

# DEMOCRATIC GOVERNANCE THEMATIC TRUST FUND REPORT

May 2003

## Introduction

The Democratic Governance Thematic Trust Fund (DGTTF) is managed by the Institutional Development Group (IDG) in UNDP's Bureau of Development Policy (BDP). Because it was relatively well funded, it was able to begin implementation quickly and pilot many of the processes and strategic approaches implied by the Thematic Trust Fund modality. With two tranches allocated in 2001-2003, it is clear that demand for DGTTF resources from UNDP country offices greatly exceeded supply. In addition, while there were still improvements to be made in the processes of managing the fund and in establishing its strategic focus, the DGTTF has completed the first phase of establishing itself, and it is now looking towards a second phase of using this new modality to its fullest extent to promote and support UNDP's democratic governance agenda.

As with all TTFs, non-earmarked contributions for a given TTF or any of its service lines are channeled through the TTF Global Window. Within the Global Window, BDP aims to allocate at most 30 percent of funds at most for global programmes and practice strengthening, while a minimum of 70 percent of funds are allocated to COs and regional initiatives. Funds earmarked for specific country or regional projects are channeled through the Country/Regional Window, and are allocated directly to the project. So far, DGTTF funds have only been available through the Global window. The Trust Fund has at its disposal circa \$32 million deposited and committed for the period 2001 – 2003. However, in order to launch the DGTTF effectively, IDG elected to increase the resources available to COs and Regional Bureaux, to \$12 million per year for 2002 and 2003, net of the 5 percent charge for fund administration. Thus a gross of \$25.26 million, or 80 percent has been allocated to CO and Regional Bureaux projects, and \$6.52 million or 20 percent to global programmes and for strengthening the practice.

## **Contributions Deposited and Committed to the Global Window – 2001 to 2003<sup>1</sup>**

<b>Donor</b>	<b>Timing of contributions</b>	<b>Total</b>
The Netherlands	Three tranches: \$2.27 million in November 2001, \$4.31 million in August 2002, and \$2.6 million in April 2003.	\$9.18 million
Norway	Three tranches: \$6.7 million in July 2001, \$7.3 million in July 2002, and \$7.3 million in July 2003	\$21.3 million
Germany	One tranche, in August 2002	\$1 million
Finland	One tranche in 2001	\$0.3 million

<sup>1</sup> Amounts are quoted in U.S. dollars, but were contributed in Euros or local currency. The figures are estimates of the exact values in dollars at the time of their contribution.

<b>Total</b>	\$31.78 million
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The strategic objectives of the DGTTF in 2002 and 2003 have been to support the creation of the Democratic Governance practice, to establish the fund as a fast, flexible mechanism to provide funding for UNDP programmes, and to provide a driving force for alignment around the strategic focus of UNDP in the area of democratic governance. The first objective was achieved through the support for the global programmes and for strengthening the practice. Under the aegis of the Oslo Governance Centre, the Democratic Governance Practice is elaborating several policy guidance notes that, developed with the close collaboration of the SURFs and democratic governance practitioners throughout the world who are members of the practice, will inform UNDP activities. It has also promoted the learning and knowledge codification agendas through the practice network and through establishing the Oslo fellowship programmes, through sub-practice conferences, as well as through the annual Bergen conferences. Funds have only recently become available to headquarters and to the SURFs under this portion of the fund, but mapping exercises of capacity within UNDP offices, support for regional knowledge codification, as well as strategic support for policy advice to country offices have already launched the agenda.

In addition, the Country Office and Regional Programmes portion of the Global Window has built the link between the policy advisory branch of UNDP, in the form of IDG at headquarters, in Oslo and in the SURFs, and the Country Offices. In this way, the DGTTF has been critical in reinforcing UNDP's structural reform in the area of democratic governance. The second objective was achieved through managing the two first tranches of the Country Offices and Regional Programmes portion of the fund, as well as piloting new execution modalities for the practice-strengthening portion of the fund. The first two objectives have had a critical role in fostering alignment: the DGTTF document establishes the broad framework for UNDP support in the area of democratic governance; the trust fund resources provide the stimulus to align around the areas of support described in the service lines, as well as stimulate an active engagement with policy advisors who can help direct activities towards UNDP's focus. The development of practical, programmatically-oriented policy guidance notes and other guidance puts flesh on the bones of the DGTTF document framework.

Finally, the DGTTF has created new partnerships and opened new avenues for resource mobilization. In approximately 50 percent of the countries reporting, across all service lines, the DGTTF projects resulted in additional donor resources for continuation of related activities, for example from the Government's of Norway and Denmark. In still more countries, alliances and coordination with other donors and international NGOs were strengthened, such as with DFID, OSCE, the US Agency for International Development, and the American Bar Association. In some cases local financial commitments were made for continuation of some project activities or outputs. Examples of donor, NGO and national-level government partnerships and contributions are contained in the case studies throughout the report.

## **Implementation of the first two tranches**

### *Alignment with the SRF/ROAR*

The Democratic Governance Thematic Trust Fund has contributed strongly to the achievement of UNDP's institutional goals as they are defined in the Strategic Results Framework (SRF) and reported in the Results Oriented Annual Reports (ROAR). Within the 2001 to 2003 SRF, the governance agenda was encompassed under the first goal, namely to create an enabling environment for sustainable human development. The goal focuses on strengthening the capacity of key governance institutions, promoting social cohesion and improving the efficiency and accountability of the public sector. The three sub goals are incorporated into the DGTTF document:

- Sub-goal 1: National, regional and global and cooperation that widens development choices for sustainable and equitable growth;
- Sub-goal 2: Strengthened capacity of key governance institutions; and
- Sub-goal 3: Increased social cohesion based on participatory local governance and stronger local communities and institutions.

DGTTF funded country and regional projects are required to report using the standard Annual Project Report (APR) format, which reflects the priorities of the ROAR and the SRF. The APR analyzes the contribution of the project during the period of review towards the attainment of outputs, as well as the contribution to the SRF outcome. A review of the Annual Project Reports for 2002 indicates that the vast majority of projects reported achieving or exceeding expectations in terms of contribution to the SRF outcomes.

It should be noted that the agenda and focus that the TTF document promotes also has gone beyond the existing SRF to shape the more assertive stance that UNDP has been asked to take in the area of democratic governance that will be reflected in 2004 to 2006. Thus it has sought to help reinforce the niche UNDP has established by virtue of its unique role in the politically sensitive arena of democratic governance, as well as scale up UNDP's response to reflect the increasing recognition, reflected in the Millennium Declaration, of good governance as a necessary basis for achieving the Millennium Development Goals.

In addition, the DGTTF reinforces UNDP's structural reforms in the area of democratic governance. While the actual resources are very limited as compared to TRAC and non-core funding, it serves two key functions. First, it establishes the practice, which is the central organizing feature of a knowledge-based organization. The knowledge codification and networking, policy development, policy advisory, and alignment aspects of UNDP in the area of democratic governance are all largely supported through the DGTTF. Second, in a world of very limited core funding and very great needs, TRAC funds like non-core funds rarely provide the flexibility or can be autonomously managed such that UNDP can take advantage of swiftly emerging opportunities for promoting a democratic governance agenda or learning from experience. DGTTF, by furnishing funding very flexibly and strategically in a time-bound manner, can leverage a small

amount of resources to have highly catalytic impacts. In addition, nearly 50 percent of those country and regional projects funded in 2002 have reported the DGTTF helped them to mobilize other resources from the government, other bilateral and multilateral donors and NGOs.

### *Global Programmes and Practice Strengthening*

The funds allocated to global programmes and for strengthening the practice were used in two ways. The \$4.74 million have been fully programmed for practice strengthening activities for the overall governance practice and for activities related to specific service lines. IDG has developed a work programme whose key considerations include:

- (1) Operationalizing the service lines defined in the TTF and the objectives of the GCF as they relate to the strategic role of the policy support services network;
- (2) Establishing programme tools, technical support, strategic partnerships and information sharing mechanisms to enable UNDP country offices to work effectively on the democratic governance issues covered by the frameworks of the TTF and GCF;
- (3) Supporting key events and knowledge management and codification opportunities, advocacy and communication on democratic governance in UNDP.;
- (4) Implementing a Public Information, Partnerships, Advocacy and Outreach strategy for the democratic governance practice as a whole as well as its focussed service lines; and
- (5) Planning policy and technical support for COs as part of the BDP/IDG global network.

### *Country Office and Regional Initiatives*

The Democratic Governance Thematic Trust fund has allocated the circa \$25 million to Country Office and Regional initiatives in annual tranches. IDG allocated the first two tranches for 2002 and 2003 in April 2002 and December 2002 respectively. In addition, there was a 'B' list allocation mid-way through 2002, to allow for less than expected expenditures in some projects and new funds. In all, slightly more funds were allocated than were available to account for expected shortfalls in projected expenditures. The principles underlying the allocation and authorization processes were that the processes would be simple and involve a minimum of administrative time; that emphasis would be put on local level review by the SURFs; and that ex ante review would be kept to a minimum in favour of ex post evaluation. As the first tranche of projects were completed in December 2002, it is too early for any substantive evaluation.

Funds devoted to Country Offices and Regional programmes provided special advantages to UNDP programmes on the ground as well as its corporate learning agenda. First, country offices could use the resources strategically for activities that explored new approaches or were politically sensitive such that the government may not have wished to use TRAC funds directly. An example is the support to parliamentary-

constituent relations in **Zimbabwe** described below. Second, country offices were able to use the funds as seed money to establish a voice in key governance issues emerging in their countries. Often, this led to a UNDP approach, informed by the institution's broad experience around the world and its unique relationship with government, to influence if not lead the donor partners' approach. Examples of this abound throughout the list of projects supported. Third, by using DGTTF funds to pilot an approach or to launch a programme, UNDP was able to attract additional funding to an area of activity that might not otherwise have had the necessary attention. An example is the support for judicial reform in **Bulgaria**. Finally, the fund allowed UNDP's country offices, in cooperation with the Bureau for Development Policy, to push forward the institutional learning agenda. The DGTTF-funded activities in the Access to Information service line formed the kernel of lessons learnt from experience that will inform UNDP's policy guidance note on the subject; while the DGTTF's support for the Human Rights plan in **Lithuania** established a model for anti-discrimination approaches in the transitional economies.

**The 2002 tranche.** The application process for the 2002 tranche was necessarily a pilot. Moreover, since the TTF modalities were only approved in February, after a long delay, there was pressure to allocate and begin spending the resources.

Following the directive of its Standing Committee, the DGTTF did not introduce substantive criteria beyond the requirement to adhere to the precepts of the DGTTF document. In addition, the Standing Committee required that 60 percent of resources be allocated to LDCs and Africa, and 70 percent to LICs; that each country receive funding for only one project in the first round (to achieve the objective of alignment throughout UNDP, the largest number of COs possible needed to receive funding); and that each year's tranche was spent within the calendar year. As with all BDP-managed TTFs, COs could ask for between \$25,000 and \$350,000 from the DGTTF. To ensure that CO offices were allowed the widest range of flexibility in the use of funds, and to limit the preparation time that CO's would need to put into applying for funds from the DGTTF, COs were asked, first, to indicate their intent to submit a project to the DGTTF. These expressions of intent (EOI) consisted of a three-line e-mail indicating the project to be funded, the amount asked for, the service line applied to, and an assurance that the funds would be used by December 31<sup>st</sup>.

Eighty countries, three regional bureaux, and one SURF submitted 144 proposals totalling \$25.5 million. The Programme Team meeting made the allocation that, in addition to following the requirements of the Standing Committee, sought to reflect demand by region and by service line. In all, 75 projects from 71 countries and 2 regions were funded. Sixty one percent of funds were allocated to LDCs plus Africa, and 69 percent of funds to LICs. Following the allocation process, IDG called upon those COs to whom funds had been allocated to develop a project document, approve it at a local level Project Approval Committee meeting (LPAC), and submit it to IDG. As a requirement of accessing the funds, the LPAC needed to have the input from the relevant SURF advisor, normally in some 'virtual' fashion. Approval from IDG was then automatic.

**The 'B' list allocation.** The Standing Committee established that progress in disbursing the funds would be reviewed in June 2002, to capture those projects that were disbursing below projections and to account for new resources that might become available to IDG at mid-year. The Regional Bureaux provided IDG with additional projects for a cumulative value of \$700,000 each. These projects were selected based on the following priorities: a) they applied in time for 2002 and were not funded; b) they did not apply in time but were an LDC; c) they were an LDC and were already funded but had another project that could be funded in 2002; d) they neither applied in time nor were an LDC but were likely to be able to spend the money in 2002. In addition, one or two projects that disbursed their resources before June were provided additional funding. Because of a weaker performance on the part of LDCs and Africa, and LICs, the proportion of funds allocated to these two categories diminished slightly.

The following tables include the 'B' list allocations:

### **Allocation by Region**

	<b>No. of Application Received</b>	<b>Total Requested (USD)</b>	<b>No. of Project Approved</b>	<b>Total Allocated (USD)</b>	<b>% Allocated by Region</b>
<b>Africa</b>	41	\$8,131,116	32	6,184,000	40%
<b>Arab States</b>	14	\$2,465,600	11	1,620,000	11%
<b>Asia &amp; the Pacific</b>	19	\$3,223,880	20	2,181,000	14%
<b>Europe &amp; the CIS</b>	46	\$6,924,775	13	2,500,000	16%
<b>Latin America &amp; the Caribbean</b>	24	\$4,826,290	21	2,832,000	19%
<b>Total</b>	<b>144</b>	<b>25,571,661</b>	<b>97</b>	<b>15,317,000</b>	<b>100</b>

### **Allocation by Service Line**

<b>Service Line</b>	<b>No. of Projects</b>	<b>USD</b>	<b>% USD</b>
<b>SL1. Support to Legislatures</b>	10	1,401,000	9%
<b>SL2. Elections</b>	6	1,427,000	9%
<b>SL3. Access to Justice and Human Rights</b>	30	4,491,000	29%
<b>SL4. Access to Information</b>	12	1,616,000	11%
<b>SL5. Decentralization and Local Governance</b>	25	4,274,000	28%
<b>SL6. Public Administration</b>	14	2,109,000	14%

## Allocation by Country Category

Country Category	No. of Project Approved	Total Allocated (USD)	% Allocated by Category
LDC+Africa	46	8,380,000	55%
LIC	58	9,434,000	62%
Non-LDC or Africa	51	6,937,000	45%

**The 2003 tranche.** The allocation process for 2003 funds began in September 2002. The process adopted for the 2003 tranche was informed by the lessons learnt from the first tranche, and was endorsed by the Standing Committee. It followed a process of close consultation with the Regional Bureaux, as well as with the SURFs and other practice groups within BDP. The poorer quality of projects from LDCs on average explains the shortfall from the targeted proportions. Authorizations to spend funds were first issued in February 2003.

The 2003 allocation process differed from the first in the following ways.

- Expressions of Interest were to be one explanatory paragraph and additional information presented in a simple standard form.
- COs were invited to submit no more than 2 projects each for funding
- The allocation process included two Programme Team meetings, one to review IDG's proposals for an allocation, and the second to formally approve the finalized allocation.
- The 40 percent non-LDC or Africa funds were allocated to regions in proportion to the number of countries and regions that applied (rather than the dollar amounts.)

## Allocation by Region

	No. of Application Received	Total Requested (USD)	No. of Project Approved	Total Allocated (USD)	% Allocated by Region
Africa	60	15,337,000	38	5,650,000	41%
Arab States	22	3,926,000	12	1,495,000	11%
Asia & the Pacific	31	6,265,000	19	2,550,000	19%
Latin America & the Caribbean	31	7,454,000	19	1,990,000	15%
Europe & the CIS	38	7,206,000	15	2,032,000	13%
<b>Total</b>	182	40,188,000	103	13,717,000	

### Allocation by Service Line

Service Line	No. of Projects	USD	% USD
<b>SL1. Support to Legislatures</b>	17	2,318,000	17%
<b>SL2. Elections</b>	6	745,000	5%
<b>SL3. Access to Justice and Human Rights</b>	24	3,190,000	23%
<b>SL4. Access to Information</b>	8	1,135,000	8%
<b>SL5. Decentralization and Local Governance</b>	36	4,666,000	34%
<b>SL6. Public Administration</b>	12	1,663,000	12%

### Allocation by Country Category

Country Category	No. of Application Received	Total Requested (USD)	No. of Project Approved	Total Allocated (USD)	% Allocated by Category
<b>LDC+Africa</b>	80	19,543,000	52	7,635,000	56%
<b>LIC</b>	83	19,440,000	52	7,582,000	55%
<b>Non-LDC or Africa</b>	102	20,645,00	51	6,082,000	44%

### *Experience from Each Service Line of Country Office and Regional Initiatives*

**Support to Legislatures.** Support to the legislatures is an area in which UNDP can mobilize its comparative advantage especially effectively, given its particular political sensitivity. This service line relates most directly Subgoal 1.2.1. The strategic area of assistance is to *ensure fair and inclusive democratic participation through effective function of legislative procedures and processes by strengthening internal organization of legislatures, training of parliamentary members and staff to improve functioning of committees, and legislative drafting and oversight.* UNDP's agenda in this area, in addition to TRAC resources, is supported by the Global Programme for Parliamentary Strengthening (GPPS) (GLO/99/616).

The DGTTF funded a total of nine country projects in four regions (Africa, Arab States, Asia and Latin America) and two regional projects in Asia and Arab States respectively. The DGTTF complements the GPPS, which is limited in terms of the number of countries of focus, by allowing other countries to begin to engage in this sub-sector, and to fertilize activities funded through the GPPS with innovations supported through the DGTTF. The GPPS and the DGTTF have also joined in **Timor Leste** and **Niger**, where additional funding was of critical importance. The DGTTF support in **Niger**, for example, built upon what the GPPS had initiated, by ensuring sustainability of the initial GPPS pilot and facilitating dissemination of the good practice in public outreach of the Niger National Assembly to its peers in the region.

The speed and flexibility of the DGTTF allowed for support in the earliest stages of transition. In **Timor Leste**, for example, support for a program to train members of the Parliamentary Secretariat and other MPs directly on their roles and responsibilities

allowed UNDP to provide a leadership role in supporting the National Parliament. The funding also allowed for technical assistance in the design of a larger comprehensive program. In other cases, TTF funding allowed for strategic support in the midst of conflict or a difficult transition. For example, in **Paraguay**, in the midst of a convulsive political and economic upheaval, the project supported development of a White Book that made recommendations for the improvement of the legal and regulatory framework for democratic governance. Not only was the product itself useful, the project created dialogue amongst various actors that had not been seen before, including parliamentarians, political parties, NGOs, academia and mass media, reinforcing UNDP's comparative advantage as a neutral broker for dialogue. The White Book also contributed to the National Strategy to Fight Poverty (ENREP). Similarly, in **Zimbabwe**, the DGTTF was able to mobilize fast to provide invaluable support parliament-constituent relations. The model developed here has both helped build a better democratic dialogue in the face of a worsening democratic climate, and has provided an important means for disseminating public information concerning key issues such as HIV/AIDs and gender sensitization.

Several of the TTF funding programs under this service line also linked with other service lines, particularly Access to Information. Again in **Niger** the project supported the publication of a manual on public consultation for legislators, and a guide on the relationship between the parliament and the citizen. In addition, it sponsored ongoing theatrical productions informing the public of the role of parliament in poverty reduction. And in **Timor Leste**, 200,000 copies of the Constitution were printed and the Parliament is currently devising a plan for public dissemination.

#### **Success Story: Strengthening the Capacity of Electoral Bodies in Mali**

The DGTTF allocated \$250,000 for UNDP Mali to undertake an assistance project in May 2002 that would build on the experiences of the presidential elections in preparation for subsequent legislative elections. Lessons learnt from the presidential election seminars were organized in May for government officials and political parties; wider consultations were also facilitated amongst government officials, political parties, NGOs and citizens to stimulate reflections on the electoral system. In addition, the project supported a survey among 2,000 people on their perceptions and knowledge of democracy and the electoral system to determine and combat reasons for low voter turnout.

The rapid way in which UNDP could engage after the presidential elections has greatly contributed to its leadership in the electoral reform process, resulting in a more efficient and less costly organization of elections, greater participation by the electorate and a National Forum planned for early 2003 that is likely to lead to the adoption of a new electoral law. Additional resources of \$400,000 were mobilized from Norway for the development a capacity-building program that will immediately focus on a national civic education campaign. Other international donors have also expressed interest in supporting

#### **Electoral Systems.**

Under this service line, the DGTTF provided a means for promoting a key feature of good practice, namely ensuring that investments in electoral reform contribute to a long-term institutional framework rather than ad hoc support for elections. Thus most of these programs focused on support for revising electoral laws and systems. This service line relates most directly to SRF subgoal 1.2.2. The strategic focus is *to address reforms and management of electoral systems to ensure participation and enforce rules to assure democratic institutions and processes*

*through: legal and institutional reforms; professional development and public outreach of electoral management bodies; election planning, monitoring and budgeting; improvement of civic voter programmes; and mobilization and coordination of electoral support.*

In order to promote this approach, it is important to be involved in the election process at the early stages, often before other donors are mobilized to provide support. The DGTTF has facilitated this, enhancing UNDP's role as a donor coordinating body and laying the ground for donor co-financing. The DGTTF funded a total of six country programs in the regions of Africa, Asia and Latin America and the Caribbean, all in low-income countries. For example, the program in **Lesotho** not only provided voter and civic education, but also served to further the adoption of a new system of voter registration and a new electoral model. The British High Commission and the Irish Consulate have subsequently provided cost-sharing contributions to UNDP to meet the costs of the Election Observers Coordination Secretariat. Similarly, in **Cambodia**, DGTTF funds bolstered TRAC funds to provide technical advice that supported the establishment of a national electoral commission, led to a major amendment of the electoral laws for the national Assembly, and provided continuing technical assistance to a process that promises to result in a substantial overhaul of the Cambodian electoral system. This will improve democratic governance, reduce the cost of elections, and push forward the process of developing a democratic culture. Fourteen members of the donor community were inspired by these electoral reforms to pledge financial support for the 2003 elections, all except two through cost sharing arrangements with UNDP. In **Mali**, the DGTTF allowed the UNDP country office to be catalytic by starting a political dialogue on the electoral system at an early stage in the electoral process. In **Kenya** UNDP managed to be the first organization to deploy long-term election monitors and observers in the country for the national elections. The initiative gave UNDP and UNV high visibility and cooperation among the public, the Kenyan government and the donor community.

**Access to Justice and Human Rights.** Ensuring that development interventions are human rights based is one of the key corporate objectives for UNDP. This service line relates most directly to SRF subgoal 1.2.3, which seeks to *improve access to and administration of justice by simplifying and streamlining legal systems; strengthening national public defense systems and improving legal aid to the poor; providing legal information to the public;*

#### **Success Story: Building Civil Service Accountability in Tajikistan**

UNDP Tajikistan country office undertook a \$100,000 project in March 2002 to support the improved efficiency and equity in the delivery of public service, as focused on the judicial system. In Tajikistan, there exists very limited capacities for education and re-training for judges, advocates and judiciary system personnel currently operating in the country, with a backdrop of ongoing legal framework changes and a court system perceived to lack transparency. After conducting an intensive needs assessment, the project responded by re-training judges, advocates, judiciary system personnel through targeted and on-the-job training programmes and the establishment of a legal education centre. UNDP worked closely with local and national partners to design the training curricula, including the Ministry of Justice, Council of Justice and College of Advocates.

The project has opened new entry points for UNDP on rule of law and independence of judiciary and established close partnership with the relevant international and national organizations /agencies, including OSCE, OSI, US Agency for International Development and the American Bar Association. The project marked the first time the Tajikistan Ministry of Justice, Presidential Department on Constitutional Rights, human rights NGOs and academics worked together in close partnership.

*promoting alternative dispute resolution techniques; and strengthening active participation of civil society in justice sector reform.*

It also relates to SRF subgoal 1.2.4 , with a strategic focus that contributes to *the creation of an enabling environment for sustainable human development by promoting human rights through the mainstreaming of human rights issues in development planning processes.* This service line received the bulk of DGTTF funding in 2002, with 29 country projects funded. In the area of human rights the fund also built on the work of the HURIST programme and aims to develop national human rights action plans and integrate international legal obligations into domestic law.

In **Congo Brazzaville**, UNDP was able to mobilize DGTTF resources where others were not available in support a Human Rights project focused on creating Public Houses of Justice, on training trainers in human rights, on a basic legal kit for policemen, and on establishing a Human Rights Directorship in the Ministry of Justice. This project is achieving its objectives in the face of considerable difficulties as a result of the continuing military activities, and has established UNDP as an early leader in the field. In Lithuania, the Expansion of the Equal Opportunities project emerges directly from the National Human Rights Action Plan. The DGTTF funds allowed UNDP to act swiftly and support the government in following up on the plan. Training sessions for top decision makers, and very high-profile support has meant that the project has secured prime time radio and television slots in the autumn for ads introducing the public to grounds for anti-discrimination action. This project is providing a model for Human Rights projects in the region. Similarly, in **Bosnia**, the TTF-funded project represented the first-ever attempt to integrate human rights analyses into local development planning at the policy making and implementation level. Many projects contributed to other service lines. For example, in a project in **Azerbaijan** to support the development of the Ombudsman Office contributed to increased human rights protection and oversight as well as increased effectiveness of the Parliament to perform its legislative and oversight functions. Through TTF support, the UNDP office was able to take advantage of a unique opportunity to work in close partnership with both the Ombudsman Office and the Parliament in the field of human rights protection.

In the area of access to justice, in **Nicaragua**, UNDP is supporting the government in preparation and implementation of a Strategic Plan for People's Security in close conjunction with IDB and DfID. Other donors have expressed interest in supporting the initiative. In **Bulgaria**, the DGTTF funding enabled UNDP to immediately respond to the Government's top priorities by providing support to the judicial reform (particularly commercial justice reform) and the anti-corruption efforts in the country – in areas not historically supported by the other major donors involved in the justice sector. The project was co-financed by the British Government, who has expressed interest in continued funding for UNDP. Most importantly, the Bulgarian Government has confirmed its commitment to the proposed reforms and plans to allocate funds from the State Budget to the implementation of the Government/UNDP follow-up project.

**Access to Information.** This is a relatively new and rapidly expanding area in development, and one in which UNDP is establishing a leadership role. In 2002,

DGTTF funded 12 programs, many of which involved the improvement of dialogue between government and citizens, but also work with the media. Experience from these projects is captured in a situational analysis paper that was distributed widely on the governance network, and informs the policy guidance note that IDG is currently drafting. As part of these projects, innovative pilot programs were also tested, such as the establishment of e-governance for villages in **Albania**. In **India**, the right to information was applied to food security and urban governance issues through capacity building of senior government officials. Public hearings held on food security in Kelwara and Rajasthan, and on urban development expenditure in Sundarnagari and Delhi were the first of their kind in India.

In **RBLAC**, DGTTF funds are complementing a regional project to support an innovative initiative that seeks to develop a typology for, improve the methodologies of, and provide technical service for improving civic dialogue in the region. In **Kyrgyzstan**, a project is establishing the infrastructure and capacity for improved parliament–citizen communication, with the aim of increasing the accountability of elected officials and improving effectiveness of parliament as an oversight body.

**Decentralization and Local Governance.** Decentralization and local government is one of the areas of greatest support for the DGTTF, reflecting the rising interest in this area of governance. This service line relates most directly to SRF Sub-goal 3, and addresses various strategic foci under that subgoal, including *addressing policy reforms through development planning; promoting effective legal frameworks and plans for mobilizing resources to the regional and local levels; build partnerships between civil society and local government; and support self-organization alliances by the poor*. The DGTTF provides a particularly flexible way of learning lessons and piloting new ideas that benefit other resources, such as the Decentralization Programme, LIFE, and Urban Management Programme. In addition, a recently signed MOU with

**Success Story: ICT to Improve Local Governance in Latin America**

Transition to democracy in Latin America has included explicit objectives of decentralization, but in many cases the process of decentralization was not fully completed or was conceived only in terms of deconcentration of functions while the decision-making process remained centralized. Therefore, DGTTF contributed \$250,000 to a pilot program to create a “Virtual Fair to Strengthen Local Governance in Latin American” through the use of cutting edge information and communication technologies to re-package the traditional concept of the fair as a space where suppliers and demanders exchange information, products and services.

With the assistance of 15 country offices, the project worked with local government, business as civil society partners to establish a specialized website to systemize, codify and document local experiences for fostering democratic governance. The website was linked to the existing Latin American Governance Network Information and Knowledge System (LAGNIKS), which provides diagnostic services and reaches 30,000 subscribers in the region. It has proven innovative in the creation of new modalities for knowledge capturing, codification and dissemination, such as in situ celebrations, business rounds for knowledge marketing and virtual promotion of best practices among practitioners. The project significantly enhanced UNDP as a substantive actor in the local governance arena in Latin America and is successfully mobilizing resources to further institute the program.

UNCDF has formalized the ability of BDP and UNCDF to provide complementary experience in the area of local governance, and the DGTTF has funded innovative approaches piloted by UNCDF.

An example is **Uganda**, where a project to strengthen local council administration of justice builds on the human rights, access to justice, and decentralization agenda of UNDP. In many cases, the funds have contributed during critical moments of the decentralization process or have helped to initiate it. In **Bhutan**, The DG TTF funds helped set the pace for the main decentralization programme, which is to follow in 2003. The DGTTF trained some of the key actors in the local decentralized system, which will contribute to a larger programme to be jointly funded by UNDP, UNCDF, SNV and DANIDA (Denmark). In **Armenia** the funds are being used to develop a typology of communities. This will be used as a basis for planning and management not only as part of UNDP's support to the decentralization process, but by all other donors in the field. In **Georgia** funds are being used to strengthen the Regional Government in the Imereti region. The process has been especially participatory, involving over 1000 people in the presentation of the project, including NGOs and CSOs, and including in the design better access of NGOs and CSOs to the regional government process. Finally, the **Regional Bureau for Latin America and the Caribbean** - supported Virtual Fair to Strengthen Local Governance in Latin America is documenting and codifying over 200 innovative experiences to be shared regionally and internationally, and has established a community of practice on local governance including at least 200 practitioners from the region.

**Success Story: Creation of an Enabling Environment for Sustainable Human Development in Sierra Leone**

DGTTF supported a project for Preparatory Assistance to Launch the Practice Team of Analysis on Governance (TANGO) and Development of the Post-war Governance Interim Programme in Sierra Leone begun in January 2002. The program was designed to give voice to the overwhelming demands of citizens in a war-torn country with a legacy of bad governance and considerable exodus of human resources, while ensuring sustainable human development concepts are being considered in government policy formulation and implementation. After a series of UNDP-supported national and regional level governance round-tables involving government and civil society, the Interim Governance Project 2002-2003 (IGP) was formulated and approved, focusing on five sectors: decentralization & local governance, justice, rule of law & human rights, public services and public sector reform, security sector and capacity building for democracy.

The DGTTF fully funded the Governance Practice Area, which enabled the CO to lead in the process of identifying the major governance priorities and assisting the government in distinguishing between wishes and achievable, strategic results. The Governance Team received high-level support from Government, with several significant meetings such as the national Governance Round-Table chaired by the Vice-President. UNDP was commended for taking a leadership role in the governance area amongst the donor community, co-leading with other partners in various activities, such as with DFID on the task force on decentralization and local governance.

**Public Administration and Anti-Corruption.**

This relates most directly to SRF Goal 1, Sub-goal 4: an efficient and accountable public sector, however activities also relate to strengthening the other three sub goals mentioned. Strategic areas of support include strengthening accountability and transparency through development and implementation of anti-corruption legislation and policies; building capacity of independent oversight and monitoring mechanisms, such as the Office of the Auditor General and the Ombudsman; and

Increasing efficiency and equity in the delivery of public services.

The DGTTF funded a total of thirteen country programs of this nature in all regions where UNDP is active. Projects in both **Mozambique** and **Moldova** focused on anticorruption, the former establishing a national forum for transparency and accountability in the public sector, including the government, the public, and the media, that meets every two weeks, aligning it through memoranda of understanding to the Criminal Investigation Police and the Judicial Training Centre, as well as providing training for journalists. The latter helped strengthen national capacities to fight corruption in conjunction with the national chapter of Transparency International. Both projects have built on UNDP's comparative advantage in being able to join with government and civil society in a politically sensitive area, and have raised the profile of anti-corruption to the highest political levels and linked these efforts to civil society. In **Bosnia**, UNDP's support for the Civil Service Staff College project enabled UNDP to play a key role in establishing a consensus around the nature of public administration in this politically sensitive new state. As a result of the project, other donor organization have joined with UNDP and provided substantial financial commitments, and have allowed UNDP to play a leading role in the development of the civil service reform debate.

## Challenges and Lessons Learned:

The TTF modality has been very successful in meeting the institutional objectives of the first two rounds of the DGTTF. These were to support the creation of the Democratic Governance practice, to establish the fund as a fast, flexible mechanism to provide funding for UNDP programmes, and to provide a driving force for alignment around the strategic focus of UNDP in the area of democratic governance. From the perspective of the process, the fact that the DGTTF has been able to go through two tranche allocations has meant that the first generation of lessons, mentioned above, have already been integrated into the process. It is still too early for second generation lessons to emerge, but it is already clear that the process for the second round was considerably smoother and less involving than in the first round, and was built around better links between the Regional Bureaus and IDG. On the other hand, strengthening the strategic focus of the DGTTF on particular elements of a learning agenda remains a challenge.

On the substantive side, the flexibility of the DGTTF has allowed country offices to learn lessons from experience concerning the use of such funds:

- **Flexibility and the ability to act rapidly can be especially important to capture the moment in politically volatile environments.**

This allowed UNDP to establish a leadership position in politically sensitive areas. Many country offices cited the participatory nature, flexibility and efficiency of the TTF projects to be key to their success, either explicitly or implicitly. For example, a project in **India** to support partnerships between local authorities and civil society organizations to increase citizen's access to information, was able to respond to a recently passed Union Freedom of Information Bill and Right to Information Acts, conducting training and forming coalitions of interested groups. Similarly, the DGTTF enabled UNDP **Bulgaria** to become one of the leading donors and policy advisors of the Bulgarian Government in the areas of judicial reform and anti-corruption – an area that donors had not previously been active in. The funds enabled UNDP to respond quickly to the demand for assistance of the Bulgarian Ministry of Justice, thus becoming its trusted and strategic partner at a critical stage. In **Vietnam**, the country office used the fact that the fund is an additional resource to TRAC to leverage additional focus on the area of human rights, and allowed UNDP an entry point with the government on human rights issues for the first time.

- **The TTF has been a successful tool across various types of projects in mobilizing other donor resources and creating new partnerships.**

Finally, the DGTTF has created new partnerships and opened new avenues for resource mobilization. In approximately 50 percent of the countries reporting, across all service lines, the DGTTF projects resulted in additional donor resources for continuation of related activities. For example, as a follow-on to the DGTTF supported program to strengthen the capacity of electoral bodies in **Mali**, additional resources of \$400,000

were mobilized from the Norwegian government for a post-election capacity-building program that will immediately focus on a national civic education campaign. In still more countries, alliances and coordination with other donors and international NGOs were strengthened. For example, in **Tajikistan**, DGTTF support for the improved efficiency and equity in the delivery of public service, as focused on the judicial system, forging partnerships with OSCE, the US Agency for International Development, and the American Bar Association. In **Guyana**, UNDP worked closely with the International Foundation for Electoral Systems (IFES) as both organizations offered complementary support to the electoral authorities. In some cases local financial commitments were made for continuation of some project activities or outputs.

- **The short timeframe was challenging but can be overcome.**

The requirement that all DGTTF funds must be used within the calendar year in which it was allocated was included to i) ensure that DGTTF funds would not be tied up in long term commitments; and ii) to limit the use of the resources to catalytic activities of a particularly timely nature. In contrast to TRAC and most other funding, this approach was aimed to help Country Offices respond more flexibly to country needs as they arose, and to demonstrate innovative approaches. The need to use the resources in a short time represented a challenge for some countries. However, a review of the Annual Project Reports for TTF-funded programs in 2002 showed that this did not hinder their ultimate success. In the future, IDG will do more to help Country Offices select projects for DGTTF funding more strategically to take better advantage of this modality.

## **Future plans**

In future tranches, the DGTTF will concentrate on three key areas. First, it will continue to refine the allocation process to sharpen the focus of DGTTF funds on the institutional learning agenda. This will necessarily have to be a long term process, as country offices, regional bureaus and IDG, in the form of the Governance Practice, refine their areas of focus and strengthen their ability to identify activities that both respond to immediate country needs and contribute to the institutional learning agenda. Second, the DGTTF will focus on the ex-post analysis of results and lessons learnt as they emerge. Finally, while the DGTTF was fortunate in having sufficient resources to meet its objectives in the first two tranches, resources will need to be raised for future tranches.

## Annex 1.: List of Project Approved under the DGTTF 2002 tranche

Country/Unit	Regional Bureau	LDC/non-LDC	Project name	Amount	Service Line Number
Albania	RBEC	0	E-governance for villages	\$110,000	5
Algeria	RBAS	0	Consolidation of participatory democracy through the improvement of the relationships between citizens and parliaments	\$200,000	4
Angola	RBA	1	Institutional Reform and Administrative Modernization	\$193,750	6
Argentina	RBLAC	0	Justice Reform	\$150,000	3
Armenia	RBEC	0	Decentralization and Local Government	\$100,000	5
Asia	RBAP	1	Parl. Policy Network	\$90,000	1
Asia	RBAP	0	Cross Border Media	\$50,000	4
Azerbaijan	RBEC	0	Ombudsman Office	\$200,000	3
Bangladesh	RBAP	1	Policy Paper on Hartals	\$51,000	3
Belarus	RBEC	0	Application of International instruments+Inmates rehab	\$90,000	3
Benin	RBA	1	Observatoire de gouvernance	\$0	3
Bhutan	RBAP	1	Support to Decentralization	\$200,000	5
Bolivia	RBLAC	0	Strengthening political part. of women in municipalities	\$125,000	5
Bosnia	RBEC	0	Civil Service Staff College	\$140,000	6
Bosnia	RBEC	0	Municipal Human Rights	\$100,000	3
Bulgaria	RBEC	0	Review of Administrative Justice	\$260,000	3
Botswana	RBA	1	Assessment for Decentralization	\$100,000	5
Burkina Faso	RBA	1	Production of NHDR	\$50,000	4
Cambodia	RBAP	1	Restructuring and law on elections	\$230,000	2
Burundi	RBA	1	Human Rights	\$300,000	3
Cameroon	RBA	0	Effective local urban governance	\$300,000	5
Colombia	RBLAC	0	Decentralization	\$150,000	5
Chad	RBA	1	Modernisation de l'Etat-Justice	\$300,000	3
Comoros	RBA	1	Decentralization	\$100,000	5
Congo B	RBA	1	Justice and Human Rights	\$172,000	3
Djibouti	RBAS	1	Apui au programme cadre national de gouvernance	\$210,000	5
East Timor	RBAP	1	Support to the future Parliament	\$140,000	1
Ecuador	RBLAC	0	Anti corruption in decentralization	\$100,000	6
Egypt	RBAS	0	Access to Human Rights	\$100,000	3
El Salvador	RBLAC	0	Promote discussion of violence	\$100,000	4
Cote d'Ivoire	RBA	0	Human Rights Training	\$120,000	3
FYR Macedonia	RBEC	0	Decentralization and Local Governance	\$170,000	5
Ethiopia	RBA	1	Support to the Judicial Reform Process	\$195,000	3
Georgia	RBEC	1	Support for Democratic Governance in the Imereti Region	\$200,000	5
Georgia	RBEC	1	Establishment of Regional Public Defenders	\$90,000	3
Gabon	RBA	0	Decentralization and good governance	\$300,000	5
Guyana	RBLAC	0	Electoral Reform	\$125,000	2
Haiti	RBLAC	1	Consolidation of the rule of law	\$350,000	3
India	RBAP	0	Access to Information	\$150,000	4
Iran	RBAP	0	Human Rights Initiative	\$100,000	3
Jamaica	RBLAC	0	Civic Dialogue for Democratic Governance	\$300,000	3
Jordan	RBAS	0	Support to Anti Corruption	\$100,000	6
Ghana	RBA	0	Capacity Building Police Administration	\$125,000	3
Khazakistan	RBEC	0	Strengthening the Media	\$100,000	4
Kosovo	RBEC	0	ICT for Public Admin Reform	\$150,000	6
Kyrgyzstan	RBEC	0	Improving access to information and communication with Parliament	\$165,000	4
Laos	RBAP	1	Strengthening of the Legislative process	\$100,000	1
Latvia	RBEC	0	Improved Policy Making	\$110,000	6
Lebanon	RBAS	0	Decentralization	\$125,000	5
Lebanon	RBAS	0	Strengthening Legislative capacity in Parliament	\$100,000	1
Kenya	RBA	0	Electoral Systems	\$200,000	2
Lesotho	RBA	1	Voter and Civic Education	\$300,000	2
Lithuania	RBEC	0	Expansion of equal opportunities	\$70,000	3
Liberia	RBA	0	Promotion of Human Rights for IDPs	\$200,000	3
Malaysia	RBAP	0	Access to Information-Challenges for Civil Society to Promote Democratic Governance	\$100,000	4
Maldives	RBAP	1	Decentralization	\$50,000	5

Country/Unit	Regional Bureau	LDC/non-LDC	Project name	Amount	Service Line Number
Madagascar	RBA	1	Local Governance	\$170,000	5
Moldova	RBEC	0	Civil society capacity to fight corruption	\$75,000	6
Mongolia	RBAP	0	Support for National Anti-corruption activities	\$100,000	6
Morocco	RBAS	0	Decentralization and local Governance	\$150,000	5
Mali	RBA	1	Strengthening Electoral Bodies	\$250,000	2
Mozambique	RBA	1	Support to Anti-corruption measures	\$300,000	6
Mozambique	RBA	1	Support to UTRESP	\$0	6
Nepal	RBAP	1	Access to Justice	\$150,000	3
Nicaragua	RBLAC	0	National Human Security Plan	\$100,000	3
Namibia	RBA	0	Coordination between key ministries for decentralization	\$103,250	5
Niger	RBA	1	Electoral Support	\$0	1
Pakistan	RBAP	0	Devolution of Trust for Community Empowerment	\$150,000	5
Pakistan	RBAP	0	Capacity building for Legislators	\$46,000	1
Paraguay	RBLAC	0	Institutional Reform	\$200,000	1
Peru	RBLAC	0	Constitutional Reform	\$175,000	1
Philippines	RBAP	0	Judicial reform for the disadvantaged	\$150,000	3
POGAR	RBAS	0	Strengthening Capacity of Legislatures	\$140,000	1
Poland	RBEC	0	Promoting Public Debate	\$62,382	4
RBLAC	RBLAC	0	Virtual Fair for Local Governance	\$350,301	5
RBLAC	RBLAC	0	Dialogue	\$275,000	4
Nigeria	RBA	0	Strengthening Initiatives against Institutional Corruption	\$300,000	6
Rwanda	RBA	1	Democratic Governance: Governance	\$300,000	4
Sao Tome	RBA	1	Technical Assistance to Electoral Processes	\$322,000	2
Senegal	RBA	1	Capacity building for local elected leaders	\$175,000	5
Solomon Island	RBAP	1	Support to Constitutional Reform	\$100,000	3
Somalia	RBAS	1	Bridges between Civil Society and Local Government	\$235,000	5
Sierra Leone	RBA	1	Local Governance Reform	\$300,000	5
Syria	RBAS	0	Strengthening capacity of Parliament	\$110,000	1
Syria	RBAS	0	Support to administrative development	\$150,000	6
Tajikistan	RBEC	0	Establishing a legal Education Center	\$250,000	3
South Africa	RBA	0	Improving Coordination for planning and Budgeting	\$300,000	5
TUGI Regional Programme	RBAP	0	Media Training for Good Urban Governance	\$63,800	4
Turkmenistan	RBEC	0	Decentralization	\$0	5
Swaziland	RBA	0	Support to Constitutional Reform	\$108,000	3
Ukraine	RBEC	0	Participatory Gov and Integrity in Action	\$180,000	6
Vietnam	RBAP	0	Stock taking of Human Rights conventions	\$60,000	3
Vietnam	RBAP	0	Legal Sector Reform	\$100,000	3
Yugoslavia	RBEC	0	Public Admin and Civil Service	\$210,000	6
Tanzania	RBA	1	Strengthening Participatory Democratic Systems	\$100,000	3
Uganda	RBA	1	Local Gov. Administration of Justice	\$100,000	5
Zambia	RBA	1	Decentralization of Human Rights	\$100,000	3
Zimbabwe	RBA	0	Support to Parliament	\$300,000	1

## Annex 2.: List of Project Approved under the DGTTF 2003 tranche

Country/Unit	Regional Bureau	LDC	LIC	Project Title	Allocated Amount	Service Line
Albania	RBEC			Support to the Albanian Ministry of Foreign Affairs and other line Ministries to Improve Capacity to Monitor and Report on International Conventions and Treaties, including the MDGs	\$113,000	6
Algeria	RBAS			Promotion of Decentralization and Local governance	\$140,000	5
Angola	RBA	1	1	Institutional Reform and Administrative Modernization	\$140,000	6
Armenia	RBEC		1	Local-Self Governance Strengthening	\$110,000	5
Azerbaijan	RBEC		1	Development of the Ombudsman Institutional Capacities in the regions of Azerbaijan	\$130,000	3
Belize	RBLAC			Strengthening the Policy Development and Monitoring Capacity of Civil Society Organizations	\$70,000	5
Benin	RBA	1	1	Mise en place d'un mécanisme d'Appui à la Gouvernance Démocratique au Bénin	\$140,000	5
Bhutan	RBAP	1	1	Strengthening Pro-poor Policy through Legislative Interventions.	\$150,000	5
Bolivia	RBLAC			Networks of Citizens Against Corruption	\$150,000	6
Bosnia	RBEC			Civil Service Staff College (CSSC)	\$180,000	6
Botswana	RBA			Training of Civil Servants about Best Practices for effectively delivering public services to the people, and especially to women and the poor.	\$140,000	6
Burkina Faso	RBA	1	1	Renforcement des capacités de dialogue du parlement sur les stratégies et politiques de développement	\$178,000	1
Burundi	RBA	1	1	Promotion de l'activité Parlementaire	\$185,000	1
Cambodia	RBAP	1	1	Support to National Elections in Cambodia	\$150,000	2
Cameroon	RBA		1	Simplifying and Streamlining of Administrative Procedures in Cameroon Public Administration	\$160,000	6
Cape Verde	RBA	1		Strengthening Democratic Governance Tools To Help Maintain Peace And Stability In A Context Of Poverty Reduction And Development Promotion	\$225,000	4
CAR	RBA	1	1	Support to the single reference system of computerised management of civil servant	\$170,000	6
Chad	RBA	1	1	Renforcement de la gestion de l'Etat Civil	\$130,000	3
China	RBAP			Promoting Local Governance in Urban Community in China	\$150,000	5
Colombia	RBLAC			Promotion of local democratic governance based on applying learning experiences in Regional Development and Peace Programmes.	\$90,000	5
Comoros	RBA	1	1	Programme d'appui a la mise en place des nouvelles institutions	\$160,000	5
Cote D'Ivoire	RBA		1	Formation à l'éducation civique et aux droits de l'homme	\$115,000	3
Cuba	RBLAC			Local Capacity strengthening for Programme Management	\$90,000	5
Djibouti	RBAS	1		Projet de participation des femmes à la vie politique et à leur entrée à l'Assemblée Nationale	\$150,000	1
Dominican Republic	RBLAC			Enriquillo Region Development through Improved Municipal Government Administration	\$80,000	5
DR Congo	RBA	1	1	Re-establishment of rule of law	\$140,000	3
E. Timor	RBAP	1	1	Strengthening the Role of Civil Society Organisations in Nation Building in East Timor	\$150,000	5
Ethiopia	RBA	1	1	Improving Local Governance Structures and Civil Society Participation	\$120,000	5
Gambia	RBA	1	1	Support to the National Governance Programme	\$160,000	1
Georgia	RBEC	1	1	Support for Democratic Governance in the Imereti Region	\$150,000	5
Ghana	RBA			Cap. Building for Police Service	\$150,000	3
Guinea	RBA	1	1	Support to the reinforcement of the Civil Society for the implementation of the National anti-Corruption Programme in Guinea	\$185,000	6
Guinea Bissau	RBA	1	1	Strengthening the journalist network on sustainable human development and millennium development goals.	\$175,000	4
Guyana	RBLAC			Electoral Process	\$75,000	2
Haiti	RBLAC	1	1	Support to the judicial reform process in Haiti through the reform of the Criminal Law	\$175,000	3
India	RBAP		1	Media and Citizens' Access to Information	\$100,000	4
Indonesia	RBAP		1	Developing a Good Local Governance Self-Assessment Tool in Indonesia	\$50,000	5
Iran	RBAP			Judicial Strengthening through Training and Research towards Greater Access to Justice	\$100,000	3
Jamaica	RBLAC			Civic Dialogue For Democratic Governance	\$120,000	3
Jordan	RBAS			Strengthening the Institutional Capacity of the Parliament of Jordan	\$140,000	1

Country/Unit	Regional Bureau	LDC	LIC	Project Title	Allocated Amount	Service Line
Kazakhstan	RBEC			Strengthened Capacity of Civil Society Organisations for Participation in 2004 Parliamentary Elections in Kazakhstan	\$100,000	2
Kenya	RBA		1	Formulation of National Devolution Policy and Capacity Building for Devolved Authorities	\$120,000	5
Kosovo	RBEC		1	Support to Parliamentary Electronic Archives in Kosovo - SPEAK	\$170,000	1
Kyrgyzstan	RBEC		1	Strengthening national human rights defence system through establishment of Ombudsman Institution in Kyrgyzstan	\$140,000	3
Laos	RBAP	1	1	Strengthening the Legislative process and the oversight Functions of the National Assembly (NA)	\$150,000	1
Lebanon	RBAS			Towards Improving Access to Justice by Enhancing Transparency and Efficiency in the Administration of Justice	\$100,000	3
Lesotho	RBA	1	1	Voter and Civic Education for Consolidation of Democracy.	\$195,000	2
Macedonia	RBEC			Mapping the Socio-economic Disparities among Macedonian Municipalities	\$150,000	5
Madagascar	RBA	1	1	Local Governance in Madagascar	\$170,000	5
Malawi	RBA	1	1	Alternative Dispute Resolution	\$140,000	3
Maldives	RBAP	1		Support for National Decentralization Strategies Improving Coordination between Key National Ministries	\$60,000	5
Mali	RBA	1	1	Support to capacity building of National Assembly in Mali	\$175,000	1
Mauritania	RBA	1	1	Appui à l'appropriation nationale des MDG en vue de l'amélioration des politiques publiques	\$105,000	3
Mauritius	RBA			Anti Corruption	\$50,000	6
Moldova	RBEC		1	Local Agenda 21 in Moldova	\$154,000	5
Mongolia	RBAP			New and Restored Democracies	\$350,000	3
Morocco	RBAS			Support to the reform of the Moroccan Parliament.	\$140,000	1
Mozambique	RBA	1	1	Support to Initiatives toward Accountability and Transparency in the Public Sector	\$170,000	6
Namibia	RBA	1		Coordination between key ministries for decentralization	\$197,000	5
Nepal	RBAP	1	1	Enhancing Access to Justice through Media Campaign, Settlement Fairs and Strengthening Community Mediation Practices	\$150,000	3
Nicaragua	RBLAC	1	1	Human Security	\$125,000	3
Niger	RBA	1	1	Capacity Building for the National Assembly and Support to Decentralization	\$175,000	5
Nigeria	RBA		1	The Political Empowerment of Women	\$150,000	1
Panama	RBLAC			Support for the Strengthening of the Judicial System through the Design of a National Justice Strategy for the Republic of Panama through a consensus-building process	\$80,000	3
Paraguay	RBLAC			Institutional Reform of Paraguay II	\$90,000	1
Philippines	RBAP			Grassroots Citizen Voter Education & Training of Grassroots Leaders	\$75,000	2
PNG	RBAP			Results Based Management and Planning For Least Developed Provinces	\$100,000	5
RBAP-PARAGON	RBAP			Decentralisation for Poverty Reduction	\$100,000	5
RBAP-PARAGON	RBAP			Strengthening Parliamentarians Trade Negotiation Skills	\$90,000	1
RBAS	RBAS			Regional Local Governance Forum	\$150,000	5
RBAS	RBAS			Support for Increased Participation of Arab Women in Public Life	\$75,000	3
RBAS-POGAR	RBAS			Strengthening the Oversight Functions of Legislatures	\$75,000	1
RBLAC	RBLAC			"Democratic Dialogue: Promoting multi-stakeholder consensus building as a tool for strengthening democratic governance"	\$90,000	4
RBLAC	RBLAC			Virtual fair to Strengthen Local Governance	\$75,000	5
RBLAC	RBLAC			Democratic Development in Latin America: status, citizen's perceptions, indicators and agenda	\$190,000	4
RBLAC	RBLAC			Access to Justice: research for development and training	\$100,000	3
RBLAC-CARICOM	RBLAC			Strengthening Civil Society Participation in CARICOM Regional Governance and Decision-making Organs	\$75,000	5
RO Congo	RBA		1	Support to Parliamentary Institutions	\$110,000	1
Romania	RBEC			Support to the implementation of the Law on Access to Public Information in Romania	\$135,000	4
Russia	RBEC			Co-operation with the State Parliament for the improvement and development of the NGO and non-commercial sector legislative framework	\$80,000	1
Rwanda	RBA	1	1	Decentralization for poverty reduction	\$165,000	5
Saudi Arabia	RBAS			Policy and Capacity Development for Provisional Councils	\$100,000	5
Senegal	RBA	1	1	Renforcement des Capacités des Elus Locaux pour une Bonne Gouvernance -	\$140,000	5

Country/Unit	Regional Bureau	LDC	LIC	Project Title	Allocated Amount	Service Line
				Phase II		
Sierra Leone	RBA	1	1	Support to Interim Governance Project	\$165,000	3
Solomon Islands (through Fiji CO)	RBAP	1	1	Strengthening Capacity for Democratic Governance in Isabel Province, Solomon Islands	\$150,000	5
Somalia	RBAS	1	1	Enhancing Access to Justice for the Poor	\$150,000	3
South Africa	RBA			Decision Support System for Policy Makers and the Civil Society of South Africa	\$70,000	4
Sri Lanka	RBAP			Strengthening of non-state transitional governance capacity	\$300,000	5
Sudan	RBAS	1	1	National Campaign on Human Development and MDGs	\$150,000	4
Suriname	RBLAC			Public Administration	\$75,000	6
Swaziland	RBA			Capacity Building for Democratic Governance	\$140,000	3
Tajikistan	RBEC		1	Establishing a Legal Education Center (LEC)	\$150,000	3
Tanzania	RBA	1	1	Zanzibar Local Governance Reform	\$160,000	5
Thailand	RBAP			Support to Social Audit Methodology	\$50,000	5
Turkey	RBEC			Establishing a Sustainable Network to Promote Local Democratic Governance in Turkey	\$140,000	5
Uganda	RBA	1	1	Strengthening Local Council Administration of Justice	\$160,000	5
Ukraine	RBEC			Integrity in Action: Towards Public Accountability and Human Rights in Ukraine	\$130,000	6
Uruguay	RBLAC			Strengthening capacities of local actors for local development planning	\$90,000	3
Venezuela	RBLAC			Support to Electoral Processes in the Context of National Dialogue for Peace and Democracy	\$150,000	2
Vietnam	RBAP		1	The Budgetary Process and Oversight Capacity of the National Assembly and People's Councils in Viet Nam	\$125,000	1
Yemen	RBAS	1	1	Support to the Decentralization and Local Governance in Yemen	\$125,000	5
Zambia	RBA	1	1	National Committee on Human Rights	\$70,000	3
Zimbabwe	RBA		1	Support to Parliament	\$150,000	1