

**UNITED NATIONS ENVIRONMENT PROGRAMME**

**UNEP**

**A review of the matrix-based management approach and  
organization of the Secretariats of the Basel Convention and the  
Stockholm Convention and the UNEP-part of the Secretariat of the  
Rotterdam Convention**

***Final Report***

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**Date: 10 October 2016**

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This report is established by request of the Secretariat of the Basel, Rotterdam and Stockholm (BRS) Conventions on behalf of the BRS Conferences of the Parties (COPs), the Executive Director of the United Nations Environment Programme (UNEP) and the Director General of the Food and Agriculture Organization (FAO) of the United Nations. The views expressed in this report are those of the reviewers, and do not represent the official opinion of the BRS Secretariat, the UNEP or the FAO. This report has been prepared solely for the use of the COPs, the UNEP and the FAO for the purpose set out in Request for proposal number 2016/95002/01 dated 8 January 2016, and should not be used by any other party, or for other than its intended purpose.

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# 1 Introduction

## 1.1 Background

The Basel, Rotterdam and Stockholm Conventions (BRS Conventions) were adopted in response to concerns over the dangers posed to human health and the environment from hazardous chemicals and waste. In addition to their distinct objectives, the Conventions all share this common objective of protecting human health and the environment. This means that there are opportunities to strengthen implementation and increase efficiencies in the delivery to Parties through enhanced cooperation and coordination between the Conventions.

The synergies process was officially started in 2005, and the first synergy decisions were adopted during the 2008 / 2009 Conferences of the Parties (COPs).<sup>1</sup> The aim of these decisions was to achieve synergies through joint activities, joint managerial functions, joint services, synchronisation of budget cycles, and joint audit and review arrangements. In particular, through these decisions the Executive Director of the United Nations Environment Programme (UNEP), in consultation with the Director General of the Food and Agriculture Organization (FAO), was asked to explore and assess the feasibility and cost implications of establishing joint coordination or a joint head of the secretariats of the BRS Conventions.

During the extraordinary meetings held in 2010, the three COPs decided to establish a joint head function of the Basel Convention Secretariat, the Stockholm Convention Secretariat and the UNEP-part of the Rotterdam Convention Secretariat. In 2011, as requested by the COPs in their 2011 synergies decisions,<sup>2</sup> the then Executive Secretary of the UNEP-part of the BRS Secretariats, based in Geneva, proposed a transition from separate secretariats for each Convention to a single joint Secretariat dedicated to serving all three Conventions equally. This joint Secretariat was to use a matrix-based structure<sup>3</sup> consisting of four branches, covering administrative services, convention operations, technical assistance and scientific support. The proposal was intended to simplify the organization of the Secretariat, and ultimately reduce the number of senior managers. The joint Secretariat was established in 2012, and now consists of three branches: the Conventions Operations Branch (COB), the Scientific Support Branch (SSB), and the Technical Assistance Branch (TAB). The full structure of the UNEP-part of the BRS Secretariat is shown in **Annex 1**.<sup>4</sup>

## 1.2 Scope of assignment

In their decisions on Enhancing cooperation and coordination among the BRS Conventions adopted during their 2015 meetings,<sup>5</sup> the COPs requested that the Executive Director of UNEP undertake, in consultation with the Director General of FAO, a review of the matrix-based management approach and organization of the Secretariat of the Basel and Stockholm Conventions and the UNEP-part of the Secretariat of the Rotterdam Convention. Moore Stephens LLP was appointed to carry out this review, which is intended to ensure that the operation of the Secretariats is efficient and effective, and to advise the COPs at their meetings in 2017 of any follow-up action necessary.

We would like to thank the Geneva- and Rome-based BRS Secretariat staff and external stakeholders for their assistance and co-operation with our work throughout the course of the assignment.



Paul Stockton  
Partner

10 October 2016

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<sup>1</sup> Decisions BC-IX/10 (June 2008), RC-4/11 (October 2008) and SC-4/34 (May 2009).

<sup>2</sup> Decisions BC-IX/29, RC-5/12 and SC-5/27.

<sup>3</sup> See documents UNEP/FAO/CHW/RC/POPS/EXCOPS.2/2Add.2, UNEP/FAO/CHW/RC/POPS/EXCOPS.2/INF/7 and UNEP/FAO/CHW/RC/POPS/EXCOPS.2/INF/8.

<sup>4</sup> Part of the Secretariat of the Rotterdam Convention is hosted by the FAO in Rome. Although this Rome-based Secretariat contributes to all the operational areas of the Secretariat's work, it is not part of the matrix-based management approach and organization covered by the current review.

<sup>5</sup> BC-12/20, RC-7/10 and SC 7/28.

## 2 Efficiency

This section details our findings regarding the efficiency of the joint Secretariat's matrix-based structure,<sup>6</sup> focusing on a series of key themes linked to aspects of organisational efficiency and good practice. We define efficiency here as 'fulfilling all necessary tasks without wasting time or resources'.

### 2.1 Overall efficiency of the Secretariat and its individual branches

A key element of our approach to analysing efficiency for this assignment was obtaining qualitative feedback from both Geneva- and Rome-based BRS Secretariat staff, using a combination of semi-structured interviews and an electronic survey.<sup>7</sup> We asked staff about the key operations of the Secretariat, as well as the changes associated with synergies arrangements and the matrix structure. We summarise the key findings on the efficiency of the Secretariat and its individual branches below.

Our survey asked staff members to rate the efficiency of their branch on a scale of 1 to 5 (where '1' is 'very inefficient' and '5' 'very efficient'). The majority of respondents rated their own branch's efficiency as a '4' or above, indicating that the matrix structure is working efficiently from an intra-branch perspective. The exception to this trend was the Technical Assistance Branch (TAB), where 66% of respondents rated their branch's efficiency as a '3' or less (including 22% rating it '1' and 11% '2'). When asked to explain the reasons for these poor scores, TAB staff cited the following factors in particular:

- a lack of branch-wide group discussions;
- a failure to involve staff in decision-making;
- a tendency to assign tasks to staff randomly rather than according to their skills or remit; and
- duplication of tasks between different members of staff.

Regarding the efficiency of the BRS Secretariat overall, 79% of staff rated this as '3' or above (again, with '1' being 'very inefficient' and '5' 'very efficient'). This result, particularly when taken alongside the positive feedback on the operation of individual branches, suggests that staff feel overall that the Secretariat matrix structure is operating efficiently. Our face-to-face interviews with staff highlighted that a key contributor to this efficiency is the existence of Standard Operating Procedures ('SOP's) which are readily available internally (and in many cases publicly via the BRS Synergies website<sup>8</sup>).

A further indicator of operating efficiency is that 85% of staff report that the Secretariat is able to meet deadlines set both internally by management and externally by, for example, Parties and partners. The ability to meet such deadlines might be seen as a proxy for efficiency, since it suggests that the Secretariat's internal mechanisms and procedures are operating well enough to deliver its requisite outputs on time.<sup>9</sup> That said, whilst staff rated the efficiency of Secretariat operations highly overall, there still appears to be scope for improvement in specific areas. For example, of the 19% of staff who rated the Secretariat's overall efficiency as only '2' or below, most were concentrated within the TAB - where 56% of respondents rated the Secretariat's overall efficiency as only '2'. The most common reasons they provided for these low scores were:

- lack of communication and coordination across branches;
- lack of transparency in the activities and responsibilities of other branches;

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<sup>6</sup> In our report, 'matrix-based structure' / approach / organization' refers to the joint organization of the Secretariats of the Basel and Stockholm Conventions and the UNEP-part of the Secretariat of the Rotterdam Convention. The FAO-hosted part of the Rotterdam Convention is not part of the matrix structure, and hence is not the direct subject of this review. It does, however, contribute to all areas of the Secretariat's work, and hence where relevant we have cited survey results including responses from Rome-based staff

<sup>7</sup> See **Annex 3**, **Annex 4** and **Annex 5** for details of these methodologies.

<sup>8</sup> <http://www.brsmeas.org/Secretariat/ManagementReports/StandardOperatingProcedures/tabid/2828/language/en-US/Default.aspx>

<sup>9</sup> Note that this question and the associated metric do not cover the quality of the relevant outputs, which is an element of effectiveness rather than efficiency (see **Section 3**, below).

- branches not entrusting work to colleagues in other branches, potentially resulting in inefficient distribution of workload;
- delays in the progress of work when tasks pass into the remit of the TAB;
- lack of delegated authority within branches; and
- too many layers of controls over outputs (particularly excessive checks of COP documents).

We make recommendations to address these issues in **Section 2.4**, below.

To explore the 'before and after' impact of the matrix structure on efficiency, we also asked Secretariat staff whether they felt that the introduction of the matrix structure had made the way they perform their work more efficient. Whilst 30% agreed with this statement (15% strongly), a further 30% disagreed (10% strongly).<sup>10</sup> Similarly, although 30% of respondents agreed (17% strongly) with the statement that the BRS Secretariat overall was now more efficient, a further 29% disagreed (8% strongly).<sup>11</sup>

Many respondents attributed such inefficiency to a 'silo' effect, which they feel has led to poor cooperation - and in some cases actual competition - between branches. Our survey respondents and interviewees suggested that branches sometimes seek to monopolize activities in order to bolster their own workload and activity, even though the quality of the output might have been higher had other branches also been able to contribute. Staff suggested that a key driver for this behaviour is current resource constraints and staff cuts – in particular the perception that if a branch appears to be overloaded it is less likely to have its resources reduced.

These issues are addressed in **Recommendations 1 and 2**, below.

## **2.2 Internal communication and coordination**

Whilst vertical, intra-branch processes (such as reporting to the Branch Chief, and communication and cooperation within the branch) are well defined, it appears that horizontal, inter-branch processes are not. Horizontal functioning was one of the key elements of the proposal for a matrix structure, with the original note stating that: "In the context of the future organization [...] reporting lines will run vertically through the organization. Projects, on the other hand, will generally be performed by teams, with a team leader, which will function horizontally across the organization."<sup>12</sup>

Many interviewees reported challenges in operating horizontally because of difficulties coordinating and communicating between branches – most frequently involving the TAB. It appears that these issues (and the associated 'silo' culture outlined above) are in turn impacting on the quality of outputs, since staff from one branch may miss the opportunity to incorporate the knowledge and experience of colleagues from others.

This issue of poor horizontal communication was also mentioned by key stakeholders from outside the UNEP-hosted Secretariat, in particular the FAO-hosted part of the Rotterdam Secretariat and the Parties to the BRS Conventions. Staff from the FAO-hosted Secretariat suggested that, as a result of these communication and coordination issues, they often operate largely independently of the main UNEP-hosted Secretariat – despite the fact that the quality of their work would be increased if there were greater input from Geneva-based colleagues. Similarly, some Parties told us that the different branches of the UNEP-hosted Secretariat do not always appear to communicate with each other when dealing with external queries - for example by sharing information received from Parties between themselves to avoid duplicate information requests or contradictory advice.

Based on detailed feedback from Secretariat staff, the main reasons for these horizontal communication and coordination difficulties appear to be:

- lack of clarity regarding who is responsible for different aspects of inter-branch communication and coordination; and
- lack of oversight and monitoring as to whether such inter-branch communication and coordination is taking place.

<sup>10</sup> A further 27% of respondents 'neither agreed nor disagreed', and 13% 'did not know'.

<sup>11</sup> A further 25% of respondents 'neither agreed nor disagreed', and 17% 'did not know'.

<sup>12</sup> UNEP/FAO/CHW/RC/POPS/EXCOPS.2/INF/7, p. 14.

### **Recommendations**

- 1) Secretariat management should update the current Standard Operating Procedures to prescribe and codify arrangements for ongoing joint planning and communications between branches.
- 2) Secretariat management should include inter-branch cooperation and communication as a criterion in all staff performance appraisals. A 360-degree evaluation model should be used to assess this behaviour, including feedback from colleagues in other branches and various levels of the hierarchy.

## **2.3 Clarity of roles and responsibilities**

Ensuring that staff members have clearly defined roles and responsibilities helps maximise efficiency by ensuring that staff focus only on those tasks relevant to their role, and that there is no gap between individuals' activities and the expectations of colleagues and the wider organisation. Our survey of BRS Secretariat staff<sup>13</sup> indicates that, in general, roles and responsibilities in the Secretariat are clearly defined. For example:

- 79% of staff agreed that roles and responsibilities within the overall structure of the BRS Secretariat are clearly defined;
- 71% agreed that their roles and responsibilities are clearly defined in relation to those of other staff in the [UNEP-hosted] Geneva Secretariat;
- 66% agreed that their roles and responsibilities are clearly defined in relation to those of other staff in the [FAO-hosted] Rome Secretariat;
- 67% agreed that their roles and responsibilities within the Secretariat are clearly defined in relation to staff in other organizations (e.g. UNEP Chemicals, FAO Pesticides Programme).

Moreover, 81% of staff agreed that their actual activity corresponds to their official role and responsibilities. This is an important observation because the benefits of well-defined roles and responsibilities (such as avoiding duplication of tasks and expectation gaps) are only realised if *de facto* roles and responsibilities correspond to notional job descriptions. Just 11% of staff disagreed (6% strongly) that their actual activity corresponds to their official role and responsibilities. Most attributed the discrepancy to the fact that job roles were too loosely defined. Some felt this allowed unhelpful scope for managers to assign tasks to staff based on internal politics rather than actual roles and competencies – potentially leading to inefficiencies and skewed distribution of work between branches.

Clarity of roles and responsibilities within the Secretariat is also important when dealing with external stakeholders. It helps to ensure that there is no duplication of activity, to identify opportunities for synergies, and to allow the Secretariat and external stakeholders to work together efficiently to deliver BRS objectives. All respondents to our survey of Regional Centres<sup>14</sup> feel that they have a clear point of contact for dealing with the BRS Secretariat, as do 79% of respondents to our survey of Partners.<sup>15</sup> This suggests that communication between external stakeholders and the Secretariat is operating efficiently.

While all the above scores suggest that roles and responsibilities both within the UNEP-hosted Secretariat and vis-à-vis the FAO-hosted part are generally clear, there is nonetheless scope for improvement. The key areas for improvement identified through our work are set out below.

### **Input of knowledge, data, and information into technical assistance activities**

There appears to be a lack of clarity as to roles and responsibilities for contributing to technical assistance activities. In particular, members of the Scientific Support Branch feel that they are not offered the opportunity to provide input into activities such as drafting documents and delivering training, despite the fact that they might sometimes be well placed and qualified to do so. Whilst this may be partly due to the inter-branch communication issues discussed

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<sup>13</sup> NB – results cited in **Section 2.3** include responses from staff in the FAO-hosted part of the Secretariat.

<sup>14</sup> See **Annex 7**.

<sup>15</sup> See **Annex 8**.

above, it also seems to be caused by an expectation gap regarding who is responsible for providing what kind of input into technical assistance activities.

**Recommendation**

*3) Secretariat management, Branch Chiefs and relevant staff should discuss the responsibilities for contributing to technical assistance activities, and agree upon an optimum approach. This agreed-upon approach should be documented and incorporated into SOPs and job roles/descriptions.*

**Responsibility for organising conferences, meetings and workshops**

The remit of the COB includes organising conferences, meetings and workshops on behalf of all branches of the Secretariat. There are numerous efficiencies and synergies to be gained by operating in this manner, since it gives all teams needing to organise events access to the COB team's acquired knowledge, contacts and systems.

However, the feedback from our survey and interviews suggests that this remit is not always respected, with some teams undertaking such activities themselves on an *ad hoc* basis rather than referring to the COB for the relevant support. This can impact negatively on efficiency in a number of ways, for example:

- duplication of tasks (e.g. identifying venues and services such as translation and catering);
- failure to access the most cost-efficient options through economies of scale; and
- inefficient use of time and resources by teams who do not have the contacts, experience or systems available to the specialists within the COB.

**Recommendation**

*4) Secretariat management should clarify and enforce the remit of the COB regarding the organisation of conferences, meetings and workshops. If this remit is not enshrined in the current SOPs, Secretariat management should amend them to make these roles and responsibilities clear. It should also send an official email to all Secretariat staff reminding them that any requirements to organise such events should be referred to the COB in the first instance.*

**Regional focal points**

The BRS Secretariat has established regional focal points within the TAB. These are individuals who have been appointed to serve as a liaison between the Parties and the Secretariat, primarily on matters relating to technical assistance. However, our interviews suggested that many Parties (and indeed BRS Secretariat staff) are unaware of these roles and the associated responsibilities. This is surprising given how visible these positions are intended to be - for example the names and roles of the focal points are published on the BRS synergies website.<sup>16</sup>

Many Parties told us that they continue to approach the Secretariat via their original 'unofficial' contact point in the first instance because of their previous shared history and established working relationship. This is likely to reduce the speed and efficiency with which queries are handled, since - even if regional focal points cannot resolve all queries themselves - they should still be able to 'triage' incoming requests and refer them to the right colleague first time. This may not be the case for 'unofficial' contacts with a different role and remit vis-a-vis the enquirer or topic.

**Recommendations**

*5) Building on our findings and its own enquiries with regional focal points and Parties, Secretariat Management should review how well the regional focal point system is operating in practice. This should include a consideration of whether the individual currently allocated to each region is the most logical choice given their existing relationship and contacts with that region.*

*6) Secretariat management should run a targeted information campaign (including emails and high-profile website content) to increase Parties' awareness of regional focal points, and the appropriate process for using them to access Secretariat services.*

<sup>16</sup> <http://synergies.pops.int/Secretariat/RegionalFocalPoints/tabid/4616/language/en-US/Default.aspx>

### Input of information and resources to the Clearing House Mechanism (CHM)

The Clearing House Mechanism (CHM) is intended to be a key system for exchanging information amongst the stakeholders of the Conventions. Its aim is to embrace all traditional, scientific and technological means of transmitting information, including paper-based, electronic components and Internet-based tools – a fundamental element being the synergised BRS website.<sup>17</sup>

Within the UNEP-hosted Secretariat, each branch has appointed a CHM focal point who is responsible for encouraging and monitoring input into the CHM, as well as being a first point of contact for CHM-related queries within their branch. Whilst it is generally understood amongst Secretariat staff that each branch has a CHM focal point, it is less well known who is actually responsible for the creation of information and resources to be shared via the CHM. CHM focal points and CHM experts explained to us that it is the responsibility of all staff to contribute relevant material to the CHM whenever possible. Whilst this approach is reasonable in principle, it is unlikely to be achieved in practice unless formally defined and officially made clear to all staff.

#### **Recommendation**

*7) Secretariat management should reiterate via an information campaign that it is the responsibility of all staff members to identify and pursue opportunities to contribute to the CHM. Management should establish a content plan in accordance with the 'SMART' objective-setting criteria, indicating what content should be created and by whom, dates for content to be delivered, priorities for content creation, and inclusion of content creation as a recognised performance objective for staff.*

### **2.4 Co-ordination and fit between activities and roles**

Poor co-ordination and fit between activities and roles causes duplication and inefficiency, and also poses a reputational risk to the BRS Secretariat should it be visible to external stakeholders such as Parties to the Conventions. The results of our staff survey indicate that, overall, there is relatively little duplication of activities and roles within the Secretariat – although again there is certainly scope for improvement.

Over two thirds of BRS Secretariat staff<sup>18</sup> indicated that there is no unnecessary duplication between their role / activities and those of Rome-based staff, and approximately three quarters of staff feel that there is no unnecessary duplication between their role / activities and those of other staff within the Geneva Secretariat. That said, there are some notable variations between individual branches. For example, around 20% of TAB staff feel strongly that there is some unnecessary duplication between themselves and other Geneva-based staff – a situation they attribute mainly to vague or outdated job descriptions, as mentioned in **Section 2.3** above.

Our surveys of Regional Centres and Partners also suggested that co-ordination between the Geneva and Rome Secretariats is working efficiently. No Regional Centres or Partners suggested that information provided to them by the Geneva Secretariat is inconsistent with that provided by the Rome Secretariat,<sup>19</sup> indicating that risks to efficiency from the two Secretariats providing contradictory advice are being well managed. These survey results align with the feedback received from our interviewees, indicating that coordination and fit between roles and activities is generally good, and that the risk of unnecessary duplication or contradiction within and between the Secretariats is low. That said, there are a number of individual processes where there is scope for improvement. These are outlined below.

#### Intra-branch decision making

A complaint from some staff in the UNEP-hosted (Geneva) Secretariat was that Branch Chiefs often insist on being involved in decisions which team members could make themselves if they were delegated greater authority. Staff reported that this leads to unnecessary duplication, whereby team members identify an issue, take time to consider

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<sup>17</sup> <http://synergies.pops.int/>

<sup>18</sup> NB –includes responses from staff in the FAO-hosted part of the Secretariat.

<sup>19</sup> Twenty percent of Regional Centres and 43% of partners agree that the information provided is consistent; zero respondents disagreed in each case, with the remainder being unsure or not agreeing nor disagreeing.

and make a decision, and then communicate this decision to Branch Chiefs - who then re-perform the decision-making process, usually with the same outcome. This issue was raised most frequently by staff within the TAB.

#### **Recommendations**

8) Branch chiefs should seek to identify which types of decisions could safely and logically be delegated to team members, and under what circumstances decisions should be escalated. Branch Chiefs should aim to retain ownership only of decisions whose complexity, strategic implications or other circumstances make them unsuitable for delegation to more junior staff.

9) Secretariat Management should introduce a requirement for team members to rate their managers' decision-making and delegation skills as part of 360-degree feedback arrangements.

#### **Review of conference documents**

Conference documents are collated and reviewed within the COB. The revisions and reiterations arising from these reviews are circulated to a variety of staff within the UNEP-hosted Secretariat, as well as the FAO-hosted part of the Rotterdam Secretariat. Staff suggested that the number of times these reviews/iterations are circulated and recirculated can be excessive, often resulting in lengthy discussion over relatively small and insignificant aspects of the draft, as well as the need for further review before the text can be agreed.

#### **Recommendation**

10) Secretariat Management should introduce protocols to ensure that the extent and number of times a document is circulated is commensurate with its relative priority and importance. The priority/importance ascribed to a document should be decided by the relevant branch chief, in conjunction with the document's author. Responsibility for reviewing lower priority 'INF' documents should be confined to COB.

## **2.5 Use of staff resources**

We had originally intended to explore the efficiency of the matrix structure through quantitative trend analysis of the Secretariat's use of staff resources, ideally linked to its activity / productivity. However, it was ultimately not possible to fully analyse trends in staff numbers over time, as the UNEP-hosted Secretariat did not have complete and comparable data on outputs/activities or headcount covering all of the relevant period. Staff at the UNEP-hosted Secretariat were eventually able to derive staff numbers for 2007 and 2012 from central UNEP payroll records; full staff numbers were available for 2016.

These data show that staff numbers (including both FAO and UNEP) increased from 51 in 2007 (when there were separate Secretariats) to 72 in 2012 (i.e. at the time of the change to a 'synergised' single Secretariat). Under the single Secretariat the figure has since reduced to 59 in Summer 2016 (a decrease of 18% from the 2012 figure) with a further reduction to 55 planned by December 2016.<sup>20</sup> This – when combined with the positive feedback on effectiveness in **Section 3** - suggests that the matrix-based management approach has allowed the Secretariat to maintain or improve the services provided to Parties despite an overall reduction in headcount.<sup>21</sup> That said, the limited management information available on both staff numbers and activities makes it difficult to quantify such indications more precisely.

#### **Recommendation**

11) As recommended in our main review of synergies, Secretariat Management should implement a comprehensive management dashboard system including information on finance, activity, outputs and resources (including staff headcount). Management should use this data to monitor, report and evaluate trends in its costs, outputs and performance over time.

<sup>20</sup> Note that the differences over time have been due to changes in the number of Geneva-based staff. The number of Rome-based staff has remained unchanged during this period.

<sup>21</sup> These figures should be treated with caution, since without year-on-year trend data it is not possible to determine at what point / rate the headcount was reduced relative to implementation of the matrix structure, and hence to what extent the positive 'snapshot' of Secretariat performance in the current report (and our main synergies review) is sustainable from 2016 onwards.

### 3 Effectiveness

This section details our findings regarding the effectiveness of the Secretariat's matrix-based structure and operations. We define effectiveness here as 'achieving desired results or impacts', focusing in particular on the extent to which the Secretariat is meeting the needs of the Conventions' key stakeholders.

Whilst it is possible to use data on staff numbers to quantitatively evaluate the efficiency of the matrix-based structure, the available quantitative data on the effectiveness of the Secretariat's activities and outputs is very limited (see also **Section 2.5** above). Although a 2014 report by the Office of Internal Oversight Services<sup>22</sup> recommended that the Secretariat quantify its performance by collecting such information, the data available for our review remains very limited. Our analysis of effectiveness is therefore based on other evidence sources – chiefly detailed analysis of data from our surveys, and qualitative evidence from interviews. Our methodologies are outlined in more detail in **Annex 2**.

#### 3.1 Overall effectiveness of the Secretariat and its individual branches

Through our survey and interviews, we explored the views of staff regarding the effectiveness of the BRS Secretariat, including whether this had been increased or reduced by the introduction of the matrix structure.

When asked how effectively the BRS Secretariat overall is supporting implementation of the Conventions, 73% of staff rated this as '3' or above (where '1' is 'very ineffectively' and '5' 'very effectively'). A notable exception was the TAB, where 56% of respondents rated the Secretariat's overall effectiveness as a '2' or below. Also notable was that 29% of Executive Office respondents rated effectiveness as a '2' or below. This latter group cited as particular problems:

- lack of communication and cooperation between branches (the 'silo mentality' discussed in **Section 2**);
- excessive bureaucracy, e.g. long and complex drafting and approval of COP working papers; and
- decisions being made unilaterally rather than in consultation with relevant specialist staff.

Secretariat staff generally feel that their own branch is effective at supporting BRS implementation, with 85% of survey respondents rating their own branch's effectiveness as a '3' or above (where '1' is 'very ineffective' and '5' is 'very effective').<sup>23</sup> However, this view was notably less prevalent within the TAB, where 33% of respondents rated the branch's effectiveness as a '2' or below. These respondents feel that the TAB's effectiveness is impaired by:

- a lack of delegated decision-making authority within the branch;
- a tendency to assign tasks to staff randomly rather than according to their skills or remit; and
- staff members duplicating work due to excessive levels of review.<sup>24</sup>

Opinions as to whether the Secretariat and its staff operate more effectively following implementation of the matrix structure are mixed, albeit with a slightly higher percentage reporting that things have improved following the change:

- Approximately 30% of respondents feel that they *as individuals* support the implementation of the Conventions more effectively than before, whilst 19% disagree with this view.<sup>25</sup>
- Twenty-nine percent of staff agree that the *BRS Secretariat overall* is more effective now than before the introduction of the matrix structure, while 21% disagree.<sup>26</sup>

Those who felt that things are less effective now attributed this to the general difficulty of coordinating work between branches. Staff reported that the time and effort required for inter-branch working is greater because of an excessive number of coordination meetings, inefficient meeting practices, and uncertainty over roles.

These findings were supported by our interviews with Geneva-based staff. Many expressed frustration with the 'silo mentality', and some suggested that the matrix structure has 'distanced' managers from their teams, potentially

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<sup>22</sup> Paragraph 23 of the 2014 Audit of BRS (ref: UNEP/POPS/COP.7/INF/49).

<sup>23</sup> Note that 'branches' here also include the FAO-hosted part of the Rotterdam Secretariat – see **Annex 4**, Question 9a for more details and disaggregated results.

<sup>24</sup> We propose recommendations to address these issues in **Section 2**, above.

<sup>25</sup> A further 31% of respondents 'neither agreed nor disagreed', and 21% 'did not know'. NB - these results also include responses from the FAO-hosted part of the Rotterdam Secretariat – see **Annex 4**, Question 7 for more details and disaggregated results.

<sup>26</sup> A further 29% of respondents 'neither agreed nor disagreed', and 21% 'did not know'. NB - these results also include responses from the FAO-hosted part of the Rotterdam Secretariat – see **Annex 4**, Question 7 for more details and disaggregated results.

making the culture more hierarchical and autocratic. This is surprising, since it suggests the opposite effect to that generally associated with flatter (matrix) management structures. The reference to managers being 'distanced' from their teams is also surprising given the relatively small size of the UNEP-part of the Secretariat (around 60 staff).

#### Empowerment and delegation

Staff's view that the Secretariat is operating effectively overall may be because they feel empowered through delegated authority. Although, as noted above, some staff members would like greater delegated decision-making authority, eighty-five percent of those responding to our survey feel that the level of authority delegated to them allows them to perform their role effectively. Again, a notable exception is the TAB, where 78% of respondents rated the authority delegated to them as being '3' or below on a scale of 1 to 5 (where '1' is 'very ineffective' and '5' is 'very effective'). These staff members feel that the level of authority delegated to them is not clear or consistent, and that staff are discouraged from voicing opinions or standpoints different from those of branch management.

#### **Recommendation**

*12) Secretariat Management should ensure that all staff are encouraged to voice their professional opinions and that both upward and downward communication channels are open. Possible means of supporting this aim include:*

- *Implementing 360-degree feedback for all staff, including coverage of delegation, empowerment and 'listening' behaviours;*
- *Establishing regular branch meetings with a protocol that enables staff to express their opinions. This might be via focus groups with a feedback report being sent to the branch chief.*

#### Quality of decision-making

A further factor which may influence staff's view of effectiveness is the perceived quality of decision-making. Around 73% of respondents feel that decision-making within their branch<sup>27</sup> is adequate or better. However, within the TAB the scores were significantly lower, with 56% rating decision-making as poor or worse. More broadly, 75% of respondents feel that decision-making within the BRS Secretariat overall<sup>28</sup> is adequate or better.

#### Conduct of meetings

Meetings may be another factor contributing to staff's perception that the Secretariat is operating effectively. Seventy-seven percent of staff rated the effectiveness of Secretariat meetings in producing actionable outputs or achieving their aims as adequate or better. That said, 10% rated this area as poor or very poor, citing reasons such as poor fit between the meeting topic and the chosen attendees, and lack of a clear agenda and agreed outcomes/outputs.

#### **Recommendation**

*13) Secretariat Management should issue good-practice guidance for conducting meetings, which should cover aspects such as:*

- *Ensuring that all relevant attendees are invited, and that all invited attendees are relevant;*
- *Establishing a clear agenda and Chair for the meeting; and*
- *Agreeing expected outcomes/outputs prior to the start of the meeting.*

### **3.2 Effectiveness of the Secretariat's outputs and services**

A key measure of the Secretariat's effectiveness is the quality of the outputs and services it provides for its key external stakeholders, in particular the Parties to the Conventions. Our surveys of both Secretariat staff and the Parties included questions to assess how well the Secretariat is serving the conventions in several key areas.<sup>29</sup>

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<sup>27</sup> Chief of Branch being the highest level of management in this instance. Note that these results also include responses from the FAO-hosted part of the Rotterdam Secretariat – see **Annex 4**, Question 13 for more details and disaggregated results.

<sup>28</sup> Executive Director being the highest level of management in this instance. Note that these results also include responses from the FAO-hosted part of the Rotterdam Secretariat – see **Annex 4**, Question 13 for more details and disaggregated results.

<sup>29</sup> See **Annex 4** and **Annex 5** for details. Note that the survey of Parties did not distinguish between UNEP-hosted and FAO-hosted Secretariats (or different branches within the BRS Secretariat), since Parties would not necessarily be aware of the internal structures of the BRS Secretariat, nor of which organisation or branch was leading on the support they received.

Ninety-four percent of Secretariat staff rate the quality of outputs produced by their team/department under current arrangements as adequate or better. Eighty-five percent rate the quality of Secretariat outputs overall as adequate or better.<sup>30</sup> This tallies with the feedback gathered from the Parties themselves, who expressed their appreciation for the work of the joint Secretariat, and the ease with which they interact with the matrix structure.

With regard to the Secretariat's key outward-facing activities, the vast majority of Parties reported that the support they now receive under each Convention is as good as or better than they received previously. The feedback from Parties regarding the Secretariat's support is summarised below, with more detailed data in **Annex 5**.

#### Technical Assistance

Most respondents from the Parties feel that quality of technical assistance activities is slightly or much better than before, referring in particular to better online sessions and synergised guidance documents.

#### Organising meetings and Conferences of the Parties

The organisation of the Conferences of Parties and meetings such as Open-Ended Working Groups is an essential service which the Secretariat provides to the Parties, and hence a key proxy for its effectiveness in meeting their needs. On average, 52% of Parties reported that the management/organisation of the Conference of Parties and other meetings is better now than pre-synergies, with 23% stating that it is much better. Around 5% of respondents felt this activity has become slightly worse, although they chiefly cited concerns over the structure and length of the COPs, time pressures and budget constraints, rather than ineffective service from the Secretariat.

#### Other Activities

On average, 72% of respondents to the survey of Parties indicated that the Clearing House Mechanism has been effective across its range of intended uses, scoring it as a '3' or above on a scale of 1 to 5 (where '1' is 'very ineffective' and '5' is 'very effective'). On average, only 4% rated effectiveness as a '2' or below.<sup>31</sup>

On average, 35% of Parties indicated that provision of legal and policy advice is better now than prior to the synergies arrangements, with 14% stating that it is much better. Only 1% of respondents stated that it is now slightly worse.

In aggregate, feedback from Parties suggests that the Secretariat, operating in its matrix structure, has been effective.

### **3.3 Effectiveness of co-operation with Regional Centres and Partners**

#### Regional Centres

The matrix structure of the Secretariat appears to be serving Regional Centres effectively. Ninety percent of Centres responding to our survey stated that the Secretariat co-operates effectively with them to support implementation of the Conventions; 70% stated that this cooperation is more effective now than before the matrix structure was introduced.

#### Partners

The majority of Partners feel that the Secretariat is operating effectively with its current structure. Sixty-nine percent of Partners responding to our survey stated that the Secretariat co-operates effectively with them to support implementation of the Conventions, while just 15% disagreed. This positive feedback appears to be associated largely with the change to a matrix structure, since 57% of respondents agree that the Secretariat co-operates more effectively with them now than before the change (just 14% disagree).

Those Partners who suggested that the Secretariat did not cooperate with them effectively attributed this to a failure to involve Partners sufficiently in relevant activities, instead 'leaving them on the side-lines' even when they could potentially have made a meaningful contribution.

#### **Recommendation**

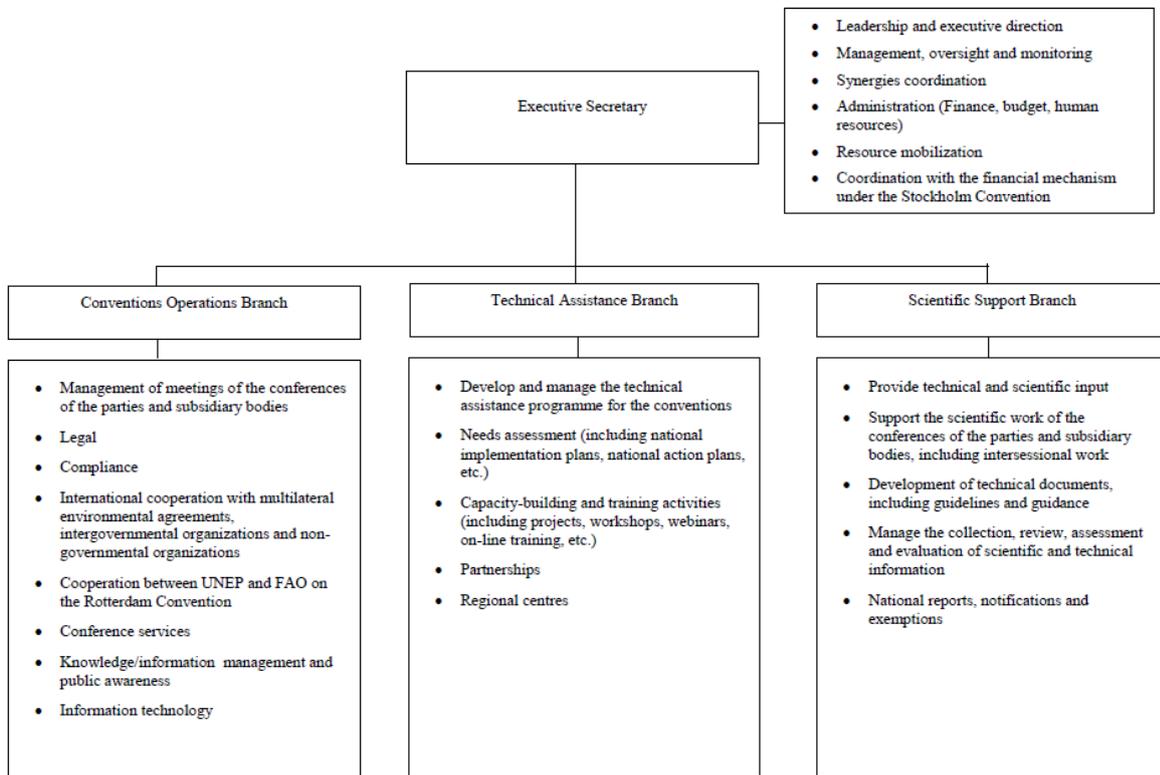
*14) Secretariat management should review the relationship of all branches with Partner organisations, and engage the latter in dialogue to ensure that it involves them in all possible opportunities for partnership working.*

<sup>30</sup> Note that these results also include responses from the FAO-hosted part of the Rotterdam Secretariat – see **Annex 4**, Question 13 for more details and disaggregated results.

<sup>31</sup> The remaining 24% responded 'Don't know' or 'N/A'.

# Annex 1 – Structure of the UNEP-part of the BRS Secretariat

Matrix-based management approach and *ad interim* organization of the Secretariat of the Basel and Stockholm conventions and the UNEP part of the Rotterdam Convention as of 1 September 2015



## Annex 2 – Summary of review methodology

We designed this methodology to review the matrix-based management approach and organization of the Secretariat of the BRS Conventions and the UNEP part of the Secretariat of the Rotterdam Convention to ensure that the operation of the Secretariats is efficient and effective, and to advise the COPs of any follow-up action necessary at their meetings in 2017. The main strands of our methodology are set out below.

### Surveys of key stakeholders

In order to gather key qualitative data on the operation and impact of the synergy arrangements, we conducted electronic surveys of key stakeholders at the central, regional and national level. To obtain sufficient coverage of key stakeholders (supplemented by interviews of representatives from other groups), we surveyed staff of both the UNEP-hosted BRS Secretariat and the FAO-hosted part of the Rotterdam Secretariat; FAO Regional/Country Offices; Parties to the Conventions; Partners, and Regional Centres.

The surveys were carried out using the BRS Secretariat's *Feedback Server 5* survey tool. Survey design, coding and analysis was performed by the Moore Stephens team.

The dates and response rates for each survey were as follows:

Survey	Dates	Number of responses	Response rate
Parties	8 June - 5 August 2016	Basel: 59 (58 Parties)	32%
		Rotterdam: 48 (46 Parties)	31%
		Stockholm: 64 (62 Parties)	36%
Secretariat	15 June - 22 July 2016	48	81%
Partners	15 June - 22 July 2016	14	<1%
FAO Regional/Country offices	15 June - 22 July 2016	11	69%
Regional Centres	15 June - 22 July 2016	10	44%

### Semi-structured interviews

To explore qualitatively the relevant review themes, we carried out semi-structured interviews with key members of BRS Secretariat staff from the different branches (Executive Office, Conventions Operations, Technical Assistance, Scientific Support), as well as a sample of other stakeholders from Regional Centres, Parties/Convention Bodies and Partner organisations.

These interviews took place at the BRS Secretariat Head Office based in Geneva, Switzerland; the FAO Head Office based in Rome, Italy; the Basel Open-Ended Working group based at the United Nation Gigiri Office in Nairobi, Kenya; and by telephone and video conference.

The interviews followed prescribed topic guides tailored to the key themes of the review, supplemented by additional ad hoc questions. This allowed the review team to gather qualitative and contextual information in addition to the formal standardised data collected through of the electronic surveys.

In total we interviewed 93 people, with each interview lasting approximately 1 hour. **Annex 3** provides a full list of these interviewees.

### Review of finance / performance data

In conjunction with Secretariat Administrative staff we attempted to obtain as much trend data as possible to explore the costs and outputs / activities of the Secretariat over time. As detailed in the body of the report, only a small amount of data was available, meaning that the scope for robust quantitative analysis was limited.

## Annex 3 – List of stakeholders interviewed

### UNEP-part of the BRS Secretariat

Name	Position
Charles Avis	Public Information Officer, Conventions Operations Branch
Marylene Beau	Programme Officer, Conventions Operations Branch
Stephanie Cadet	Meeting Services Assistant, Conventions Operations Branch
Maria Cristina Cárdenas Fischer	Chief, Technical Assistance Branch
Francesca Cenni	Programme Officer, Technical Assistance Branch
Yvonne Ewang	Legal Officer, Conventions Operation Branch
Julien Hortonedá	Information Systems Officer, Conventions Operations Branch
Matthias Kern	Senior Programme Officer, Technical Assistance Branch
Andrea Lechner	Programme Officer, Conventions Operations Branch
Melisa Lim	Programme Officer, Scientific Support Branch
Alexander Mangwiro	Programme Officer, Technical Assistance Branch
Gamini Manuweera	Programme Officer, Scientific Support Branch
Laura Meszaros	Programme Officer, Office of the Executive Secretary
Frank Moser	Programme Officer, Office of the Executive Secretary
Bruce Noronha	Administrative Officer, Office of the Executive Secretary
David Ogden	Chief, Conventions Operations Branch
Kei Ohno Woodall	Programme Officer, Scientific Support Branch
Satu Ojalauma	Administrative Officer, Office of the Executive Secretary
Abiola Olanipekun	Chief, Scientific Support Branch
Rolph Payet	Executive Secretary, BRS Conventions
Osmany Pereira Gonzalez	Information and Conference Services Manager, Conventions Operations Branch
Ana Priceputu	Programme Officer, Scientific Support Branch
Suman Sharma	Programme Officer, Technical Assistance Branch
Kerstin Stendahl	Deputy Executive Secretary, BRS Conventions
Amélie Taoufiq-Cailliau	Legal Officer, Conventions Operations Branch
Tatiana Terekhova	Programme Officer, Technical Assistance Branch
Carla Valle-Klann	Programme Officer, Scientific Support Branch
Juliette Voinov Kohler	Policy and Legal Advisor, Conventions Operations Branch

Name	Position
Susan Wingfield	Programme Officer, Conventions Operations Branch

#### **FAO part of the Rotterdam Secretariat and FAO Pesticides Programme**

Name	Position
Christine Fuell	Senior Technical Officer
Bill Murray	Deputy Director, Plant Production and Protection Division / Executive Secretary for the FAO part of the Rotterdam Convention
Francesca Mancini	Operations Officer / Sustainable Agriculture Expert
Aleksandar Mihajlovski	Agriculture Officer
Inma Roda Martin	Co-ordinator
Elisabetta Tagliati	Programme Officer
Richard Thompson	Agricultural Officer
Gerold Wyrwal	Agricultural Officer
Yun Zhou	Technical Officer

#### **UNEP**

Name	Position
Abdouraman Bary	Regional Sub-programme Coordinator for Chemicals and Wastes, UNEP Regional Office for Africa
Jacob Duer	Coordinator MInamata Convention
Achim Halpaap	Head, Chemicals and Waste Branch, Division of Technology, Industry and Economics
Maarten Kappelle	Coordinator, Sub-Programme on Chemicals & Waste
Tim Kasten	Deputy Director, Division of Technology, Industry and Economics (DTIE)
Elizabeth Mrema	Director, Division of Environmental Law and Conventions (DELIC)
Kakuko Nagatani	Regional Sub-programme Coordinator for Chemicals and Waste, UNEP Regional Office for Asia and the Pacific
Jordi Pon	Regional Sub-programme Coordinator for Chemicals and Waste, UNEP Regional Office for Latin America and the Caribbean

#### **Parties**

Name	Position	Country
Azhari Omer Abdelbagi	Undersecretary, Ministry of Higher Education and Scientific Research	Sudan
Sam Adu-Kumi	President of Stockholm Convention Bureau	Ghana
Ali Abdullah Al-Dobhani	Former Vice President of Stockholm Convention	Yemen

Name	Position	Country
	Bureau	
Hala Sultan Said Al Easa	Government Representative	Qatar
Nguyen Anh-Tuan	Vice President of Stockholm Convention Bureau	Vietnam
Dragan Asanovic	Vice President of Basel Convention Bureau	Montenegro
Jahisiah Benoit	Senator, Environmental Coordinating Unit	Dominica
Ana Berejiani	Vice President of Stockholm Convention Bureau	Georgia
Cristina Andrea Briel	Encargada de la Sección Economía y Comercio, Señora Primera Secretaria	Argentina
Kyunghhee Choi	Director General, Environmental Health Research Department / National Institute of Environmental Research, Ministry of Environment	Republic of Korea
Anne Daniel	General Counsel, Constitutional, Administrative and International Law Section, Justice Canada	Canada
Trecia David	Vice President of Rotterdam Convention Bureau	Guyana
Magda Frydrych	Chief Specialist, Department of Risk Assessment Bureau for Chemical Substances	Poland
Floyd George	Open-Ended Working Group Co-Chair (Technical)	Dominica
Ana García González	Head of Service, Ministry of Agriculture, Food and Environmental Affairs	Spain
Floria Roa-Gutierrez	Professor, Institute of Technology (ITCR)	Costa Rica
Juergen Helbig	Chair of the Chemical Review Committee, Ex-officio Member of Rotterdam Convention Bureau, European Union	European Commission
Reginald Hernaus	Vice President of Stockholm Convention Bureau	Netherlands
Silvija Nora Kalnins	Vice President of Rotterdam Convention Bureau	Latvia
David Kapindula	Principal Inspector, Environmental Management Agency	Zambia
Paul Philip Kesby	Director, Hazardous Waste, Environment Standards Division, Department of Environment	Australia
Prakash Kowlessar	Director, Solid Waste Management Division. Ministry of Local Government and Outer Islands	Mauritius
Abderrazak Marzouki	Vice President of Basel Convention Bureau	Tunisia
Andrew McNee	Vice President of Stockholm Convention Bureau	Australia
Estefania Morerira	Chair of the Persistent Organic Pollutants Review Committee, Ex-officio Member of Stockholm Convention Bureau	Brazil
Marcus Natta	Vice President of Stockholm Convention Bureau	St Kitts
Francis Kihumba Njuguna	Assistant Director of Environment, National Environment Management Authority, Ministry of	Kenya

Name	Position	Country
	Environment and Natural Resources	
Daiana Ozola	Vice President of Stockholm Convention Bureau	Latvia
Jorge Peydro-Aznar	Policy Officer, DG Environment	European Commission
Agustina Camilli Prado	Deputy Secretary, Permanent Mission of the Eastern Republic of Uruguay to the UN Office and other international organizations in Geneva	Uruguay
Hassan Rahimi Majd	Former Vice President of Rotterdam Convention Bureau	Iran
Geri-Geronimo Romero Sañez	Section Chief, Hazardous Waste Management Section, Environmental Management Bureau	Philippines
Lone Schou	Senior Advisor on International Issues, Chemicals Department, Danish Environmental Protection Agency	Denmark
Santiago Dávila Sena	Open-Ended Working Group Co-Chair (Legal)	Spain
Timo Seppälä	Senior Adviser, Centre for Sustainable Consumption and Production / Contaminants Unit, Finnish Environment Institute	Finland
Petronella Shoko	Director, Environmental Management Agency	Zimbabwe
Juan Simonelli	Chair of the Implementation and Compliance Committee, Ex-officio Member of Basel Convention Bureau	Argentina
Jane Stratford	Team Leader, Department for Environment, Food & Rural Affairs	UK
Caroline Theka	Vice President of Rotterdam Convention Bureau	Malawi
Els Van de Velde	Vice President of Basel Convention Bureau	Belgium
Luis Ignacio Vayas Valdivieso	Vice President of Stockholm Convention Bureau	Ecuador
Gordana Vesligaj	Senior Expert Advisor, Ministry of Environmental and Nature Protection, Sector for sustainable waste management, plans, programmes and information system	Croatia
Franz Xaver Perrez	President of Rotterdam Convention Bureau	Switzerland

#### **FAO Regional/Country Offices**

Name	Position
Shoki Al Dobai	Regional Plant Protection Officer, FAO Regional Office for the Near East, Egypt
Joyce Mulila Mitti	Plant Production and Protection Officer, FAO sub-Regional Office for Southern Africa, Zimbabwe

**Regional Centres**

<b>Name</b>	<b>Position</b>
Leila Devia	Director, Basel Convention Regional Centre for the South American Region in Argentina
Jinhui Li	Director, Basel Convention Regional Centre for the Asia and Pacific Region in China

**Partners**

<b>Name</b>	<b>Position</b>
Ross Bartley	Environmental and Technical Director, Bureau of International Recycling
Gina Killikelly	Back Compliance Consultant, Dell
Naoko Ishii	CEO and Chairperson, Global Environment Facility
Meriel Watts	Coordinator, PAN Asia and the Pacific
Tadesse Omera	Coordinator, PAN Ethiopia
James Puckett	Executive Director, Basel Action Network (BAN)
Paul Quickert	Environmental Program Manager, Cisco Services
Alan David Watson	Senior Scientist, Public Interest Consultant, International POPs Elimination Network (IPEN)
Sheila Willis	Head of International Programmes, PAN UK

## Annex 4 – Survey of Secretariat staff: Summary of questions and results

### Efficiency

These questions relate to the efficiency of staffing structures within the Secretariat's matrix management structure. We define efficiency here as 'fulfilling all necessary tasks without wasting time or resources'.

#### 3. To what extent do you agree with the following statements?

a. My role and responsibilities within the structure of the BRS Secretariat are clearly defined.

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	6%	6%	6%	17%	67%	0%	100%
Executive Office	0%	14%	0%	29%	57%	0%	100%
Rome Secretariat	0%	0%	17%	33%	33%	17%	100%
Scientific Support	0%	13%	13%	0%	75%	0%	100%
Technical Assistance	22%	0%	0%	44%	33%	0%	100%
<b>Grand Total</b>	<b>6%</b>	<b>6%</b>	<b>6%</b>	<b>23%</b>	<b>56%</b>	<b>2%</b>	<b>100%</b>

b. My role and responsibilities within the structure of the BRS Secretariat are clearly defined in relation to the roles and responsibilities of other staff members in the Geneva Secretariat.

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	6%	6%	6%	44%	39%	0%	100%
Executive Office	0%	14%	0%	29%	57%	0%	100%
Rome Secretariat	0%	0%	33%	33%	17%	17%	100%
Scientific Support	0%	13%	13%	0%	63%	13%	100%
Technical Assistance	22%	11%	11%	22%	33%	0%	100%
<b>Grand Total</b>	<b>6%</b>	<b>8%</b>	<b>10%</b>	<b>29%</b>	<b>42%</b>	<b>4%</b>	<b>100%</b>

c. My role and responsibilities within the structure of the BRS Secretariat are clearly defined in relation to the roles and responsibilities of other staff members in the Rome Secretariat.

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	0%	0%	11%	44%	39%	6%	100%
Executive Office	0%	14%	0%	43%	14%	29%	100%
Rome Secretariat	0%	0%	0%	17%	50%	33%	100%
Scientific Support	0%	0%	0%	0%	63%	38%	100%
Technical Assistance	22%	22%	11%	22%	22%	0%	100%
<b>Grand Total</b>	<b>4%</b>	<b>6%</b>	<b>6%</b>	<b>29%</b>	<b>38%</b>	<b>17%</b>	<b>100%</b>

d. My role and responsibilities within the structure of the BRS Secretariat are clearly defined in relation to roles and responsibilities of staff members in other organizations (eg. UNEP, FAO)

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	6%	6%	11%	22%	44%	11%	100%
Executive Office	0%	0%	14%	57%	14%	14%	100%
Rome Secretariat	0%	0%	33%	17%	33%	17%	100%
Scientific Support	0%	0%	0%	0%	88%	13%	100%
Technical Assistance	11%	0%	22%	11%	44%	11%	100%
<b>Grand Total</b>	<b>4%</b>	<b>2%</b>	<b>15%</b>	<b>21%</b>	<b>46%</b>	<b>13%</b>	<b>100%</b>

e. My actual activity corresponds to my official role and responsibilities within the structure of the BRS Secretariat.

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	11%	0%	0%	28%	56%	6%	100%
Executive Office	0%	0%	0%	57%	43%	0%	100%
Rome Secretariat	0%	0%	17%	50%	17%	17%	100%
Scientific Support	0%	0%	13%	25%	63%	0%	100%
Technical Assistance	11%	22%	0%	22%	44%	0%	100%
<b>Grand Total</b>	<b>6%</b>	<b>4%</b>	<b>4%</b>	<b>33%</b>	<b>48%</b>	<b>4%</b>	<b>100%</b>

f. As far as I know, there is no unnecessary duplication of responsibilities between my documented job role/description and the roles of other staff within the Geneva Secretariat.

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	6%	0%	6%	22%	61%	6%	100%
Executive Office	0%	14%	0%	14%	71%	0%	100%
Rome Secretariat	0%	0%	33%	17%	33%	17%	100%
Scientific Support	0%	13%	13%	0%	75%	0%	100%
Technical Assistance	22%	11%	11%	22%	33%	0%	100%
<b>Grand Total</b>	<b>6%</b>	<b>6%</b>	<b>10%</b>	<b>17%</b>	<b>56%</b>	<b>4%</b>	<b>100%</b>

g. As far as I know, there is no unnecessary duplication of my actual activities and the actual activities of other staff within the Geneva Secretariat.

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	6%	0%	0%	33%	56%	6%	100%
Executive Office	0%	0%	0%	29%	71%	0%	100%
Rome Secretariat	0%	0%	33%	17%	33%	17%	100%
Scientific Support	0%	13%	13%	0%	75%	0%	100%
Technical Assistance	22%	11%	11%	22%	33%	0%	100%
<b>Grand Total</b>	<b>6%</b>	<b>4%</b>	<b>8%</b>	<b>23%</b>	<b>54%</b>	<b>4%</b>	<b>100%</b>

h. As far as I know, there is no unnecessary duplication of responsibilities between my documented job role/description and the roles of other staff within the Rome Secretariat.

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	0%	0%	6%	22%	61%	11%	100%
Executive Office	0%	14%	0%	14%	43%	29%	100%
Rome Secretariat	0%	0%	0%	17%	67%	17%	100%
Scientific Support	0%	0%	13%	0%	50%	38%	100%
Technical Assistance	11%	11%	11%	22%	33%	11%	100%
<b>Grand Total</b>	<b>2%</b>	<b>4%</b>	<b>6%</b>	<b>17%</b>	<b>52%</b>	<b>19%</b>	<b>100%</b>

i. As far as I know, there is no unnecessary duplication of actual activities between my role and the roles of other staff within the Rome Secretariat.

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	0%	0%	6%	22%	56%	17%	100%
Executive Office	0%	14%	0%	14%	57%	14%	100%
Rome Secretariat	0%	0%	0%	17%	67%	17%	100%
Scientific Support	0%	0%	13%	0%	50%	38%	100%
Technical Assistance	22%	11%	11%	22%	22%	11%	100%
<b>Grand Total</b>	<b>4%</b>	<b>4%</b>	<b>6%</b>	<b>17%</b>	<b>50%</b>	<b>19%</b>	<b>100%</b>

5. On a scale of 1 to 5 (where '1' is 'very inefficient' and '5' is 'very efficient'), in your opinion how efficient are the following?

a. My branch of the BRS Secretariat

	1	2	3	4	5	Don't know / N/A	Grand Total
Conventions Operations	6%	0%	11%	28%	56%	0%	100%
Executive Office	0%	0%	43%	57%	0%	0%	100%
Rome Secretariat	0%	0%	17%	67%	0%	17%	100%
Scientific Support	0%	0%	25%	38%	38%	0%	100%
Technical Assistance	22%	11%	33%	33%	0%	0%	100%
<b>Grand Total</b>	<b>6%</b>	<b>2%</b>	<b>23%</b>	<b>40%</b>	<b>27%</b>	<b>2%</b>	<b>100%</b>

b. The BRS Secretariat overall

	1	2	3	4	5	Don't know / N/A	Grand Total
Conventions Operations	6%	0%	50%	33%	11%	0%	100%
Executive Office	0%	14%	29%	57%	0%	0%	100%
Rome Secretariat	0%	17%	83%	0%	0%	0%	100%
Scientific Support	0%	13%	38%	38%	0%	13%	100%
Technical Assistance	0%	56%	11%	33%	0%	0%	100%
<b>Grand Total</b>	<b>2%</b>	<b>17%</b>	<b>42%</b>	<b>33%</b>	<b>4%</b>	<b>2%</b>	<b>100%</b>

7. To what extent do you agree with the following statements?

a. The implementation of the matrix structure within the BRS Secretariat has made the way I perform my work more efficient.

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	17%	17%	22%	28%	11%	6%	100%
Executive Office	14%	14%	14%	29%	14%	14%	100%
Rome Secretariat	0%	50%	17%	0%	0%	33%	100%
Scientific Support	0%	38%	38%	0%	25%	0%	100%
Technical Assistance	11%	0%	44%	0%	22%	22%	100%
<b>Grand Total</b>	<b>10%</b>	<b>21%</b>	<b>27%</b>	<b>15%</b>	<b>15%</b>	<b>13%</b>	<b>100%</b>

b. Overall, the BRS Secretariat is more efficient now than before the matrix structure was implemented.

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	6%	17%	28%	28%	11%	11%	100%
Executive Office	14%	0%	14%	14%	29%	29%	100%
Rome Secretariat	17%	50%	17%	0%	0%	17%	100%
Scientific Support	0%	38%	38%	0%	13%	13%	100%
Technical Assistance	11%	11%	22%	0%	33%	22%	100%
<b>Grand Total</b>	<b>8%</b>	<b>21%</b>	<b>25%</b>	<b>13%</b>	<b>17%</b>	<b>17%</b>	<b>100%</b>

### Effectiveness

These questions are about the effectiveness with which the Secretariat matrix management structure operates. We define effectiveness here as 'achieving desired results or impacts'.

**9. On a scale of 1 to 5 (where '1' is 'very ineffective' and '5' is 'very effective'), in your opinion how effective are the following in supporting BRS implementation?**

a. My branch of the BRS Secretariat

	1	2	3	4	5	Don't know / N/A	Grand Total
Conventions Operations	0%	0%	17%	33%	44%	6%	100%
Executive Office	14%	0%	43%	29%	14%	0%	100%
Rome Secretariat	0%	0%	17%	50%	0%	33%	100%
Scientific Support	0%	0%	25%	38%	38%	0%	100%
Technical Assistance	22%	11%	44%	22%	0%	0%	100%
<b>Grand Total</b>	<b>6%</b>	<b>2%</b>	<b>27%</b>	<b>33%</b>	<b>25%</b>	<b>6%</b>	<b>100%</b>

b. The BRS Secretariat overall

	1	2	3	4	5	Don't know / N/A	Grand Total
Conventions Operations	6%	0%	11%	33%	33%	17%	100%
Executive Office	14%	14%	43%	29%	0%	0%	100%
Rome Secretariat	0%	0%	17%	50%	0%	33%	100%
Scientific Support	0%	0%	13%	75%	13%	0%	100%
Technical Assistance	22%	33%	22%	22%	0%	0%	100%
<b>Grand Total</b>	<b>8%</b>	<b>8%</b>	<b>19%</b>	<b>40%</b>	<b>15%</b>	<b>10%</b>	<b>100%</b>

c. The level of authority delegated to me in order to perform my own role and responsibilities

	1	2	3	4	5	Don't know / N/A	Grand Total
Conventions Operations	0%	0%	17%	33%	44%	6%	100%
Executive Office	14%	0%	43%	29%	14%	0%	100%
Rome Secretariat	0%	0%	17%	50%	0%	33%	100%
Scientific Support	0%	0%	25%	38%	38%	0%	100%
Technical Assistance	22%	11%	44%	22%	0%	0%	100%
<b>Grand Total</b>	<b>6%</b>	<b>2%</b>	<b>27%</b>	<b>33%</b>	<b>25%</b>	<b>6%</b>	<b>100%</b>

### 11. To what extent do you agree with the following statements?

a. I find that I am more effective now at supporting implementation of the Conventions than before the matrix structure was implemented.

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	6%	11%	28%	22%	22%	11%	100%
Executive Office	14%	0%	14%	14%	14%	43%	100%
Rome Secretariat	0%	17%	50%	0%	0%	33%	100%
Scientific Support	0%	25%	38%	13%	13%	13%	100%
Technical Assistance	0%	22%	33%	11%	11%	22%	100%
<b>Grand Total</b>	<b>4%</b>	<b>15%</b>	<b>31%</b>	<b>15%</b>	<b>15%</b>	<b>21%</b>	<b>100%</b>

b. Overall, the BRS Secretariat is more effective now at supporting implementation of the Conventions than before the matrix structure was implemented.

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	6%	6%	39%	17%	22%	11%	100%
Executive Office	14%	0%	0%	14%	29%	43%	100%
Rome Secretariat	0%	33%	33%	0%	0%	33%	100%
Scientific Support	0%	38%	38%	0%	13%	13%	100%
Technical Assistance	11%	11%	22%	11%	22%	22%	100%
<b>Grand Total</b>	<b>6%</b>	<b>15%</b>	<b>29%</b>	<b>10%</b>	<b>19%</b>	<b>21%</b>	<b>100%</b>

### 13. How would you rate the following activities of the Secretariat?

a. Ability to stick to deadlines set internally by Secretariat management

	Very poor	Poor	Adequate	Good	Excellent	Don't know / N/A	Grand Total
Conventions Operations	0%	6%	28%	50%	11%	6%	100%
Executive Office	0%	14%	29%	29%	14%	14%	100%
Rome Secretariat	0%	0%	17%	50%	0%	33%	100%
Scientific Support	0%	0%	25%	75%	0%	0%	100%
Technical Assistance	11%	0%	44%	44%	0%	0%	100%
<b>Grand Total</b>	<b>2%</b>	<b>4%</b>	<b>29%</b>	<b>50%</b>	<b>6%</b>	<b>8%</b>	<b>100%</b>

b. Ability to stick to deadlines set externally, for example by CoPs, parties, partners, etc.

	Very poor	Poor	Adequate	Good	Excellent	Don't know / N/A	Grand Total
Conventions Operations	-	0%	22%	39%	33%	6%	100%
Executive Office	-	14%	14%	14%	29%	29%	100%
Rome Secretariat	-	0%	17%	33%	33%	17%	100%
Scientific Support	-	0%	0%	63%	38%	0%	100%
Technical Assistance	-	22%	11%	33%	33%	0%	100%
<b>Grand Total</b>	<b>-</b>	<b>6%</b>	<b>15%</b>	<b>38%</b>	<b>33%</b>	<b>8%</b>	<b>100%</b>

c. Quality of your team/department outputs

	Very poor	Poor	Adequate	Good	Excellent	Don't know / N/A	Grand Total
Conventions Operations	-	0%	0%	22%	44%	6%	100%
Executive Office	-	0%	14%	43%	14%	0%	100%
Rome Secretariat	-	0%	0%	17%	33%	17%	100%
Scientific Support	-	0%	0%	63%	38%	0%	100%
Technical Assistance	-	11%	22%	33%	22%	0%	100%
<b>Grand Total</b>	-	<b>2%</b>	<b>6%</b>	<b>33%</b>	<b>33%</b>	<b>4%</b>	<b>100%</b>

d. Quality of the Secretariat outputs overall

	Very poor	Poor	Adequate	Good	Excellent	Don't know / N/A	Grand Total
Conventions Operations	-	6%	28%	50%	11%	6%	100%
Executive Office	-	0%	29%	57%	14%	0%	100%
Rome Secretariat	-	17%	33%	33%	0%	17%	100%
Scientific Support	-	0%	0%	75%	13%	13%	100%
Technical Assistance	-	11%	22%	33%	22%	11%	100%
<b>Grand Total</b>	-	<b>6%</b>	<b>23%</b>	<b>50%</b>	<b>13%</b>	<b>8%</b>	<b>100%</b>

e. Communication and coordination between the branches (including Executive Office) of the Secretariat

	Very poor	Poor	Adequate	Good	Excellent	Don't know / N/A	Grand Total
Conventions Operations	11%	17%	44%	17%	6%	6%	100%
Executive Office	0%	0%	43%	43%	0%	14%	100%
Rome Secretariat	0%	33%	50%	0%	0%	17%	100%
Scientific Support	0%	38%	25%	38%	0%	0%	100%
Technical Assistance	11%	67%	11%	11%	0%	0%	100%
<b>Grand Total</b>	<b>6%</b>	<b>29%</b>	<b>35%</b>	<b>21%</b>	<b>2%</b>	<b>6%</b>	<b>100%</b>

f. Decision-making within your branch (Chief of Branch being highest level of management in this instance)

	Very poor	Poor	Adequate	Good	Excellent	Don't know / N/A	Grand Total
Conventions Operations	6%	0%	28%	11%	44%	11%	100%
Executive Office	0%	0%	14%	57%	0%	29%	100%
Rome Secretariat	0%	33%	33%	17%	0%	17%	100%
Scientific Support	0%	0%	50%	38%	13%	0%	100%
Technical Assistance	22%	33%	22%	11%	11%	0%	100%
<b>Grand Total</b>	<b>6%</b>	<b>10%</b>	<b>29%</b>	<b>23%</b>	<b>21%</b>	<b>10%</b>	<b>100%</b>

g. Decision-making within the Secretariat overall (Executive Director being the highest level of management in this instance)

	Very poor	Poor	Adequate	Good	Excellent	Don't know / N/A	Grand Total
Conventions Operations	6%	6%	33%	39%	6%	11%	100%
Executive Office	0%	0%	29%	43%	14%	14%	100%
Rome Secretariat	0%	33%	50%	0%	0%	17%	100%
Scientific Support	0%	13%	38%	38%	0%	13%	100%
Technical Assistance	11%	0%	44%	22%	11%	11%	100%
<b>Grand Total</b>	<b>4%</b>	<b>8%</b>	<b>38%</b>	<b>31%</b>	<b>6%</b>	<b>13%</b>	<b>100%</b>

h. Use of UNEP network, knowledge and resources for the purposes of achieving/furthering the aims of BRS

	Very poor	Poor	Adequate	Good	Excellent	Don't know / N/A	Grand Total
Conventions Operations	0%	11%	39%	28%	6%	17%	100%
Executive Office	0%	29%	14%	43%	0%	14%	100%
Rome Secretariat	0%	0%	17%	0%	0%	83%	100%
Scientific Support	0%	0%	63%	38%	0%	0%	100%
Technical Assistance	11%	11%	44%	22%	0%	11%	100%
<b>Grand Total</b>	<b>2%</b>	<b>10%</b>	<b>38%</b>	<b>27%</b>	<b>2%</b>	<b>21%</b>	<b>100%</b>

i. Use of FAO network, knowledge and resources for the purposes of achieving/furthering the aims of BRS

	Very poor	Poor	Adequate	Good	Excellent	Don't know / N/A	Grand Total
Conventions Operations	0%	22%	28%	22%	6%	22%	100%
Executive Office	0%	29%	14%	0%	0%	57%	100%
Rome Secretariat	0%	0%	17%	33%	33%	17%	100%
Scientific Support	0%	0%	25%	25%	0%	50%	100%
Technical Assistance	22%	11%	33%	0%	0%	33%	100%
<b>Grand Total</b>	<b>4%</b>	<b>15%</b>	<b>25%</b>	<b>17%</b>	<b>6%</b>	<b>33%</b>	<b>100%</b>

J. Effectiveness of Secretariat meetings in producing actionable outputs or achieving the aims of the meeting (Secretariat meetings are those within and across branches, teams and management levels (excluding COPs, Working Groups))

	Very poor	Poor	Adequate	Good	Excellent	Don't know / N/A	Grand Total
Conventions Operations	0%	6%	39%	44%	6%	6%	100%
Executive Office	0%	0%	14%	43%	14%	29%	100%
Rome Secretariat	17%	0%	17%	50%	0%	17%	100%
Scientific Support	0%	13%	38%	25%	13%	13%	100%
Technical Assistance	11%	11%	11%	44%	11%	11%	100%
<b>Grand Total</b>	<b>4%</b>	<b>6%</b>	<b>27%</b>	<b>42%</b>	<b>8%</b>	<b>13%</b>	<b>100%</b>

## Section 2 – Questions to inform the review of proposals on the organization and operation of the part of the Rotterdam Convention Secretariat hosted by the Food and Agriculture Organization

These questions relate to proposals by the BRS Secretariat on the organization and operation of the part of the Rotterdam Convention Secretariat hosted by the Food and Agriculture Organization of the United Nations. The aim of this review is to enhance cooperation and coordination among the Basel, Rotterdam and Stockholm Conventions.

**14. To what extent do you agree that there is scope to realise further synergies between the activities of the UNEP part of the BRS Secretariat and the FAO part of the BRS Secretariat in the following areas?**

a. Capacity development including training workshops at the national and regional levels on pesticide management including the identification of alternatives and the management and disposal of obsolete pesticides and POP containing wastes

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	0%	-	11%	22%	28%	39%	100%
Executive Office	0%	-	0%	14%	43%	43%	100%
Rome Secretariat	0%	-	33%	33%	33%	0%	100%
Scientific Support	0%	-	13%	25%	13%	50%	100%
Technical Assistance	11%	-	33%	11%	44%	0%	100%
<b>Grand Total</b>	<b>2%</b>	<b>-</b>	<b>17%</b>	<b>21%</b>	<b>31%</b>	<b>29%</b>	<b>100%</b>

b. Development of technical and policy guidelines on aspects of pesticide management that reflect the requirements of the three Conventions

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	-	-	17%	17%	28%	39%	100%
Executive Office	-	-	0%	14%	43%	43%	100%
Rome Secretariat	-	-	0%	50%	50%	0%	100%
Scientific Support	-	-	13%	25%	13%	50%	100%
Technical Assistance	-	-	33%	33%	33%	0%	100%
<b>Grand Total</b>	-	-	<b>15%</b>	<b>25%</b>	<b>31%</b>	<b>29%</b>	<b>100%</b>

c. Communication and promotion of national synergies among key stakeholders in the implementation of the three Conventions, including National Delegated Authorities

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	-	-	22%	22%	28%	28%	100%
Executive Office	-	-	0%	0%	57%	43%	100%
Rome Secretariat	-	-	33%	33%	33%	0%	100%
Scientific Support	-	-	13%	25%	13%	50%	100%
Technical Assistance	-	-	22%	22%	44%	11%	100%
<b>Grand Total</b>	-	-	<b>19%</b>	<b>21%</b>	<b>33%</b>	<b>27%</b>	<b>100%</b>

d. Increased use of the FAO network of country offices and other contacts

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	0%	6%	17%	22%	33%	22%	100%
Executive Office	0%	0%	0%	0%	57%	43%	100%
Rome Secretariat	0%	0%	33%	33%	33%	0%	100%
Scientific Support	0%	0%	13%	25%	0%	63%	100%
Technical Assistance	11%	0%	33%	33%	22%	0%	100%
<b>Grand Total</b>	<b>2%</b>	<b>2%</b>	<b>19%</b>	<b>23%</b>	<b>29%</b>	<b>25%</b>	<b>100%</b>

e. Further integration with the FAO's pesticide programme

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	-	11%	22%	17%	17%	33%	100%
Executive Office	-	14%	0%	14%	29%	43%	100%
Rome Secretariat	-	0%	50%	33%	17%	0%	100%
Scientific Support	-	0%	13%	25%	0%	63%	100%
Technical Assistance	-	11%	22%	22%	33%	11%	100%
<b>Grand Total</b>	-	<b>8%</b>	<b>21%</b>	<b>21%</b>	<b>19%</b>	<b>31%</b>	<b>100%</b>

f. Short-term or long-term staff exchange secondments between Rome and Geneva (both directions)

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	0%	6%	28%	17%	28%	22%	100%
Executive Office	0%	0%	0%	29%	29%	43%	100%
Rome Secretariat	0%	17%	17%	33%	33%	0%	100%
Scientific Support	13%	0%	13%	25%	0%	50%	100%
Technical Assistance	0%	0%	11%	44%	44%	0%	100%
<b>Grand Total</b>	<b>2%</b>	<b>4%</b>	<b>17%</b>	<b>27%</b>	<b>27%</b>	<b>23%</b>	<b>100%</b>

g. Joint internal training including both Rome based and Geneva based Secretariat staff

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	0%	6%	22%	11%	33%	28%	100%
Executive Office	0%	0%	14%	14%	29%	43%	100%
Rome Secretariat	0%	0%	17%	50%	33%	0%	100%
Scientific Support	0%	0%	25%	13%	13%	50%	100%
Technical Assistance	11%	0%	11%	33%	44%	0%	100%
<b>Grand Total</b>	<b>2%</b>	<b>2%</b>	<b>19%</b>	<b>21%</b>	<b>31%</b>	<b>25%</b>	<b>100%</b>

15. Do you think there are barriers to realising further synergies between the activities of the UNEP Secretariat and the FAO Rome Secretariat?

	No	Yes
Conventions Operations	65%	35%
Executive Office	33%	67%
Rome Secretariat	17%	83%
Scientific Support	67%	33%
Technical Assistance	25%	75%
<b>Grand Total</b>	<b>47%</b>	<b>53%</b>

17. To what extent do you agree with the following statement?

a. The advice, guidance and support provided to Parties and other stakeholders by the Geneva Secretariat is always consistent with the advice and guidance provided to them by the Rome Secretariat.

	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't know / N/A	Grand Total
Conventions Operations	6%	17%	11%	28%	11%	28%	100%
Executive Office	0%	29%	14%	0%	14%	43%	100%
Rome Secretariat	0%	33%	33%	33%	0%	0%	100%
Scientific Support	0%	0%	25%	13%	25%	38%	100%
Technical Assistance	11%	22%	22%	11%	0%	33%	100%
<b>Grand Total</b>	<b>4%</b>	<b>19%</b>	<b>19%</b>	<b>19%</b>	<b>10%</b>	<b>29%</b>	<b>100%</b>

### Section 3 – Questions to inform the overall review of synergy arrangements

These questions relate to your views on the Secretariat's contribution to overall synergies arrangements.

19. On a scale of 1 to 5 (where '1' is 'very badly' and '5' is 'very well'), how well do you think the BRS Secretariat currently exercises its functions with respect to:

a. the Basel Convention

	1	2	3	4	5	Don't know / N/A	Grand Total
Conventions Operations	0%	0%	22%	50%	22%	6%	100%
Executive Office	0%	0%	0%	43%	14%	43%	100%
Rome Secretariat	0%	0%	0%	17%	0%	83%	100%
Scientific Support	0%	0%	13%	63%	25%	0%	100%
Technical Assistance	11%	11%	33%	44%	0%	0%	100%
<b>Grand Total</b>	<b>2%</b>	<b>2%</b>	<b>17%</b>	<b>46%</b>	<b>15%</b>	<b>19%</b>	<b>100%</b>

b. the Rotterdam Convention

	1	2	3	4	5	Don't know / N/A	Grand Total
Conventions Operations	-	6%	28%	44%	17%	6%	100%
Executive Office	-	0%	29%	14%	14%	43%	100%
Rome Secretariat	-	17%	50%	17%	0%	17%	100%
Scientific Support	-	0%	13%	50%	13%	25%	100%
Technical Assistance	-	22%	22%	44%	0%	11%	100%
<b>Grand Total</b>	<b>-</b>	<b>8%</b>	<b>27%</b>	<b>38%</b>	<b>10%</b>	<b>17%</b>	<b>100%</b>

c. the Stockholm Convention

	1	2	3	4	5	Don't know / N/A	Grand Total
Conventions Operations	-	-	17%	50%	28%	6%	100%
Executive Office	-	-	0%	43%	14%	43%	100%
Rome Secretariat	-	-	17%	0%	0%	83%	100%
Scientific Support	-	-	13%	75%	13%	0%	100%
Technical Assistance	-	-	44%	44%	11%	0%	100%
<b>Grand Total</b>	<b>-</b>	<b>-</b>	<b>19%</b>	<b>46%</b>	<b>17%</b>	<b>19%</b>	<b>100%</b>

d. synergies decisions

	1	2	3	4	5	Don't know / N/A	Grand Total
Conventions Operations	-	-	22%	56%	17%	6%	100%
Executive Office	-	-	14%	29%	14%	43%	100%
Rome Secretariat	-	-	33%	17%	0%	50%	100%
Scientific Support	-	-	13%	63%	25%	0%	100%
Technical Assistance	-	-	33%	44%	22%	0%	100%
<b>Grand Total</b>	<b>-</b>	<b>-</b>	<b>23%</b>	<b>46%</b>	<b>17%</b>	<b>15%</b>	<b>100%</b>

e. internal management decisions (highest authority being Executive Director)

	1	2	3	4	5	Don't know / N/A	Grand Total
Conventions Operations	6%	11%	39%	28%	0%	17%	100%
Executive Office	0%	0%	14%	43%	14%	29%	100%
Rome Secretariat	0%	0%	33%	17%	0%	50%	100%
Scientific Support	0%	0%	25%	38%	13%	25%	100%
Technical Assistance	11%	0%	44%	22%	22%	0%	100%
<b>Grand Total</b>	<b>4%</b>	<b>4%</b>	<b>33%</b>	<b>29%</b>	<b>8%</b>	<b>21%</b>	<b>100%</b>

f. ensuring communication amongst branches and locations of the BRS Secretariat (Rome and Geneva)

	1	2	3	4	5	Don't know / N/A	Grand Total
Conventions Operations	6%	28%	39%	17%	6%	6%	100%
Executive Office	0%	14%	14%	29%	0%	43%	100%
Rome Secretariat	0%	67%	0%	17%	0%	17%	100%
Scientific Support	0%	0%	50%	38%	0%	13%	100%
Technical Assistance	11%	33%	44%	11%	0%	0%	100%
<b>Grand Total</b>	<b>4%</b>	<b>27%</b>	<b>33%</b>	<b>21%</b>	<b>2%</b>	<b>13%</b>	<b>100%</b>

g. ensuring coordination amongst branches and locations of the BRS Secretariat (Rome and Geneva)

	1	2	3	4	5	Don't know / N/A	Grand Total
Conventions Operations	0%	33%	39%	17%	6%	6%	100%
Executive Office	14%	0%	14%	29%	0%	43%	100%
Rome Secretariat	0%	67%	0%	17%	0%	17%	100%
Scientific Support	0%	0%	50%	38%	0%	13%	100%
Technical Assistance	11%	22%	56%	11%	0%	0%	100%
<b>Grand Total</b>	<b>4%</b>	<b>25%</b>	<b>35%</b>	<b>21%</b>	<b>2%</b>	<b>13%</b>	<b>100%</b>

## Annex 5 – Survey of Parties to the BRS Conventions – Summary of questions and results

### 1. To what extent do you agree with the following statements?

#### a. Capacity building (policy)

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	7%	7%	30%	30%	4%	22%	100%
Asia	0%	0%	42%	33%	25%	0%	100%
Central & South America	0%	0%	33%	44%	6%	17%	100%
Europe	0%	0%	10%	28%	17%	45%	100%
Middle East	0%	9%	18%	9%	36%	27%	100%
<b>Grand Total</b>	<b>2%</b>	<b>3%</b>	<b>24%</b>	<b>30%</b>	<b>14%</b>	<b>27%</b>	<b>100%</b>

#### b. Capacity building (legal and institutional frameworks)

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	7%	4%	41%	26%	7%	15%	100%
Asia	0%	0%	42%	42%	8%	8%	100%
Central & South America	0%	0%	28%	44%	6%	22%	100%
Europe	0%	0%	10%	31%	14%	45%	100%
Middle East	0%	0%	27%	18%	36%	18%	100%
<b>Grand Total</b>	<b>2%</b>	<b>1%</b>	<b>28%</b>	<b>32%</b>	<b>12%</b>	<b>26%</b>	<b>100%</b>

#### c. Capacity building (scientific and technical)

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	11%	4%	30%	33%	11%	15%	100%
Asia	0%	0%	42%	50%	8%	0%	100%
Central & South America	0%	0%	33%	28%	22%	17%	100%
Europe	0%	0%	17%	24%	14%	45%	100%
Middle East	0%	9%	18%	18%	36%	18%	100%
<b>Grand Total</b>	<b>3%</b>	<b>1%</b>	<b>27%</b>	<b>30%</b>	<b>16%</b>	<b>23%</b>	<b>100%</b>

d. Training via face-to-face workshops and projects

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	4%	7%	33%	22%	26%	7%	100%
Asia	0%	0%	25%	58%	8%	8%	100%
Central & South America	0%	0%	28%	33%	22%	17%	100%
Europe	0%	7%	21%	17%	14%	41%	100%
Middle East	9%	9%	9%	18%	36%	18%	100%
<b>Grand Total</b>	<b>2%</b>	<b>5%</b>	<b>24%</b>	<b>27%</b>	<b>20%</b>	<b>21%</b>	<b>100%</b>

e. Training via webinars and online sessions

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	4%	0%	19%	37%	37%	4%	100%
Asia	0%	0%	42%	33%	25%	0%	100%
Central & South America	0%	0%	6%	28%	61%	6%	100%
Europe	0%	0%	7%	28%	21%	45%	100%
Middle East	9%	0%	18%	18%	36%	18%	100%
<b>Grand Total</b>	<b>2%</b>	<b>0%</b>	<b>15%</b>	<b>30%</b>	<b>35%</b>	<b>18%</b>	<b>100%</b>

f. Needs assessment

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	7%	4%	33%	30%	11%	15%	100%
Asia	0%	0%	50%	33%	17%	0%	100%
Central & South America	0%	0%	22%	17%	33%	28%	100%
Europe	0%	0%	24%	17%	17%	41%	100%
Middle East	9%	9%	18%	18%	36%	18%	100%
<b>Grand Total</b>	<b>2%</b>	<b>2%</b>	<b>29%</b>	<b>22%</b>	<b>20%</b>	<b>24%</b>	<b>100%</b>

g. Development of tools

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	11%	0%	30%	11%	33%	15%	100%
Asia	0%	0%	50%	33%	17%	0%	100%
Central & South America	0%	0%	17%	33%	33%	17%	100%
Europe	0%	0%	17%	24%	17%	41%	100%
Middle East	9%	9%	18%	27%	27%	18%	100%
<b>Grand Total</b>	<b>3%</b>	<b>1%</b>	<b>24%</b>	<b>23%</b>	<b>26%</b>	<b>22%</b>	<b>100%</b>

**3. In the following areas, how does the quantity of Technical Assistance you now receive compare with what you received before the implementation of synergies arrangements in 2011?**

a. Capacity building (policy)

Region	Much less now	Slightly less now	It is the same now	Slightly more now	Much more now	Don't know / N/A	Grand Total
Africa	7%	7%	33%	19%	11%	22%	100%
Asia	0%	0%	33%	42%	8%	17%	100%
Central & South America	0%	0%	56%	22%	6%	17%	100%
Europe	0%	0%	14%	24%	17%	45%	100%
Middle East	9%	9%	27%	9%	36%	18%	100%
<b>Grand Total</b>	<b>2%</b>	<b>3%</b>	<b>31%</b>	<b>22%</b>	<b>14%</b>	<b>28%</b>	<b>100%</b>

b. Capacity building (legal and institutional frameworks)

Region	Much less now	Slightly less now	It is the same now	Slightly more now	Much more now	Don't know / N/A	Grand Total
Africa	7%	4%	37%	26%	7%	19%	100%
Asia	0%	0%	42%	33%	8%	17%	100%
Central & South America	0%	0%	44%	28%	6%	22%	100%
Europe	0%	0%	10%	28%	17%	45%	100%
Middle East	9%	0%	36%	18%	27%	18%	100%
<b>Grand Total</b>	<b>2%</b>	<b>1%</b>	<b>31%</b>	<b>27%</b>	<b>12%</b>	<b>28%</b>	<b>100%</b>

c. Capacity building (scientific and technical)

Region	Much less now	Slightly less now	It is the same now	Slightly more now	Much more now	Don't know / N/A	Grand Total
Africa	7%	4%	22%	22%	26%	19%	100%
Asia	0%	0%	33%	50%	8%	8%	100%
Central & South America	0%	0%	39%	33%	6%	22%	100%
Europe	0%	0%	14%	24%	17%	45%	100%
Middle East	9%	9%	27%	9%	36%	18%	100%
<b>Grand Total</b>	<b>2%</b>	<b>2%</b>	<b>24%</b>	<b>27%</b>	<b>18%</b>	<b>27%</b>	<b>100%</b>

d. Training via face-to-face workshops and projects

Region	Much less now	Slightly less now	It is the same now	Slightly more now	Much more now	Don't know / N/A	Grand Total
Africa	7%	15%	26%	26%	19%	15%	100%
Asia	0%	0%	33%	42%	17%	8%	100%
Central & South America	0%	0%	56%	22%	6%	17%	100%
Europe	0%	0%	14%	31%	14%	41%	100%
Middle East	9%	9%	18%	9%	36%	18%	100%
<b>Grand Total</b>	<b>1%</b>	<b>5%</b>	<b>28%</b>	<b>27%</b>	<b>16%</b>	<b>23%</b>	<b>100%</b>

e. Training via webinars and online sessions

Region	Much less now	Slightly less now	It is the same now	Slightly more now	Much more now	Don't know / N/A	Grand Total
Africa	0%	0%	26%	30%	33%	11%	100%
Asia	0%	0%	33%	42%	17%	8%	100%
Central & South America	0%	0%	17%	22%	56%	6%	100%
Europe	0%	0%	7%	31%	17%	45%	100%
Middle East	9%	0%	9%	27%	36%	18%	100%
<b>Grand Total</b>	<b>1%</b>	<b>0%</b>	<b>17%</b>	<b>30%</b>	<b>31%</b>	<b>21%</b>	<b>100%</b>

f. Needs assessment

Region	Much less now	Slightly less now	It is the same now	Slightly more now	Much more now	Don't know / N/A	Grand Total
Africa	4%	7%	44%	15%	11%	19%	100%
Asia	0%	0%	42%	33%	17%	8%	100%
Central & South America	0%	0%	39%	28%	11%	22%	100%
Europe	0%	0%	24%	21%	14%	41%	100%
Middle East	0%	9%	27%	9%	36%	18%	100%
<b>Grand Total</b>	<b>1%</b>	<b>3%</b>	<b>35%</b>	<b>20%</b>	<b>15%</b>	<b>26%</b>	<b>100%</b>

g. Development of tools

Region	Much less now	Slightly less now	It is the same now	Slightly more now	Much more now	Don't know / N/A	Grand Total
Africa	4%	4%	30%	19%	26%	19%	100%
Asia	0%	0%	42%	33%	17%	8%	100%
Central & South America	0%	0%	33%	28%	17%	22%	100%
Europe	0%	0%	14%	28%	17%	41%	100%
Middle East	0%	9%	27%	18%	27%	18%	100%
<b>Grand Total</b>	<b>1%</b>	<b>2%</b>	<b>27%</b>	<b>24%</b>	<b>20%</b>	<b>26%</b>	<b>100%</b>

5. On a scale of 1 to 5 (where '1' is 'not at all well' and '5' is 'very well'), how well does the BRS Secretariat meet your needs through the following activities:

a. Capacity building (policy)

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	15%	4%	26%	30%	11%	15%	100%
Asia	0%	8%	42%	33%	8%	8%	100%
Central & South America	6%	6%	39%	39%	6%	6%	100%
Europe	0%	7%	7%	38%	21%	28%	100%
Middle East	9%	9%	27%	18%	18%	18%	100%
<b>Grand Total</b>	<b>6%</b>	<b>6%</b>	<b>24%</b>	<b>33%</b>	<b>13%</b>	<b>17%</b>	<b>100%</b>

b. Capacity building (legal and institutional frameworks)

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	15%	7%	30%	26%	11%	11%	100%
Asia	8%	0%	42%	17%	17%	17%	100%
Central & South America	6%	6%	44%	22%	11%	11%	100%
Europe	0%	7%	10%	28%	28%	28%	100%
Middle East	9%	9%	27%	18%	18%	18%	100%
<b>Grand Total</b>	<b>7%</b>	<b>6%</b>	<b>28%</b>	<b>23%</b>	<b>17%</b>	<b>18%</b>	<b>100%</b>

c. Capacity building (scientific and technical)

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	15%	7%	11%	41%	15%	11%	100%
Asia	8%	0%	33%	42%	8%	8%	100%
Central & South America	0%	6%	33%	50%	0%	11%	100%
Europe	0%	3%	14%	28%	28%	28%	100%
Middle East	18%	0%	27%	27%	18%	9%	100%
<b>Grand Total</b>	<b>7%</b>	<b>4%</b>	<b>20%</b>	<b>37%</b>	<b>15%</b>	<b>16%</b>	<b>100%</b>

d. Training via face-to-face workshops and projects

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	15%	4%	30%	26%	19%	7%	100%
Asia	0%	0%	42%	42%	8%	8%	100%
Central & South America	0%	17%	22%	50%	11%	0%	100%
Europe	0%	7%	21%	24%	17%	31%	100%
Middle East	18%	9%	18%	18%	27%	9%	100%
<b>Grand Total</b>	<b>6%</b>	<b>7%</b>	<b>26%</b>	<b>31%</b>	<b>16%</b>	<b>14%</b>	<b>100%</b>

e. Training via webinars and online sessions

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	4%	7%	11%	37%	37%	4%	100%
Asia	0%	17%	25%	33%	17%	8%	100%
Central & South America	0%	0%	17%	61%	22%	0%	100%
Europe	0%	3%	10%	24%	38%	24%	100%
Middle East	18%	9%	27%	36%	18%	9%	100%
<b>Grand Total</b>	<b>1%</b>	<b>6%</b>	<b>15%</b>	<b>38%</b>	<b>30%</b>	<b>10%</b>	<b>100%</b>

f. Needs assessment

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	11%	11%	37%	19%	7%	15%	100%
Asia	0%	17%	33%	25%	8%	17%	100%
Central & South America	0%	11%	39%	39%	0%	11%	100%
Europe	0%	10%	3%	31%	21%	34%	100%
Middle East	18%	9%	27%	9%	27%	9%	100%
<b>Grand Total</b>	<b>5%</b>	<b>11%</b>	<b>26%</b>	<b>26%</b>	<b>12%</b>	<b>20%</b>	<b>100%</b>

g. Development of tools

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	11%	15%	22%	19%	22%	11%	100%
Asia	0%	8%	25%	33%	17%	17%	100%
Central & South America	0%	6%	39%	39%	6%	11%	100%
Europe	0%	3%	10%	24%	28%	34%	100%
Middle East	9%	18%	27%	18%	18%	9%	100%
<b>Grand Total</b>	<b>4%</b>	<b>9%</b>	<b>22%</b>	<b>27%</b>	<b>19%</b>	<b>18%</b>	<b>100%</b>

6. To what extent do you agree with the following statements?

a. When organising Technical Assistance, the BRS Secretariat encourage appropriate communication and cooperation between the entities involved with the implementation of each Convention in my country (assuming they are not the same organisation)

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	7%	7%	7%	26%	37%	15%	100%
Asia	0%	0%	8%	75%	17%	0%	100%
Central & South America	0%	0%	28%	44%	22%	6%	100%
Europe	3%	0%	7%	17%	31%	41%	100%
Middle East	9%	9%	0%	36%	36%	9%	100%
<b>Grand Total</b>	<b>4%</b>	<b>3%</b>	<b>11%</b>	<b>34%</b>	<b>30%</b>	<b>18%</b>	<b>100%</b>

b. Where there are issues relevant to two or more Conventions, BRS Technical Assistance is delivered in a synergized manner

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	4%	4%	7%	37%	33%	15%	100%
Asia	8%	0%	8%	58%	25%	0%	100%
Central & South America	0%	6%	17%	39%	39%	0%	
Europe	3%	3%	7%	14%	34%	38%	100%
Middle East	9%	9%	0%	36%	36%	9%	
<b>Grand Total</b>	<b>4%</b>	<b>4%</b>	<b>8%</b>	<b>34%</b>	<b>34%</b>	<b>16%</b>	<b>100%</b>

**8. On a scale of 1 to 5 (where '1' is 'very ineffective' and '5' is 'very effective'), how effective do you think the BRS Secretariat has been at delivering technical assistance in cooperation with the following partnerships of other organizations?**

a. UNEP (outside of the BRS Secretariat, for example: Chemicals and Waste Branch, PCB Elimination Network, DDT Alliance, Mercury Partnership, Global Partnership on Waste Management)

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	4%	0%	19%	26%	44%	7%	100%
Asia	0%	17%	25%	42%	17%	0%	100%
Central & South America	0%	6%	28%	61%	6%	0%	100%
Europe	0%	0%	4%	32%	39%	25%	100%
Middle East	9%	0%	18%	36%	27%	9%	100%
<b>Grand Total</b>	<b>2%</b>	<b>3%</b>	<b>16%</b>	<b>37%</b>	<b>30%</b>	<b>11%</b>	<b>100%</b>

b. FAO Secretariat including FAO country offices (outside of the Rome-based Rotterdam Secretariat)

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	4%	7%	37%	7%	19%	26%	100%
Asia	8%	8%	25%	42%	8%	8%	100%
Central & South America	0%	17%	17%	22%	17%	28%	100%
Europe	0%	0%	4%	25%	21%	50%	100%
Middle East	10%	30%	20%	0%	20%	20%	100%
<b>Grand Total</b>	<b>3%</b>	<b>9%</b>	<b>20%</b>	<b>19%</b>	<b>18%</b>	<b>31%</b>	<b>100%</b>

c. Multilateral Environmental Agreements & their bodies (for example: Minamata, Vienna Convention, UNFCCC, CITES)

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	4%	4%	33%	26%	15%	19%	100%
Asia	0%	17%	17%	50%	17%	0%	100%
Central & South America	0%	11%	28%	44%	11%	6%	100%
Europe	0%	0%	7%	32%	25%	36%	100%
Middle East	9%	9%	27%	9%	27%	18%	100%
<b>Grand Total</b>	<b>2%</b>	<b>6%</b>	<b>22%</b>	<b>32%</b>	<b>19%</b>	<b>20%</b>	<b>100%</b>

d. International Organizations and networks (for example: Partnership on Measuring ICT for Development, Green Customs Initiative, Interpol, WHO, World Customs, Solving the E-waste Problem Initiative)

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	0%	11%	22%	15%	15%	37%	100%
Asia	0%	17%	25%	42%	0%	17%	100%
Central & South America	6%	22%	28%	33%	0%	11%	100%
Europe	0%	4%	7%	22%	15%	52%	100%
Middle East	9%	9%	36%	9%	18%	27%	100%
<b>Grand Total</b>	<b>1%</b>	<b>11%</b>	<b>21%</b>	<b>23%</b>	<b>10%</b>	<b>33%</b>	<b>100%</b>

e. Business and Industry

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	0%	7%	30%	7%	22%	33%	100%
Asia	17%	17%	8%	25%	0%	33%	100%
Central & South America	6%	17%	33%	6%	0%	39%	100%
Europe	0%	4%	18%	21%	14%	43%	100%
Middle East	9%	9%	9%	18%	0%	55%	100%
<b>Grand Total</b>	<b>4%</b>	<b>9%</b>	<b>22%</b>	<b>14%</b>	<b>10%</b>	<b>40%</b>	<b>100%</b>



f. NGOs

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	0%	11%	26%	11%	11%	41%	100%
Asia	8%	17%	17%	42%	0%	17%	100%
Central & South America	0%	12%	29%	12%	0%	47%	100%
Europe	0%	4%	11%	29%	18%	39%	100%
Middle East	9%	9%	9%	18%	9%	45%	100%
<b>Grand Total</b>	<b>2%</b>	<b>9%</b>	<b>19%</b>	<b>21%</b>	<b>9%</b>	<b>40%</b>	<b>100%</b>

g. Academia and Research

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	0%	11%	22%	19%	7%	41%	100%
Asia	8%	17%	33%	33%	8%	17%	100%
Central & South America	6%	11%	28%	6%	0%	47%	100%
Europe	0%	4%	11%	25%	11%	39%	100%
Middle East	0%	18%	9%	9%	9%	45%	100%
<b>Grand Total</b>	<b>2%</b>	<b>10%</b>	<b>20%</b>	<b>19%</b>	<b>7%</b>	<b>42%</b>	<b>100%</b>

10. On a scale of 1 to 5 (where '1' is 'very ineffective' and '5' is 'very effective'), how effective do you think the BRS Secretariat has been at delivering Technical Assistance through the following partnerships?

a. Partnership for Action on Computing Equipment (PACE)

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	0%	4%	11%	15%	15%	56%	100%
Asia	8%	8%	17%	25%	8%	33%	100%
Central & South America	0%	17%	33%	11%	6%	33%	100%
Europe	0%	0%	0%	14%	29%	57%	100%
Middle East	9%	9%	27%	27%	9%	18%	100%
<b>Grand Total</b>	<b>2%</b>	<b>6%</b>	<b>14%</b>	<b>16%</b>	<b>16%</b>	<b>44%</b>	<b>100%</b>

b. Environmental Network for Optimizing Regulatory Compliance on Illegal Traffic (ENFORCE)

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	0%	4%	7%	15%	19%	56%	100%
Asia	8%	8%	25%	33%	8%	17%	100%
Central & South America	0%	22%	28%	17%	6%	28%	100%
Europe	0%	0%	7%	4%	32%	57%	100%
Middle East	9%	0%	27%	27%	18%	18%	100%
<b>Grand Total</b>	<b>2%</b>	<b>6%</b>	<b>15%</b>	<b>15%</b>	<b>19%</b>	<b>42%</b>	<b>100%</b>

c. Informal Group on Household Waste Partnership

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	0%	7%	7%	19%	11%	56%	100%
Asia	8%	8%	33%	17%	0%	33%	100%
Central & South America	0%	17%	6%	22%	0%	56%	100%
Europe	0%	4%	0%	11%	21%	64%	100%
Middle East	9%	0%	36%	0%	18%	36%	100%
<b>Grand Total</b>	<b>2%</b>	<b>7%</b>	<b>11%</b>	<b>14%</b>	<b>11%</b>	<b>54%</b>	<b>100%</b>

d. Other partnerships (please give details below)

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	0%	0%	10%	0%	5%	86%	100%
Asia	0%	9%	9%	0%	0%	82%	100%
Central & South America	0%	0%	13%	13%	0%	73%	100%
Europe	0%	0%	0%	4%	4%	91%	100%
Middle East	0%	0%	22%	11%	0%	67%	100%
<b>Grand Total</b>	<b>0%</b>	<b>1%</b>	<b>9%</b>	<b>5%</b>	<b>3%</b>	<b>83%</b>	<b>100%</b>

**12. To what extent do you agree with the following statements?**

a. BRS scientific and technical activities have helped to engage Parties and other stakeholders in more informed dialogue about science in BRS implementation

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	4%	0%	11%	48%	33%	4%	100%
Asia	0%	8%	8%	58%	8%	17%	100%
Central & South America	0%	6%	17%	50%	22%	6%	
Europe	3%	0%	10%	41%	38%	10%	100%
Middle East	9%	9%	27%	36%	27%	0%	
<b>Grand Total</b>	<b>1%</b>	<b>3%</b>	<b>13%</b>	<b>46%</b>	<b>30%</b>	<b>7%</b>	<b>100%</b>

b. BRS scientific and technical activities have increased our understanding of scientific considerations relating to decision-making under the three Conventions

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	0%	0%	4%	41%	52%	4%	100%
Asia	0%	8%	0%	75%	0%	17%	100%
Central & South America		6%	28%	17%	44%	6%	
Europe	0%	0%	10%	48%	31%	10%	100%
Middle East		9%	0%	55%	36%	0%	
<b>Grand Total</b>	<b>0%</b>	<b>3%</b>	<b>9%</b>	<b>44%</b>	<b>37%</b>	<b>7%</b>	<b>100%</b>

c. BRS scientific and technical activities have helped us consider a lifecycle approach for the sound management of hazardous chemicals and wastes

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	4%	0%	7%	37%	44%	7%	100%
Asia	0%	8%	0%	67%	8%	17%	100%
Central & South America		6%	17%	22%	50%	6%	
Europe	0%	0%	7%	45%	38%	10%	100%
Middle East		9%	9%	27%	45%	9%	
<b>Grand Total</b>	<b>1%</b>	<b>3%</b>	<b>8%</b>	<b>39%</b>	<b>40%</b>	<b>9%</b>	<b>100%</b>

**14. On a scale of 1 to 5 (where '1' is 'very badly' and '5' is 'very well'), how well does your Basel Convention Regional Centre support you via the following activities?**

a. Providing technical assistance

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	4%	15%	22%	4%	11%	44%	100%
Asia	8%	8%	25%	33%	8%	17%	100%
Central & South America	11%	6%	22%	33%	17%	11%	100%
Europe	0%	0%	10%	3%	10%	76%	100%
Middle East	18%	36%	18%	0%	9%	18%	100%
<b>Grand Total</b>	<b>6%</b>	<b>10%</b>	<b>18%</b>	<b>12%</b>	<b>11%</b>	<b>42%</b>	<b>100%</b>

b. Capacity building

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	4%	15%	15%	7%	15%	44%	100%
Asia	8%	17%	17%	33%	8%	17%	100%
Central & South America	11%	6%	44%	6%	17%	17%	100%
Europe	0%	0%	7%	10%	10%	72%	100%
Middle East	18%	36%	18%	0%	9%	18%	100%
<b>Grand Total</b>	<b>6%</b>	<b>11%</b>	<b>18%</b>	<b>10%</b>	<b>12%</b>	<b>42%</b>	<b>100%</b>

c. Promoting the transfer of technology

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	7%	15%	19%	4%	15%	41%	100%
Asia	25%	8%	17%	17%	0%	33%	100%
Central & South America	11%	17%	28%	17%	11%	17%	100%
Europe	0%	0%	10%	3%	7%	79%	100%
Middle East	18%	27%	27%	0%	9%	18%	100%
<b>Grand Total</b>	<b>9%</b>	<b>11%</b>	<b>18%</b>	<b>7%</b>	<b>9%</b>	<b>45%</b>	<b>100%</b>

15. On a scale of 1 to 5 (where '1' is 'very badly' and '5' is 'very well'), how well does your Stockholm Convention Regional Centre support you via the following activities?

a. Providing technical assistance

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	4%	11%	26%	11%	7%	41%	100%
Asia	0%	8%	25%	25%	17%	25%	100%
Central & South America	6%	11%	22%	28%	22%	11%	100%
Europe	0%	10%	10%	17%	7%	55%	100%
Middle East	9%	9%	9%	9%	9%	55%	100%
<b>Grand Total</b>	<b>3%</b>	<b>10%</b>	<b>18%</b>	<b>17%</b>	<b>11%</b>	<b>40%</b>	<b>100%</b>

b. Capacity building

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	4%	15%	26%	7%	7%	41%	100%
Asia	0%	17%	17%	17%	25%	25%	100%
Central & South America	6%	6%	33%	17%	28%	11%	100%
Europe	0%	10%	3%	21%	7%	59%	100%
Middle East	9%	9%	18%	0%	9%	55%	100%
<b>Grand Total</b>	<b>3%</b>	<b>11%</b>	<b>18%</b>	<b>13%</b>	<b>13%</b>	<b>41%</b>	<b>100%</b>

c. Promoting the transfer of technology

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	11%	11%	33%	0%	7%	37%	100%
Asia	0%	17%	25%	8%	8%	42%	100%
Central & South America	6%	11%	33%	11%	22%	17%	100%
Europe	0%	10%	10%	14%	3%	62%	100%
Middle East	9%	9%	18%	0%	9%	55%	100%
<b>Grand Total</b>	<b>5%</b>	<b>11%</b>	<b>23%</b>	<b>7%</b>	<b>9%</b>	<b>44%</b>	<b>100%</b>

**16. On a scale of 1 to 5 (where '1' is 'very badly' and '5' is 'very well'), how well does your Rotterdam Convention FAO / UNEP Regional and/or Country Office support you via the following activities?**

a. Providing technical assistance

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	0%	15%	11%	7%	11%	56%	100%
Asia	8%	0%	17%	25%	0%	50%	100%
Central & South America	0%	17%	17%	22%	17%	28%	100%
Europe	0%	3%	10%	10%	3%	72%	100%
Middle East	0%	9%	9%	0%	18%	64%	100%
<b>Grand Total</b>	<b>1%</b>	<b>9%</b>	<b>12%</b>	<b>12%</b>	<b>9%</b>	<b>56%</b>	<b>100%</b>

b. Capacity building

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	0%	11%	15%	7%	11%	56%	100%
Asia	8%	8%	17%	17%	0%	50%	100%
Central & South America	0%	28%	17%	6%	22%	28%	100%
Europe	0%	3%	7%	17%	0%	72%	100%
Middle East	0%	9%	9%	0%	18%	64%	100%
<b>Grand Total</b>	<b>1%</b>	<b>11%</b>	<b>12%</b>	<b>10%</b>	<b>9%</b>	<b>56%</b>	<b>100%</b>

c. Promoting the transfer of technology

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	0%	15%	11%	7%	11%	56%	100%
Asia	8%	8%	25%	8%	0%	50%	100%
Central & South America	0%	28%	6%	17%	22%	28%	100%
Europe	0%	3%	14%	7%	0%	76%	100%
Middle East	0%	9%	9%	0%	18%	64%	100%
<b>Grand Total</b>	<b>1%</b>	<b>12%</b>	<b>12%</b>	<b>8%</b>	<b>9%</b>	<b>57%</b>	<b>100%</b>

**18. To what extent do you agree with the following statements?**

a. There is no unnecessary duplication of activities between the BRS Secretariat and the Regional Centres.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	4%	4%	0%	33%	41%	19%	100%
Asia	0%	0%	17%	50%	17%	17%	100%
Central & South America	0%	0%	17%	22%	61%	0%	
Europe	0%	3%	3%	24%	34%	34%	100%
Middle East	0%	0%	18%	64%	18%	0%	
<b>Grand</b>	<b>1%</b>	<b>2%</b>	<b>9%</b>	<b>34%</b>	<b>37%</b>	<b>17%</b>	<b>100%</b>

<b>Total</b>							
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b. There is no unnecessary duplication of activities between Basel Convention Regional Centres, Rotterdam Convention FAO / UNEP Regional and Country offices, and/or Stockholm Convention Regional Centres.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	-	7%	7%	30%	30%	26%	100%
Asia	-	0%	25%	42%	17%	17%	100%
Central & South America	-	11%	6%	50%	33%	0%	
Europe	-	3%	7%	21%	31%	38%	100%
Middle East	-	9%	9%	64%	18%	0%	
<b>Grand Total</b>	-	<b>7%</b>	<b>9%</b>	<b>36%</b>	<b>28%</b>	<b>20%</b>	<b>100%</b>

c. There is no contradiction between the information provided by the BRS Secretariat and that provided by the Regional Centres and FAO/UNEP Regional or Country offices.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	-	4%	7%	22%	30%	37%	100%
Asia	-	0%	25%	50%	8%	17%	100%
Central & South America	-	6%	6%	28%	61%	0%	
Europe	-	0%	0%	17%	38%	45%	100%
Middle East	-	0%	18%	45%	18%	18%	
<b>Grand Total</b>	-	<b>2%</b>	<b>8%</b>	<b>22%</b>	<b>34%</b>	<b>29%</b>	<b>100%</b>

d. There is no contradiction between the information provided by your Basel Convention Regional Centre, Rotterdam Convention FAO / UNEP Regional or Country office, and/or Stockholm Convention Regional Centre.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	-	0%	4%	4%	26%	37%	100%
Asia	-	8%	25%	0%	0%	17%	100%
Central & South America	-	6%	11%	6%	50%	6%	
Europe	-	0%	3%	0%	34%	45%	100%
Middle East	-	9%	27%	0%	18%	0%	
<b>Grand Total</b>	-	<b>3%</b>	<b>10%</b>	<b>2%</b>	<b>29%</b>	<b>28%</b>	<b>100%</b>

### Clearing House Mechanism

These questions are about the 'Clearing House' mechanism set up and operated by the BRS Secretariat to facilitate information sharing.

20. On a scale of 1 to 5 (where '1' is 'very ineffective' and '5' is 'very effective'), how effective do you think the Clearing House mechanism has been at:

a. providing one entry point to a wide range of relevant information on chemicals and waste management?

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	4%	7%	19%	22%	22%	26%	100%
Asia	0%	0%	33%	42%	8%	17%	100%
Central & South America	0%	0%	56%	17%	6%	22%	100%
Europe	0%	3%	10%	41%	24%	21%	100%
Middle East	0%	0%	27%	36%	18%	18%	100%
<b>Grand Total</b>	<b>1%</b>	<b>3%</b>	<b>26%</b>	<b>31%</b>	<b>18%</b>	<b>21%</b>	<b>100%</b>

b. facilitating the sharing of information on good practice and implementation models?

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	7%	7%	19%	26%	19%	22%	100%
Asia	0%	0%	33%	33%	17%	17%	100%
Central & South America	0%	0%	39%	33%	6%	22%	100%
Europe	0%	0%	24%	34%	21%	21%	100%
Middle East	0%	0%	45%	27%	18%	9%	100%
<b>Grand Total</b>	<b>2%</b>	<b>2%</b>	<b>29%</b>	<b>31%</b>	<b>17%</b>	<b>19%</b>	<b>100%</b>

c. facilitating the transfer of expertise and know-how between stakeholders?

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	7%	7%	19%	26%	19%	22%	100%
Asia	0%	0%	58%	25%	0%	17%	100%
Central & South America	0%	0%	56%	22%	0%	22%	100%
Europe	0%	0%	31%	24%	17%	28%	100%
Middle East	0%	9%	45%	18%	18%	9%	100%
<b>Grand Total</b>	<b>2%</b>	<b>3%</b>	<b>37%</b>	<b>24%</b>	<b>12%</b>	<b>21%</b>	<b>100%</b>

d. helping make better use of available resources across the three Conventions?

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	7%	7%	19%	26%	19%	22%	100%
Asia	0%	0%	42%	42%	8%	8%	100%
Central & South America	0%	0%	50%	28%	0%	22%	100%
Europe	0%	0%	17%	21%	41%	21%	100%
Middle East	0%	0%	27%	27%	36%	9%	100%
<b>Grand Total</b>	<b>2%</b>	<b>2%</b>	<b>28%</b>	<b>27%</b>	<b>23%</b>	<b>18%</b>	<b>100%</b>

e. keeping you informed regarding Convention issues, meetings and programmes?

Region	1	2	3	4	5	Don't know / N/A	Grand Total
Africa	4%	7%	15%	26%	30%	19%	100%
Asia	0%	0%	17%	67%	8%	8%	100%
Central & South America	0%	0%	22%	44%	22%	11%	100%
Europe	0%	3%	7%	24%	48%	17%	100%
Middle East	0%	0%	27%	18%	36%	18%	100%
<b>Grand Total</b>	<b>1%</b>	<b>3%</b>	<b>15%</b>	<b>34%</b>	<b>32%</b>	<b>15%</b>	<b>100%</b>

### **Public awareness, outreach and publications**

These questions are about the synergies activities aimed at raising popular and stakeholder awareness and understanding of the Conventions, and strengthening responsibility towards chemicals and waste.

### **22. In your opinion, how have the following aspects of BRS implementation changed as a result of synergy arrangements?**

a. Co-ordination of public awareness activities between the Conventions

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	4%	0%	19%	48%	26%	4%	100%
Asia	0%	0%	25%	50%	17%	8%	100%
Central & South America	0%	0%	28%	33%	33%	6%	100%
Europe	0%	0%	7%	38%	38%	17%	100%
Middle East	0%	0%	9%	64%	18%	9%	100%
<b>Grand Total</b>	<b>1%</b>	<b>0%</b>	<b>16%</b>	<b>44%</b>	<b>30%</b>	<b>9%</b>	<b>100%</b>

b. Co-ordination of outreach activities between the Conventions

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	4%	0%	11%	52%	30%	4%	100%
Asia	0%	0%	33%	42%	17%	8%	100%
Central & South America	0%	0%	28%	28%	44%	0%	100%
Europe	0%	0%	10%	31%	41%	17%	100%
Middle East	0%	0%	18%	36%	36%	9%	100%
<b>Grand Total</b>	<b>1%</b>	<b>0%</b>	<b>17%</b>	<b>39%</b>	<b>35%</b>	<b>8%</b>	<b>100%</b>

c. Co-ordination of publication activities between the Conventions

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	4%	0%	19%	48%	26%	4%	100%
Asia	0%	0%	33%	42%	17%	8%	100%
Central & South America	0%	0%	22%	33%	44%	0%	100%
Europe	0%	0%	7%	41%	41%	10%	100%
Middle East	0%	0%	18%	36%	36%	9%	100%
<b>Grand Total</b>	<b>1%</b>	<b>0%</b>	<b>18%</b>	<b>41%</b>	<b>34%</b>	<b>6%</b>	<b>100%</b>

24. To what extent do you agree with the following statements?

a. The BRS Secretariat successfully strengthens delivery of the Conventions' key messages in my country through its communication and outreach services.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	4%	7%	15%	30%	41%	4%	100%
Asia	0%	0%	17%	42%	42%	0%	100%
Central & South America	0%	6%	33%	33%	17%	11%	
Europe	3%	7%	10%	48%	31%	0%	100%
Middle East	0%	9%	18%	45%	27%	0%	
<b>Grand Total</b>	<b>2%</b>	<b>6%</b>	<b>18%</b>	<b>39%</b>	<b>32%</b>	<b>3%</b>	<b>100%</b>

b. The synergies programme of public awareness and outreach has increased the support we receive from the public and other stakeholders.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	4%	7%	15%	48%	22%	4%	100%
Asia	0%	8%	25%	50%	8%	8%	100%
Central & South America	0%	11%	39%	22%	6%	22%	
Europe	3%	10%	21%	24%	17%	24%	100%
Middle East	0%	18%	9%	45%	18%	9%	
<b>Grand Total</b>	<b>2%</b>	<b>10%</b>	<b>22%</b>	<b>36%</b>	<b>15%</b>	<b>14%</b>	<b>100%</b>

**Reporting**

This section is about the impact of synergies arrangements on Parties' reporting under the Conventions.

26. In your estimation how have the following changed in your organisation since the introduction of synergies arrangements?

a. Management time required for reporting under the Basel Convention

Region	Decreased significantly	Decreased slightly	No change	Increased slightly	Increased significantly	Don't know / N/A	Grand Total
Africa	7%	0%	30%	11%	7%	44%	100%
Asia	0%	0%	50%	25%	8%	17%	100%
Central & South America	0%	0%	50%	22%	11%	17%	100%
Europe	0%	17%	21%	14%	3%	45%	100%
Middle East	0%	0%	20%	40%	30%	10%	100%
<b>Grand Total</b>	<b>2%</b>	<b>5%</b>	<b>33%</b>	<b>19%</b>	<b>9%</b>	<b>32%</b>	<b>100%</b>

b. Management time required for reporting under the Stockholm Convention

Region	Decreased significantly	Decreased slightly	No change	Increased slightly	Increased significantly	Don't know / N/A	Grand Total
Africa	7%	0%	22%	22%	7%	41%	100%
Asia	0%	0%	33%	42%	8%	17%	100%
Central & South America	0%	6%	41%	24%	18%	12%	100%
Europe	0%	17%	31%	21%	3%	28%	100%
Middle East	0%	0%	0%	30%	20%	50%	100%
<b>Grand Total</b>	<b>2%</b>	<b>6%</b>	<b>28%</b>	<b>25%</b>	<b>9%</b>	<b>29%</b>	<b>100%</b>

c. Staff time required for reporting under the Basel Convention

Region	Decreased significantly	Decreased slightly	No change	Increased slightly	Increased significantly	Don't know / N/A	Grand Total
Africa	7%	4%	26%	11%	11%	41%	100%
Asia	0%	0%	42%	25%	8%	25%	100%
Central & South America	0%	0%	44%	22%	11%	22%	100%
Europe	0%	14%	28%	10%	3%	45%	100%
Middle East	0%	0%	20%	40%	30%	10%	100%
<b>Grand Total</b>	<b>2%</b>	<b>5%</b>	<b>32%</b>	<b>18%</b>	<b>10%</b>	<b>33%</b>	<b>100%</b>

d. Staff time required for reporting under the Stockholm Convention

Region	Decreased significantly	Decreased slightly	No change	Increased slightly	Increased significantly	Don't know / N/A	Grand Total
Africa	8%	4%	19%	27%	4%	38%	100%
Asia	0%	0%	33%	33%	8%	25%	100%
Central & South America	0%	6%	44%	19%	19%	13%	100%
Europe	0%	14%	41%	14%	3%	28%	100%
Middle East	0%	0%	0%	30%	20%	50%	100%
<b>Grand Total</b>	<b>2%</b>	<b>6%</b>	<b>31%</b>	<b>22%</b>	<b>9%</b>	<b>30%</b>	<b>100%</b>

e. Other resources required for reporting under the Basel Convention (please provide details below)

Region	Decreased significantly	Decreased slightly	No change	Increased slightly	Increased significantly	Don't know / N/A	Grand Total
Africa	4%	4%	27%	8%	15%	42%	100%
Asia	0%	0%	45%	36%	0%	18%	100%
Central & South America	0%	0%	12%	18%	18%	53%	100%
Europe	0%	7%	34%	7%	3%	48%	100%
Middle East	0%	0%	38%	13%	13%	38%	100%
<b>Grand Total</b>	<b>1%</b>	<b>3%</b>	<b>30%</b>	<b>13%</b>	<b>10%</b>	<b>42%</b>	<b>100%</b>

f. Other resources required for reporting under the Stockholm Convention (please provide details below)

Region	Decreased significantly	Decreased slightly	No change	Increased slightly	Increased significantly	Don't know / N/A	Grand Total
Africa	8%	4%	23%	15%	4%	46%	100%
Asia	0%	0%	36%	45%	0%	18%	100%
Central & South America	0%	0%	20%	13%	13%	53%	100%
Europe	0%	7%	39%	7%	4%	43%	100%
Middle East	0%	0%	13%	13%	13%	63%	100%
<b>Grand Total</b>	<b>2%</b>	<b>3%</b>	<b>29%</b>	<b>16%</b>	<b>6%</b>	<b>44%</b>	<b>100%</b>

**28. Thinking now about the PIC notification procedures under the Rotterdam Convention, in your estimation how have the following changed in your organisation since the introduction of synergies arrangements?**

a. Management time required for the PIC notification procedures

Region	Decreased significantly	Decreased slightly	No change	Increased slightly	Increased significantly	Don't know / N/A	Grand Total
Africa	4%	0%	33%	13%	0%	50%	100%
Asia	0%	0%	30%	20%	0%	50%	100%
Central & South America	0%	0%	75%	0%	6%	19%	100%
Europe	0%	10%	31%	7%	0%	52%	100%
Middle East	0%	0%	0%	22%	22%	56%	100%
<b>Grand Total</b>	<b>1%</b>	<b>3%</b>	<b>37%</b>	<b>10%</b>	<b>3%</b>	<b>45%</b>	<b>100%</b>

b. Staff time required for the PIC notification procedures

Region	Decreased significantly	Decreased slightly	No change	Increased slightly	Increased significantly	Don't know / N/A	Grand Total
Africa	4%	4%	30%	13%	0%	48%	100%
Asia	0%	0%	30%	20%	0%	50%	100%
Central & South America	0%	0%	75%	0%	6%	19%	100%
Europe	0%	11%	32%	4%	0%	54%	100%
Middle East	0%	0%	11%	11%	22%	56%	100%
<b>Grand Total</b>	<b>1%</b>	<b>5%</b>	<b>38%</b>	<b>8%</b>	<b>3%</b>	<b>45%</b>	<b>100%</b>

c. Other resources required for the PIC notification procedures

Region	Decreased significantly	Decreased slightly	No change	Increased slightly	Increased significantly	Don't know / N/A	Grand Total
Africa	4%	0%	33%	8%	0%	54%	100%
Asia	0%	0%	30%	10%	0%	60%	100%
Central & South America	0%	0%	56%	0%	6%	38%	100%
Europe	0%	7%	38%	3%	0%	52%	100%
Middle East	0%	0%	25%	0%	13%	63%	100%
<b>Grand Total</b>	<b>1%</b>	<b>2%</b>	<b>39%</b>	<b>5%</b>	<b>2%</b>	<b>51%</b>	<b>100%</b>

30. With regards to systems used for reporting:

Does your country use the Electronic Reporting System (ERS) for reporting against the Basel Convention?

Row Labels	Don't know / N/A	No	Yes
Africa	41%	11%	48%
Asia	20%	40%	40%
Central & South America	18%	6%	76%
Europe	41%	3%	55%
Middle East	10%	30%	60%
Grand Total	31%	13%	56%

Does your country use the Electronic Reporting System (ERS) for reporting against the Stockholm Convention?

Row Labels	Don't know / N/A	No	Yes
Africa	48%	4%	48%
Asia	30%	20%	50%
Central & South America	17%	11%	72%
Europe	28%	0%	72%
Middle East	50%	20%	30%
Grand Total	33%	8%	59%

If your country uses the ERS's for both Conventions, has the similarity between the reporting systems and the user interface resulted in efficiency savings in your organisation?

Row Labels	Don't know / N/A	No	Yes
Africa	58%	13%	29%
Asia	60%	30%	10%
Central & South America	56%	0%	44%
Europe	59%	10%	31%
Middle East	44%	11%	44%
Grand Total	56%	12%	32%

### Joint managerial functions

This section is about the implementation and impact of joint managerial functions for the BRS Conventions.

**32. For the following activities of the BRS Secretariat, how does the support you now receive with respect to the *Basel Convention* compare with the support you received prior to the introduction of synergies arrangements in 2011? (if you are not involved with the *Basel Convention*, please tick 'N/A' )**

a. Management / organisation of meetings of the Convention bodies including the Conferences of the Parties and subsidiary bodies

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	0%	7%	22%	19%	52%	100%
Asia	-	8%	8%	33%	8%	42%	100%
Central & South America	-	6%	0%	39%	39%	17%	100%
Europe	-	0%	3%	21%	24%	52%	100%
Middle East	-	9%	9%	0%	36%	45%	100%
<b>Grand Total</b>	-	<b>3%</b>	<b>6%</b>	<b>23%</b>	<b>24%</b>	<b>43%</b>	<b>100%</b>

b. Management / organisation of other meetings

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	4%	15%	19%	7%	56%	100%
Asia	-	8%	17%	25%	8%	42%	100%
Central & South America	-	0%	17%	22%	33%	28%	100%
Europe	-	0%	7%	17%	24%	52%	100%
Middle East	-	0%	0%	9%	36%	55%	100%
<b>Grand Total</b>	-	<b>2%</b>	<b>12%</b>	<b>18%</b>	<b>20%</b>	<b>47%</b>	<b>100%</b>

c. Provision of legal and policy advice

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	-	7%	26%	11%	56%	100%
Asia	-	-	33%	25%	0%	42%	100%
Central & South America	-	-	28%	22%	22%	28%	100%
Europe	-	-	7%	24%	17%	52%	100%
Middle East	-	-	9%	9%	27%	55%	100%
<b>Grand Total</b>	-	-	<b>15%</b>	<b>22%</b>	<b>15%</b>	<b>47%</b>	<b>100%</b>



d. Resource Mobilisation

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	-	4%	30%	11%	56%	100%
Asia	-	-	25%	25%	0%	50%	100%
Central & South America	-	-	39%	17%	22%	22%	100%
Europe	-	-	7%	17%	17%	59%	100%
Middle East	-	-	9%	18%	27%	45%	100%
<b>Grand Total</b>	-	-	<b>15%</b>	<b>21%</b>	<b>15%</b>	<b>48%</b>	<b>100%</b>

e. Joint international cooperation and coordination activities

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	4%	11%	15%	15%	56%	100%
Asia	-	0%	17%	33%	17%	33%	100%
Central & South America	-	0%	11%	44%	22%	22%	100%
Europe	-	0%	7%	17%	21%	55%	100%
Middle East	-	0%	9%	9%	36%	45%	100%
<b>Grand Total</b>	-	<b>1%</b>	<b>10%</b>	<b>23%</b>	<b>20%</b>	<b>45%</b>	<b>100%</b>

**33. For the following activities of the BRS Secretariat, how does the support you now receive with respect to the Rotterdam Convention compare with the support you received prior to the introduction of synergies arrangements in 2011? (if you are not involved with the Rotterdam Convention, please tick 'N/A')**

a. Management / organisation of meetings of the Convention bodies including the Conferences of the Parties and subsidiary bodies

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	7%	7%	11%	7%	67%	100%
Asia	-	8%	0%	25%	17%	50%	100%
Central & South America	-	11%	17%	22%	22%	28%	100%
Europe	-	3%	0%	17%	31%	48%	100%
Middle East	-	0%	0%	9%	27%	64%	100%
<b>Grand Total</b>	-	<b>6%</b>	<b>6%</b>	<b>16%</b>	<b>20%</b>	<b>51%</b>	<b>100%</b>

b. Management / organisation of other meetings

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	7%	7%	15%	4%	67%	100%
Asia	-	8%	0%	25%	8%	58%	100%
Central & South America	-	6%	28%	17%	17%	33%	100%
Europe	-	3%	0%	21%	28%	48%	100%
Middle East	-	0%	0%	9%	27%	64%	100%
<b>Grand Total</b>	-	<b>5%</b>	<b>8%</b>	<b>17%</b>	<b>16%</b>	<b>53%</b>	<b>100%</b>

c. Provision of legal and policy advice

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	7%	7%	11%	7%	67%	100%
Asia	-	0%	17%	17%	0%	67%	100%
Central & South America	-	6%	33%	11%	11%	39%	100%
Europe	-	0%	3%	28%	21%	48%	100%
Middle East	-	0%	0%	18%	9%	73%	100%
<b>Grand Total</b>	-	<b>3%</b>	<b>12%</b>	<b>17%</b>	<b>11%</b>	<b>56%</b>	<b>100%</b>

d. Resource Mobilisation

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	7%	7%	11%	4%	70%	100%
Asia	-	0%	17%	17%	0%	67%	100%
Central & South America	-	6%	33%	6%	17%	39%	100%
Europe	-	3%	7%	10%	17%	62%	100%
Middle East	-	0%	0%	18%	9%	73%	100%
<b>Grand Total</b>	-	<b>4%</b>	<b>13%</b>	<b>11%</b>	<b>10%</b>	<b>61%</b>	<b>100%</b>

e. Joint international cooperation and coordination activities

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	7%	7%	11%	7%	67%	100%
Asia	-	0%	8%	25%	0%	67%	100%
Central & South America	-	6%	22%	17%	28%	28%	100%
Europe	-	3%	7%	14%	24%	52%	100%
Middle East	-	0%	0%	9%	27%	64%	100%
<b>Grand Total</b>	-	<b>4%</b>	<b>10%</b>	<b>14%</b>	<b>17%</b>	<b>54%</b>	<b>100%</b>

**34. For the following activities of the BRS Secretariat, how does the support you now receive with respect to the *Stockholm Convention* compare with the support you received prior to the introduction of synergies arrangements in 2011? (if you are not involved with the *Stockholm Convention*, please tick 'N/A')**

a. Management / organisation of meetings of the Convention bodies including the Conferences of the Parties and subsidiary bodies

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	0%	7%	30%	11%	52%	100%
Asia	-	8%	8%	25%	25%	33%	100%
Central & South America	-	6%	0%	44%	28%	22%	100%
Europe	-	3%	0%	28%	38%	31%	100%
Middle East	-	0%	0%	18%	27%	55%	100%
<b>Grand Total</b>	-	<b>3%</b>	<b>4%</b>	<b>30%</b>	<b>26%</b>	<b>38%</b>	<b>100%</b>

b. Management / organisation of other meetings

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	0%	11%	26%	11%	52%	100%
Asia	-	8%	8%	25%	17%	42%	100%
Central & South America	-	0%	22%	28%	17%	33%	100%
Europe	-	3%	0%	28%	38%	31%	100%
Middle East	-	0%	0%	18%	27%	55%	100%
<b>Grand Total</b>	-	<b>2%</b>	<b>9%</b>	<b>26%</b>	<b>22%</b>	<b>41%</b>	<b>100%</b>

c. Provision of legal and policy advice

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	-	7%	22%	11%	59%	100%
Asia	-	-	25%	25%	8%	42%	100%
Central & South America	-	-	39%	11%	11%	39%	100%
Europe	-	-	7%	38%	24%	31%	100%
Middle East	-	-	9%	9%	27%	55%	100%
<b>Grand Total</b>	-	-	<b>16%</b>	<b>23%</b>	<b>16%</b>	<b>44%</b>	<b>100%</b>

d. Resource Mobilisation

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	0%	7%	22%	11%	59%	100%
Asia	-	0%	17%	25%	8%	50%	100%
Central & South America	-	0%	33%	17%	17%	33%	100%
Europe	-	3%	3%	34%	21%	38%	100%
Middle East	-	0%	9%	18%	18%	55%	100%
<b>Grand Total</b>	-	<b>1%</b>	<b>13%</b>	<b>24%</b>	<b>15%</b>	<b>46%</b>	<b>100%</b>

e. Joint international cooperation and coordination activities

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	0%	15%	22%	11%	52%	100%
Asia	-	0%	17%	25%	8%	50%	100%
Central & South America	-	0%	17%	33%	28%	22%	100%
Europe	-	3%	3%	28%	31%	34%	100%
Middle East	-	0%	9%	9%	27%	55%	100%
<b>Grand Total</b>	-	<b>1%</b>	<b>12%</b>	<b>24%</b>	<b>21%</b>	<b>41%</b>	<b>100%</b>

**Overall impacts of synergies arrangements**

This section deals with the extent to which the overall intended impacts of synergies arrangements have been realised.

**36. In your opinion, how have the following aspects of BRS implementation changed as a result of synergy arrangements (i.e. from 2011 onwards)?**

a. Co-operation between relevant agencies internationally

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	-	15%	48%	19%	19%	100%
Asia	-	-	25%	42%	17%	17%	100%
Central & South America	-	-	11%	44%	22%	22%	100%
Europe	-	-	3%	59%	24%	14%	100%
Middle East	-	-	9%	18%	45%	27%	100%
<b>Grand Total</b>	-	-	<b>11%</b>	<b>47%</b>	<b>23%</b>	<b>18%</b>	<b>100%</b>

b. Co-operation between relevant agencies nationally

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	4%	37%	44%	11%	4%	100%
Asia	-	0%	25%	50%	17%	8%	100%
Central & South America	-	0%	17%	56%	17%	11%	100%
Europe	-	0%	24%	52%	14%	10%	100%
Middle East	-	0%	9%	36%	36%	18%	100%
<b>Grand Total</b>	-	<b>1%</b>	<b>24%</b>	<b>48%</b>	<b>17%</b>	<b>9%</b>	<b>100%</b>

c. Political visibility of the Basel Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	-	15%	26%	7%	52%	100%
Asia	-	-	17%	42%	8%	33%	100%
Central & South America	-	-	33%	22%	33%	11%	100%
Europe	-	-	3%	31%	14%	52%	100%
Middle East	-	-	0%	36%	27%	36%	100%
<b>Grand Total</b>	-	-	<b>14%</b>	<b>30%</b>	<b>16%</b>	<b>40%</b>	<b>100%</b>

d. Political visibility of the Rotterdam Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	-	30%	19%	11%	41%	100%
Asia	-	-	17%	33%	8%	42%	100%
Central & South America	-	-	50%	6%	17%	28%	100%
Europe	-	-	3%	38%	17%	41%	100%
Middle East	-	-	0%	27%	36%	36%	100%
<b>Grand Total</b>	-	-	<b>21%</b>	<b>24%</b>	<b>16%</b>	<b>38%</b>	<b>100%</b>

e. Political visibility of the Stockholm Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	-	22%	30%	11%	37%	100%
Asia	-	-	25%	33%	8%	33%	100%
Central & South America	-	-	33%	22%	22%	22%	100%
Europe	-	-	7%	48%	17%	28%	100%
Middle East	-	-	9%	36%	36%	18%	100%
<b>Grand Total</b>	-	-	<b>19%</b>	<b>35%</b>	<b>17%</b>	<b>29%</b>	<b>100%</b>

f. Effectiveness of financing for the implementation of the Conventions

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	4%	0%	26%	48%	15%	7%	100%
Asia	0%	0%	42%	42%	8%	8%	100%
Central & South America	0%	0%	33%	39%	6%	22%	100%
Europe	0%	3%	14%	41%	21%	21%	100%
Middle East	0%	0%	18%	27%	36%	18%	100%
<b>Grand Total</b>	<b>1%</b>	<b>1%</b>	<b>26%</b>	<b>41%</b>	<b>16%</b>	<b>15%</b>	<b>100%</b>

g. Policy coherence between the Conventions

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't know / N/A	Grand Total
Africa	-	-	15%	41%	30%	15%	100%
Asia	-	-	25%	42%	17%	17%	100%
Central & South America	-	-	6%	78%	11%	6%	100%
Europe	-	-	3%	52%	28%	17%	100%
Middle East	-	-	0%	55%	36%	9%	100%
<b>Grand Total</b>	-	-	<b>9%</b>	<b>53%</b>	<b>24%</b>	<b>13%</b>	<b>100%</b>

**38. In your estimation, how have the following changed in your organisation since the introduction of synergies arrangements (i.e. from 2011 onwards)?**

a. Staff costs of implementing the Conventions

Region	Decreased significantly	Decreased slightly	No change	Increased slightly	Increased significantly	Don't know / N/A	Grand Total
Africa	11%	7%	56%	7%	0%	19%	100%
Asia	0%	0%	58%	25%	0%	17%	100%
Central & South America	0%	0%	83%	6%	11%	0%	100%
Europe	3%	14%	76%	3%	0%	3%	100%
Middle East	9%	0%	9%	27%	9%	45%	100%
<b>Grand Total</b>	<b>5%</b>	<b>6%</b>	<b>62%</b>	<b>10%</b>	<b>3%</b>	<b>13%</b>	<b>100%</b>

b. Travel costs of implementing the Conventions

Region	Decreased significantly	Decreased slightly	No change	Increased slightly	Increased significantly	Don't know / N/A	Grand Total
Africa	15%	15%	52%	4%	0%	15%	100%
Asia	8%	0%	33%	42%	0%	17%	100%
Central & South America	0%	11%	61%	22%	0%	6%	100%
Europe	7%	21%	62%	7%	0%	3%	100%
Middle East	9%	9%	9%	18%	27%	27%	100%
<b>Grand Total</b>	<b>8%</b>	<b>13%</b>	<b>50%</b>	<b>14%</b>	<b>3%</b>	<b>11%</b>	<b>100%</b>

c. Other costs of implementing the Conventions

Region	Decreased significantly	Decreased slightly	No change	Increased slightly	Increased significantly	Don't know / N/A	Grand Total
Africa	16%	4%	40%	8%	8%	24%	100%
Asia	0%	8%	25%	25%	8%	33%	100%
Central & South America	0%	6%	44%	19%	0%	31%	100%
Europe	0%	0%	59%	0%	0%	41%	100%
Middle East	10%	0%	20%	20%	10%	40%	100%
<b>Grand Total</b>	<b>5%</b>	<b>3%</b>	<b>43%</b>	<b>11%</b>	<b>4%</b>	<b>33%</b>	<b>100%</b>

## Annex 6 – Survey of Regional Centres - Summary of questions and results

### Technical Assistance

These questions are about Regional Centres' role in the Technical Assistance provided to Parties to assist them in fulfilling their obligations under the BRS Conventions.

#### 1. In your opinion, what has been the impact of synergies arrangements on the following?

##### a. The quality of Technical Assistance activities provided by Regional Centres

Row Labels	It has decreased greatly	It has decreased slightly	It is unchanged	It has increased slightly	It has increased greatly	Grand Total
Africa	-	-	0%	100%	0%	100%
Asia	-	-	50%	50%	0%	100%
Central & South America	-	-	33%	33%	33%	100%
Europe	-	-	0%	100%	0%	100%

##### b. The amount of Technical Assistance provided by Regional Centres

Row Labels	It has decreased greatly	It has decreased slightly	It is unchanged	It has increased slightly	It has increased greatly	Grand Total
Africa	-	0%	-	50%	50%	100%
Asia	-	50%	-	0%	50%	100%
Central & South America	-	0%	-	33%	67%	100%
Europe	-	0%	-	50%	50%	100%

##### c. The relevance of Technical Assistance provided by Regional Centres

Row Labels	It has decreased greatly	It has decreased slightly	It is unchanged	It has increased slightly	It has increased greatly	Grand Total
Africa	-	-	0%	100%	0%	100%
Asia	-	-	50%	0%	50%	100%
Central & South America	-	-	0%	0%	100%	100%
Europe	-	-	0%	50%	50%	100%

##### d. The ease with which Parties and other stakeholders can access Technical Assistance

Row Labels	It has decreased greatly	It has decreased slightly	It is unchanged	It has increased slightly	It has increased greatly	Grand Total
Africa	-	0%	0%	100%	0%	100%
Asia	-	50%	0%	50%	0%	100%
Central & South America	-	0%	33%	0%	67%	100%
Europe	-	0%	0%	50%	50%	100%

#### 3. To what extent do you agree with the following statements

a. Parties and other stakeholders are promoting full and coordinated use of Regional Centres to strengthen the regional delivery of Technical Assistance under all three Conventions.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	0%	-	0%	100%	0%	-	100%
Asia	0%	-	50%	50%	0%	-	100%
Central & South America	33%	-	0%	0%	67%	-	100%
Europe	0%	-	0%	0%	100%	-	100%

b. Your Regional Centre always agrees its business plans and/or workplans with the countries concerned prior to finalising them.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	0%	-	-	100%	0%	-	100%
Asia	0%	-	-	50%	50%	-	100%
Central & South America	33%	-	-	33%	33%	-	100%
Europe	50%	-	-	0%	50%	-	100%

**5. On a scale of 1 to 5 (where '1' is 'very badly' and '5' is 'very well'), how well do you think your Regional Centre supports Basel Convention implementation via the following activities? If your centre is not involved in Basel Convention implementation, please tick 'N/A'**

a. Capacity building (policy)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	0%	50%	0%	50%	0%	100%
Asia	-	50%	0%	0%	0%	50%	100%
Central & South America	-	0%	33%	33%	33%	0%	100%
Europe	-	0%	50%	0%	50%	0%	100%

b. Capacity building (legal and institutional frameworks)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	0%	0%	100%	0%	0%	100%
Asia	-	50%	0%	0%	0%	50%	100%
Central & South America	-	0%	0%	67%	33%	0%	100%
Europe	-	0%	50%	0%	50%	0%	100%

c. Capacity building (scientific and technical)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	-	50%	0%	50%	0%	100%
Asia	-	-	50%	0%	0%	50%	100%
Central & South America	-	-	0%	33%	67%	0%	100%
Europe	-	-	100%	0%	0%	0%	100%

d. Training via face-to-face workshops and projects

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	-	0%	0%	100%	0%	100%
Asia	-	-	50%	0%	0%	50%	100%
Central & South America	-	-	0%	67%	33%	0%	100%
Europe	-	-	50%	0%	50%	0%	100%

e. Training via webinars and online sessions

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	50%	50%	0%	0%	0%	100%
Asia	0%	50%	0%	0%	0%	50%	100%
Central & South America	0%	0%	0%	33%	67%	0%	100%
Europe	0%	0%	0%	0%	0%	100%	100%

f. Needs assessment

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	-	0%	0%	50%	50%	100%
Asia	-	-	50%	0%	0%	50%	100%
Central & South America	-	-	33%	33%	33%	0%	100%
Europe	-	-	50%	0%	0%	50%	100%

g. Development of tools

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	0%	50%	0%	50%	0%	100%
Asia	-	50%	0%	0%	0%	50%	100%
Central & South America	-	0%	33%	33%	33%	0%	100%
Europe	-	0%	0%	0%	0%	100%	100%

**6. On a scale of 1 to 5 (where '1' is 'very badly' and '5' is 'very well'), how well do you think your Regional Centre supports Rotterdam Convention implementation via the following activities? If your centre is not involved in Rotterdam Convention implementation, please tick 'N/A'.**

a. Capacity building (policy)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	-	-	0%	0%	100%	100%
Asia	-	-	-	0%	0%	100%	100%
Central & South America	-	-	-	67%	0%	33%	100%
Europe	-	-	-	0%	50%	50%	100%

b. Capacity building (legal and institutional frameworks)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	-	0%	0%	0%	100%	100%
Asia	-	-	0%	0%	0%	100%	100%
Central & South America	-	-	33%	67%	0%	0%	100%
Europe	-	-	50%	0%	50%	0%	100%

c. Capacity building (scientific and technical)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	-	-	0%	0%	100%	100%
Asia	-	-	-	50%	0%	50%	100%
Central & South America	-	-	-	67%	33%	0%	100%
Europe	-	-	-	50%	0%	50%	100%

d. Training via face-to-face workshops and projects

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	-	50%	0%	0%	50%	100%
Asia	-	-	0%	50%	0%	50%	100%
Central & South America	-	-	67%	0%	33%	0%	100%
Europe	-	-	100%	0%	0%	0%	100%

e. Training via webinars and online sessions

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	-	0%	-	0%	100%	100%
Asia	-	-	0%	-	0%	100%	100%
Central & South America	-	-	33%	-	67%	0%	100%
Europe	-	-	0%	-	0%	100%	100%

f. Needs assessment

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	-	0%	0%	-	100%	100%
Asia	-	-	0%	0%	-	100%	100%
Central & South America	-	-	33%	67%	-	0%	100%
Europe	-	-	50%	0%	-	50%	100%

g. Development of tools

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	-	0%	0%	0%	100%	100%
Asia	-	-	0%	0%	50%	50%	100%
Central & South America	-	-	33%	33%	33%	0%	100%
Europe	-	-	0%	0%	0%	100%	100%

**7. On a scale of 1 to 5 (where '1' is 'very badly' and '5' is 'very well'), how well do you think your Regional Centre supports Stockholm Convention implementation via the following activities? If your centre is not involved in Stockholm Convention implementation, please tick 'N/A'.**

a. Capacity building (policy)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	0%	0%	100%	0%	-	100%
Asia	0%	50%	50%	50%	0%	-	100%
Central & South America	0%	0%	0%	0%	100%	-	100%
Europe	0%	0%	50%	0%	50%	-	100%

b. Capacity building (legal and institutional frameworks)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	-	0%	100%	0%	-	100%
Asia	0%	-	50%	50%	0%	-	100%
Central & South America	0%	-	0%	0%	100%	-	100%
Europe	0%	-	50%	0%	50%	-	100%

c. Capacity building (scientific and technical)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	-	0%	50%	50%	0%	100%
Asia	-	-	50%	0%	50%	0%	100%
Central & South America	-	-	0%	0%	100%	0%	100%
Europe	-	-	0%	0%	50%	50%	100%

d. Training via face-to-face workshops and projects

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	-	0%	50%	50%	-	100%
Asia	-	-	50%	0%	50%	-	100%
Central & South America	-	-	0%	67%	33%	-	100%
Europe	-	-	50%	0%	50%	-	100%

e. Training via webinars and online sessions

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	50%	-	0%	0%	50%	100%
Asia	0%	50%	-	50%	0%	0%	100%
Central & South America	0%	0%	-	33%	67%	0%	100%
Europe	0%	0%	-	0%	50%	50%	100%

f. Needs assessment

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	-	0%	100%	0%	0%	100%
Asia	0%	-	50%	50%	0%	0%	100%
Central & South America	0%	-	0%	67%	33%	0%	100%
Europe	0%	-	0%	0%	50%	50%	100%

g. Development of tools

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	-	50%	50%	0%	0%	100%
Asia	0%	-	50%	50%	0%	0%	100%
Central & South America	0%	-	0%	67%	33%	0%	100%
Europe	0%	-	0%	0%	50%	50%	100%

**9. On a scale of 1 to 5 (where '1' is 'very ineffective' and '5' is 'very effective'), how effective do you think cooperation has been with the following partnerships of other organizations in delivering Technical Assistance in your region?**

a. UNEP (outside of the BRS Secretariat, for example: Chemicals and Waste Branch, PCB Elimination Network, DDT Alliance, Mercury Partnership, Global Partnership on Waste Management)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%		0%	100%	0%	0%	100%
Asia	0%		50%	0%	0%	50%	100%
Central & South America	33%		0%	33%	33%	0%	100%
Europe	0%		50%	0%	50%	0%	100%

b. FAO Secretariat including FAO country offices (outside of the Rome-based Rotterdam Secretariat)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	50%	0%	-	-	50%	100%
Asia	0%	50%	0%	-	-	50%	100%
Central & South America	33%	33%	33%	-	-	0%	100%
Europe	0%	50%	0%	-	-	50%	100%

c. Multilateral Environmental Agreements & their bodies (for example: Minamata, Vienna Convention, UNFCCC, CITES)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	0%	100%	0%	0%	0%	100%
Asia	0%	50%	0%	0%	0%	50%	100%
Central & South America	0%	33%	0%	33%	33%	0%	100%
Europe	0%	0%	50%	0%	50%	0%	100%

d. International Organizations and networks (for example: Partnership on Measuring ICT for Development, Green Customs Initiative, Interpol, WHO, World Customs, Solving the E-waste Problem Initiative)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	0%	50%	0%	50%	0%	100%
Asia	0%	0%	50%	0%	0%	50%	100%
Central & South America	33%	33%	0%	33%	0%	0%	100%
Europe	0%	0%	50%	0%	0%	50%	100%

e. Business and Industry

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	0%	0%	-	50%	50%	100%
Asia	-	50%	50%	-	0%	0%	100%
Central & South America	-	67%	33%	-	0%	0%	100%
Europe	-	100%	0%	-	0%	0%	100%

f. Non-Governmental Organisations (NGOs)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	0%	50%	0%	50%	-	100%
Asia	-	50%	50%	0%	0%	-	100%
Central & South America	-	67%	0%	33%	0%	-	100%
Europe	-	50%	0%	50%	0%	-	100%

g. Academia and Research

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	-	0%	0%	0%	50%	50%	100%
Asia	-	50%	50%	0%	0%	0%	100%
Central & South America	-	33%	0%	67%	0%	0%	100%
Europe	-	100%	0%	0%	0%	0%	100%

11. On a scale of 1 to 5 (where '1' is 'very ineffective' and '5' is 'very effective'), how effective do you think the delivery of Technical Assistance has been through the following partnerships?

a. Partnership for Action on Computing Equipment (PACE)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	-	0%	50%	50%	0%	100%
Asia	0%	-	50%	0%	0%	50%	100%
Central & South America	33%	-	33%	33%	0%	0%	100%
Europe	0%	-	0%	0%	50%	50%	100%

b. Environmental Network for Optimizing Regulatory Compliance on Illegal Traffic (ENFORCE)

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	0%	0%	100%	-	0%	100%
Asia	0%	50%	0%	0%	-	50%	100%
Central & South America	0%	33%	33%	0%	-	33%	100%
Europe	0%	0%	0%	50%	-	50%	100%

c. Informal Group on Household Waste Partnership

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	50%	0%	0%	0%	50%	100%
Asia	0%	50%	50%	0%	0%	0%	100%
Central & South America	33%	0%	0%	33%	33%	0%	100%
Europe	0%	0%	0%	0%	0%	100%	100%

13. To what extent do you agree with the following statements?

a. BRS scientific and technical activities have helped to engage Parties and other stakeholders in more informed dialogue about science in BRS implementation in our region.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	-	-	-	50%	50%	-	100%
Asia	-	-	-	50%	50%	-	100%
Central & South America	-	-	-	33%	67%	-	100%
Europe	-	-	-	50%	50%	-	100%

b. BRS scientific and technical activities have increased Parties' understanding of scientific considerations relating to decision-making under the three Conventions in our region.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	-	0%	-	50%	0%	-	100%
Asia	-	0%	-	50%	0%	-	100%
Central & South America	-	33%	-	33%	33%	-	100%
Europe	-	0%	-	50%	0%	-	100%

c. BRS scientific and technical activities have helped Parties consider a lifecycle approach for the sound management of hazardous chemicals and wastes in our region.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	-	0%	-	50%	50%	0%	100%
Asia	-	0%	-	100%	0%	0%	100%
Central & South America	-	33%	-	33%	33%	0%	100%
Europe	-	0%	-	0%	50%	50%	100%

#### 14. To what extent do you agree with the following statements?

a. Our Regional Centre is helping to generate synergies with Regional Centres for the other Conventions.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	-	-	50%	50%	50%	-	100%
Asia	-	-	50%	50%	0%	-	100%
Central & South America	-	-	33%	33%	67%	-	100%
Europe	-	-	0%	0%	50%	-	100%

b. The role of our Regional Centre within the overall structure of BRS implementation is clearly defined.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	-	0%	-	50%	0%	-	100%
Asia	-	0%	-	50%	0%	-	100%
Central & South America	-	33%	-	0%	33%	-	100%
Europe	-	0%	-	0%	0%	-	100%

c. The role of our Regional Centre within the overall structure of BRS implementation is clearly understood by all stakeholders.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	0%	0%	0%	50%	0%	-	100%
Asia	0%	50%	50%	0%	50%	-	100%
Central & South America	33%	0%	0%	67%	0%	-	100%
Europe	0%	0%	0%	50%	0%	-	100%

d. There is no unnecessary duplication of activities between the BRS Secretariat and the Regional Centres.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	0%	-	-	50%	50%	-	100%
Asia	0%	-	-	100%	0%	-	100%
Central & South America	0%	-	-	33%	67%	-	100%
Europe	50%	-	-	0%	50%	-	100%

e. There is no unnecessary duplication of activities between Basel Convention Regional Centres, Rotterdam Convention FAO / UNEP regional offices, and/or Stockholm Convention Regional Centres.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	0%	0%	-	50%	0%	-	100%
Asia	0%	0%	-	100%	0%	-	100%
Central & South America	0%	0%	-	67%	0%	-	100%
Europe	50%	50%	-	0%	50%	-	100%

f. There is no contradiction between the information and advice provided to Parties by the BRS Secretariat and the advice provided to Parties by Regional Centres.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	-	-	-	50%	50%	-	100%
Asia	-	-	-	100%	0%	-	100%
Central & South America	-	-	-	33%	67%	-	100%
Europe	-	-	-	0%	100%	-	100%

g. There is no contradiction between the information and advice provided by Basel Convention Regional Centres, Rotterdam Convention FAO / UNEP regional offices, and Stockholm Convention Regional Centres.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	-	-	-	50%	50%	0%	100%
Asia	-	-	-	100%	0%	0%	100%
Central & South America	-	-	-	0%	67%	33%	100%
Europe	-	-	-	0%	50%	50%	100%

### Clearing House Mechanism

These questions are about the 'Clearing House' Mechanism set up and operated by the BRS Secretariat to facilitate information sharing.

**15. On a scale of 1 to 5 (where '1' is 'very ineffective' and '5' is 'very effective'), how effective do you think the Clearing House mechanism has been at:**

a. providing one entry point to a wide range of relevant information on chemicals and waste management?

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	0%	100%	0%	-	0%	100%
Asia	0%	0%	0%	100%	-	0%	100%
Central & South America	0%	33%	0%	67%	-	0%	100%
Europe	0%	0%	0%	0%	-	100%	100%

b. facilitating the sharing of information on good practice and implementation models?

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	0%	50%	50%	0%	0%	100%
Asia	0%	0%	50%	50%	0%	0%	100%
Central & South America	0%	33%	0%	33%	33%	0%	100%
Europe	0%	0%	0%	0%	50%	50%	100%

c. facilitating the transfer of expertise and know-how between stakeholders?

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	0%	50%	50%	0%	0%	100%
Asia	0%	0%	50%	0%	50%	0%	100%
Central & South America	0%	33%	33%	0%	33%	0%	100%
Europe	0%	0%	0%	0%	0%	100%	100%

d. helping make better use of available resources across the three Conventions?

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	0%	50%	50%	0%	0%	100%
Asia	0%	0%	50%	0%	50%	0%	100%
Central & South America	0%	33%	33%	33%	0%	0%	100%
Europe	0%	0%	0%	0%	0%	100%	100%

e. keeping you informed regarding Convention issues, meetings and programmes?

Region	1	2	3	4	5	Don't Know / N/A	Grand Total
Africa	0%	0%	50%	50%	0%	0%	100%
Asia	0%	0%	0%	50%	50%	0%	100%
Central & South America	0%	33%	0%	33%	33%	0%	100%
Europe	0%	0%	0%	0%	0%	100%	100%

#### Public awareness, outreach and publications

These questions cover your regional perspective on the synergies activities aimed at raising popular and stakeholder awareness and understanding of the Conventions and strengthening responsibility towards chemicals and waste.

**16. In your opinion, how have the following aspects of BRS implementation changed as a result of synergy arrangements?**

a. Co-ordination of public awareness activities between the Conventions

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	-	0%	100%	0%	-	100%
Asia	-	-	50%	50%	0%	-	100%
Central & South America	-	-	33%	67%	0%	-	100%
Europe	-	-	0%	50%	50%	-	100%

b. Co-ordination of outreach activities between the Conventions

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	-	0%	100%	0%	0%	100%
Asia	-	-	50%	50%	0%	0%	100%
Central & South America	-	-	33%	0%	67%	0%	100%
Europe	-	-	0%	50%	0%	50%	100%

c. Co-ordination of publication activities between the Conventions

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	-	0%	100%	0%	-	100%
Asia	-	-	50%	50%	0%	-	100%
Central & South America	-	-	0%	67%	33%	-	100%
Europe	-	-	0%	50%	50%	-	100%

18. To what extent do you agree with the following statements?

a. The BRS Secretariat successfully strengthens delivery of the Conventions' key messages in my region through its communication and outreach services

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	-	-	0%	50%	50%	0%	100%
Asia	-	-	50%	50%	0%	0%	100%
Central & South America	-	-	0%	33%	67%	0%	100%
Europe	-	-	0%	50%	0%	50%	100%

b. The synergies programme of public awareness and outreach has increased the support we receive from the public and other stakeholders

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	-	-	0%	50%	0%	50%	100%
Asia	-	-	50%	50%	50%	0%	100%
Central & South America	-	-	0%	67%	0%	0%	100%
Europe	-	-	0%	50%	0%	50%	100%

#### Joint managerial functions

This section is about the implementation and impact of joint managerial functions for the BRS Conventions, as seen from the Regional Centre perspective.

#### 20. For the following activities of the BRS Secretariat, how does the support provided to implementation in your region compare with the support provided prior to 2011?

a. Management / organisation of meetings of the Convention bodies including the Conferences of the Parties and subsidiary bodies

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	-	0%	50%	50%	-	100%
Asia	-	-	50%	50%	0%	-	100%
Central & South America	-	-	0%	33%	67%	-	100%
Europe	-	-	50%	0%	50%	-	100%

b. Management / organisation of other meetings

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	0%	0%	50%	50%	-	100%
Asia	-	50%	0%	50%	0%	-	100%
Central & South America	-	0%	0%	33%	67%	-	100%
Europe	-	0%	50%	0%	50%	-	100%

c. Provision of legal and policy advice

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	0%	0%	0%	50%	50%	100%
Asia	-	50%	0%	50%	0%	0%	100%
Central & South America	-	0%	33%	33%	33%	0%	100%
Europe	-	0%	50%	0%	50%	0%	100%

d. Resource mobilisation

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	-	0%	0%	50%	50%	100%
Asia	-	-	100%	0%	0%	0%	100%
Central & South America	-	-	0%	100%	0%	0%	100%
Europe	-	-	50%	0%	50%	0%	100%

e. Joint international cooperation and coordination activities

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	-	0%	50%	50%	-	100%
Asia	-	-	50%	50%	0%	-	100%
Central & South America	-	-	0%	100%	0%	-	100%
Europe	-	-	50%	50%	0%	-	100%

**Overall impacts of synergies arrangements**

This section deals with the extent to which the overall intended impacts of synergies arrangements, including those relevant to Regional Centres, have been realised.

22. In your opinion, how have the following changed as a result of synergy arrangements?

a. Co-operation between relevant agencies nationally

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	-	0%	50%	0%	50%	100%
Asia	-	-	100%	0%	0%	0%	100%
Central & South America	-	-	0%	67%	33%	0%	100%
Europe	-	-	0%	50%	50%	0%	100%

b. Co-operation between relevant agencies internationally

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	-	0%	50%	0%	50%	100%
Asia	-	-	50%	50%	0%	0%	100%
Central & South America	-	-	0%	67%	33%	0%	100%
Europe	-	-	0%	100%	0%	0%	100%

c. Political visibility of the Basel Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	0%	0%	100%	0%	0%	100%
Asia	-	0%	50%	50%	0%	0%	100%
Central & South America	-	0%	0%	33%	33%	33%	100%
Europe	-	50%	0%	50%	0%	0%	100%

d. Political visibility of the Rotterdam Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	0%	0%	50%	0%	50%	100%
Asia	-	0%	50%	50%	0%	0%	100%
Central & South America	-	0%	0%	33%	33%	33%	100%
Europe	-	50%	0%	50%	0%	0%	100%

e. Political visibility of the Stockholm Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	0%	0%	100%	0%	-	100%
Asia	-	0%	50%	50%	0%	-	100%
Central & South America	-	0%	0%	67%	33%	-	100%
Europe	-	50%	0%	50%	0%	-	100%

f. Effectiveness of financing for the implementation of the Conventions

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	0%	0%	50%	-	50%	100%
Asia	0%	50%	50%	0%	-	0%	100%
Central & South America	0%	0%	0%	100%	-	0%	100%
Europe	0%	50%	0%	50%	-	0%	100%

g. Policy coherence between the Conventions

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	-	0%	100%	0%	-	100%
Asia	-	-	50%	50%	0%	-	100%
Central & South America	-	-	0%	33%	67%	-	100%
Europe	-	-	0%	0%	100%	-	100%

h. Your engagement with stakeholder organisations in your region

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	-	0%	100%	0%	-	100%
Asia	-	-	50%	50%	0%	-	100%
Central & South America	-	-	67%	33%	0%	-	100%
Europe	-	-	50%	0%	50%	-	100%

i. Your engagement with other Regional Centres in other regions

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	-	0%	100%	0%	0%	100%
Asia	-	-	50%	50%	0%	0%	100%
Central & South America	-	-	33%	33%	33%	0%	100%
Europe	-	-	50%	50%	0%	0%	100%

j. Your engagement with Parties in your region

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	-	-	0%	50%	50%	-	100%
Asia	-	-	0%	100%	0%	-	100%
Central & South America	-	-	0%	100%	0%	-	100%
Europe	-	-	50%	0%	50%	-	100%

**Section 2 - Questions to inform the review of the matrix-based management approach and organization of the Secretariats**

This section covers your experience of dealing with the BRS Secretariat and matrix-based management approach.

**24. To what extent do you agree with the following statements?**

a. We have a clear contact point for communication with the BRS Secretariat.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	-	-	-	0%	100%	-	100%
Asia	-	-	-	100%	0%	-	100%
Central & South America	-	-	-	0%	100%	-	100%
Europe	-	-	-	0%	100%	-	100%

b. The information provided to us by the Geneva Secretariat is always consistent with the information provided by the Rome Secretariat.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	-	-	0%	-	0%	100%	100%
Asia	-	-	50%	-	0%	50%	100%
Central & South America	-	-	33%	-	33%	33%	100%
Europe	-	-	0%	-	0%	100%	100%

c. The BRS Secretariat co-operate effectively with us to support implementation of the Basel, Rotterdam and/or Stockholm Conventions.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	-	-	0%	50%	50%	-	100%
Asia	-	-	50%	0%	50%	-	100%
Central & South America	-	-	0%	33%	67%	-	100%
Europe	-	-	0%	0%	100%	-	100%

d. The BRS Secretariat co-operate more effectively with us to support implementation now than the previous Secretariat(s) did prior to 2011.

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	-	-	0%	100%	0%	0%	100%
Asia	-	-	50%	0%	50%	0%	100%
Central & South America	-	-	0%	33%	0%	33%	100%
Europe	-	-	0%	0%	0%	50%	100%

## Annex 7 – Survey of Partners - Summary of questions and results

### 1. To what extent do you agree with the following statements?

a. Synergies arrangements have had a positive impact on cooperation and coordination of your activities under the Basel Convention

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	0%	17%	0%	50%	33%	0%	100%
Asia	0%	0%	0%	60%	40%	0%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>14%</b>	<b>43%</b>	<b>29%</b>	<b>7%</b>	<b>100%</b>

b. Synergies arrangements have had a positive impact on cooperation and coordination of your activities under the Rotterdam Convention

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	0%	17%	17%	50%	17%	0%	100%
Asia	0%	0%	0%	20%	60%	20%	100%
Europe	0%	0%	50%	50%	0%	0%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>21%</b>	<b>36%</b>	<b>29%</b>	<b>7%</b>	<b>100%</b>

c. Synergies arrangements have had a positive impact on cooperation and coordination of your activities under the Stockholm Convention

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	0%	17%	17%	33%	33%	0%	100%
Asia	0%	0%	0%	20%	80%	0%	100%
Europe	0%	0%	50%	50%	0%	0%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>21%</b>	<b>29%</b>	<b>43%</b>	<b>0%</b>	<b>100%</b>

d. As far as I am aware, there is no unnecessary duplication in the partnership activities carried out under the three Conventions

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	0%	0%	33%	33%	33%	0%	100%
Asia	0%	0%	40%	20%	40%	0%	100%
Europe	0%	50%	50%	0%	0%	0%	100%
North America	0%	0%	0%	0%	0%	100%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>36%</b>	<b>21%</b>	<b>29%</b>	<b>7%</b>	<b>100%</b>

### 3. How do you think the following cooperation and coordination-related aspects of Basel Convention implementation have changed as a result of synergies arrangements?

a. Delivering technical assistance to the Parties

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	17%	50%	0%	17%	100%
Asia	0%	0%	0%	40%	40%	20%	100%
Europe	0%	0%	0%	0%	0%	100%	100%
North America	0%	0%	0%	100%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>7%</b>	<b>43%</b>	<b>14%</b>	<b>29%</b>	<b>100%</b>

b. Securing sustainable funding for the Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	17%	0%	33%	33%	0%	17%	100%
Asia	0%	0%	0%	40%	20%	40%	100%
Europe	0%	50%	0%	0%	0%	50%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>7%</b>	<b>7%</b>	<b>21%</b>	<b>29%</b>	<b>7%</b>	<b>29%</b>	<b>100%</b>

c. Developing and updating technical guidelines

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	0%	0%	67%	17%	17%	100%
Asia	0%	0%	0%	60%	20%	20%	100%
Europe	0%	0%	0%	0%	0%	100%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>0%</b>	<b>7%</b>	<b>50%</b>	<b>14%</b>	<b>29%</b>	<b>100%</b>

d. Developing and implementing tools to assist implementation

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	0%	0%	67%	17%	17%	100%
Asia	0%	0%	0%	60%	20%	20%	100%
Europe	0%	0%	0%	0%	0%	100%	100%
North America	0%	0%	0%	100%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>57%</b>	<b>14%</b>	<b>29%</b>	<b>100%</b>

e. Exchanging information between relevant stakeholders

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	0%	33%	33%	17%	17%	100%
Asia	0%	0%	0%	40%	40%	20%	100%
Europe	0%	0%	0%	50%	0%	50%	100%
North America	0%	0%	0%	100%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>43%</b>	<b>21%</b>	<b>21%</b>	<b>100%</b>

f. Raising the public profile of the Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	0%	50%	33%	0%	17%	100%
Asia	0%	0%	0%	40%	40%	20%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>0%</b>	<b>36%</b>	<b>29%</b>	<b>14%</b>	<b>21%</b>	<b>100%</b>

g. Raising the political profile of the Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	0%	50%	33%	0%	17%	100%
Asia	0%	0%	0%	40%	40%	20%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>0%</b>	<b>36%</b>	<b>29%</b>	<b>14%</b>	<b>21%</b>	<b>100%</b>

h. Preventing and combating illegal activity related to the Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	50%	17%	0%	17%	100%
Asia	0%	0%	40%	0%	20%	40%	100%
Europe	0%	0%	0%	0%	0%	100%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>43%</b>	<b>7%</b>	<b>7%</b>	<b>36%</b>	<b>100%</b>

i. Resolving trade-related issues and disputes

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	33%	33%	0%	17%	100%
Asia	0%	0%	40%	0%	20%	40%	100%
Europe	0%	0%	0%	0%	0%	100%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>36%</b>	<b>14%</b>	<b>7%</b>	<b>36%</b>	<b>100%</b>

j. Monitoring of Convention implementation

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	33%	17%	17%	17%	100%
Asia	0%	0%	20%	20%	20%	40%	100%
Europe	0%	0%	0%	0%	0%	100%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>29%</b>	<b>14%</b>	<b>14%</b>	<b>36%</b>	<b>100%</b>

**5. How do you think the following cooperation and coordination-related aspects of Rotterdam Convention implementation have changed as a result of synergies arrangements?**

a. Delivering technical assistance to the Parties

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	0%	17%	33%	17%	33%	100%
Asia	0%	0%	0%	80%	20%	0%	100%
Europe	0%	0%	0%	0%	0%	100%	100%
North America	0%	0%	0%	100%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>0%</b>	<b>7%</b>	<b>50%</b>	<b>14%</b>	<b>29%</b>	<b>100%</b>

b. Securing sustainable funding for the Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	0%	50%	0%	33%	100%
Asia	0%	0%	20%	40%	20%	20%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>21%</b>	<b>36%</b>	<b>7%</b>	<b>29%</b>	<b>100%</b>

c. Developing and updating technical guidelines

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	0%	33%	17%	33%	100%
Asia	0%	0%	40%	20%	40%	0%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	0%	100%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>21%</b>	<b>29%</b>	<b>21%</b>	<b>21%</b>	<b>100%</b>

d. Developing and implementing tools to assist implementation

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	0%	50%	0%	33%	100%
Asia	0%	0%	20%	20%	40%	20%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	0%	100%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>14%</b>	<b>36%</b>	<b>14%</b>	<b>29%</b>	<b>100%</b>

e. Exchanging information between relevant stakeholders

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	0%	33%	17%	33%	100%
Asia	0%	0%	0%	60%	40%	0%	100%
Europe	0%	0%	50%	50%	0%	0%	100%
North America	0%	0%	0%	100%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>7%</b>	<b>50%</b>	<b>21%</b>	<b>14%</b>	<b>100%</b>

f. Raising the public profile of the Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	0%	0%	67%	0%	33%	100%
Asia	0%	0%	0%	60%	40%	0%	100%
Europe	0%	0%	50%	50%	0%	0%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>57%</b>	<b>14%</b>	<b>14%</b>	<b>100%</b>

g. Raising the political profile of the Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	0%	0%	50%	17%	33%	100%
Asia	0%	0%	20%	40%	40%	0%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>0%</b>	<b>21%</b>	<b>36%</b>	<b>21%</b>	<b>21%</b>	<b>100%</b>

h. Preventing and combating illegal activity related to the Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	0%	17%	33%	17%	33%	100%
Asia	0%	0%	40%	20%	20%	20%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>0%</b>	<b>36%</b>	<b>21%</b>	<b>14%</b>	<b>29%</b>	<b>100%</b>

i. Resolving trade-related issues and disputes

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	0%	33%	17%	33%	100%
Asia	0%	0%	60%	0%	20%	20%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>36%</b>	<b>14%</b>	<b>14%</b>	<b>29%</b>	<b>100%</b>

j. Monitoring of Convention implementation

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	0%	33%	17%	33%	100%
Asia	0%	0%	40%	0%	40%	20%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>29%</b>	<b>14%</b>	<b>21%</b>	<b>29%</b>	<b>100%</b>

**7. How do you think the following cooperation and coordination-related aspects of Stockholm Convention implementation have changed as a result of synergies arrangements?**

a. Delivering technical assistance to the Parties

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	0%	33%	33%	33%	0%	100%
Asia	0%	0%	0%	80%	20%	0%	100%
Europe	0%	0%	0%	0%	0%	100%	100%
North America	0%	0%	0%	100%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>50%</b>	<b>21%</b>	<b>14%</b>	<b>100%</b>

b. Securing sustainable funding for the Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	17%	67%	0%	0%	100%
Asia	0%	0%	20%	20%	20%	40%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>29%</b>	<b>36%</b>	<b>7%</b>	<b>21%</b>	<b>100%</b>

c. Developing and updating technical guidelines

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	33%	0%	50%	0%	100%
Asia	0%	0%	20%	60%	20%	0%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	0%	100%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>29%</b>	<b>29%</b>	<b>29%</b>	<b>7%</b>	<b>100%</b>

d. Developing and implementing tools to assist implementation

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	33%	17%	33%	0%	100%
Asia	0%	0%	20%	40%	20%	20%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	0%	100%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>29%</b>	<b>29%</b>	<b>21%</b>	<b>14%</b>	<b>100%</b>

e. Exchanging information between relevant stakeholders

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	17%	33%	33%	0%	100%
Asia	0%	0%	20%	40%	40%	0%	100%
Europe	0%	0%	50%	50%	0%	0%	100%
North America	0%	0%	0%	100%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>21%</b>	<b>43%</b>	<b>29%</b>	<b>0%</b>	<b>100%</b>

f. Raising the public profile of the Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	33%	33%	17%	0%	100%
Asia	0%	0%	40%	20%	40%	0%	100%
Europe	0%	0%	50%	50%	0%	0%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>43%</b>	<b>29%</b>	<b>21%</b>	<b>0%</b>	<b>100%</b>

g. Raising the political profile of the Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	33%	17%	17%	33%	0%	100%
Asia	0%	0%	40%	20%	40%	0%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>14%</b>	<b>36%</b>	<b>14%</b>	<b>29%</b>	<b>7%</b>	<b>100%</b>

h. Preventing and combating illegal activity related to the Convention

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	33%	17%	17%	33%	0%	100%
Asia	0%	0%	20%	40%	20%	20%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	0%	100%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>14%</b>	<b>21%</b>	<b>29%</b>	<b>21%</b>	<b>14%</b>	<b>100%</b>

i. Resolving trade-related issues and disputes

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	33%	33%	17%	0%	100%
Asia	0%	0%	40%	20%	20%	20%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>43%</b>	<b>21%</b>	<b>14%</b>	<b>14%</b>	<b>100%</b>

j. Monitoring of Convention implementation

Region	It is much worse now	It is slightly worse now	It is the same now	It is slightly better now	It is much better now	Don't Know / N/A	Grand Total
Africa	0%	17%	17%	33%	33%	0%	100%
Asia	0%	0%	20%	20%	40%	20%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	0%	100%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>7%</b>	<b>29%</b>	<b>21%</b>	<b>29%</b>	<b>14%</b>	<b>100%</b>

9. To what extent do you agree with the following statements?

a. We have a clear contact point for communication with the BRS Secretariat

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	0%	0%	17%	33%	50%	0%	100%
Asia	0%	0%	20%	40%	40%	0%	100%
Europe	0%	0%	0%	0%	50%	50%	100%
North America	0%	0%	0%	100%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>36%</b>	<b>43%</b>	<b>7%</b>	<b>100%</b>

b. The information provided to us by the Geneva Secretariat is always consistent with the information provided by the Rome Secretariat

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	0%	0%	33%	33%	17%	17%	100%
Asia	0%	0%	40%	0%	40%	20%	100%
Europe	0%	0%	50%	0%	50%	0%	100%
North America	0%	0%	0%	0%	0%	100%	100%
<b>Grand Total</b>	<b>0%</b>	<b>0%</b>	<b>36%</b>	<b>14%</b>	<b>29%</b>	<b>21%</b>	<b>100%</b>

c. The BRS Secretariat co-operate effectively with us to support implementation of the Basel, Rotterdam and/or Stockholm Conventions

Region	Strongly disagree	Mildly Disagree	Neither agree nor disagree	Mildly agree	Strongly agree	Don't Know / N/A	Grand Total
Africa	0%	17%	17%	33%	33%	0%	100%
Asia	0%	0%	0%	75%	25%	0%	100%
Europe	0%	50%	50%	0%	0%	0%	100%
North America	0%	0%	0%	0%	100%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>15%</b>	<b>15%</b>	<b>38%</b>	<b>31%</b>	<b>0%</b>	<b>100%</b>

d. The BRS Secretariat co-operate more effectively with us to support implementation now than the previous Secretariat(s) did prior to 2011

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	0%	17%	17%	67%	0%	0%	100%
Asia	0%	0%	0%	40%	40%	20%	100%
Europe	0%	0%	50%	0%	0%	50%	100%
North America	0%	100%	0%	0%	0%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>14%</b>	<b>14%</b>	<b>43%</b>	<b>14%</b>	<b>14%</b>	<b>100%</b>

e. The BRS Secretariat are proactive in seeking to cooperate and coordinate with us in order to implement the Basel, Rotterdam or Stockholm Convention

Region	Strongly disagree	Mildly disagree	Neither agree nor disagree	Mildly agree	Strongly agree	N/A	Grand Total
Africa	0%	17%	17%	50%	17%	0%	100%
Asia	0%	0%	0%	40%	40%	20%	100%
Europe	0%	50%	0%	0%	0%	50%	100%
North America	0%	0%	0%	0%	100%	0%	100%
<b>Grand Total</b>	<b>0%</b>	<b>14%</b>	<b>7%</b>	<b>36%</b>	<b>29%</b>	<b>14%</b>	<b>100%</b>

## **Annex 8 – Glossary of terms and abbreviations**

BRS	Basel, Rotterdam and Stockholm Conventions
CA	Competent Authority
CHM	Clearing House Mechanism
COB	Conventions Operations Branch
COPs	Conferences of the Parties
DNA	Delegated National Authority
ED	Executive Director of UNEP
FAO	Food and Agricultural Organisation [of the United Nations]
MEA	Multilateral Environmental Agreement
OCP	Official Contact Point
PIC	Prior Informed Consent
SOPs	Standard Operating Procedures
SSB	Scientific Support Branch
TA	Technical Assistance
TAB	Technical Assistance Branch
UN	United Nations
UNEP	United Nations Environment Programme

## Annex 9 – A-Z list of countries which responded to our Survey of Parties, including their regional classification for the purposes of our analysis

Country	Region for purposes of our analysis
Afghanistan	Asia
Antigua and Barbuda	Central & South America
Azerbaijan	Asia
Bahrain	Middle East
Belgium	Europe
Belize	Central & South America
Bosnia and Herzegovina	Europe
Bulgaria	Europe
Burundi	Africa
Canada	North America
Central African Republic	Africa
Chad	Africa
China	Asia
Colombia	Central & South America
Comoros	Africa
Congo	Africa
Costa Rica	Central & South America
Cuba	Central & South America
Dominican Republic	Central & South America
Ecuador	Central & South America
Egypt	Africa
El Salvador	Central & South America
European Union	Europe
Finland	Europe
Germany	Europe
Greece	Europe
Guyana	Central & South America
Honduras	Central & South America
Hungary	Europe
India	Asia
Iraq	Middle East
Japan	Asia
Jordan	Middle East
Lao	Asia
Lebanon	Middle East
Lesotho	Africa
Liberia	Africa
Macedonia	Europe
Madagascar	Africa
Maldives	Africa
Mali	Africa
Morocco	Africa
Mauritius	Africa
México	Central & South America

<b>Country</b>	<b>Region for purposes of our analysis</b>
Monaco	Europe
Montenegro	Europe
Mozambique	Africa
Nepal	Asia
Netherlands	Europe
Nicaragua	Central & South America
Norway	Europe
Oman	Middle East
Panama	Central & South America
Paraguay	Central & South America
Peru	Central & South America
Poland	Europe
Qatar	Middle East
Republic Marshall Islands	Asia
Republic of Guinea	Africa
Republic of Kazakhstan	Asia
Republic of Serbia	Europe
Republic of Yemen	Middle East
Romania	Europe
Romania	Europe
Senegal	Africa
Senegal	Africa
Seychelles	Africa
Slovakia	Europe
St. Kitts and Nevis	Central & South America
State of Palestine	Middle East
Swaziland	Africa
Swaziland	Africa
Sweden	Europe
Switzerland	Europe
Tanzania	Africa
Turkey	Europe
United Kingdom	Europe
United Republic of Tanzania	Africa
Uruguay	Central & South America
Vietnam	Asia

## **Annex 10 – Regional classifications used in our analysis, with countries who responded to our Survey of Parties**

### **Africa**

Burundi	Liberia	Senegal
Central African Republic	Madagascar	Seychelles
Chad	Maldives	Swaziland
Comoros	Mali	Swaziland
Congo	Morocco	Tanzania
Egypt	Mauritius	United Republic of Tanzania
Guinea	Mozambique	
Lesotho	Senegal	

### **Asia**

Afghanistan	Japan	Republic of Kazakhstan
Azerbaijan	Lao	Vietnam
China	Nepal	
India	Republic Marshall Islands	

### **Central & South America**

Antigua and Barbuda	Ecuador	Panama
Belize	El Salvador	Paraguay
Colombia	Guyana	Peru
Costa Rica	Honduras	St. Kitts and Nevis
Cuba	México	Uruguay
Dominican Republic	Nicaragua	

### **Europe**

Belgium	Hungary	Romania
Belgium	Macedonia	Romania
Bosnia and Herzegovina	Monaco	Slovakia
Bulgaria	Montenegro	Sweden
European Union	Netherlands	Switzerland
Finland	Norway	Turkey
Germany	Poland	United Kingdom
Greece	Republic of Serbia	

### **Middle East**

Bahrain	Lebanon	Republic of Yemen
Iraq	Oman	State of Palestine
Jordan	Qatar	

### **North America**

Canada

## Annex 11 – Countries who responded to our survey of Parties for each of the three Conventions

### **Basel Survey Responses: 59 responses from 58 Parties**

Afghanistan	India	Qatar
Antigua and Barbuda	Iraq	Republic Marshall Islands
Azerbaijan	Japan	Republic of Kazakhstan
Bahrain	Jordan	Republic of Serbia
Belgium	Lao	Republic of Yemen
Belize	Lebanon	Romania
Bulgaria	Liberia	Senegal
Burundi	Madagascar	Seychelles
Canada	Maldives	Slovakia
China	Morocco	State of Palestine
Colombia	México	Swaziland
Congo	Montenegro	Sweden
Costa Rica	Mozambique	Switzerland
Cuba	Nepal	The Netherlands
Dominican Republic	Nicaragua	Turkey
Ecuador	Norway	United Kingdom
Egypt	Oman	United Republic of Tanzania
El Salvador	Panama	Uruguay
European Union	Paraguay	
Honduras	Peru	

### **Rotterdam Survey Responses: 48 responses from 46 Parties**

Antigua and Barbuda	Cuba	Jordan
Belgium	Dominican Republic	Lao
Belize	Ecuador	Lebanon
Bulgaria	European Union	Lesotho
Burundi	Greece	Macedonia
Canada	Guyana	Maldives
Chad	Honduras	Mauritius
China	Iraq	México
Colombia	Japan	Morocco

Nepal	Republic of Yemen	Turkey
Norway	St. Kitts and Nevis	United Kingdom
Peru	Swaziland	United Republic of Tanzania
Qatar	Sweden	Uruguay
Republic Marshall Islands	Switzerland	Vietnam
Republic of Kazakhstan	Tanzania	
Republic of Serbia	The Netherlands	

**Stockholm Survey Responses: 64 responses from 62 Parties**

Antigua and Barbuda	Japan	Seychelles
Azerbaijan	Jordan	Slovakia
Bahrain	Lao	Swaziland
Belgium	Lebanon	Sweden
Belize	Liberia	Switzerland
Bosnia and Herzegovina	Madagascar	The Netherlands
Bulgaria	Maldives	Turkey
Canada	Mali	United Kingdom
Central African Republic	Morocco	United Republic of Tanzania
China	Mauritius	Uruguay
Colombia	México	
Comoros	Monaco	
Costa Rica	Montenegro	
Cuba	Nepal	
Dominican Republic	Norway	
Ecuador	Peru	
Egypt	Poland	
El Salvador	Qatar	
EU	Republic Marshall Islands	
Finland	Republic of Kazakhstan	
Germany	Republic of Macedonia	
Guyana	Republic of Serbia	
Honduras	Republic of Yemen	
Hungary	Republic of Guinea	
India	Romania	
Iraq	Senegal	

