



UNODC

United Nations Office on Drugs and Crime

Regional Programme for
East Asia and the Pacific



2010 Client Feedback Survey

UNODC programme in East Asia and the Pacific

Promoting UNODC accountability and
responsiveness to clients

Bangkok

December 2010

Disclaimers

This report has not been formally edited.

The contents of this publication do not necessarily reflect the views or policies of UNODC and neither do they imply any endorsement.

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Preface

I am delighted to introduce this Client Feedback Survey report on UNODC's regional programming efforts in East Asia and the Pacific.

I strongly believe that it is our duty to demonstrate commitment to the values of transparency, accountability and responsiveness when we assist our Member States to combat the challenges of crime, drugs, corruption and terrorism.

For this reason, in order to measure whether we have been living up to these values, we decided to ask our partners in the region to provide us with their confidential and unattributable feedback on how they view our performance.

Through this Client Feedback Survey we intend to both hold ourselves – and be held – accountable. The perceptions and opinions of our partners about our performance are immensely valuable. By listening to the voices of our partners we learn and, on this basis, can take steps to do our jobs better.

I would therefore like to sincerely thank all of our partners (whether they be Member States from the region, our donors, our NGOs partners or other UN agencies) who took the time and effort to complete this Client Feedback Survey.

I hope that you will find the information contained in this report to be of interest. We intend to act on it and to also use it as a baseline to measure – in future – whether we have been able to improve upon our service delivery.



Gary Lewis
Regional Representative
UNODC East Asia and the Pacific
Bangkok
1 December 2010

Executive Summary

Key findings

- Respondents generally see the UNODC Regional Programme approach in East Asia and the Pacific (EAP) as a positive development.
- Respondents generally indicate a high level of satisfaction with UNODC EAP services/support.
- Improvements in UNODC EAP performance over the past two years have been noted.
- Concerns have been raised about UNODC programme/project management capabilities, particularly the timely disbursement of funds/resources and our responsiveness and flexibility.
- There is also room for improvement with respect to implementing aid effectiveness principles.
- There is a need for strengthening the advocacy role of UNODC.

Survey method and respondents

- The client survey (the full survey can be found in **Annex 1**) was administered in September 2010, using Survey Monkey, which is an online survey software tool.
- All responses were completely confidential and unattributable.
- The respondents were partner governments, non-governmental organizations, donor agencies, and other United Nations agencies which have had substantive work-related contact with UNODC during the preceding 24 months.
- The survey was e-mailed to approximately 400 clients, of which just over 100 responded and completed all of the questions.
- The full set of completely unedited narrative comments by respondents can be found in **Annex 2**.

Values

- Responses with regard to organizational values show that:
- 81% agree or strongly agree that UNODC is a *professional* organization;
- 67% agree or strongly agree that UNODC is an *effective* organization and
- 58% agree or strongly agree that UNODC is a *transparent* organization.

Satisfaction with UNODC assistance

- 76% of respondents are satisfied or very satisfied while 9% are dissatisfied or very dissatisfied and 15% are neither satisfied nor dissatisfied.

Regional Programme

- 72% of the respondents indicate that they ***are aware of the UNODC EAP Regional Programme***, while 28% state that they are not.
- 79% agree or strongly agree with the statement that the Regional Programme ***facilitates strategic engagement*** with all partners.
- 74% agree or strongly agree that the Regional Programme ***supports regional and national ownership of policy priorities***.
- 75% agree or strongly agree that the Regional Programme ***promotes an integrated response by UNODC*** in its mandate areas.
- 74% agree or strongly agree that the Regional Programme ***provides a realistic and knowledge based assessment of what can be accomplished***.
- 73% agree or strongly agree that the Regional Programme ***promotes a focus on clear and measurable objectives***.

Aid Effectiveness

- 68% consider as good or very good the support provided by UNODC to ***Partner Government policies***.
- 63% rate as good or very good the UNODC approach to ***working with and through local systems and procedures***.
- 61% rate as good or very good UNODC efforts to ***coordinate activities with other donors and with partner governments***.

Programme/project management

- 46% rate as good or very good the provision by UNODC of ***timely budgetary allocations and disbursements***.
- 57% rate as good or very good the ***flexible management response to problems and changes in circumstances***.
- 58% rate as good or very good the ***clear and timely reporting on programme/project implementation and performance***.
- 60% rate as good or very good the provision of ***effective management support and decision making***.
- 60% rate as good or very good the ***effective planning and monitoring of work undertaken***.
- 65% rate as good or very good the ***quality of programme personnel, including consultants***.

Communication

- 77% of respondents state that they are satisfied or very satisfied with **UNODC overall communication**.
- 85% of the respondents agree or strongly agree that UNODC **staff are responsive**;
- 86% agree or strongly agree that the information provided by UNODC is of **relevance**;
- 79% agree or strongly agree that the information is **accurate and unbiased**;
- 83% agree or strongly agree that the information is well **presented, readable and comprehensive**.

Website

- The top three **website sections most accessed** by the respondents are:
 - Publications in first place,
 - Project Summaries and the Regional Programme in second place, and
 - Presentations in third place.
- e-News as a new website feature (introduced in October 2010) was the most selected function that respondents indicated they would use in the future.

Advocacy

- 50% of respondents indicate that **UNODC effectively raised awareness** about the challenges posed by illicit drugs, organized crime, corruption and terrorism, 24% do not agree and 26% are not sure.
- Responses show that the **International Day against Drug Abuse and Illicit Trafficking** ("**World Drug Day**") is the UNODC awareness-raising effort with which most respondents are familiar.

Introduction

The UNODC Regional Centre for East Asia and the Pacific (EAP) conducted this Client Feedback Survey in order to help us assess the perceptions and opinions of our partners about UNODC performance, and to help us improve the way we work and the services we deliver.

The survey was designed by the Regional Centre based in Bangkok. It was administered using Survey Monkey, an online survey system. Using the online system ensured that we were able to treat all answers in a completely confidential manner which could not be traced back to the respondent's name or organization in any way.

Client pools were then selected by each country office and the Regional Centre. Clients were defined either as a government/agency that is a recipient of UNODC assistance or as a government/agency that is a donor to UNODC.

The seven field offices¹ comprising our Regional Programme were requested to select partners that had substantive work-related contact with UNODC EAP over the previous 24 months. We felt that going further back than 2 years would make the information less relevant to the current management and staff working for UNODC. We also wanted to have a time frame that captured the launch of the UNODC EAP Regional Programme in early 2009.

The survey consisted of 17 closed response questions (e.g., yes/no or a rating), and one open question allowing respondents to comment on any issue of concern/interest. The survey questions and results are provided as Annex 1 for reference. Annex 2 contains the full listing of the narrative comments provided by all respondents.

Overall the response to the survey has been positive. UNODC EAP plans to repeat at regular intervals in future.

Questions 1 and 2: Respondents

154 individuals initially responded to the survey online, of which 125 indicated that they had substantive work-related contact with UNODC in the preceding 24 months. This indicates that when selecting the client pools we had unknowingly included some clients that had not, in fact, worked with us in the preceding 24 months.

Not all 125 respondents answered every question.

Of the 112 respondents who indicated the type of agency they work for:

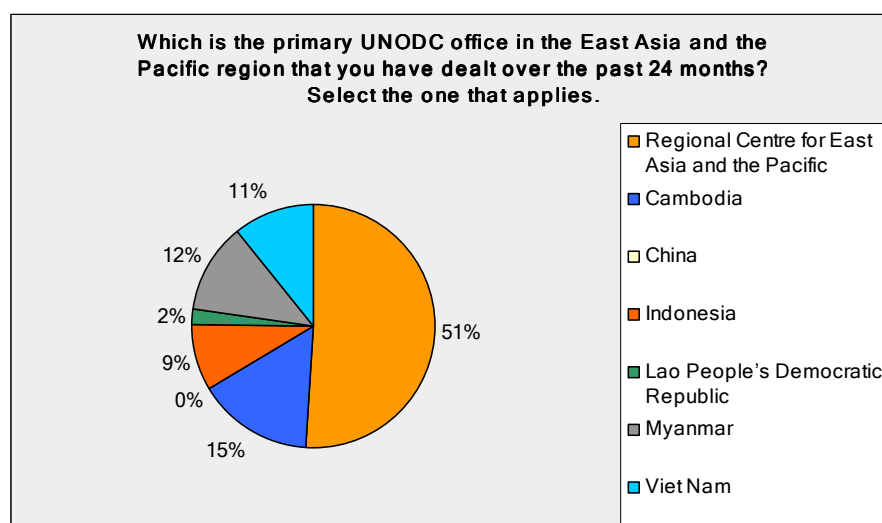
- 45% work for a government/agency that is a recipient of UNODC assistance.
- 23% work for a government/agency that is a donor to UNODC.

¹ Regional Centre for East Asia and the Pacific, Cambodia, China, Indonesia, the Lao People's Democratic Republic, Myanmar and Viet Nam.

- 32% work for other United Nations agencies, non-governmental organizations or research agencies doing related work.²

The largest single group of respondents was therefore composed of partner governments that have received UNODC assistance.

Question 3: Primary UNODC office with which the respondent interacts



51% of respondents had interacted primarily with the Regional Centre, 15% with the Country Office in Cambodia, 12% with the Country Office in Myanmar, 11% with the Country Office in Viet Nam, 9% with the Country Office in Indonesia, 2% with the Country Office in the Lao and none with the China office.³

With this in mind, the overall results of the survey can be taken to equally reflect perceptions of the work of the Regional Centre and (collectively) the country offices (with the exception of China).

Question 4: Perception of UNODC values

Of the 108 respondents to Question 4:

- 67% agree or strongly agree that UNODC is an *effective* organization, while 14% disagree or strongly disagree and 19% neither agree nor disagree.

² Respondents had the option to select "other" and enter their own definition of who they work for.

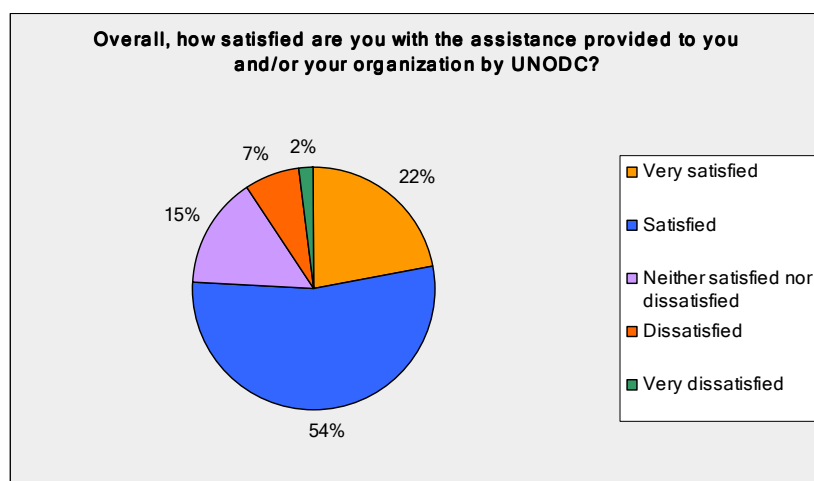
³ No responses were received from Chinese counterparts.

- 81% agree or strongly agree that UNODC is a **professional** organization, while 9% disagree or strongly disagree and 10% neither agree nor disagree.
- 67% agree or strongly agree that UNODC is a **responsive** organization, while 11% disagree or strongly disagree and 22% neither agree nor disagree.
- 58% either agree or strongly agree that UNODC is a **transparent** organization while 12% disagree or strongly disagree and 30% % neither agree nor disagree.

This would suggest that there is scope for improvement for example particularly with respect to:

- The **effectiveness** of the work of UNODC, for example its focus on results.
- Improving the **transparency** of what UNODC is doing and why, for example by increasing partners' access to information on UNODC decision-making processes, funding availability, expenditures etc.

Question 5: Satisfaction with assistance provided by UNODC



Of the 108 respondents to Question 5:

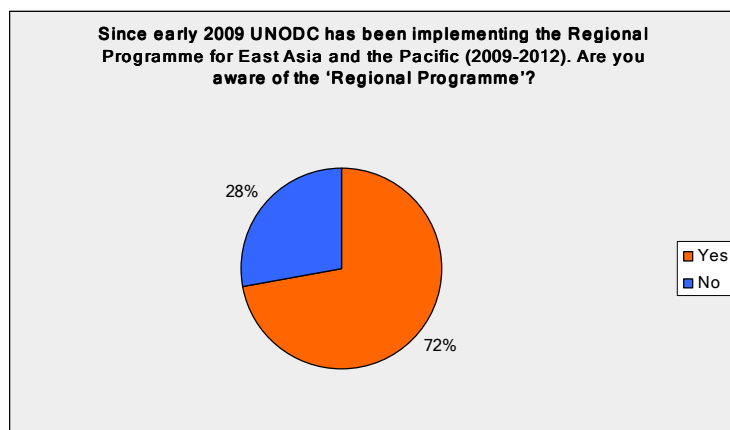
- 76% are satisfied or very satisfied with the assistance provided.
- 9% are dissatisfied or very dissatisfied with the assistance provided.
- 15% are neither dissatisfied nor satisfied.

The result indicates that there is room for making improvements, despite the fact that not all clients can be expected to be fully satisfied all the time. Some specific areas of improvement were indicated as follows:

- *“At times the administration could be improved.”*
- *“UNODC should provide more delegated authority / flexibility at the country level. It needs to be more efficient and ‘faster’ in providing the right assistance at the right time.”*

- “Slow and cumbersome bureaucracy is a problem, particularly with respect to human resource and financial management.”

Question 6: Awareness of the UNODC EAP Regional Programme



Of the 108 respondents to Question 6:

- 72% are aware of the Regional Programme and 28% are not.

Given that the Regional Programme has only been in place for a year and a half and that it is a completely new initiative/framework for UNODC in the region, this can be considered a very positive response.

Nonetheless, while stakeholder awareness of the Regional Programme is desirable, it is less important than satisfaction with the actual services being provided.

Question 7: Usefulness of the Regional Programme?

Of the 77 respondents who answered question 7:⁴

- 79% agree or strongly agree with the statement that the Regional Programme *facilitates strategic engagement* with all partners, while 7% disagree or strongly disagree and 14% neither agree nor disagree.
- 74% agree or strongly agree that the Regional Programme *supports regional and national ownership of policy priorities*, while 6% disagree or strongly disagree and 20% neither agree nor disagree.
- 75% agree or strongly agree that the Regional Programme *promotes an integrated response by UNODC* in its mandate areas, while 4% disagree or strongly disagree and 21% neither agree nor disagree.

⁴ The number of respondents to Question 7 is lower because only respondents that indicated that they were aware of the Regional Programme could answer the question.

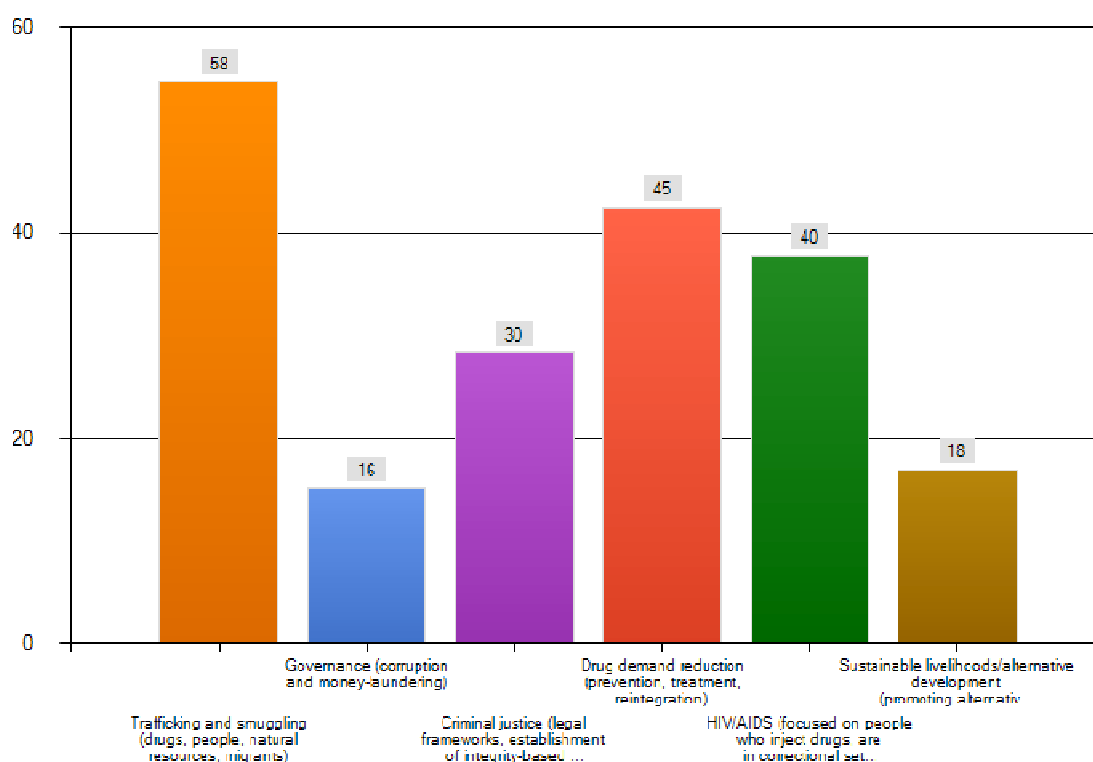
- 74% agree or strongly agree that the Regional Programme *provides a realistic and knowledge based assessment of what can be accomplished*, while 8% disagree or strongly disagree and 18% neither agree nor disagree.
- 73% agree or strongly agree that the Regional Programme *promotes a focus on clear and measurable objectives*, while 10% disagree or strongly disagree and 17% neither agree nor disagree.

On average, some 7% of respondents disagree or strongly disagree with each statement, with the balance neither agreeing nor disagreeing.

Overall, it would again seem to be a positive and reassuring response with respect to the perceived value of UNODC Regional Programme approach.

Question 8: Areas of work (UNODC subprogrammes) engaged in by respondents

In which of the following UNODC work areas have you been engaged over the past 24 months? Select all that apply.



Of the 106 respondents to Question 8:⁵

- 58 had been engaged in initiatives against trafficking and smuggling.
- 45 had been engaged in drug demand reduction initiatives.
- 40 had been engaged in HIV/AIDS prevention initiatives.
- 30 had been engaged in criminal justice initiatives.
- 18 had been engaged in sustainable livelihoods initiatives.
- 16 had been engaged in governance (anti-corruption and anti-money-laundering) initiatives.

This would seem to broadly reflect the scope and scale of the recent activities of UNODC in the region, particularly in the traditional area the Greater Mekong subregion, where work aimed at combating trafficking and smuggling, reducing drug demand and preventing HIV/AIDS has been given the most attention (and funding).

With respect to criminal justice initiatives, this is an area of work that is particularly challenging with respect to getting traction and making headway with national authorities, as demonstrated by the relatively slow progress with getting buy-in to the “Towards AsiaJust” concept being proposed by the UNODC East Asia and the Pacific Regional Programme.

Sustainable-Livelihoods-related work is focused almost exclusively on the People’s Democratic Republic of Lao and on Myanmar and in past and current areas under opium poppy cultivation. As a result, it may therefore likely to remain a smaller part of the overall portfolio of UNODC in the region.

The work done by UNODC on governance, and particularly on corruption, is recognized within UNODC as an area that is in need of significant expansion, but one which has been constrained in EAP over the recent past by a lack of full-time dedicated human resources. This is also reflected by a comment provided by a respondent:

- *“UNODC Regional Centre for Southeast Asia and the Pacific requires a dedicated person to work on anti-corruption issues, with substantive knowledge and long-standing experience to provide assistance to anti-corruption agencies and other government bodies in the Asia Pacific region.”*

Question 9: UNODC performance on principles of aid effectiveness

Of the 103 respondents to Question 9:

- 68% rate as good or very good the **support provide by UNODC for partner government policies** (aimed at promoting national ownership). 25% considered UNODC support average in this regard, while 7% considered UNODC support to be poor. No respondent considered UNODC support to be very poor.

⁵ Respondents could choose among options which is why the response count exceeds the number of respondents.

- 63% rate as good or very good the approach of UNODC to ***working with and through local systems and procedures*** (to help build institutional capacity); 27% considered the approach UNODC average in this regard, while 10% considered the approach poor or very poor.
- 61% rate as good or very good the effort of UNODC to ***coordinate activities with other donors and with partner governments***; 25% rated UNODC efforts as average in this regard, while 14% rated UNODC efforts as poor or very poor.

These results suggest that there is room for improvements in the way that UNODC works in each of these key areas.

A comment provided by a respondent states that:

- “*Providing competent leadership to national coordination efforts and ensuring that all stakeholders are meaningfully involved [is important].*”

UNODC will thus continue to give high priority to improving how it provides assistance, in support of implementing the Paris Declaration.

Question 10: UNODC programme/project management capabilities

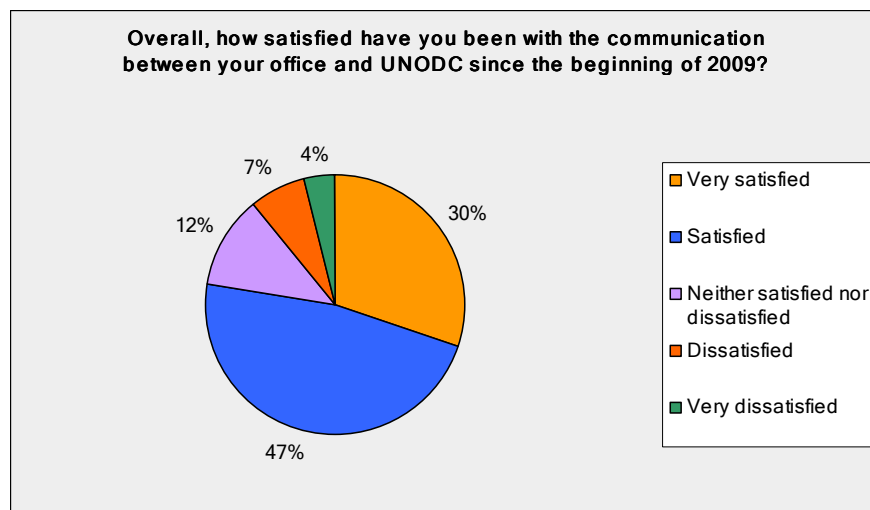
Of the 103 respondents to Question 10:

- 46% rate as good or very good the provision of ***timely budgetary allocations and disbursements***, while 13% rate it as poor or very poor and 40% rate it as average.
- 65% rate as good or very good the ***quality of programme personnel, including consultants***, while 10% rate it as poor or very poor and 25% rate it as average.
- 60% rate as good or very good the provision of ***effective management support and decision making***, while 12% rate it as poor or very poor and 28% rate it as average.
- 60% rate as good or very good the ***effective planning and monitoring of work undertaken***, while 11% rate it as poor or very poor and 29% rate it as average.
- 58% rate as good or very good the ***clear and timely reporting on programme/project implementation and performance***, while 13% rate it as poor or very poor and 29% rate it as average.
- 57% rate as good or very good the ***flexible management response to problems and changes in circumstances***, while 9% rate it as poor or very poor and 34% rate it as average.

Around 30% of respondents rate UNODC performance as average against each of these criteria, with the exception of the first criterion listed above (timely budgetary allocations and disbursements), where some 41% of respondents rate UNODC performance as average.

The responses to this question again indicate some important areas in which UNODC needs to improve its performance, most obviously with respect to the provision of timely budgetary allocations and disbursements. The two other weak areas, clear and timely reporting and flexible management response, also merit particular attention. These are indeed areas in which UNODC is currently reviewing and reforming its management and administrative systems.

Question 11: Satisfaction with overall communication by UNODC



Of the 102 respondents to Question 11:

- 77% are satisfied or very satisfied with the level of communication.
- 11% are dissatisfied or very dissatisfied with the level of communication.
- 12% are neither satisfied nor dissatisfied.

The fact that 77% are satisfied or very satisfied with UNODC overall communication should be considered a positive result.

Important steps are being taken in EAP to maintain and enhance the level of communication with partners, for example through improved programme and project progress reporting.

Additionally, the present survey will be used to inform the UNODC approach to developing its communications strategy and will help guide where time, effort and money will be allocated in order to improve overall client satisfaction.

Comments provided by respondents include:

- *“A broader communication on programs on coordination with donor states could be relevant.”*

Question 12: Quality of interaction with staff and of the information provided

Of the 102 respondents to question 12:

- 85% agree or strongly agree that UNODC staff are available to discuss; 8% considered UNODC average in this regard.

- 86% agree or strongly agree that UNODC submits relevant information to its partners; 10% considered UNODC average in this regard.
- 79% agree or strongly agree that information made available is accurate and unbiased; 16% considered UNODC average in this regard.
- 83% agree or strongly agree that information is well presented, readable and comprehensive; 14% considered UNODC average in this regard.

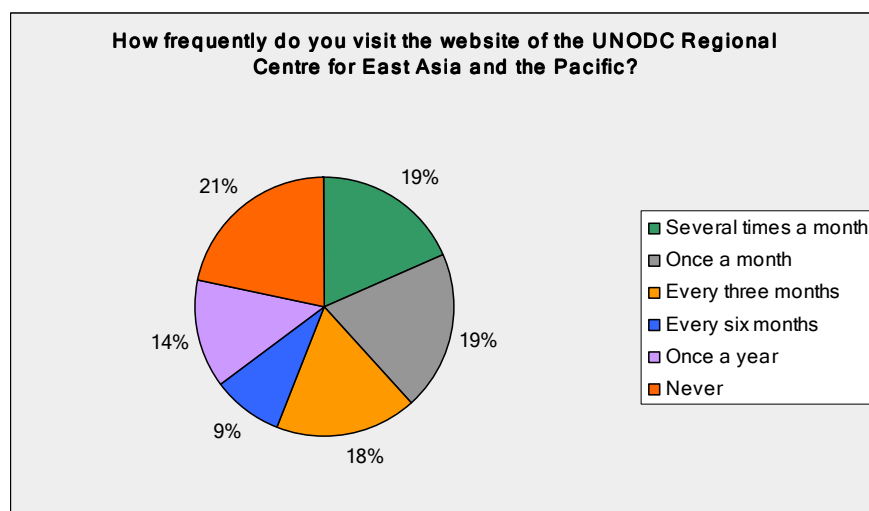
Overall, this is a reassuring response and indicates that the reports, presentations and other material provided to our partners are of a good standard and generally meet the needs of our clients. In addition, the fact that 85% of our partners feel they can address concerns they have with their relevant UNODC counterpart is very positive feedback with regard to the relationship management aspect of the work UNODC staff undertake.

As always, there is room for improvement. Significant efforts are currently being made by UNODC to improve timely results-focused reporting.

A comment provided by a respondent states that:

- *“The quality of written TA reports could be further improved and presented in a more professional format.”*

Question 13: Accessing the UNODC EAP website



Of the 102 respondents to this question:

- 19% visit the site several times a month.
- 19% visit the site once a month.
- 18% visit the site every three months.

- 9% visit the site every six months.
- 14% visit the site once a year.
- 21% never visit the site.

Overall, these results seem reasonable. However, there is clearly room for improvement in light of the fact that around 30% never visit the site or only visit it once a year.

Steps are being taken to address this matter, for example through the creation of an e-News for EAP. The e-News contains hyperlinks to the website and will help direct web traffic to the site. Additionally, we have put in place standard operating procedures with regard to e-bursts/mass mailing. Links to relevant website stories on, for example, training or workshops are e-mailed to the relevant participants.

A comment provided by a respondent states that:

- *“We got a lot of important information through your web and utilize this to benefit our work.”*

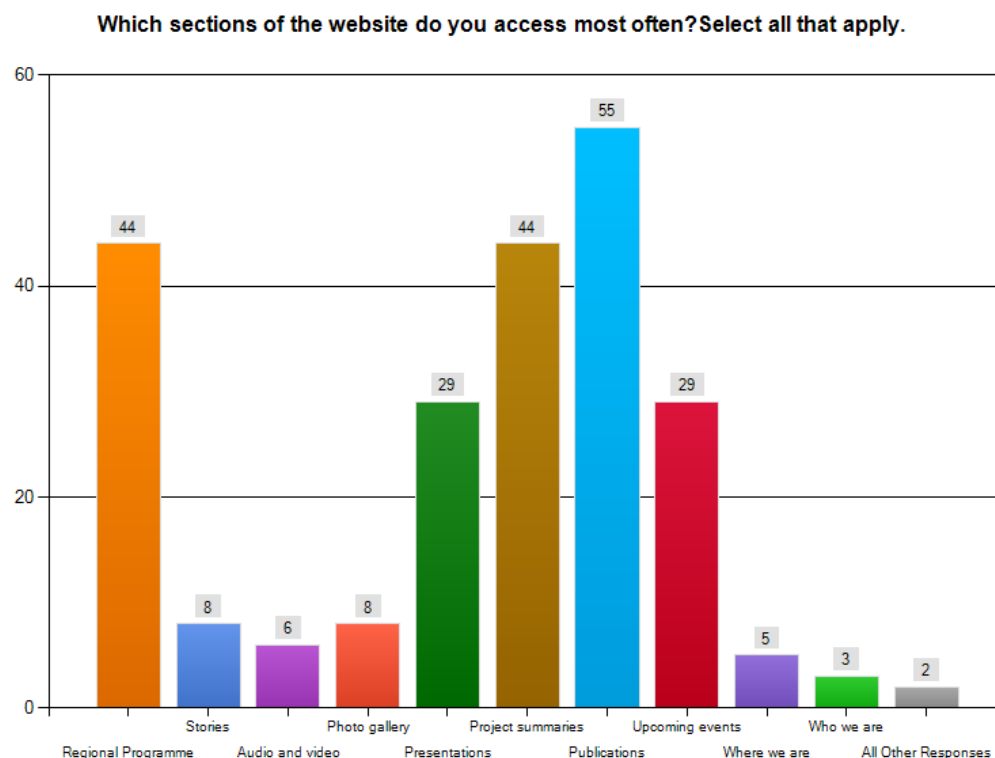
Question 14: Section of the website most frequently accessed

Of the 79 respondents to this Question 14:⁶

- The “Publication” section attracted 55 response counts⁷.
- The “Project summaries” and the “Regional Programme” sections attracted 44 response counts each.
- The “Presentations” and “Upcoming events” sections attracted 29 response counts each.
- The “Stories” and “Photo gallery” sections attracted 8 response counts each.
- The “Audio” and “Video” sections attracted 6 response counts.
- The “Where we are” section attracted 5 response counts.
- The “Who we are” section attracted 3 response counts, and
- The “Quick links” section attracted 2 response counts.

⁶ The number of respondents who answered the question decreased here once again as if the respondent clicked that they ‘never use the website’ in the previous question they automatically skip this question.

⁷ Respondents had the option to select multiples, hence the response count figure exceeds the number of respondents who answered this question.



When considering these results one has to bear in mind that **the survey was not sent to the general public**. Therefore, the fact that “stories” only attracted 8 response counts could be the result of the client pool not being the target audience of this website section. Of course, we need to leave some room for the possibility that the stories that we upload simply do not spark our partners’ interest.

The fact that the “Regional Programme” section attracts a high response rate underscores the earlier findings on the relatively high level of awareness among partners about the UNODC Regional Programme for EAP. This is a positive connection and means that we should work at keeping the content of the Regional Centre website current and interesting. We are in the process of revising some of the information posted in this section.

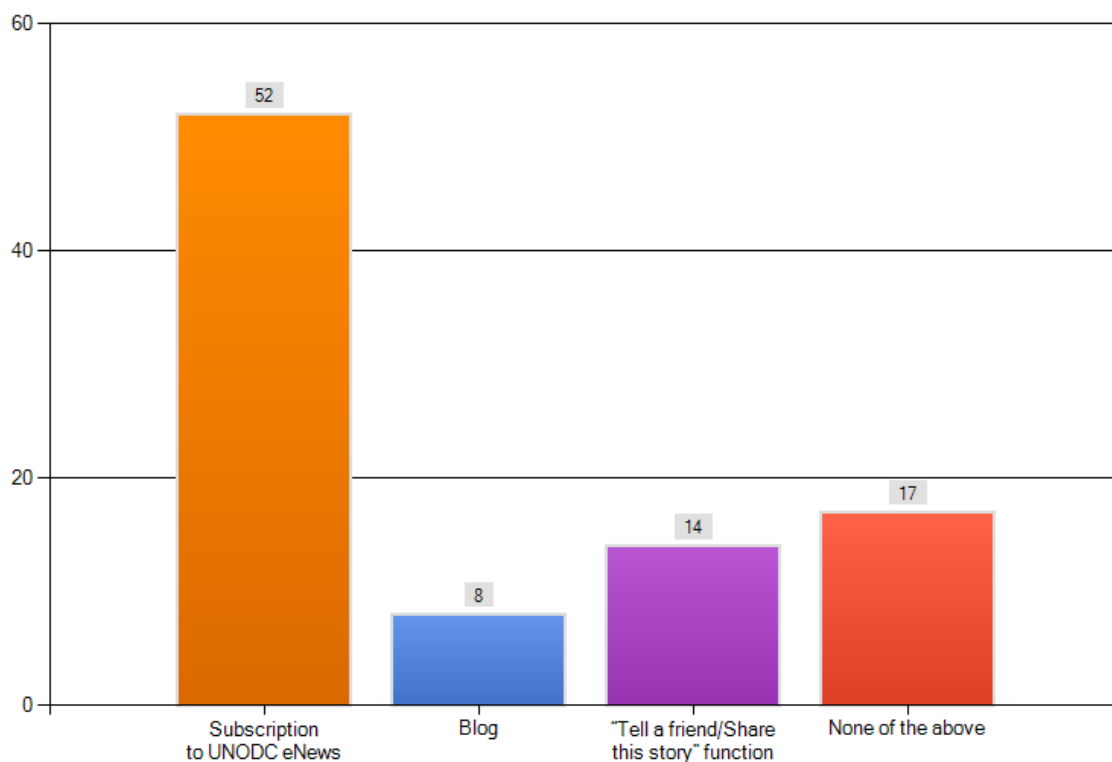
“Project Summaries” is a popular section of the website. We have started to update the summaries where necessary. In addition, we are currently developing one-pagers for each of UNODC EAP projects, containing key project information such as budget, duration and objectives that will be available in this section on the website.

Our partners indicate that they are very interested in UNODC publications and presentations. We hope to sustain and increase this interest by adding a section for UNODC speeches on the website as well.

The ‘Upcoming Events’ section is another popular choice and, once again, we have set up standard operating procedures to ensure that the event entries reflect not only regional centre activities but all activities in the region. The “Upcoming Events” section was also added to the e-News, which will help promote the work of UNODC.

Question 15: New website features that respondents would use

Would you use any of the following web features if UNODC were to set them up? Select all that apply.



Of the 79 respondents to question 15:

- The subscription to UNODC e-News attracted 52 response counts⁸.
- "Tell a friend/share this story" attracted 14 response counts.
- A website blog attracted 8 response counts.
- None of the above attracted 17 response counts.

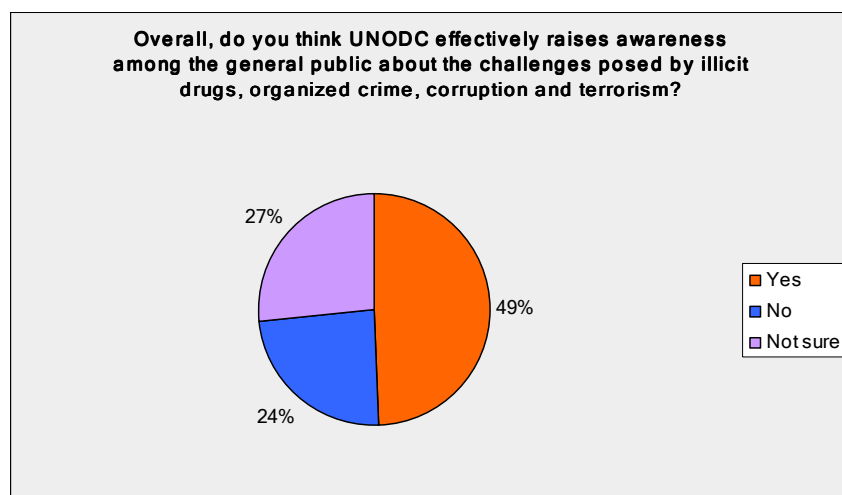
The fact that subscription to UNODC e-News received the most response counts is excellent news for UNODC, as we have just set up this new function. Partners can now sign up for the UNODC EAP e-newsletter online, the first issue of it was mailed in the first week of October 2010. With already more than 250 subscriptions, we are confident that this new online tool will support UNODC overall communication and advocacy efforts.

⁸ Respondents could choose among options which is why the response count exceeds the number of respondents.

14 response counts for “Tell a friend/share this story” indicated that setting up this function could potentially allow for more traffic to be directed to the website. We will be looking at having such a feature added to the site.

8 response counts for a blog feature shows us that the target client pool is not particularly interested in this level of interaction. Once again, had the survey been sent to the general public the response to a blog may have been higher. It is possible that partners would be more interested in, for example, a feedback form rather than an interactive blog.

Question 16: Awareness-raising among on UNODC’s key mandate areas



Of the 101 respondents to Question 16:⁹

- 49% agree that UNODC raises awareness effectively.
- 24% do not agree that UNODC raises awareness effectively.
- 27% are not sure that UNODC raises awareness effectively.

With only approximately 50% thinking that UNODC is an effective awareness-raising organization there is clearly room for improvement. With one quarter of respondents stating that they do not think UNODC is effective in raising awareness UNODC has to address this issue. Though on overall communication the response has been positive, UNODC is not active enough as an advocacy body. The website is slowly starting to address this issue by trying to include features and stories on subjects that advocate UNODC position on its mandate areas.

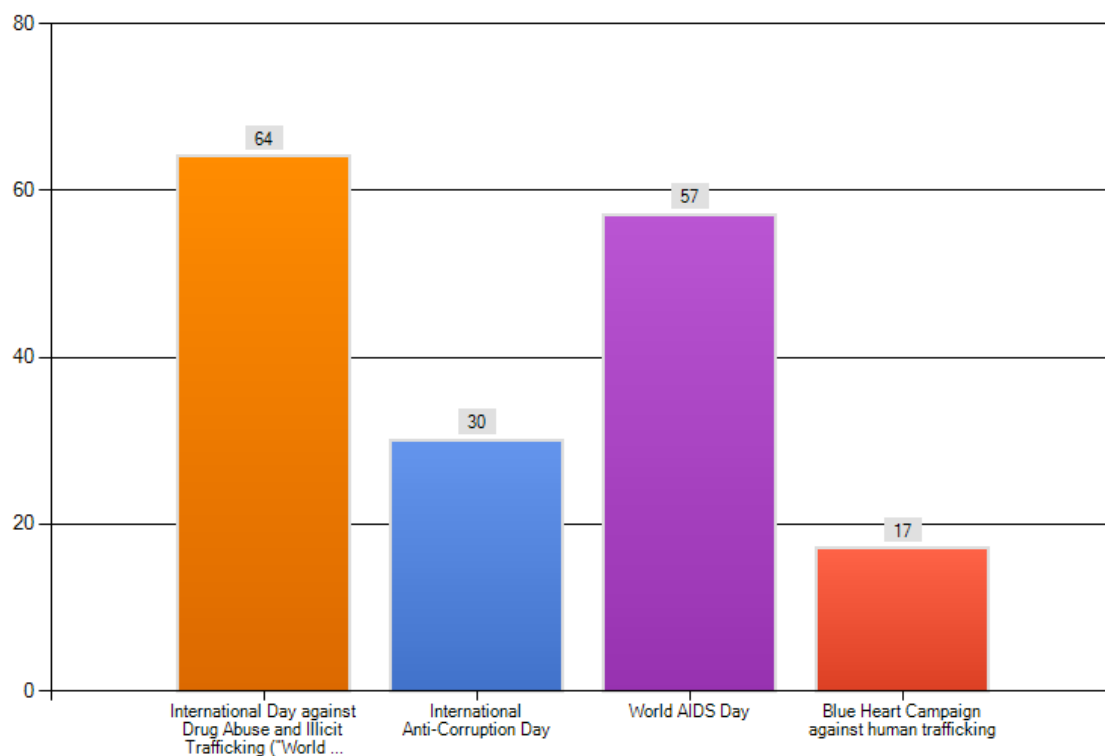
⁹ The respondent number increase again as all the respondents that did automatically exit the website related question were re-routed to this question.

Additionally, the UNODC Regional Representative is undertaking various missions that all have a strong advocacy aspect to them. Speeches given at conferences and meetings are now immediately made available on the website. More targeted networking with key organizations and partners is in the pipeline to raise awareness of UNODC mandates and the work done by UNODC.

The Regional Centre is making a concerted effort to increase its media work. We are actively engaging with journalists in the region and contribute, on a regular basis, to interviews and documentaries.

Question 17: Awareness-raising campaigns with which respondents are familiar¹⁰

Are you familiar with any of the following UNODC awareness-raising campaigns? Select all that apply.



A total of 101 people responded to Question 17.¹¹

¹⁰ Respondents were not given the option to choose "none of the above", which means that respondents may have selected a campaign at random in order to continue the survey. In future editions of the survey the question will be adapted in order to avoid a bias in the data.

¹¹ Respondents could choose among options which is why the response count exceeds the number of respondents.

With 64 and 57 response counts respectively, the campaigns for International Day Against Drug Abuse and Illicit Trafficking and World AIDS Day have good visibility among our partners. This indeed mirrors the areas of work UNODC EAP is most active in. However, one has to bear in mind that World AIDS Day (1 December) is usually organized with other United Nations partners, such as UNAIDS, and, therefore, the visibility created is not solely due to UNODC efforts.

The lower response count for International Anti-Corruption Day (9 December) once again reflects our lack of dedicated human resources working on anti-corruption. Again, in order to compensate, we try to partner with local anti-corruption agencies, non-governmental organizations and multilateral organizations that work on governance issues to increase impact and visibility on the actual day.

With 17 response counts, the Blue Heart Campaign against human trafficking is the campaign that respondents are least familiar with. We suspect that there are several reasons for this. The campaign is difficult to advocate for as we have limited resources to promote it. The concept behind the campaign is not easily transmitted to our partners or the general public. There has been no workable roll-out policy for this relatively new campaign, hence buy-in at the regional level has been weak.

There is certainly room for improvement on all campaigns. The planning process for these campaign days needs to start much earlier. We need better coordination and support (overall strategy for the campaign, concept papers, materials, funding) from UNODC Headquarters. At Regional Centre level, we are putting in place some standard operating procedures but this is still on going and we are putting plans in place in order to plan for World AIDS Day and the International Anti-Corruption Day in a more coherent manner. The creation of an e-communications focal points group within EAP has helped communicate on campaign planning. For World Drug Day this coordination has allowed us to ensure that most country offices had the relevant material translated into their respective local languages and that across all websites the material was made available to the general public.

Question 18: Narrative comments provided by respondents

Some 70 comments were provided by survey respondents.¹²

Comments of particular interest, because they highlight recurring themes, are:

Concerns / areas for improvement:

- *UNODC should delegate more authority and provide more flexibility at the country level. It needs to be more efficient and faster in providing the right assistance at the right time.*
- *Slow and cumbersome bureaucracy is a problem, particularly with respect to human resource and financial management.*

¹² These comments have been paraphrased for brevity and clarity. A full verbatim list of the comments as they were submitted is provided in Annex 2.

- *Where country office management has been weak or problematic (e.g. Cambodia and Myanmar), the quality of the service and of support has suffered.*
- *Project management documentation needs to be improved (e.g. deliverables and performance indicators should be clearly articulated).*
- *Less arrogance and a bit more listening to partners would be nice.*
- *UNODC should take a leading role in advocating for drug law reform, as this can be a major barrier to improving harm reduction services.*
- *UNODC and the World Health Organization should link up more on harm reduction programmes.*
- *UNODC should focus more on developing local community-based and non-governmental organizations and not compete with them in obtaining locally available funds (for drug abuse prevention and treatment).*
- *UNODC should work more with non-governmental organizations and local governments.*
- *There should be more youth engagement (e.g. through the Global Youth Network).*
- *If the Regional Centre is to effectively support anti-corruption programmes, it needs to have a dedicated anti-corruption specialist.*
- *Longer-term projects and sustained support will promote better results. UNODC projects are too short.*
- *UNODC should take care not to try to be a law enforcer in its own right. This is not its role.*
- *UNODC suffers from a perception issue because of its name and past focus on drug law enforcement. Maybe it should re-name itself as the 'United Nations Office on Organized Transnational Crime'.*

Strengths / satisfaction with services

- *Thanks for sending us the United Nations Office on Drugs and Crime (UNODC) Client Feedback Survey. We are impressed by UNODC's professional spirit and client orientation service. Your survey could be a best practice for all UN agencies.*
- *The quality of the UNODC Regional Centre management and its personnel have improved greatly over the past year.*
- *The UNODC Regional Centre is very well led.*
- *We have been extremely pleased with the support from UNODC, both from its headquarters in Vienna and the Regional Centre.*
- *We have gotten a lot of useful information from the UNODC website and use this in our work.*
- *UNODC adds value by helping to enhance communication and collaboration between different national agencies/stakeholders, including government, private sector, non-*

governmental organizations and the media. Training / workshops should thus involve a mix of stakeholders (e.g. police officials with non-governmental organizations).

- *The International organization for Migration's engagement with UNODC on the issues of human trafficking has been very positive.*
- *With respect to human trafficking and smuggling of migrants, bringing together source, transit and destination countries is very useful.*
- *Since the arrival of new staff in Cambodia, performance has improved tremendously.*
- *I am impressed with the effective performance of both the Vietnamese and the expatriate staff of UNODC.*
- *UNODC staff involved in the global SMART programme have cooperated well with Member States and they have been very professional.*

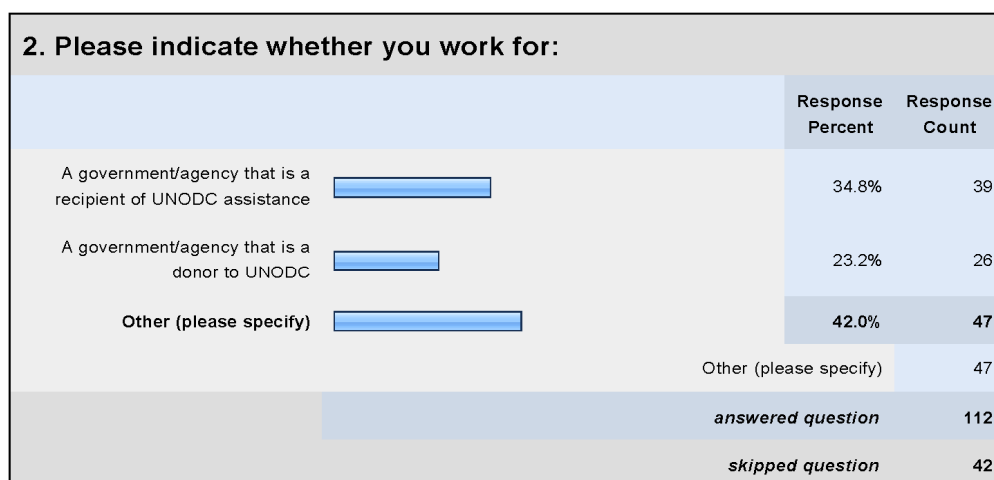
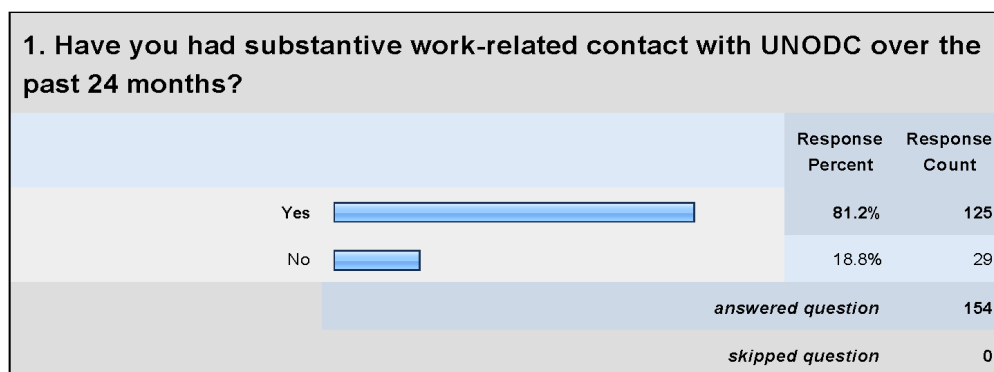
These comments, not surprisingly, indicate a range of opinions about the strengths and weaknesses of UNODC. Nevertheless, the most consistent messages are the same, namely:

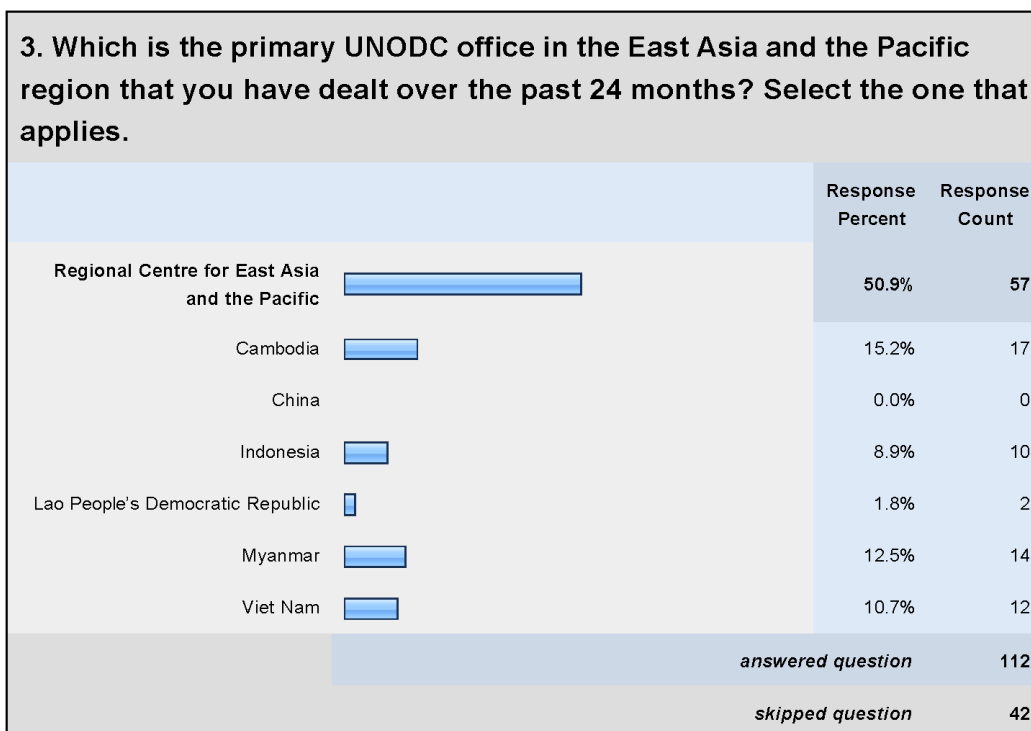
- UNODC needs to improve aspects of its internal management and administration arrangements to make the agency more responsive and client-focused.
- The main asset of UNODC is its staff. Good staff equals good support, and vice versa.
- UNODC has a comparative advantage in bringing different stakeholders together to discuss and resolve problems (both nationally and regionally).
- UNODC should not compete, it should complement.
- UNODC should be more active in advocating for drug law reform, based on the clear evidence available.

Annexes

Annex 1 - Client Feedback Survey Summary Report

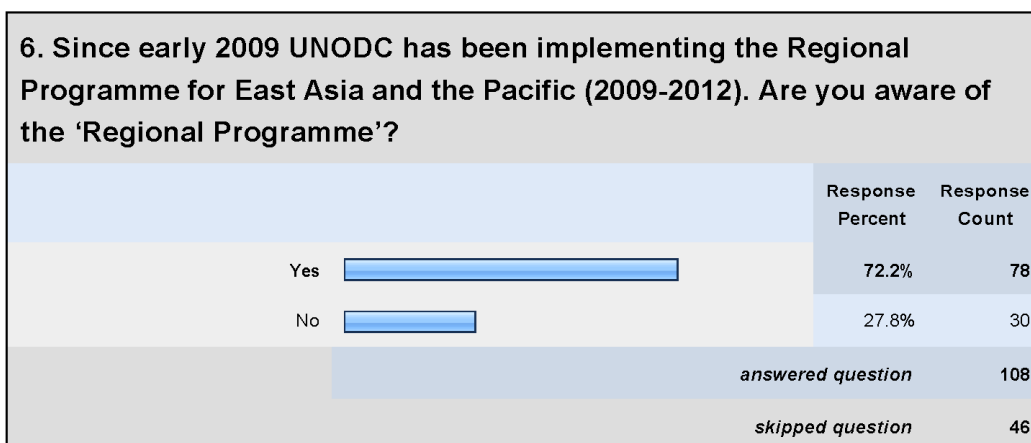
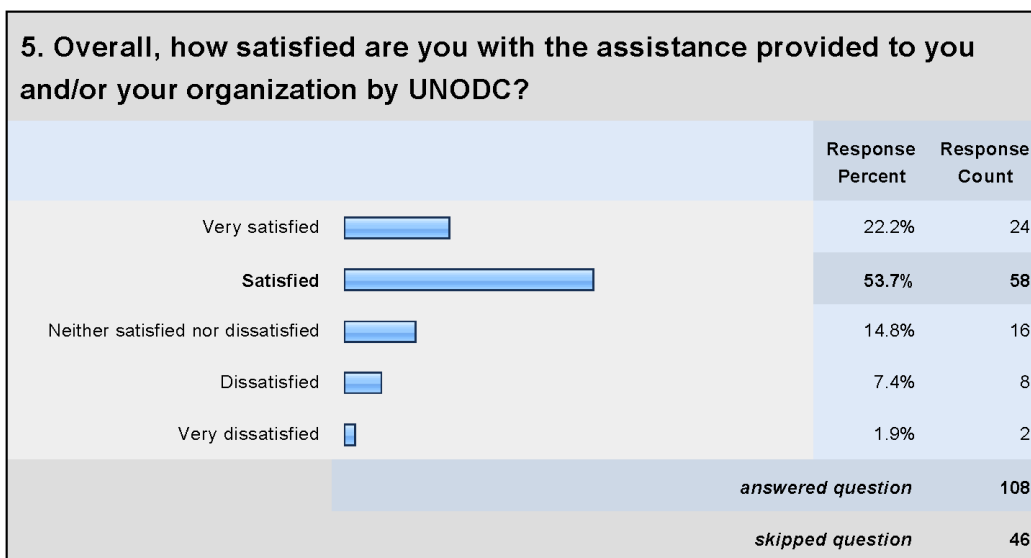
Client Feedback Survey



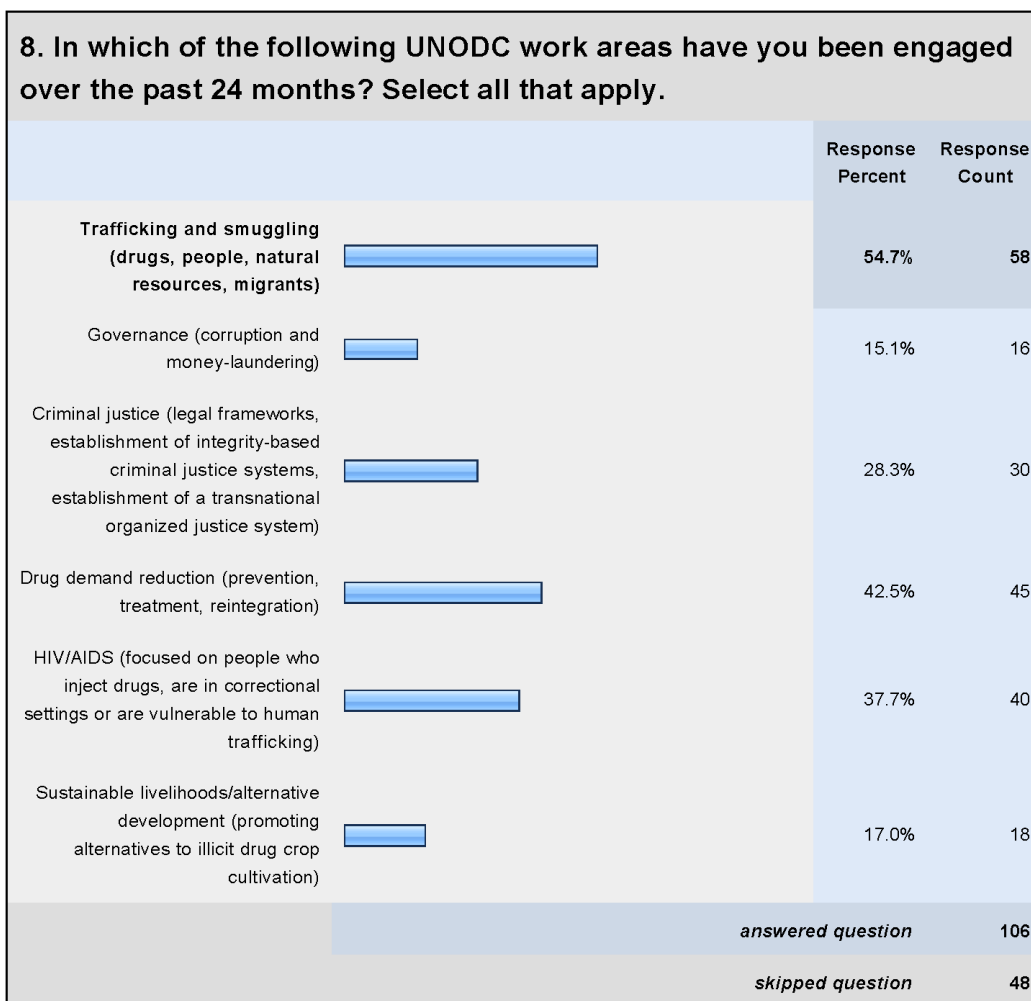


4. UNODC strives to exemplify certain values. Please rate how strongly you agree or disagree with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Rating Average	Response Count
UNODC is an effective organization;	13.0% (14)	53.7% (58)	19.4% (21)	11.1% (12)	2.8% (3)	3.63	108
UNODC is a professional organization;	22.2% (24)	59.3% (64)	9.3% (10)	8.3% (9)	0.9% (1)	3.94	108
UNODC is a responsive organization;	16.7% (18)	50.0% (54)	22.2% (24)	8.3% (9)	2.8% (3)	3.69	108
UNODC is a transparent organization;	13.0% (14)	45.4% (49)	29.6% (32)	10.2% (11)	1.9% (2)	3.57	108
<i>answered question</i>							108
<i>skipped question</i>							46



7. Please rate the following statements:							
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Rating Average	Response Count
The Regional Programme facilitates strategic engagement with all partners;	16.9% (13)	62.3% (48)	14.3% (11)	3.9% (3)	2.6% (2)	3.87	77
The Regional Programme builds and maintains regional and national ownership of policy priorities;	10.4% (8)	63.6% (49)	19.5% (15)	6.5% (5)	0.0% (0)	3.78	77
The Regional Programme promotes an integrated response to the identified human security challenges by linking all UNODC mandate areas;	15.6% (12)	59.7% (46)	20.8% (16)	2.6% (2)	1.3% (1)	3.86	77
The Regional Programme provides a realistic and knowledge-based assessment of what can be accomplished in the areas under the mandate of UNODC;	9.1% (7)	64.9% (50)	18.2% (14)	6.5% (5)	1.3% (1)	3.74	77
The Regional Programme promotes a focus on objectives that are clear, measurable and can be monitored and evaluated.	9.1% (7)	63.6% (49)	16.9% (13)	7.8% (6)	2.6% (2)	3.69	77
						<i>answered question</i>	77
						<i>skipped question</i>	77

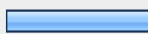
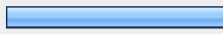





9. Based on the work you have been engaged in over the past 24 months, please rate the following statements on UNODC performance:							
	Very good	Good	Average	Poor	Very poor	Rating Average	Response Count
UNODC supports the policies of partner Governments in order to promote national ownership;	18.4% (19)	49.5% (51)	25.2% (26)	6.8% (7)	0.0% (0)	3.80	103
UNODC works with and through local systems and procedures wherever possible in order to help build institutional capacity;	13.6% (14)	49.5% (51)	27.2% (28)	6.8% (7)	2.9% (3)	3.64	103
UNODC works effectively to coordinate activities between donors and with partner Governments.	12.6% (13)	48.5% (50)	25.2% (26)	10.7% (11)	2.9% (3)	3.57	103
						<i>answered question</i>	103
						<i>skipped question</i>	51

10. Please rate the following statements on UNODC programme/project management during the period from 2009 to the present:

	Very good	Good	Average	Poor	Very poor	Rating Average	Response Count
Timely budgetary allocations and disbursements;	7.8% (8)	38.8% (40)	40.8% (42)	7.8% (8)	4.9% (5)	3.37	103
Quality of programme personnel, including consultants;	17.5% (18)	47.6% (49)	25.2% (26)	5.8% (6)	3.9% (4)	3.69	103
Effective management support and decision-making;	13.6% (14)	46.6% (48)	28.2% (29)	7.8% (8)	3.9% (4)	3.58	103
Effective planning and monitoring of the work;	16.5% (17)	43.7% (45)	29.1% (30)	6.8% (7)	3.9% (4)	3.62	103
Clear and timely reporting on programme/project implementation and performance;	13.6% (14)	44.7% (46)	29.1% (30)	6.8% (7)	5.8% (6)	3.53	103
Flexible management response to problems and changes in circumstances.	12.6% (13)	44.7% (46)	34.0% (35)	3.9% (4)	4.9% (5)	3.56	103
<i>answered question</i>							103
<i>skipped question</i>							51



11. Overall, how satisfied have you been with the communication between your office and UNODC since the beginning of 2009?

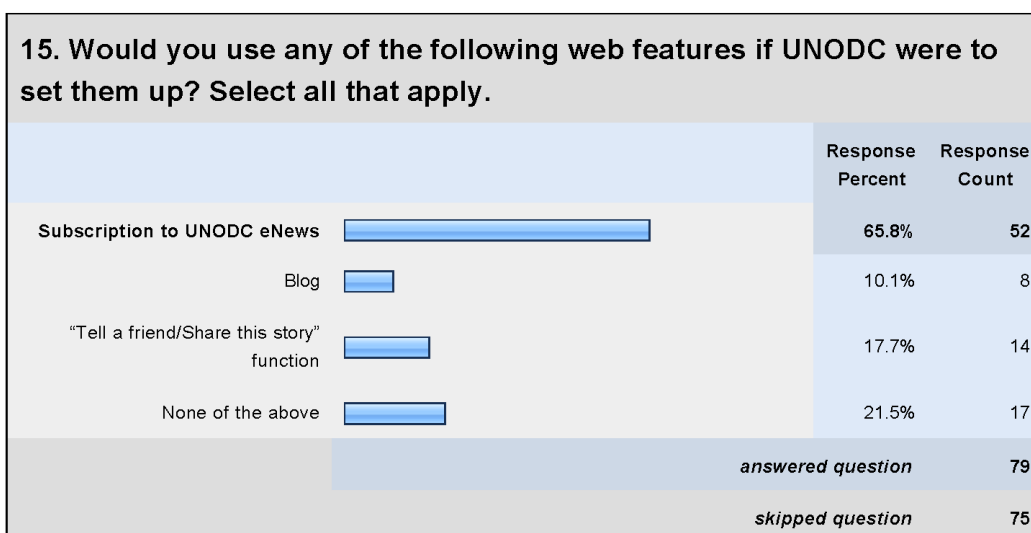
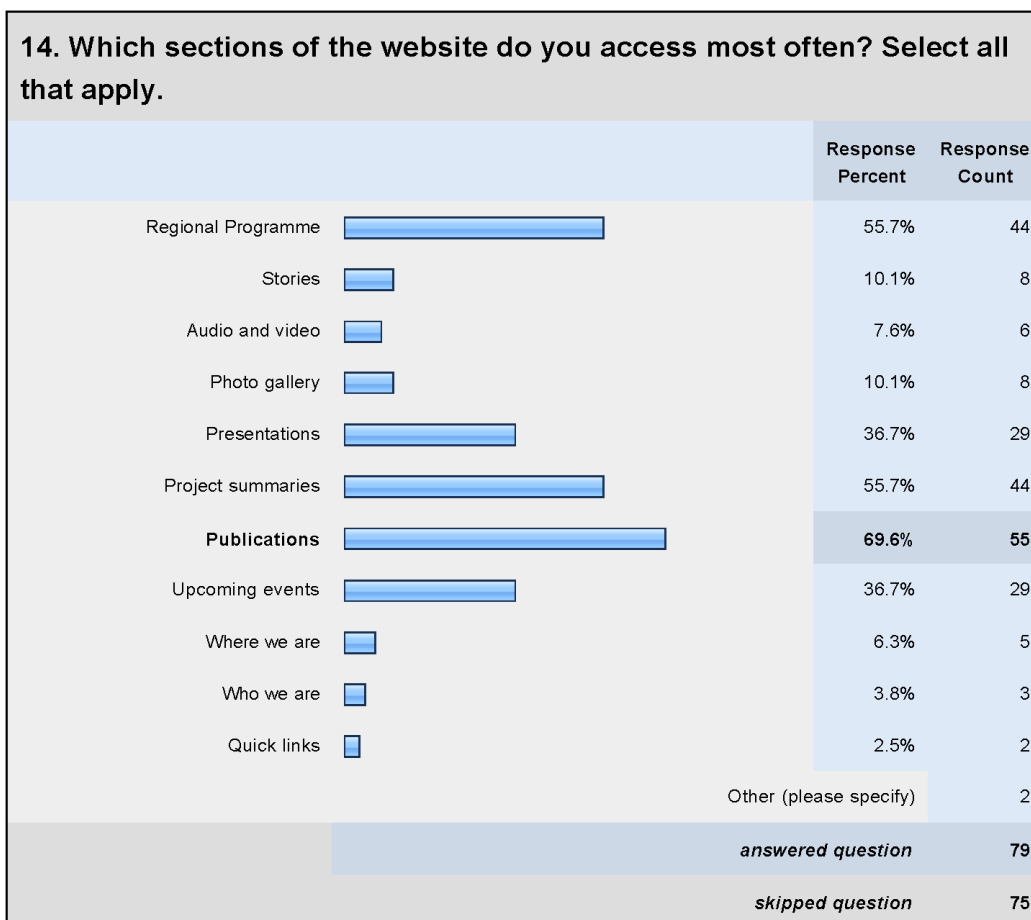
	Response Percent	Response Count
Very satisfied 	30.4%	31
Satisfied 	47.1%	48
Neither satisfied nor dissatisfied 	11.8%	12
Dissatisfied 	6.9%	7
Very dissatisfied 	3.9%	4
<i>answered question</i>		102
<i>skipped question</i>		52

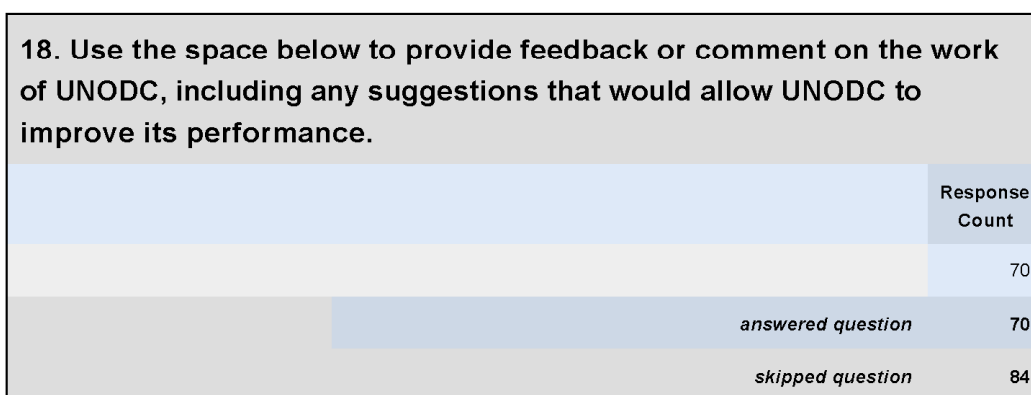
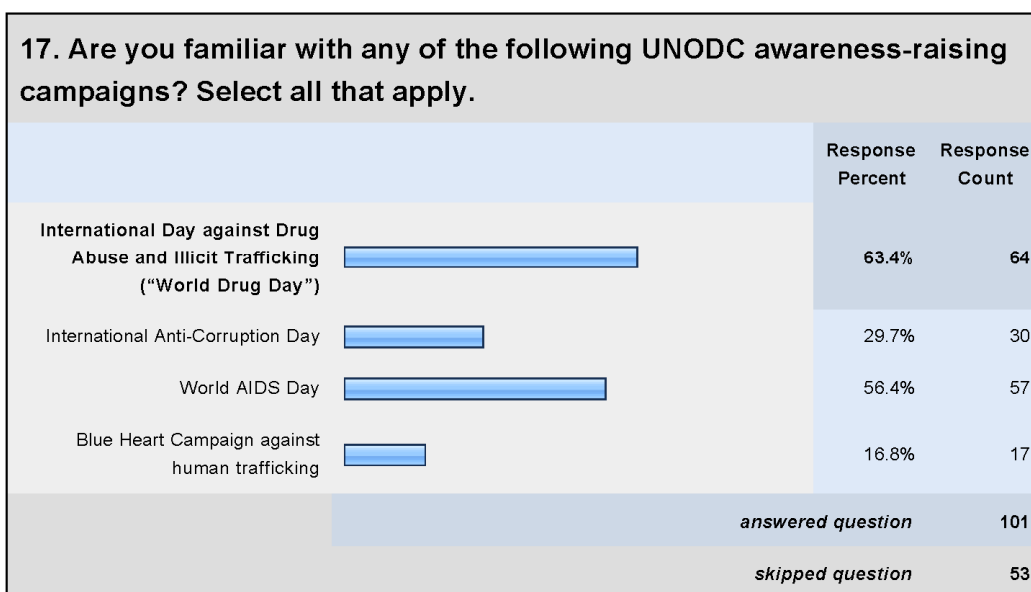
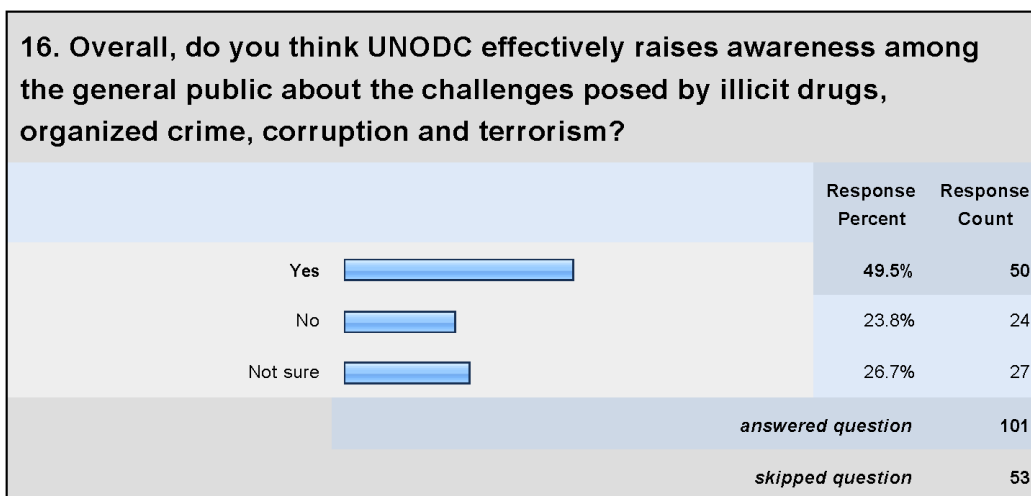
12. Rate the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Rating Average	Response Count
In general, UNODC staff are available to discuss relevant issues or concerns that your office may have;	34.3% (35)	51.0% (52)	7.8% (8)	5.9% (6)	1.0% (1)	4.12	102
The information submitted to you by UNODC is of relevance to your work;	25.5% (26)	60.8% (62)	9.8% (10)	3.9% (4)	0.0% (0)	4.08	102
The information made available to you by UNODC is accurate and unbiased;	20.6% (21)	57.8% (59)	15.7% (16)	3.9% (4)	2.0% (2)	3.91	102
The information submitted to you by UNODC is well presented, readable and comprehensive.	23.5% (24)	55.9% (57)	13.7% (14)	5.9% (6)	1.0% (1)	3.95	102
<i>answered question</i>							102
<i>skipped question</i>							52

13. How frequently do you visit the website of the UNODC Regional Centre for East Asia and the Pacific?

	Response Percent	Response Count
Several times a month 	18.6%	19
Once a month 	19.6%	20
Every three months 	17.6%	18
Every six months 	8.8%	9
Once a year 	13.7%	14
Never 	21.6%	22
<i>answered question</i>		102
<i>skipped question</i>		52





Annex 2 - Full list of comments from respondents

1. Blue Heart Campaign is not actually a campaign and a waste of resources. I am pleased that the ROAP [*Regional Office for East Asia and the Pacific*] office is not diverting limited resources to support this. The quality of UNODC ROAP management, personnel and technical advisors have improved greatly over the last year - looking forward to working in more close partnership on implementation of activities. *Thu, Oct 7, 2010 7:12 PM*
2. *Wed, Oct 6, 2010 4:31 PM*
3. UNODC needs to expedite its management process, because most of the time takes months. *Tue, Oct 5, 2010 2:50 PM*
4. need to revamp the bureaucratic system within the UNODC. Country representative should have executive power regarding the budget and program to ease the process of project implementation/fund disbursement. *Tue, Oct 5, 2010 2:38 PM*
5. n/a *Tue, Oct 5, 2010 12:30 PM*
6. UNODC should work more closely with the local government agencies and Non government agencies in term of clarifying the local need instead of just transperring external method of performance *Tue, Oct 5, 2010 9:44 AM*
7. The work of UNODC is very important for drug control in this region, and woud be encourage more drug suppression and alternative development programme in Myanmar and Loa PDR. *Tue, Oct 5, 2010 9:03 AM*
8. UNODC is now one of memebers of PCG. Please, refer to the way that UNICEF co-operate with Vietnamese parners in activities and programe concerned with juveline justice so that activities taken by UNODC would be more effective. *Mon, Oct 4, 2010 11:49 PM*
9. UNODC is essential organization in the world and wish to work more more than past time for everybody in the world. You are welcomed UNODC. *Mon, Oct 4, 2010 7:21 PM*
10. UNODC's staff need more professional *Mon, Oct 4, 2010 3:58 PM*
11. UNODC Regional Centre for Southeast Asia and the Pacific requires a dedicated person to work on anti-corruption issues, with substantive knowledge and long-standing experience to provide assistance to anti-corruption agencies and other government bodies in the Asia-Pacific region. Ideally, the position should be at a P4/P5 level in order to engage effectively with national counter-parts. *Mon, Oct 4, 2010 3:25 PM*
12. To have schedule training (basic and advance) for chemis *Mon, Oct 4, 2010 3:06 PM*
13. Technical support we received from UNODC is good. However, financial team and expatriates from UNODC need to be more sensitive to field issues. Financial team should have a better understanding of the context rather than rigidly adhering to numbers in excel sheets. *Mon, Oct 4, 2010 2:48 PM*
14. UNODC should be more proactives towards supporting NCID from Royal Malaysia Police in combating drugs in enforcement & Training and sponsoring their Officers to attend seminar organise by UNODC. *Mon, Oct 4, 2010 2:22 PM*

15. most responses refer to the UNODC operations prior to the current country programme manager. significant change in UNODC's engagement has occurred since this appointment providing regional level management the necessary inroads to engagement with the UNCT and specific joint programme partners. It is clear this capacity and level of engagement and meaningful work will continue. collaboration with other UN agencies is strong and will ensure excellent results for government and stakeholders. *Mon, Oct 4, 2010 1:56 PM*

16. UNODC, particularly in Myanmar, plays a key link-up role in collaboration and communication between government, private sector, media and NGOs. It should take, or create, more opportunities such as events, training and venues where interaction between these entities could happen. Mutual trust, joint commitments can be enhanced. (To give an example, instead of conducting different workshops for police officials and NGOs, it should organize one involving key people representing those constituencies.) *Mon, Oct 4, 2010 12:52 PM*

17. The work of UNODC along year 2009 is good enough, staff UNODC specially from group working by Global SMART Programme very cooperation to member states in East and South-East Asia region. The staff UNODC have professional in working so can analyze the data from member states. It is very good, maybe in the future UNODC can sharing to the member states regarding how to analyze the data. *Mon, Oct 4, 2010 12:27 PM*

18. UNODC is very well lead in its regional centre. There is a slow machinery which I am concerned feeds the executive in Bangkok and I believe a distinct HR inadequacy is a dynamic to UN operations. This factor I feel prevents the UNODC being seen as made up of credible players in the law enforcement domain. Despite this, the quality of the produced material is high and the networks are sound. I caution the regional programs against becoming pseudo capacity developers or law enforcers in their own right because the UN entity is confused at its core about its role description (especially in Law enforcement) and this is of dire consequences to its reputation when action in Law enforcement arenas need actioning. Frankly, the politics of the UN - prevents its competing programme interests and sponsors from driving a determined agenda. Or alternatively, the determined agenda is watered down to the extent that it becomes unworkable in the law enforcement domain. This is immediately observed and detracts from your reputation. *Mon, Oct 4, 2010 12:13 PM*

19. More youth engagement, Global Youth Network should be active again. *Mon, Oct 4, 2010 7:12 AM*

20. UNODC should provide more authority at the country level in order to facilitate and speed up activity in the field. Flexibility and innovation should also be considered in order to cope and respond well to the country's needs. *Sun, Oct 3, 2010 11:31 AM*

21. UNODC needs to be more flexible and faster. It has been delayed for some project implementation due to its own complicated procedures, that may affect the effectiveness of the project implementation. *Sat, Oct 2, 2010 4:19 PM*

22. The recent meeting in Phnom Penh at the Cambodiana was a good example of UNODC bringing together Government Department Policy Makers and Service Providers as well as International and Local NGOs working on drug prevention in Cambodia. It helped build relationships and sharing at Provincial and National levels. It would be good if this initiative could continue in the future. *Fri, Oct 1, 2010 9:06 AM*

23. I responded to some of the questions with "neither agree nor disagree" or equivalent because I am not in a position to judge, being a grantee. My experience with the Indonesia office is very positive in terms of communication and management. One drawback is the 6-month limit on grants - a longer timeframe will allow greater flexibility and better quality. *Thu, Sep 30, 2010 9:46 PM*
24. UNODC should improve its leading role in advocating law reform, which is a barrier to access to harm reduction services. UNODC should coordinate between donors and harm reduction implementation agencies rather than direct implementing. *Thu, Sep 30, 2010 5:32 PM*
25. We suggest that UNODC should start the project timely. UNODC should push any project forward in order to be implemented on time. *Wed, Sep 29, 2010 10:09 AM*
26. I suggest UNODC should make more approaches to respective agencies in countries if we want to accelerate the implementation of UNCAC, since many related agencies do not know UNODC roles in the area of corruption eradication and prevention, especially in Indonesia. UNODC should promote ownership done by the stakeholders in countries, not because driven by UNODC if we want to see the sustainability of the implementation of UNCAC, for instance. *Tue, Sep 28, 2010 8:56 PM*
27. IOM's engagement with UNODC to improve the UN approach to human trafficking in the region has been very positive. We are very pleased to see that UNODC has recently strengthened its capacity to play a role in this area. *Tue, Sep 28, 2010 5:41 PM*
28. UNODC is expected to develop and assist the efforts of ASEAN countries to collect data from all provinces. Particularly in budget support *Tue, Sep 28, 2010 5:39 PM*
29. Question number 15 was somewhat unprecise. In fact, I was not aware of any of the days UNODC celebrates. Yet I had to tick a box to get on to the next question *Tue, Sep 28, 2010 2:12 PM*
30. the quality of written TA report could be further improved and presented in a more professional format. *Tue, Sep 28, 2010 7:28 AM*
31. Make use of the knowledge in the transit and destination countries and bring them together with the source countries. Use a multi-agency (country) approach in cases of Trafficking Human Being and Smuggling of Migrants. e.g. bring the source, transit and destination countries on regular base together *Tue, Sep 28, 2010 12:09 AM*
32. I would suggest UNODC to set up a high level country representative as other UN. So far UNODC in Cambodia has not have a country representative. As consequence, it is very difficult to deal with other partners as well as government agency. In addition, UNODC in Cambodia has no technical expert (in Drug Treatment, Planning, Policy...) working at the office, most of UNODC staff are managerial staff. Moreover, UNODC in Cambodia should have its own plan to build up capacity of Government officials in clinical skill, project monitoring and evaluation, planning and policy development. To do that the government can have more resources and can work more independently. Thanks, *Mon, Sep 27, 2010 10:13 PM*
33. The duration of the projects which were implemented by UNODC is very short particularly in AD. Funding should be raised for developing countries. UNODC should focus on drug treatment program and Border liaison office. *Mon, Sep 27, 2010 6:58 PM*
34. I would underline its clear presentations and documents *Mon, Sep 27, 2010 6:49 PM*

35. I am impressed with the effective performance and staff (both local Vnmesse and expatriates) of UNODC. It would be great if UNODC will have more support collaboration with civil society organisations like local NGOs. *Mon, Sep 27, 2010 5:38 PM*

36. Reduce bureaucration *Mon, Sep 27, 2010 3:02 PM*

37. UNODC is already very strongly by the name. However, if there will be more interact with those local institutions which working in local communities and slum areas. Having productions which simply explain the risk of drugs, HIV, exploitation, how to prevent them etc. to all those people in communities and children, such as mobile service unit provinding small class in local area, from time to time, showing them with national language stories, cartoon, slides, etc. etc. People will remember the work of UNODC more locally than just thinking of UNODC as an organization of UN in the sense of far too reach institution. Thank you for allowing me to share my personal opinion. Radchada Chomjinda (Toy) *Mon, Sep 27, 2010 2:54 PM*

38. No,comment.Every thing is very good. *Mon, Sep 27, 2010 2:41 PM*

39. UNODC Country Office should be strengthened and should live up to its mandate and people's expectations. For many years that UNODC has been nothing but a bureaucratic ineffective organization in the country. *Mon, Sep 27, 2010 2:34 PM*

40. Feedback relates to the situation before the arrival of the new Country Manager for UNODC in Cambodia. Since the arrival of the new staff, the performance of UNODC has improved tremendously. *Mon, Sep 27, 2010 2:25 PM*

41. no *Mon, Sep 27, 2010 2:12 PM*

42. Be appreciated if UNODC will review and make its regulations more flexible,e.g, the estimation cost of the UNODC staff in the implementation of the project which most of the project expenditure was spent on the consultant and the project coordinator rather than on the project's activities itself. In addition, the signing of the host country agreement with the UNODC causes trouble to the host country and makes any country reluctant to propose herself to be the host for any meeting/coference with the UNODC. *Mon, Sep 27, 2010 10:53 AM*

43. UNODC is coordinating body to assist Cambodia and other countries in the fight against drug trafficking. Without UNODC, we could to perform our work smoothly and successfully. It contributes a lot to the national strategies and programs of respective country. *Mon, Sep 27, 2010 10:38 AM*

44. I suggest UNOCD start their program step by step as soon as possible such as:

- Clear Objective, build trust and maintain networking with government body for new proposal like community based treatment program, funding and human resources and MOU.

- My experiences, Cambodia government is not work well, if you do not provide incentive to organizer or regional coordinator. they think, that is their extra work, out off their responsibility due to they are busy with their prioritized work.

- UNOCD should user exiting resources (core trainers) by conduct consultation workshop to review document which translated from English into Khmer language, organize refresher training, and plan to provide training to other stakeholders including government capacity building.

- Organize consultation meeting with core trainers and regional coordinator from government body (NACD) to find option for UNODC's plan. *Mon, Sep 27, 2010 10:03 AM*

45. Try to advocate and catch flexible with basic project field site and coordinate with realistic and reasonable issues. *Sun, Sep 26, 2010 8:58 AM*

46. In Cambodia ODC have been involved in projects that have proved to be totally non effective (H83), developed by incompetent consultants, and have been involved in developing mechanisms with Government that will lead to the victimization of individuals who use drugs. The country director has been invisible within the network for 3 years until the arrival of a new country director in early/mid 2010. UNODC has comprehensively failed to engage all sectors of the network associated with Drugs demand reduction and HIV prevention related to drug use. Performance has been highly unsatisfactory *Fri, Sep 24, 2010 4:34 PM*

47. UNODC should have more support for country in developing new policy in drug demand reduction and pilot model. *Fri, Sep 24, 2010 4:34 PM*

48. Nil comment - but I seem to have been invited to do this survey in about three separate emails. One would suffice. *Fri, Sep 24, 2010 3:36 PM*

49. - *Fri, Sep 24, 2010 2:24 PM*

50. - *Fri, Sep 24, 2010 10:07 AM*

51. I am from a research agency in Australia and I appreciate that staff at the regional centre are pro-active and meet us when in Australia, and that we are in email contact with key UNODC staff re trafficking in persons. *Fri, Sep 24, 2010 9:06 AM*

52. A broader communication on programs and budget with donor states could be relevant ? Broader cooperation with States on programs in coordination with Technical Advisers for example... *Thu, Sep 23, 2010 8:24 PM*

53. We would like to see UNODC putting more inputs and focus on developing community-based organisations and local NGOs and not compete with them in obtaining funds which are locally available. UNODC should also work in the international arena to obtain funds for drug abuse prevention and treatment and then use these funds to support national organisations (not INGOs) in this effort. *Thu, Sep 23, 2010 4:06 PM*

54. Thank you very much for your kind in giving us opportunity. We got a lot of important information through your web and utilize this benefit to our work. We are glad to share with you if there is benefited and useful to prevent and reduce all crimes and present situation. *Thu, Sep 23, 2010 3:47 PM*

55. Evaluation is key to identifying value for money *Thu, Sep 23, 2010 3:15 PM*

56. I think there could be linked the work of UNODC with WHO in the field of demand reduction and harm reduction programme in Vietnam and there could be sponsored, if possible, one pilot study model on effectiveness treatment against drug repapse in community, combined between biological, psychological and social treatment and after that developing it in whole country. *Thu, Sep 23, 2010 3:10 PM*

57. The bureaucracy means that implementing a responsive program is very difficult. *Thu, Sep 23, 2010 2:59 PM*

58. Harm reduction approaches to HIV prevention among IDUs has faced national opposition and criticism for legalization. The strong drug law enforcement can inadvertently increase the potential for transmission of HIV and other bloodborne infections among IDUs. To be accepted as global drug policy in the country, UNODC has to work with CCDAC to acknowledge that the drug policy can support harm reduction. UNODC is the only organization to perform this task and will be able to work out slow pace and small scale of HIV prevention, treatment and care for prison and detention centre populations and will be able to change unhelpful legal environment – existence of punitive laws: Anti-Narcotics law and compulsory registration of drug users; all create obstacles to effective access and services delivery and continuation of police harassment. With UNODC efforts for more coordination and desensitization to policy makers, the effectiveness of the liberally functioning interventions will be encouraging safer behaviours and increasing access to health services. *Thu, Sep 23, 2010 2:06 PM*

59. Need to more relation with non-development countries by UNODC as training, workshop, meeting, study visit, interview, support equipments, and other activities.. *Thu, Sep 23, 2010 12:12 PM*

60. Less arrogance and a bit more listening to partners would be nice. A responsive management, genuinely present in country, trying to set and achieve objectives would be a great change. *Thu, Sep 23, 2010 11:54 AM*

61. In Myanmar, there is an absence of the lead of the agency too long and the work to be setting with partners are quite delay. With the newly posted representant, we hope that we work of UNODC could be better and could take some position that could help the programme of IDUs/DUs in a good shape. *Thu, Sep 23, 2010 11:29 AM*

62. - UNODC's technical assistance is very good. To improve its performance, it is needed to consolidate its organization and personnel and increase the dialogues/discussion with the Government partners. *Thu, Sep 23, 2010 11:21 AM*

63. We have been extremely pleased with the support from UNODC. We are particularly impressed with the support we've received from the Vienna Office as well as the support from the Regional Centre. I feel very confident to approach staff in order to get resolution to problems. *Thu, Sep 23, 2010 10:59 AM*

64. Project management documentation for UNODC is not well structured. UNODC project managers that I have dealt with haven't clearly articulated deliverables and performance indicators in documentation provided to me, requiring considerable reworking prior to signing. We require robust thinking about what performance indicators apply to a particular deliverable and whether they can be objectively measured. As a donor we are being held to account for our expenditure so outputs, performance, benefits and evaluation are now critical for all of our projects. Suggest exploring formal PM methods - Prince2 or PMBOK. All staff I have dealt with however have been very open to suggestions, happy to assist and cooperative. *Thu, Sep 23, 2010 10:46 AM*

65. At times the administration could be improved. *Thu, Sep 23, 2010 10:39 AM*

66. Improve transparency by communicating strategies and major undertakings at country level. Providing competent leadership to national coordination efforts and ensuring that all stakeholders meaningfully involved. *Thu, Sep 23, 2010 9:38 AM*

67. Nothing yet specific, overall it is good *Thu, Sep 23, 2010 9:24 AM*

68. Funding mobilization is main priority in consideration of project implementation, the suggestion is to make sure the financial support before submitted the project proposal to government or in parallel. *Wed, Sep 22, 2010 6:21 PM*

69. Refer to question no.15, it was impossible avoiding any selection. *Wed, Sep 22, 2010 5:09 PM*

70. UNODC does suffer from a perception issue which stems from its name - host Governments see it as primarily drug-focussed. Given the growing area of work around people smuggling and other trans-national crime, one wonders whether the organisation should re-name itself to the UN Office on Trans-national Crime. *Wed, Sep 22, 2010 1:18 PM*



UNODC

United Nations Office on Drugs and Crime

Regional Programme for
East Asia and the Pacific