place and date	Summary of objectives and results
Public Administration Reform and Anti-Corruption Regional Community of Practice meeting	Bratislava, Slovak Republic, 8-10 March 2006	The event brought together UNDP practitioners from Europe and the Commonwealth of Independent States (CIS) region and external PAR experts. The meeting focused on developing a strategic vision on approaching PAR-AC challenges in the region and identifying feasible programming options for UNDP to support such vision. Participants included seventeen UNDP country office (CO) practitioners representing fifteen countries from the region, ten external PAR experts, UNDP's Regional Director for Europe and the CIS (RBEC), BRC Director, RBEC and BRC staff.
Joint CoP between Local Governance, Human Rights & Justice and Gender	Yerevan, Armenia 13-15 June 2006	The meeting was focused around the inter-linkages of the three areas and how human rights and gender can be easily integrated into local development programming and implementation. The meeting's participants included 15 officers from UNDP country offices from the Western Balkans and the Caucasus, RC Bangkok's Regional Gender Advisor, two Cluster Leaders from RBEC New York as well as 6 BRC staff.
Public Private Partnerships CoP meeting	Vienna, Austria 22-23 June 2006	The CoP meeting was successfully combined with a conference on corporate social responsibility and investment opportunities in the SEE and CIS countries. The event was a unique networking opportunity. Two hundred participants representing business, donors, governments, civil society organizations and media exchanged their perspectives and explored opportunities for investment and for developing multi-stakeholder alliances in the SEE and the CIS. A project fair, partnership dinners and small-group roundtable discussions provided platforms for making contacts and engaging with potential investors and partners.
Energy and Environment CoP meeting	Bratislava, Slovakia 25-28 September 2006	Annual meeting of the E&E focal points in Europe and the CIS. There were training sessions, working groups' exercises and presentations on adaptation funds for climate change, carbon finance market and mechanisms, best practices of strategic environmental assessments, and knowledge management.
Regional Communications / RM/ PPP Workshop	Barcelona, Spain 25-28 September 2006	The RBEC CoP meeting was attached to an annual Global Compact meeting organized by the GC Office. There were 80 participants representing UN and businesses from more than 50 countries to share experiences and to network. There

		was also a component on communications focusing on improving communication skills of private sector focal points with emphasis on communicating/selling MDG messages to the private sector.
Knowledge Fair/joint CoP meeting LDG/Civic engagement/MDG	Bishkek, Kyrgyzstan 31 October – 1 November 2006	The meeting was organized as a “knowledge fair” combined with a Best Practice Competition in order to enhance the application of innovative approaches and techniques. The <b>central theme</b> of the meeting was promoting the localization of the MDGs through improved local governance and civic engagement. MDGs, human development, and poverty monitoring were cross-cutting themes. There were 22 participants from the 5 Country Offices of Central Asia. Out of the twelve submissions three best practices were selected and their authors were awarded with study tours in the countries of Europe and the CIS.
ICTD / E-governance CoP meeting	Tallinn, Estonia 6 – 8 December 2006	The Tallinn event consisted of two inter-related, back-to-back meetings to be held on 4-5 December and 7-8 December 2006. The objective of the first meeting was to help make sense of latest trends and cutting-edge developments in Information Society, e-Government, e-Democracy, e-Business, and e-Networking. The second meeting, was an ICTD Community of Practice meeting (7-8 December), with the participation of UNDP ICTD Focal Points and government counterparts from across Asia-Pacific, Europe and the CIS, as well as other partners from civil society and the local telecom industry. The goal of the second meeting was to learn how ICT can help change and reorganize government business processes for public sector modernization and better service delivery at both central and local levels.

### List of key Knowledge Products and Publications in 2006

Functional Area	Name of knowledge product	Additional information
<b>General Development</b>	Development and Transition newsletter: Growth, Productivity and Development	Quarterly publication / Published by UNDP and the London School of Economics and Political Science <a href="http://www.developmentandtransition.net">www.developmentandtransition.net</a>
	Development and Transition newsletter: EU enlargement and the wider neighbourhood	Quarterly publication / Published by UNDP and the London School of Economics and Political Science <a href="http://www.developmentandtransition.net">www.developmentandtransition.net</a>
	Development and Transition newsletter: Poverty and Inequality	Quarterly publication / Published by UNDP and the London School of Economics and Political Science <a href="http://www.developmentandtransition.net">www.developmentandtransition.net</a>
<b>Civic Engagement Community of Practice</b>	Wiki ATLAS	A web-based interactive tool
	Civil Society dispatches	Available at: <a href="http://europeandcis.undp.org/?wspc=dispatch">http://europeandcis.undp.org/?wspc=dispatch</a>
<b>Decentralization and Local Governance (DLG) Community of Practice</b>	Public private partnership training programme	Training programme. Text available at: <a href="http://europeandcis.undp.org/?menu=p_search/p_result/p_events&amp;EventID=952">http://europeandcis.undp.org/?menu=p_search/p_result/p_events&amp;EventID=952</a>
	Pro-poor Municipal PPP for Europe and the CIS	Toolkit. Text available at: <a href="http://europeandcis.undp.org/?wspc=subpractice-27_h_11_5">http://europeandcis.undp.org/?wspc=subpractice-27_h_11_5</a>
	Localizing the MDGs	Toolkit. Text available at: <a href="http://www.capacity.undp.org/index.cfm?module=Library&amp;page=Document&amp;DocumentID=5669">http://www.capacity.undp.org/index.cfm?module=Library&amp;page=Document&amp;DocumentID=5669</a>
	Localizing the MDGs: Opportunities for Local Leaders	Training programme. Text available at <a href="http://europeandcis.undp.org/?wspc=subpractice-">http://europeandcis.undp.org/?wspc=subpractice-</a>

Functional Area	Name of knowledge product	Additional information
		27_h_10_5
	Joining Forces and Resources for Sustainable Development: Cooperation among Municipalities.	A Guide for Practitioners. Text available at: <a href="http://europeandcis.undp.org/files/uploads/Milan/IMC%20manual%20UNDP%20BRC%20final.pdf">http://europeandcis.undp.org/files/uploads/Milan/IMC%20manual%20UNDP%20BRC%20final.pdf</a>
	Performance-based budgeting manual	Developed by UNDP Armenia with support from BRC
<b>Energy and Environment Community of Practice</b>	How-to Guide on National Institutional Framework for the Kyoto Protocol flexible mechanisms.	A guide. Text available at: <a href="http://europeandcis.undp.org/?menu=p_cms/show&amp;content_id=D4C7F262-F203-1EE9-BCBF9B04A046D1B3">http://europeandcis.undp.org/?menu=p_cms/show&amp;content_id=D4C7F262-F203-1EE9-BCBF9B04A046D1B3</a>
	Web based Virtual Knowledge Fair on Water	Web project at <a href="http://www.waterfair.org">www.waterfair.org</a>
<b>Human Rights and Access to Justice Community of Sub-Practice</b>	How to handle complaints	A guide for ombudsman Institutions. Text available at: <a href="http://europeandcis.undp.org/index.cfm?menu=p_search/p_result/p_documents&amp;DocumentID=7455">http://europeandcis.undp.org/index.cfm?menu=p_search/p_result/p_documents&amp;DocumentID=7455</a>
	How to conduct investigations	A guide for ombudsman Institutions. Text available at: <a href="http://europeandcis.undp.org/?menu=p_search/p_result/p_documents&amp;DocumentID=7456">http://europeandcis.undp.org/?menu=p_search/p_result/p_documents&amp;DocumentID=7456</a>
	Democratizing Security in Transition States: Findings, Recommendations and Resources from the UNDP/DCAF Roundtable for CIS Parliamentarians, Prague, October 2005	Findings, recommendations, resources
<b>ICTD Community of Practice</b>	Stronger E-Governance means better governance and more doable MDG agendas! True or False and Why?	A web project whose electronic forum aimed to further our understanding on the relationship between e-governance and MDGs. <a href="http://europeandcis.undp.org/ictdhelp4u/">http://europeandcis.undp.org/ictdhelp4u/</a>
	Telecottage Handbook: How to Establish and Run a Successful Telecentre	A handbook. Text available at: <a href="http://europeandcis.undp.org/?wspc=practice-14_h_3">http://europeandcis.undp.org/?wspc=practice-14_h_3</a>

Functional Area	Name of knowledge product	Additional information
<b>Public Administration Reform and Anti-Corruption (PAR AC) Community of Practice</b>	Administrative Capacity Building in Prospective and New EU Member States <b>Reference Guide for Horizontal Integration</b>	A publication. Text available at: <a href="http://europeandcis.undp.org/?menu=p_cms/show&amp;content_id=21A97311-F203-1EE9-B03C7A1F544667B0">http://europeandcis.undp.org/?menu=p_cms/show&amp;content_id=21A97311-F203-1EE9-B03C7A1F544667B0</a>
<b>Trade</b>	Trade Dispatch	Quarterly newsletter
	RBEC interactive trade flows map	
<b>HIV/AIDS</b>	HIV/AIDS Vulnerability study methodology	Methodology
	Methodology for assessing governance aspects of HIV/AIDS responses - capacity assessments	Methodology
<b>MDG, Human Development and Poverty Monitoring</b>	At Risk: Roma and the Displaced in Southeast Europe	Publication. Text available at: <a href="http://europeandcis.undp.org/?menu=p_cms/show&amp;content_id=A3C29ADB-F203-1EE9-BB0A277C80C5F9F2">http://europeandcis.undp.org/?menu=p_cms/show&amp;content_id=A3C29ADB-F203-1EE9-BB0A277C80C5F9F2</a>
	Europe and the CIS Regional MDG Report "National Millennium Development Goals"	Publication / Regional report available at <a href="http://europeandcis.undp.org/?menu=p_cms/show&amp;content_id=EA B43C00-F203-1EE9-B6945B73B400C40F">http://europeandcis.undp.org/?menu=p_cms/show&amp;content_id=EA B43C00-F203-1EE9-B6945B73B400C40F</a>

## Expert Exchange Scheme

To promote the exchange of knowledge across borders and learning amongst country offices, UNDP RBEC is funding an Expert Exchange Program. Incentives are built into the program, so the more your Country Office shares, the more you receive.

Use this visual aid and summary of actions and responsibilities as a guide to understanding the mechanics of the programme.

### How it Works:

**Step 1:** RBEC allocates \$6000 voucher to each Country Office for 3 expert/mission/weeks

**Step 2:** Receiving Office requests expert (creates TOR)

**Step 3:** Sending Office agrees to TOR and supplies expert

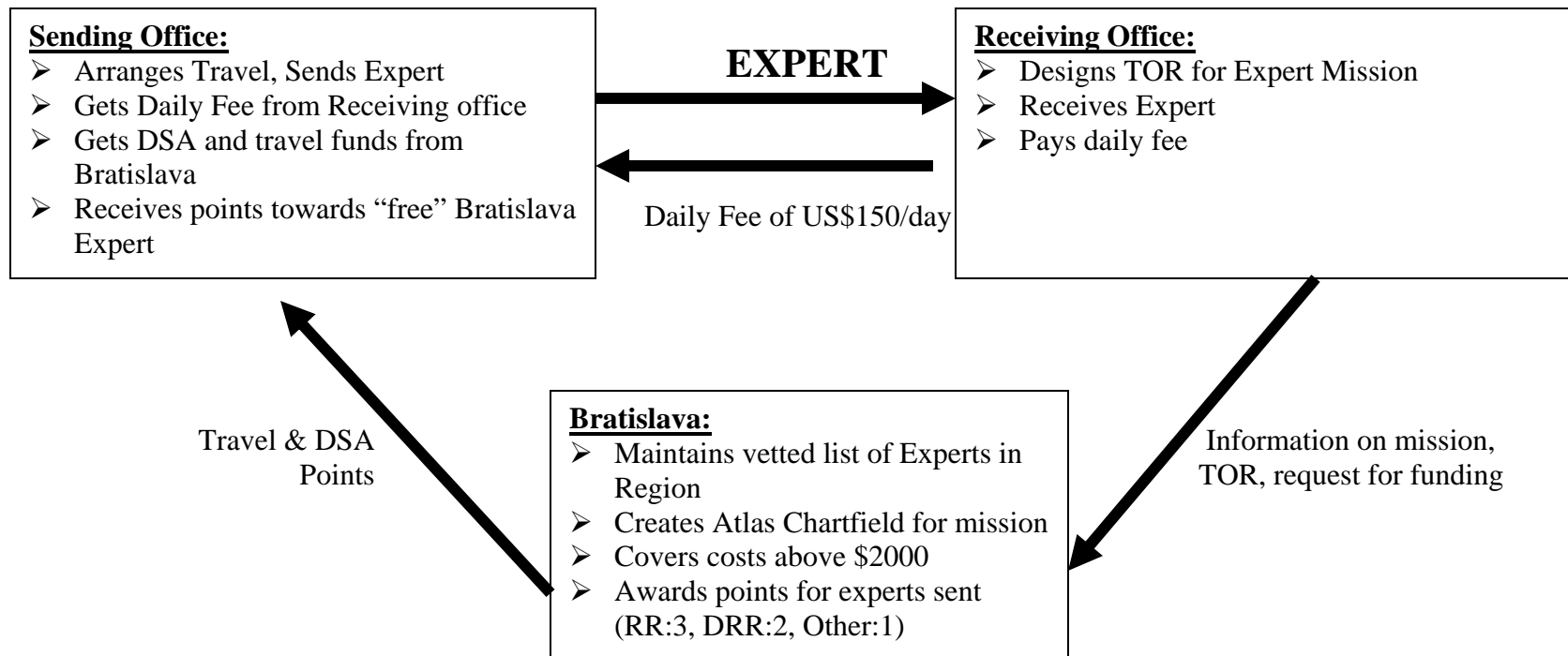
**Step 4:** Receiving office pays Daily Fee

1.1.1 **Step 5:** Sending office receives Daily Fee

**Step 6:** Bratislava pays travel expenses

**Step 7:** Bratislava awards points to Sending Office towards receipt of a free Bratislava Expert

**Step 8:** Sending Office gets 1 Bratislava expert for every 5 points



## Summary of Actions and Responsibilities:

### Receiving Office

1. RBEC reserves **\$6000** for your CO earmarked for Expert Sharing Program from which Bratislava pays for Travel and DSA
2. You **design TOR** and send to Bratislava
  - Bratislava has vetted list of experts in COs, or you may also suggest names
3. You **pay** daily fee of US\$150 to sending CO
4. You **Receive Expert**

### Sending Office:

1. You **Receive Request** for expert from another CO
2. Travel and DSA is paid from chartfield as provided by Bratislava
3. You **Send Expert**
4. You **Receive daily fee** from requesting CO
5. You **Receive Points** (RR:3 DRR:2 Other:1) towards receipt of Bratislava expert (5 points gets 1 expert)

### Bratislava:

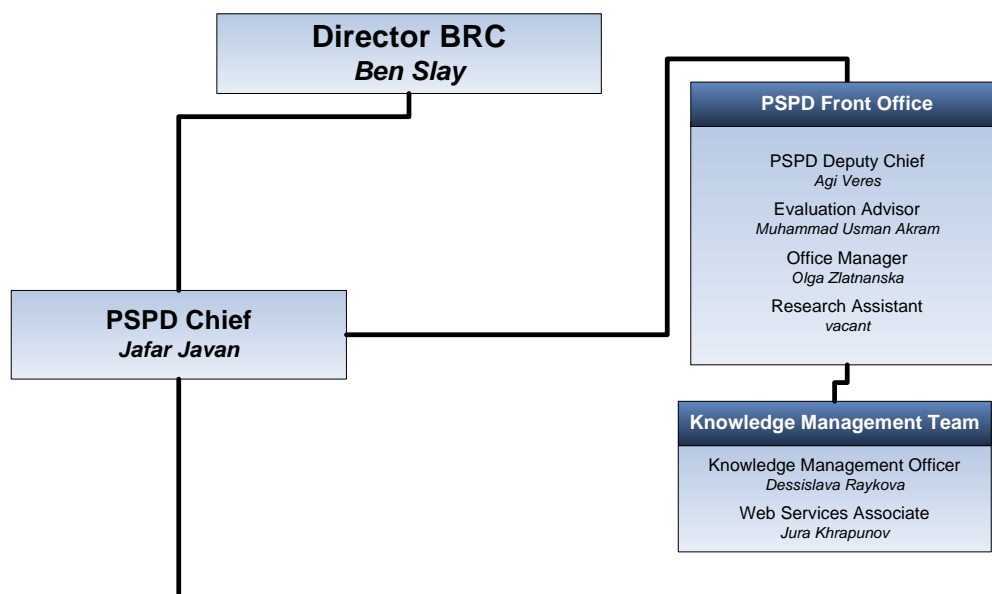
1. You **Maintain Vetted List of Experts**
2. You may **Receive Request** for expert from Receiving office
3. You **Create Atlas Chartfield** for sending office to cover travel expenses
4. You **Award Points** to Sending Office for experts sent (RR:3 DRR:2 Other:1)
5. Points are redeemed for Bratislava expert missions (5 points gets 1 expert)

### NOTES:

- Each CO has a nominal allocation of \$6000 (though the funds manager is the Bratislava Centre). This assumes three missions of one expert each for one week each for \$2000 could be funded.
- COs may consider other options in terms of number of experts per mission or mission's duration (e.g. inviting 2 experts for a one week mission, which would count as 2 missions).
- Only full weeks are counted and a fixed cost of USD 2000 is deducted from the USD 6000 per receiving office for each mission (i.e. for one person mission of 10 days, receiving office will be deducted USD 4000 and sending office will be credited with 2 weeks points).

# PSPD Organizational Chart

## BRC – PSPD Unit



PSPD				
Democratic Governance (DG) Practice	Poverty Reduction (PR) Practice	Energy and Environment Practice	Cross-Cutting unit	Management Practice
<p><b>Practice Leader</b> <i>vacant</i></p> <p><b>Acting Practice Leader (Capacity Dev Advisor)</b> <i>Dafina Gercheva</i></p>	<p><b>Practice Leader</b> <i>Jonathan Brooks</i></p> <p><b>Acting Practice Leader (PR and Civil Society Specialist)</b> <i>Geoff Prewitt</i></p>	<p><b>Practice Leader</b> <i>Vladimir Litvak</i></p> <p><b>Acting Practice Leader (GEF Regional Coordinator for Biodiversity)</b> <i>Adriana Dinu</i></p>	<p>HIV/AIDS Advisor (Moscow) <i>Shombi Sharp</i></p> <p>Knowledge Management Officer HIV/AIDS <i>John Macauley</i></p>	<p>Regional Project Management Advisor / Management Practice Coordinator <i>Patrick Gremillet</i></p> <p>Regional Information Officer <i>Dejan Mincic</i></p>
<p>PAR - Anticorruption Policy Specialist <i>Dan Dionisie</i></p> <p>Local Governance Specialist <i>Jurgita Siugzdiniene</i></p> <p>Fiscal Decentralization Specialist <i>Nicoletta Feruglio</i></p> <p>Human Rights Specialist <i>Sergei Sirotkin</i></p> <p>Human Rights Analyst <i>Louise Nylin</i></p> <p>ICTD Specialist <i>Yuri Misnikov</i></p> <p>Local Development Specialist <i>vacant</i></p> <p>Capacity Development Specialist <i>vacant</i></p> <p>Programme Specialist <i>vacant</i></p> <p>2 Programme Associates</p> <p>5 Research Assistants</p> <p>2 Project Assistants</p>	<p>Trade and Economic Development Advisor <i>Gina Volynsky</i></p> <p>Human Development Advisor <i>Andrey Ivanov</i></p> <p>Macroeconomics of Poverty Specialist <i>Vladimir Mikhalev</i></p> <p>Rural Development Specialist <i>Nick Maddock</i></p> <p>MDG Advisor <i>Jacek Cukrowski</i></p> <p>Policy Analyst <i>Sanjar Tursaliev</i></p> <p>Policy Specialist-Private Sector Engagement <i>Karolina Mzyk</i></p> <p>Specialist, Social Inclusion and Economic Development <i>Susanne Milcher</i></p> <p>2 Program Associates</p> <p>2 Project Managers</p>	<p>GEF Regional Technical Advisor <i>Vladimir Mamaev</i></p> <p>Regional Coordinator for Climate Change and Energy <i>Geordie Colville</i></p> <p>GEF Assistant Regional Coordinator <i>Keti Chachibaia</i></p> <p>Policy Specialist – Water <i>Juerg Staudenmann</i></p> <p>Carbon Finance Specialist <i>Marina Olshanskaya</i></p> <p>ENVSEC Regional Desk Officer for Central Asia (30%,Kazakhstan) <i>Inkar Kadyrzanova</i></p> <p>2 GEF Assistants</p> <p>Project Manager</p> <p>Project Manager for ENVSEC</p> <p>Research Assistant</p> <p>2 Programme/Admin Assistants</p>	<p>Regional Gender Specialist <i>Barbara Limanowska</i></p> <p>Programme Analyst (JPO) <i>Louise Spert</i></p> <p>Research Assistant</p> <p>Programme / Administrative Assistant</p>	

## Staffing<sup>19</sup>

UNDP BRC Unit	Total staff	Vacant	Professional	Support	International	National	Male	Female	Advisors and above	Specialists and analysts	Research assistants	Associates	Other
Executive Office	7	0	4	3	4	3	3	4	2	2	0	3	0
PSPD: Directorate	2	1	1	1	1	1	1	1	1	0	0	1	0
PSPD: KM team	3	0	2	1	1	2	1	2	0	2	0	1	0
PSPD: cross-cutting unit	7	0	5	2	4	3	3	4	0	5	1	1	0
PSPD: Poverty practice	14	1	12	2	10	4	8	6	1	11	0	2	0
PSPD: DemGov practice	15	5	8	7	8	7	5	10	1	7	3	4	0
PSPD: Energy&Env practice	15	0	9	6	8	7	6	9	3	6	1	5	0
PSPD: Management Practice	2	0	2	0	2	0	2	0	2	0	0	0	0
Emerging donors and ACU	9	0	3	6	2	7	1	8	0	3	0	6	0
Country Support Team	8	0	2	6	0	8	2	6	0	2	0	6	0
Management Support Unit (MSU)	18	1	4	14	0	18	6	12	0	4	0	12	2
Communications	3	0	2	1	2	1	1	2	0	2	0	1	0
UNDP outposted units (audit, helpdesk, OIST)	9	1	8	1	6	3	5	4	1	7	0	1	0
<b>Totals:</b>	112	9	62	50	48	64	44	68	11	51	5	43	2
<b>In % to total staff:</b>			55%	45%	43%	57%	39%	61%	10%	46%	4%	38%	2%

<sup>19</sup> Staffing as of 30 May, 2007.