



BUILD PEACEFUL SOCIETIES, PREVENT VIOLENT CONFLICT





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LESOTHO, GHANA, CAPE VERDE, RWANDA, SOUTH AFRICA | How can governments better navigate complexity and anticipate future challenges to implement the SDGs?

Governments need practical tools and ‘space’ to experiment, learn and adapt to deal with the challenges of SDGs implementation in the volatile reality of the 21st century. Complexity, uncertainty and a demand for meaningful citizen engagement are profound challenges. Foresight, with its proven track record and fit in bureaucratic structures, is emerging as an essential addition to conventional planning and policy tools.

In September–October 2016, GCPSE and UNDP RSC for Africa, in partnership with local UNDP Country Offices, organized a series of ‘Foresight for SDGs - Introduction Workshops’ with Ghana, Lesotho, Rwanda and South Africa (Cape Verde was forced to move their workshop to early 2017). The lead government counterparts were national development planning authorities (with the exception of Rwanda, where the key government counterpart was the Rwanda Governance Board), the Ministry of Development Planning in Lesotho, the National Development Planning Commission in Ghana, and the Department of Planning, Monitoring and Evaluation in South Africa. In all countries, line ministry planning officials also attended, albeit to different degrees. The workshop in Rwanda also included participants from other UN Agencies and civil society organizations.

Acknowledging the complexity of the subject and time constraints, the workshops did not pretend to go beyond introducing foresight for SDGs and produce foresight-informed national development plans. Key collaborators included the South African Centre for Public Service Innovation, and CPSI. The overall objectives of the ‘Foresight for SDGs - Introduction Workshops’ were roughly similar in every country: Introduce the context and concept of foresight for SDG - implementation, apply some of the key foresight techniques on a key national development issue, and appreciate the added value of foresight in key planning stages such as visioning, prioritizing, planning and innovation.

Regional leaders have adopted foresight for the identification of strategic opportunities for inclusive development. Senior officials in Ghana, Lesotho, Rwanda and South Africa have also engaged in adaptive and resilient development planning, national, sectoral and organizational visioning, and ideation for public innovation. Pathways for future scaling include delivering further support to Cape Verde, following through with planned initiatives in Lesotho and South Africa, integrating foresight in MAPS (Mainstreaming, Accelerating, Policy Support for the SDGs) missions, and exploring opportunities to use foresight in conflict/post-conflict situations.



SRI LANKA | How can governments create more enabling environments for public servants to collaborate across sectors and create more agile and future proof public policies?

Failed national policies lead to significant financial losses and erode the public's trust in government. Sri Lanka currently lacks the capacity to prototype and test policies prior to implementation on the national and provincial levels. To address this challenge, the Government of Sri Lanka and UNDP started a public sector innovation partnership. Following the 'Summit on Foresight and Innovation' in 2015, UNDP Sri Lanka began to build and strengthen the national foresight and innovation ecosystem in Sri Lanka by conducting regional training workshops for government planning officials in November 2016. In collaboration with the Ministry of National Policies and Economic Affairs, Department of National Planning, Fields of View – India, MDF Training & Consultancy, and Japan International Cooperation Agency, we engaged in three regional trainings to meet the need for more collective, inclusive, and innovative development

planning in Sri Lanka. As a result, the government decided to establish a dedicated Innovation Lab within the Prime Minister's Office.

Once approved by Cabinet, the proposed Policy Innovation Lab will become a rapid prototyping facility for development policies. UNDP Sri Lanka will work with thought leaders from the Social Innovation Experts Roster and other successful innovation labs around the world to establish a state of the art facility with a team of 8 "Innovestors". The lab will use foresight tools to consider multiple alternative future scenarios to make the proposed policies future-proof. Further partnerships have been proposed with the Sri Lanka Institute of Development Administration and NESTA to enhance the induction programme for the Sri Lankan public sector.



What if the solutions to many entrenched and complex development problems did not require major resources from outside but could be found, funded and implemented by local communities themselves? Could the untypical but successful behaviour of certain individuals or groups be the key to finding solutions to some of these problems?

UNDP Macedonia used these questions as a starting point to help build the capacities of civil society organizations and local municipalities directly involved in managing the increasing number of refugees and the aftermath of the crisis. The interventions aimed to support an alternative approach, called Positive Deviance, to initiate bottom-up changes through simple and sustainable solutions to problems associated with the massive influx of migrants and refugees over the past two years.

'Positive Deviance' is an approach to behavioural and social change based on the premise that certain individuals and groups in every community employ 'deviant' but successful strategies to solve certain problems more effectively than their peers in the same circumstances. In FYR Macedonia UNDP worked to apply this process to the problem of mutual hostility between migrants and the local population.

Many migrants were mistrustful due to the scams and mistreatment they had suffered along their route. Many local people believed the migrants were draining the country's resources, and they were also disturbed by the amount of waste created because of the enormous number of migrants crossing the country.

The participants who carried out interviews to look for "positive deviant behaviour" discovered that one local NGO had developed an efficient way to improve communications and overcome mistrust between the volunteers and the migrants by persuading the transit centres to employ local people, thereby improving the livelihood of the local population and reducing their intolerance of the migrants. At the same time, initiatives were also taken to create regular contacts and ease communications between the two groups by organizing shared meals. The number of hostile incidents has since significantly decreased.

UNDP now aims to incorporate the approach in other projects to stimulate a grass-roots change in public attitudes, enabling the people most affected to come up with solutions, thereby ensuring their applicability and sustainability.





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MALI | How can countries use real-time monitoring and big data to improve situational awareness that provides better information for decision making?

Mali has geographically distinct regions. The arid, sparse Sahara dominates the north, and fertile, densely populated savannah dominates the south. Its northeast is also mountainous, remote, and difficult to traverse. The country's vast and challenging terrain presents considerable challenges to humanitarian and development actors. Operators typically travel long distances by road to reach remote settlements in the north, where many projects seek to deliver much-needed services. Political instability also presents significant challenges, as do threats to resilience posed by the arid Sahel region's changing climate.

Unable to bring all donors and collaborators to the field, UNDP explored leveraging new and emerging data sources to bring the field to their donors in their offices. By partnering with NASA, UNOSAT, and OIST, Mali's UNDP office has been able to use drones and satellite imagery

to enable real-time monitoring to support the activities of humanitarian and development actors in the field, particularly those working on community development for emergency services. The project uses a combination of satellite and drone data to provide real-time, up-to-date information for decision making via an online platform.

The prototype of the satellite project mapping UNDP's presence in Timbuktu is now up and running online, and several other country offices have expressed an interest in the system, including Programme d'Urgence de Développement Communautaire in Togo, Chad, and Nigeria. The project has added tremendous value by providing valuable information about geography, adverse natural and anthropogenic hazards, and project activities, in places where access is typically very difficult.



“Raik Shino” (‘What do you think?’ in Sudanese Arabic) is an online dialogue platform that provides a forum for people to creatively interact and discuss the Sudan’s future through a gamified dialogue process. The idea was developed by the Joint Conflict Reduction Programme (JCRP) of UNDP Sudan in collaboration with the game development company, Serious Games Interactive. Raik Shino was chosen as one among four winning proposals for the UNDP Technology for Citizen Engagement Challenge in April 2015.

In 2016, Raik Shino expanded its partnerships and hosted challenges in collaboration with UNICEF, Ahfad University and the game company Lamsat Najeh. Three challenges were launched on Raik Shino around Handwashing Day (with UNICEF); International Day of Peace (with Ahfad University); and Abandonment of FGM/C in Sudan (with UNICEF).

The successful partnerships showed the potential of using Raik Shino as an interagency tool that can be used to crowdsource ideas across Sudan. Furthermore, in 2016, one of the challenges hosted was within a totally new area of work, Water, Sanitation and Hygiene (WASH), further proof that Raik Shino can host challenges that go beyond the mandate and scope of UNDP. At the end of 2016, the online game platform subscribers increased to more than 2,000 from 800 in 2015.

Its offline scaling activity has expanded to include innovative soft skills training such as design thinking to crowdsource ideas from and engage citizen youths in Darfur. The young citizens designed 100 solutions to address peacebuilding, women’s empowerment, and vocation-based livelihoods training opportunities in Darfur.





INDIA | How can we ensure the availability of vaccines across India, based on real-time information?

India has the world's largest immunization programme that aims to immunize 156 million people, predominantly children, every year. The government procures and distributes 600 million vaccine doses across 27,000 health centres on an annual basis. Vaccine logistics management in India is complicated by the fact that programme managers do not have real-time insights about stock supplies and storage temperatures across the health centres. Despite adequate vaccine supply in the pipeline from national to state levels, vaccine stockouts and overstocking are common in downstream centres.

To support the Government of India with a real-time information system, UNDP India started the Electronic Vaccine Intelligence Network. The eVIN system digitizes the entire vaccine stock inventory through a smartphone application that remotely tracks vaccine stocks along with storage temperatures via SIM-enabled digital loggers at all the health centres. Data is stored in a state of the art cloud server supported by high-end analytics enabling real-time insights through online dashboards. The technology is customized to work efficiently in low-resource network settings in India. The platform is supported by a well-trained network in every district that ensures timely data entry, data quality and last-mile decision-making.

Less than two years after its rollout, eVIN has created a big data architecture with more than 2 million transactions and 80 million temperature samples logging in every month. UNDP has empowered more than 17,000 vaccine cold chain handlers by training them on eVIN. An activity rate of more than 98% reflects high adoption of the technology across all 10,500 health centres where eVIN is currently operational. eVIN generates actionable analytics across 20 major indicators, encouraging evidence-based decision-making and enhanced accountability. Vaccine availability has increased significantly in most health centres since the introduction of eVIN. Stockouts and vaccine wastage have diminished significantly. This ensures that every child who reaches an immunization site is immunized and not turned back.

After the successful trial in 371 districts in 12 states, eVIN will be up scaled across the rest of India by UNDP in the next two years. The system will get regular software upgrades and move towards further automation, as well as improve forecasting abilities through optimized algorithms. Building on big data and predictive analytics, eVIN can be extended to track other health commodities like essential medicines and equipment.



To design interventions that take the views and behaviours of marginalized communities into account, UNDP has been working with micronarratives for a number of years. Micronarratives are the needed qualitative insights, the ‘thick data’, to complement quantitative data sets. Micronarratives capture patterns and trends in perceptions and offer a methodological breakthrough for identifying perceptions, behaviours and relationships. The approach can also assist with early recognition of weak signals of changing social dynamics, and with the identification of emerging or outlier factors that deviate from normal trends and patterns. In the Western Balkans, for example, UNDP collected micronarratives of Roma communities and identified insights into community needs that were not captured by other data collection methods. These insights inform policy for Roma communities, including returnees, across the Western Balkans.

In Jordan and Lebanon UNDP leveraged this approach to inform interventions targeting social cohesion and the prevention of violent extremism.

UNDP Jordan invested in testing micronarratives as a tool for identifying and tracking changes in a community and generating insights for policy and project implementation. The baseline and endline assessments collect 4,000 micronarratives over two rounds of baselines and endlines from direct livelihoods programme beneficiaries, their families and indirect beneficiaries in wider communities in three governorates in Jordan. The second round of collection and analysis will be completed by September 2017. The endline collection and analysis will provide key recommendations on what kind of interventions may prevent people from focusing on issues related to violent radicalisation/extremism for future programmes and actions.

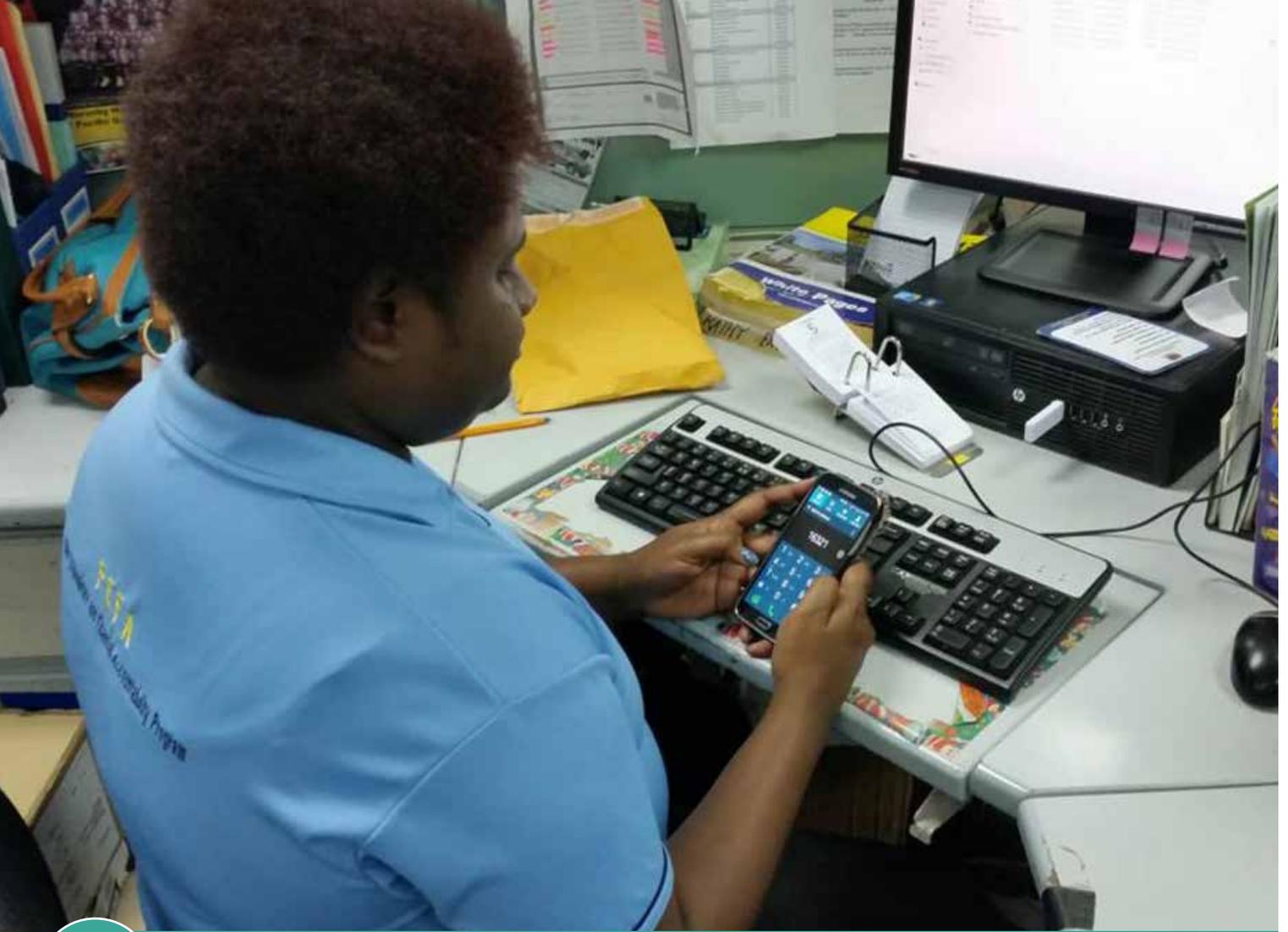
In Lebanon, UNDP initiated the Lebanon Host Communities Support Programme (LHSP) in 2013 in partnership with the Ministry of Social Affairs to promote economic recovery and strengthen social stability in the most vulnerable areas. Assessing the programme’s contribution to social stability and to reducing tensions necessitated non-traditional tools that could realistically reflect the impact of our work. In order to measure the programme’s contribution to the overall objective of reducing tensions between Syrian refugees and host communities and promoting social stability, UNDP collaborated with Aktis Strategy for the implementation of an impact analysis perception survey using SenseMaker®. SenseMaker® is a methodology that elicits micronarratives from respondents about their own direct experience before and after LHSP interventions.

Respondents identify a change that is memorable and hence significant to them, and are then asked to answer questions that examine how they feel about the change they have described and about wider related experiences. This approach focuses the responses on what happened

rather than on general opinions. Over time, shifts in patterns indicated changes in perception and attitude towards provision of services, municipal legitimacy and social stability. By mapping changing perceptions vis-à-vis municipalities and other subcategories, based on type of services, age, gender, confession or socio-economic background, and filtering these perceptions through a contextual analysis, we can display how they have changed, and theorize about the impact of basic and social services projects on the communities.

Results from several rounds of research since 2014 show that service provision remains a central issue in people’s daily lives, and that interventions in this area do in fact touch on people’s most pertinent needs. In addition, the local communities view their municipality more and more as a legitimate and trusted institution. Finally, as access to services causes less tension between refugee and host communities, the study recommendations stressed the need to increase well-designed and targeted programmes in the livelihood sector. This may have greater potential to reduce tensions and further contribute to social stability. This and other recommendations analysed in the survey will help UNDP and the government design the new programme strategic framework.





PAPUA NEW GUINEA | Can an award winning real-time reporting tool be scaled to help governments in multiple countries fight corruption?

Papua New Guinea (PNG) ranks 145 out of 175 countries in Transparency International's Corruption Perception Index, and is in the bottom 15% of the World Bank's Global Governance Corruption Index. An estimated 40% of the country's annual budget, about US\$6.5 billion, is lost to corruption and mismanagement. However, exposing and combating corruption is very difficult in a society where client-patron relationships are woven into the social fabric.

In 2014, UNDP partnered with the Papua New Guinea Government and Australian telecoms MobiMedia and Digicel to develop a minimum viable product, an SMS-based reporting system, that allows civil servants to anonymously report corruption. Additional support for this Phones against Corruption initiative was provided by PNG's Department of the Prime Minister and National Executive Council (DPMNEC) and Australia's Economic and Public Sector Programme (EPSP). The initiative was tested with 1,200 staff in the Department of Finance. All reported cases are anonymous and referred to the Department of Finance's Internal Audit and Compliance Division for further investigation in collaboration with relevant state bodies responsible for criminal investigation and prosecution.

It proved to be an effective and safe space for reporting corrupt practices. Almost half of the staff participated. They provided information that led to investigations into more than 250 cases of alleged corruption and the arrest of two public officials for fund mismanagement of more than US\$2 million.

Based on the prototype's success, the service was rolled out to six new departments and 25,000 government officials countrywide in 2015. By the end of December 2015, almost 22,000 SMSes were received from 6,157 people. Independent research on user experience established that the service is working well. In 2016 the system was further expanded and designed to reach a total of 83,749 public servants across government departments. UNDP also worked with partners to scale up the system and adapt it in Fiji and Bangladesh. Of the 741 cases under investigation by the end of 2016, 93.6% have been reported from the provinces and districts, not the capital city.

The a2i Public Service Innovation Lab, one of UNDP's seven such labs, was established by the Prime Minister's Office in 2007. a2i has established 5,000 digital centres providing internet access across the country. Citizens can now access hundreds of free public services such as land records, birth registration and overseas job applications and private services such as mobile financial services and vocational training.

a2i is also developing a culture of innovation in Bangladesh, aiming to change civil servants' mindsets and put the citizen at the centre of reform. a2i launched a training to help civil servants adopt empathy as the guiding principle towards policy design. The empathy methodology arranges for government officers to participate in the user journeys and visit citizens' access points for services outside their ministry or area of expertise. This exercise puts them in the citizens' shoes as they navigate through the public systems without official or intellectual privileges. For example, the methodology empowered a junior land officer to build a covered waiting area for his poor, aged clients and automate arguably one of the most corrupt land registry services. He became a local hero overnight. In Fulbaria, Mymensingh district, more than 80,000 farmers needed up-to-date and timely ways to identify and treat plant diseases. The area had just 46 government agricultural

field officers based at the subdistrict office who could assist with this, and as a result the farmers had to spend a lot of time, money and effort travelling 20-30 kilometres to consult them. Md. Abdul Malek, an Agriculture Extension Officer and graduate of a2i's empathy training course, developed a standardized pictorial database of more than a thousand problems for 150 plant types using 3,500+ pictures, freely available online. Farmers, often with help of their educated children, are now using this database to easily identify plant problems and learn about solutions.

An assistant teacher at Rangpur District School created an online platform to connect teachers in need of support, guidance and training with talented, high-performing peers. This initiative was scaled up by developing a Teachers Portal with a membership of nearly 150,000 primary and secondary school teachers. Through this platform, every member-teacher is now connected with teachers and mentors accessible seven days a week. The a2i lab has more than 600 pilots now running across health care and education, crops and fisheries, land and human rights. In addition, a2i has now started championing south-south cooperation, sharing its learning with other developing countries in the region: a2i Maldives was launched in September 2015 and Bhutan signed an MoU with a2i.

