



Empowered lives.  
Resilient nations.



United Nations Development Programme

# DEMOCRATIC GOVERNANCE THEMATIC TRUST FUND

2014 ANNUAL REPORT

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UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in more than 170 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

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**COVER:** Political leaders from around the world attend the 2014 Inter-Parliamentary Union Meeting of Women Parliamentarians (Photo: IPU)

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# DEMOCRATIC GOVERNANCE THEMATIC TRUST FUND

2014 ANNUAL REPORT



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# FOREWORD



We live in a world of exceptionally rapid change. Arriving at the end of the Millennium Development Goals (MDG) era, we can celebrate the tremendous achievement of meeting the overall global poverty target. Looking forward to the post-2015 agenda and Sustainable Development Goals (SDGs), we know that our understanding of the complex, multidimensional nature of poverty has evolved. More sophisticated development solutions that connect and cut across these dimensions are in demand. They must tackle inequality and exclusion, build resilience, and aim for environmental, social and economic sustainability.

UNDP, as a leading multilateral development organization, has changed to mirror the world we live in—and to stay ahead of the curve. In 2014, we adopted a new Strategic Plan premised on integrated approaches to development, and we restructured accordingly. The reorganization has brought together the former Bureau for Crisis Prevention and Recovery and the Bureau for Development Policy under one new entity, the Bureau for Policy and Programme Support, and created a Crisis Response Unit focusing on immediate crisis response. It offers a more integrated, comprehensive financial and institutional configuration that allows UNDP to seamlessly support countries throughout the entire development continuum, from prevention, response and recovery to, ultimately, sustainable development. It enables the application of multidimensional strategies, including those related to livelihoods, environment and climate change and the rule of law, that contribute to sustained recovery and build resilience. Teams within the Bureau are fully integrated to ensure complementarity, synergy and links to longer term development goals.

UN Member States have agreed that making these connections is at the heart of the post-2015 sustainable development agenda. Doing so magnifies the impact of development actions aimed at creating a more resilient, equal and sustainable world.

UNDP's trust funds are a vital and flexible resource. They allow us to catalyse innovation and to respond rapidly to country priorities. They have long been oriented around particular themes, such as democratic governance, crisis prevention and recovery, and environment and energy, which continued to guide our work during 2014. They too, are undergoing a process

of transition reflecting the drive towards more integrated development interventions. A new funding architecture will debut in 2016. It will reflect this integrated approach, build on the proven effectiveness of the existing trust funds, and emphasize strong connections between resources and results, as well as improved quality assurance and transparency. All of these measures are geared towards effective adaptation to the rapid transformations in the international development architecture.

## DEMOCRATIC GOVERNANCE THEMATIC TRUST FUND

This report highlights 2014 results delivered under the existing Democratic Governance Thematic Trust Fund (DGTTF). Resilient governance systems depend on a robust social contract between the state and society. Governments need to be able to deliver on their promises to maintain people's trust, which in turn underpins stability and protects against vulnerability. This process encompasses capacities to prevent conflict; uphold the rule of law, justice and human rights; ensure inclusive participation; and make institutions fully accountable—with women and men in each case able to play equal roles. All of these areas are essential to Goal 16 of the post-2015 development agenda, which is in turn fundamental to the achievement of all other Sustainable Development Goals.

We at UNDP are grateful to the donors who have supported the DGTTF and are backing its evolution. Their contributions have improved people's lives around the globe, as this report repeatedly underscores, and continue to strengthen the foundation for durable, peaceful development in the post-2015 era.

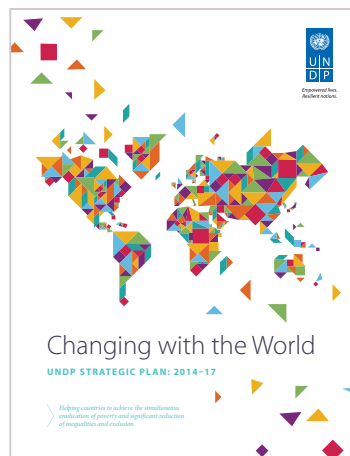
*UNDP's trust funds  
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priorities.*



**Magdy Martínez-Solimán**

Assistant Administrator and Director  
Bureau for Policy and Programme Support  
United Nations Development Programme

# INTRODUCTION: A NEW APPROACH TO GOVERNANCE IN A RENEWED UNDP



The post-2015 sustainable development agenda is ambitious and potentially transformative, calling for integrated actions to accelerate momentum on all aspects of peace and development. Only this approach can generate lasting progress for all people, by managing the complex risks that exist in the world today.

UNDP recognizes the value of integrated development approaches from over a half-century of supporting states and societies advance their development. Its 2014-2017 Strategic Plan established three cross-cutting themes: sustainability, inclusiveness and resilience. The organisational structure has been aligned accordingly, with the creation of the new Bureau of Policy and Programme Support and an enhanced integration of programming streams, including the establishment of the Democratic Governance and Peacebuilding Cluster. While a historic number of countries have democratic systems of governance, many remain vulnerable to a spectrum of risks, requiring a two-pronged support strategy. Investing in democratic governance helps promote social cohesion, prevent conflict, and ensure safe and peaceful societies that uphold human rights for all. Equally, well-considered investments in conflict prevention and durable peace protect and deepen democratic governance, ensuring that it is resilient even in the face of threats.

At the heart of UNDP's renewed approach is a strong social compact that aims to improve state legitimacy at national and local levels, and that solidifies peaceful and resilient state-society relations. This compact is forged when the state can build trust and meet people's expectations through institutions ensuring order and the protection of human rights, upholding inclusive political processes, providing key services, managing conflict and fostering peaceful solutions. Institutions must be both resilient and legitimate, and need to deliver results that people recognize as beneficial to their lives.

This report shows how UNDP is helping to achieve this vision with DGTTF funding. Results are reported along the lines of four Strategic Plan outcomes: 1) Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance,



2) Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services, 3) Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment, and 4) Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles – more specifically, the post-2015 agenda. The report is broadly structured around Outcomes 2, 3 and 7 with results contributing to Outcome 4 (gender) integrated throughout the document.

Highlights under outcome 2 included the peaceful resolution of the electoral dispute in Afghanistan through an unprecedented recount of ballots; UNDP's regional study on Political Citizenship in Latin America; development of a corruption risk assessment with the Chinese Academy of Governance and related integrity training that reached over 7 million Chinese civil servants; and the successful Regional Civil Society Experience Summit organized in Asia and attended by participants from 23 countries to discuss improvement of the legal environment for civil society. UNDP marked a milestone through the issuance of its first global Youth Strategy 2014-2017, launched at the Youth and Development Forum in Tunis.

Key achievements under outcome 3 included the launch of UNDP's report on Gender in Public Administration and the groundbreaking UNDP-led publication "Restore or Reform: UN Support to Core Government Functions in the Aftermath of Conflict" which formed the basis for more diagnostic work with the World Bank. DGTTF funds were also used to mobilize government networks at the global, regional and local levels on how they can support 'localizing' the SDGs and to support the African Union in developing the African Charter on the Values and Principles of Decentralisation, Local Governance and Local Development. The DGTTF supported work on legal aid, such as the regional network of lawyers aiming to extend pro bono legal services to migrants, the study on human rights implications of pretrial detention in Africa, the work on legal aid for gender-violence cases in the Caribbean, and research on environmental justice and legal empowerment.

Finally, UNDP is at the forefront in pioneering the development of governance indicators under the post-2015 sustainable development agenda, including by drawing on the extensive expertise of the Oslo Governance Centre. Governance is both an explicit goal of the agenda and integral to all other dimensions of it. Continued progress, guided by appropriate indicators, is a necessity for peaceful, inclusive societies, and a priority for UNDP now and into the future.

*Armenian communities provide feedback on the post-2015 development agenda via SMS polling.  
(Photo: UNDP Armenia)*



*UNDP organized its first ever "Shift week of Innovation Action" to showcase how its offices around the world are shifting away from the business-as-usual approach.  
(Photo: UNDP Europe and the CIS)*

# 2014 DGTTF HIGHLIGHTS

**GLOBAL**  
A RENEWED MANDATE MAKES THE  
**OSLO GOVERNANCE CENTRE**  
A HUB FOR GLOBAL DEBATE AND STATE-OF-THE-ART  
KNOWLEDGE ON GOVERNANCE.

**Serbia**  
A NEW NATIONAL HUMAN  
RIGHTS MECHANISM  
FOCUSES EXPLICITLY ON FOLLOW UP TO  
UNIVERSAL PERIODIC REVIEW  
RECOMMENDATIONS.

**Ukraine**  
**POST-CRISIS  
RECOVERY**  
GAINED MOMENTUM  
THROUGH A PLAN  
TO RESTORE THE  
EASTERN REGIONS.

**Trinidad and Tobago**  
**PARLIAMENT ADOPTED  
A STRATEGIC PLAN**  
TO STRENGTHEN ITS LEGISLATIVE  
FUNCTIONING AND IMPROVE  
OUTREACH AND COMMUNICATION

**Cape Verde**  
ESTABLISHMENT OF A FORMAL WORKING  
GROUP, **THE PRAIA GROUP ON  
GOVERNANCE STATISTICS**,  
TO THE UNITED NATIONS STATISTICAL  
COMMISSION, TASKED WITH INVESTIGATING  
STATISTICAL MEASURES FOR PROPOSED  
**GOAL 16**.

**Kosovo**  
IMPROVED PARLIAMENTARY OVERSIGHT BACKS  
**IMPLEMENTATION OF THE  
GENDER EQUALITY LAW**

**LATIN AMERICA AND THE CARIBBEAN**  
**YOUNG PARLIAMENTARIANS**  
ESTABLISHED A REGIONAL NETWORK; COLOMBIA HAS ACTED ON AN EARLY  
RECOMMENDATION TO SET UP PARLIAMENTARY YOUTH COMMISSIONS.

**ARAB STATES**  
UNDP'S ADVOCACY CONTRIBUTED  
TO AGREEMENT WITHIN THE  
ARAB STATES TO CREATE THE  
**FIRST REGIONAL  
FORUM OF  
ELECTORAL  
MANAGEMENT  
BODIES**

**Peru**  
DIALOGUE ON INTERCULTURAL UNDERSTANDING  
LED CUSTOMARY AND NATIONAL JUDICIAL  
AUTHORITIES TO COMMIT TO DEEPENING  
**ACCESS TO JUSTICE FOR  
INDIGENOUS COMMUNITIES.**

A COMPREHENSIVE CURRICULUM TO  
**TRAIN LONG-TERM  
ELECTION OBSERVERS**  
SUPPORTED AFRICAN UNION DEPLOYMENTS TO

**Algeria, Malawi  
and Tunisia.**

**El Salvador**  
**CIVIL SOCIETY CAMPAIGNS**  
HAVE MOBILIZED THOUSANDS, INCLUDING YOUTH, IN  
**DENOUNCING CORRUPT PRACTICES AND  
EXPANDING ACCESS TO INFORMATION.**

**WEST AFRICA**  
UNDP, IN CONSULTATION WITH A RANGE OF PARTNERS  
INCLUDING UNCDF, UNMEER, UNFPA, WFP AND THE IFRC, DESIGNED THE  
**PAYMENTS PROGRAMME FOR  
EBOLA RESPONSE WORKERS**  
TO PROVIDE TECHNICAL ASSISTANCE AND STRENGTHEN CAPACITIES  
TO ENSURE TIMELY DELIVERY OF PAYMENT TO ERWs.

**Central  
African  
Republic**  
UNDP AND THE WORLD BANK  
PILOTED A DIAGNOSTIC TOOL TO  
**RAPIDLY ASSESS  
POST-CRISIS NEEDS.**

**EUROPE AND  
CENTRAL ASIA**  
**15 COUNTRIES**  
PARTICIPATE IN TECHNICAL EXCHANGE  
AND PARTNERSHIP STRENGTHENING ON  
**OPEN DATA FOR  
DEVELOPMENT**

**GLOBAL**  
700 REPRESENTATIVES FROM  
**165 COUNTRIES**  
PARTICIPATED IN THE FIRST GLOBAL  
FORUM ON YOUTH POLICIES

**Uzbekistan**  
**E-BILLING** KEEPS SERVICE  
CHARGES TRANSPARENT FOR MORE THAN  
**100,000**  
WATER USERS.

**ASIA AND THE PACIFIC**  
A NEW REGIONAL NETWORK OF LAWYERS OFFERS PRO-BONO  
**LEGAL SERVICES TO MIGRANTS**  
IN COUNTRIES OF DESTINATION AND ORIGIN.

**Afghanistan**  
MORE THAN 125 AUDITORS  
DEPLOYED TO KABUL HELPED VERIFY  
**23,000** BALLOT  
BOXES  
CONTRIBUTING TO ELECTORAL TRANSPARENCY.

**Iraq**  
THE ESTABLISHMENT OF **THE FIRST  
BUDGET OVERSIGHT OFFICE**  
WAS COMPLEMENTED BY TRAINING TO HELP PARLIAMENTARIANS  
BETTER DEVELOP AND OVERSEE THE BUDGET.

**Jordan**  
FOR THE FIRST TIME, A **WEB  
PLATFORM** OPENLY DOCUMENTS  
**CORRUPTION IN  
HEALTH SERVICES.**

**AFRICA**  
PARTICIPANTS SHARED INNOVATIONS TO OVERCOME  
HURDLES TO SERVICE DELIVERY AT THE FIRST REGIONAL  
**YOUTH INTEGRITY CAMP.**

**Thailand**  
A RISK ASSESSMENT GUIDE  
INFORMED THE DRAFTING OF  
**PROCUREMENT  
LEGISLATION  
TO COMBAT  
CORRUPTION.**

**Myanmar**  
**45 VILLAGES,**  
**8 LOCAL CSOs** AND  
**528 YOUTH**  
TRAINED ON HUMAN RIGHTS,  
REDD+ BENEFIT DISTRIBUTION  
SYSTEM AND ANTI-CORRUPTION  
MEASURES IN THE NAGA REGION

**Tonga**  
**FORESIGHT  
PROTOTYPING  
EXERCISES**  
PROMISE STRONGER  
LONG-TERM PLANNING AND  
BETTER PUBLIC SERVICES.

**GLOBAL**  
GLOBAL CENTRE FOR PUBLIC SERVICE EXCELLENCE:  
**'EFFECTIVE INSTITUTIONS PLATFORM',**  
LAUNCHED BY UNDP AND OECD, BRINGING TOGETHER MORE THAN  
**60 COUNTRIES  
AND ORGANIZATIONS**

# PART 1: MEETING PEOPLE'S EXPECTATIONS WITH STRONGER DEMOCRATIC GOVERNANCE SYSTEMS

*Casting a vote is one of the most important avenues for political participation. UNDP helps countries improve electoral processes across all phases of the electoral cycle—before, during and after elections.*

Stronger systems of democratic governance that meet people's expectations are integral to the social compact, and increasingly demanded in today's world. Laws, processes and institutions need to support countries to navigate peaceful transitions of power, to be resilient to risk, and to manage a process of development that delivers growth, while ensuring its benefits are sustainable and widely shared.

These are challenging but feasible aims, particularly when fully capable core institutions of democratic governance are in place. In countries around the world, UNDP helps strengthen the framework for democratic governance and develop institutional capacities. It supports electoral cycles, with an emphasis on women's political participation, and engages with legislative bodies and civil society, while ensuring that all efforts are guided by fundamental principles of accountability, inclusion and human rights.

## INCLUSIVE POLITICAL PROCESSES

UNDP's integrated approach to supporting inclusive political processes brings together constitutional support, political party assistance, electoral cycle assistance and parliamentary development in both crisis and non-crisis settings. Since casting a vote is one of the most important avenues for political participation, UNDP helps countries improve electoral processes across all phases of the electoral cycle—before, during and after elections. The UN Secretary-General's 2015 report on UN support for democratic elections identified 67 countries as receiving assistance from mid-2013 to mid-2015, with UNDP the lead provider in 56 cases.

In 2014 in **Afghanistan**'s elections, the latest chapter in a long struggle towards a stable and inclusive peace, there were allegations of fraud. An international audit of ballots began, a highly sensitive and labour-intensive process supported at each step by UNDP. Within 10 days, it deployed over



Nearly 5.2 million people registered to vote in Zambia's 2014 presidential election. (Photo: UNDP)



125 auditors to Kabul and, in cooperation with the UN Assistance Mission in Afghanistan, set up a system to assist the Independent Electoral Commission in sifting through 23,000 ballot boxes. The subsequent agreement on a national unity government marked an historic moment, with a successful transfer of power and the prevention of post-electoral violence.

In a move advocated by UNDP, the **Arab States** agreed to create the first regional forum of electoral management bodies to routinely share experiences, identify solutions to common challenges and improve regional coordination. The Organisation of Arab Electoral Management Bodies was launched in Beirut in 2015. Founding member states have moved forward with an online communication tool, developed by the electoral commission in Jordan, to facilitate regular discussions. Support for officials to attend the annual conference of the Association of European Election Officials exposed them to techniques in planning polls and encouraging women's participation.

New publications based on this process of engagement and highlighting the latest thinking around electoral management have been disseminated

## GLOBAL PROJECT FOR ELECTORAL CYCLE SUPPORT (GPECS)

In 2009, UNDP launched the Global Project for Electoral Cycle Support (GPECS) to respond to country demand and ensure global coherence in the delivery of UNDP electoral assistance. GPECS was also designed to focus on assisting programme countries to manage long-term, sustainable electoral processes, rather than to help them simply deliver one-time electoral events.

An independent 2012 thematic evaluation provided a comprehensive and positive review of UNDP's role and achievements in electoral assistance: UNDP assistance has been instrumental to the holding of credible elections in complex post-conflict

environments and sensitive political transitions; UNDP's contribution has resulted in more professional electoral management, more inclusive electoral processes, and more credible elections than would have been the case without it; and, some elections would not have happened without the support of UNDP, its donors and partners. The evaluation also identified areas where UNDP can strengthen its impact, including ensuring that the electoral cycle approach is properly applied, and electoral assistance is integrated more systematically into democratic governance programming.

Lessons learned have helped UNDP to chart a course forward for this area of

work in the 2014-2017 UNDP Strategic Plan period. Within the Governance and Peacebuilding cluster, electoral assistance is now an integral part of the Inclusive Political Processes team, which aims to improve accountability, participation and representation. This places its work alongside support to engage youth and civil society in political processes, and strengthening parliaments and constitution-making bodies, including for peaceful transitions.

*GPECS Phase I operationally closed in the end of 2014 and GPECS Phase II began implementation in the second quarter of 2015.*

to around 100 electoral administrations within and outside the Arab States region. Extensive consultations with eight countries produced a trilingual—Arabic, English and French—lexicon of electoral terminology that provides an accurate, common understanding of key terms. Through Building Resources in Democracy, Governance and Elections (BRIDGE) trainings, UNDP helped the **League of Arab States** lay the foundations for an electoral expert roster.

In **Asia and the Pacific**, UNDP devised the Secure and Fair Elections course in collaboration with International IDEA and the Electoral Integrity Project. The course assists electoral management bodies and security agencies in keeping electoral environments free from threats and intimidation. Successfully piloted in Afghanistan and Nepal, it is now being rolled out across the region and adapted for the **Arab States**. In **Africa**, UNDP helped the African Union in establishing a comprehensive curriculum to train long-term election observers, with deployments in 2014 to elections in Algeria, Malawi and Tunisia.

Parliaments have a central role in negotiating and upholding the terms of a fair, inclusive social compact. With DGTTF backing, UNDP continued to be a global leader in the provision of parliamentary support to approximately 70 parliaments. UNDP's parliamentary support programmes in 2014 helped lawmakers build skills and capacities. Parliamentarians in **Ukraine** used UNDP expertise in developing draft laws on decentralization and local development, while in **Morocco**, they strengthened understanding and capacities to review implementation of recommendations from international human rights mechanisms, including the Universal Periodic Review.

In **Iraq**, UNDP supported training for parliamentarians on preparing and overseeing the national budget, and assisted in establishing the first Budget Oversight Office. Parliamentarians in **Trinidad and Tobago** passed the Public Procurement Bill to strengthen government accountability and transparency. UNDP assisted the process, and helped to develop a strategic plan for Parliament to strengthen its legislative functioning, and improve outreach and communication capabilities.

UNDP helped parliamentarians in a number of countries with various forms of constituency outreach that are vital to political inclusion. An interactive parliamentary website now increases engagement between parliamentarians and constituents in **Bhutan**. **Mongolia** has set up stronger procedures for people to register grievances. **Moldova** established parliamentary constituency offices outside its capital.



*As representatives of candidates watch keenly, election officials track each and every vote cast at the Maharashtra Polls in India. (Photo: UNDP India/Prashanth Vishwanathan)*

Across a variety of different forums for democratic participation, including elections, parliaments and public consultations, a special focus is often required to reach and engage people who might face exclusion. The reasons range from historical discrimination to disaffection with the quality of representation. In **Kosovo**,<sup>1</sup> UNDP helped strengthen parliamentary oversight of implementation of the gender equality law. With UNDP support, parliaments in Algeria and Jordan both developed a gender strategy and action plan.

Politicians, officials and civil society experts in **Latin America** lauded UNDP's "Regional Study on Political Citizenship," which provided strong evidence of how women, youth, indigenous peoples and afro-descendants are marginalized from political arenas. A new index capturing the propensity to vote indicated a worrisome trend of young people declining to cast their ballots in all countries in the region. While a few countries have improved the political representation of youth in parliaments, it is still low in most, in particular for young women.

Parliamentary delegations from over 20 countries reaffirmed their commitment to protecting the rights of **indigenous peoples** during the International Parliamentary Conference in 2014, where UNDP made specific recommendations on anchoring the principles of self-determination and self-governance of indigenous peoples. Following the conference, the Legislative Assembly of **El Salvador** ratified a constitutional reform that recognizes indigenous peoples and commits the state to adopt public policies to encourage their development.

## ANTI-CORRUPTION

*Building on the successes of the Global Thematic Programme on Anti-corruption for Development Effectiveness (PACDE) (2008-2013), UNDP launched its Global Anti-corruption Initiative (GAIN) (2014-2017) at the start of 2014.*

Corruption can cripple institutional capacities and act as a major barrier to the public services that people expect and need. UNDP works with governments as a whole and with specific sectors to raise awareness of anti-corruption principles and take measures to uphold accountability, transparency and integrity.

To achieve the objectives of UNDP's Strategic Plan (2014-2017) and respond to the growing demand from programming countries for policy and programme support on anti-corruption, UNDP launched its Global Anti-corruption Initiative (GAIN) (2014-2017) at the start of 2014. GAIN builds on the successes of the Global Thematic Programme on Anti-corruption for Development Effectiveness (PACDE) (2008-2013) and focuses on strengthening systems, institutions and civic engagement to better manage and deliver public resources and services. GAIN proposes an integrated and multi-disciplinary approach on anti-corruption through improved partnerships and coordination both within and outside UN system.

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1. Under UN Resolution 1244.



In **China**, a UNDP partnership with the Chinese Academy of Governance developed a corruption risk assessment originally targeted towards universities; students were engaged in developing ideas to stop corruption. It became the basis for the integration of integrity and anti-corruption training into the national civil service training, reaching over 7 million civil servants nationwide. After UNDP helped bring the Malaysian Anti-corruption Agency to China to provide feedback on progress, the Academy took steps to strike a better balance between compliance and an emphasis on values and principles. In **Thailand**, a risk assessment guide helping the public procurement system to mitigate corruption and improve service delivery led the Government to draft new procurement legislation with strict provisions on discouraging corruption; it also established a sub-committee on procurement under its National Reform Council.

Cultivating new skills is an important starting point for strengthening the stand against corruption. Training created by UNDP for **Serbia's** Anti-Corruption Agency helped develop knowledge and skills among some 750,000 civil servants. **South Africa's** Kwazulu Natal Province plans to use a tailored UNDP training course on ethics, accountability, anti-corruption measures and results-based management to teach more than 8,000 public sector workers to reduce corruption and uphold ethics in governance. After UNDP partnered with the UN Office on Drugs and Crime (UNODC) to help **Bhutan** conduct a capacity assessment of its Anti-Corruption Commission, the Government ratified the UN Convention against Corruption, and, based on a recommendation from UNDP, initiated training for all branches of government on conflict of interest issues.

A joint UNDP-UNODC review of anti-corruption infrastructure in the **Philippines** encompassed the Ombudsman's office, investigative and prosecution authorities, the finance ministry, the human rights commission, academia, businesses and civil society. It resulted in a mid-term Action Plan against Corruption that, under presidential leadership, uses the UN Convention against Corruption as a common reference point for consistent action across the Government.

UNDP's sectoral approach to fighting corruption focuses on specific areas where support may be most needed or have the greatest impact. This process entails integrity assessments to help identify corruption bottlenecks that may be specific to health, education and other sectors, and implementation of risk reduction plans. In **Kosovo**, UNDP conducted a corruption risk assessment of the health sector, which resulted in steps by the Ministry of Health to strengthen capacities to identify and prevent corruption. To promote



Bangkok, Thailand, celebrates International Anti-Corruption Day on 9 December 2014. Top: Elodie Beth-Seo, Regional Anti-corruption Adviser, UNDP Bangkok Regional Hub, briefs the press. Bottom: Hundreds of people march to say no to corruption. (Photos: UNDP Asia-Pacific)

transparency in **Costa Rica's** water sector, UNDP helped develop an online database that collects all management and financial information in a central national repository. **Uzbekistan** has piloted transparent e-billing for over 100,000 water users. **Jordan** has set up its first web platform for publicly documenting corruption in the health sector.

In **Egypt**, UNDP supported the Social Contract Centre in developing policy briefs on fighting corruption in health and education services, based on experiences in conducting assessments in the two sectors. The materials have been downloaded nearly 100,000 times, reflecting the thirst for information on this issue by researchers, civil society organizations and others. Pressure by the Parents' Coalition and other civil society organizations who participated in a workshop organized by the centre led to an amendment of the law on school boards to increase transparency and integrity in election processes.

Novel research conducted by UNDP anti-corruption and gender equality experts looked at the impact of corruption on women in public services in **Albania, Kosovo, Kyrgyzstan** and **Ukraine**. It found, for instance, that without a transparent hiring process, only 20 percent of women candidates secure positions in Kyrgyzstan. When a more gender-responsive tendering process is used, 38 percent get the job. In **Turkey**, municipalities have taken measures to respond to corruption issues facing women in particular, including through new channels of communication and training for civil servants to detect breaches.

Corruption risk assessments are an integral part of REDD+ implementation, aiming to reduce risks in managing climate change funds. In 2014, UNDP and UN-REDD developed practical guidance for REDD+ processes, and advised on steps to strengthen national anti-corruption policies and practices. Kenya subsequently established a National Task Force on Anti-Corruption for REDD+. A similar approach is now being used in initiatives to help mitigate corruption related to extractive industries.

With illicit financial flows a huge and growing phenomenon that allows finances to leak away from productive development purposes, UNDP joined UNODC, the Asian Development Bank and the Organisation for Economic Co-operation and Development (OECD) to organize **Asia's** first workshop on prevention. Law enforcement and development practitioners from 27 countries participated, sharing ideas and experiences on a threat to sustainable growth as well as the rule of law and security in both poorer and middle-income countries.

Technology increasingly offers innovations in the fight against corruption. In partnership with Transparency International, UNDP helped **Romania** launch

a data-driven advocacy project to empower and engage taxpayers in decisions on public spending, and encouraged local authorities to use feedback to shape their budgets. The process supported a decision to publish the national budget in an open data format. In **Moldova**, a web portal has raised awareness of fraud and corruption in the construction business, and encouraged people to protect themselves from real estate scams. In the city of Chisinau, this led the Mayor's office to launch a database detailing official construction permits and related information, and the Office of the State Inspection in Construction to provide information on contractors who break the law.

**Kosovo's** Kallxo Internet platform has brought municipalities and students into heated debates around monitoring state exams. Municipal officials have learned new technologies; students have found a place to report unfair procedures in their schools. The process has helped a new generation understand that corruption should not be tolerated, and can be fought.

A UNDP programme in **Papua New Guinea** to develop provincial financial management capacities expanded from 6 to 10 provinces, and introduced a new component—phones against corruption—where anyone with a cell phone who witnesses corruption can now easily report it via a free SMS.

Globally, UNDP and UNODC marked their fifth joint campaign around International Anti-Corruption Day by championing the message 'break the corruption chain'. A partnership with advertising company Saatchi & Saatchi produced a catchy package of campaign materials with an audience of 15 million people, twice the number of the previous year. Activities by 40 UN country offices reached approximately 200 million people, and engaged diverse stakeholders, including governments, civil society organizations, networks of women and youth and others.



*The UNODC/UNDP 2014 anti-corruption campaign promoted a positive and proactive stance against corruption, supporting outreach with an range of materials that urged people to "break the corruption chain".*

## HUMAN RIGHTS

The Universal Periodic Review (UPR), where UN Member States examine all aspects of their human rights records, provides a critical leverage point for UNDP to help advance the realization of human rights, including through DGTTF funding. Work around the UPR process in **Serbia** led to the establishment in 2014 of the National Mechanism for Follow-up to the Recommendations of the UN Human Rights Mechanisms, chaired by the Minister of Justice. It meets twice a year to assess implementation and prioritize recommendations. Mobilization of a massive coalition of 60 civil society organizations in **Armenia** backs implementation of UPR recommendations through advocacy, including a human rights documentary that tells the stories of ordinary people to broaden public awareness.

Participation is a human right in itself that is integral to the realisation of other rights. UNDP particularly encourages deliberate measures within development processes to engage people whose rights have been denied, for reasons of ethnicity, location, age, gender and so on. Support to **Indonesia's** National Inquiry on the Indigenous People's Rights in Forest Areas put a specific emphasis on women's rights. The inquiry involved broad public participation in the probe of a systematic human rights problem. It considered the issue of marginalization affecting indigenous women, including participation in decision-making and access to resources such as land and water.

Hearings were conducted with indigenous peoples, civil society, government officials, human rights authorities and private businesses holding licenses in forest areas with indigenous populations. Based on the findings, the Inquiry recommended a series of legal and policy reforms, including of customary law to protect the rights of indigenous women, particularly in land ownership and management.

In an area of **Myanmar** populated by ethnic minorities, where around 40 percent of the forests remain untouched by timber felling, a project has brought together local authorities, forestry officials and civil society organizations to build awareness of REDD+, a UN partnership to conserve and sustainably manage forests, and reduce emissions from deforestation and forest degradation. A special focus on youth has equipped them to mobilize their communities to understand basic forestry management practices and REDD+ principles as well as human rights-based approaches to development. Young activists now give community talks to share what they have learned, and have led the development of village land use and planning maps. Colourful, widely distributed posters and other communications materials have spread messages on topics such as provisions under the United Nations Declaration on the Rights of Indigenous Peoples; the concept of free, prior, informed consent; and sustainable forest management.



*Centre and bottom: Participants at a roundtable discussion on indigenous peoples' lands, territories and resources, part of the programme of the First World Conference on Indigenous Peoples that took place in September 2014. (Photos: UN Photo/Loeys Felipe)*



*The African Commission on Human and People's Rights Special Rapporteur on Human Rights Defenders, Reine Alapini-Gansou, speaks during the Africa side event on June 16.*

Dialogues around human rights help shape thinking and consensus around emerging issues. Through a UNDP partnership with the Office of the High Commissioner for Human Rights (OHCHR), representatives from national human rights institutions, related regional networks and civil society convened to deliberate their roles vis-à-vis businesses under the post-2015 sustainable development agenda, and in light of the implementation of the UN Guiding Principles on Business and Human Rights. They discussed topics such as due diligence, business obligations and incentives, tax and other legal reforms, and the use of national dialogues to shape action plans to carry forward the Guiding Principles.

Efforts to strengthen institutions and other mechanisms to protect human rights included improvements in training curricula in the **former Yugoslav Republic of Macedonia** for professionals involved with cases of domestic violence, encompassing judges, prosecutors and non-governmental service providers. UNDP assisted in introducing video testimonials of survivors, providing compelling real-world experiences that underline the seriousness of protective legal procedures—and the lives that can be at stake.

UNDP helped the **Africa** Commission on Human and People's Rights take a step towards closer collaboration with national human rights institutions through assessing plans for a common forum to highlight issues, identify common challenges and solutions, and better engage with the commission.

Following extensive internal and external consultations, UNDP developed the Social and Environmental Standards (SES) along with the associated Stakeholder Response Mechanism (SRM)—to be launched in 2015. They reflect a corporate commitment to human rights, and guide project developers in identifying and assessing existing or potential situations of rights violations, and proposing remedial actions.



## CIVIL SOCIETY

Around the world, DGTTF funds enable UNDP to promote the participation of civil society groups as integral to inclusive political processes and development effectiveness. UNDP helped bring the Government and civil society together in **El Salvador** to improve transparency and access to information. Since an access to public information law was passed in 2012, joint efforts to deepen understanding of how to hold public administrations to account have resulted in steady increases in requests for information. An oversight mechanism to monitor the law is being put in place.

Complementing these efforts, UNDP helped conduct a national baseline assessment of corruption to inform additional accountability mechanisms, now under consideration in a draft bill on citizen participation. An alliance of civil society organizations has put forward proposals for regulations on the assets of civil servants. Deliberate outreach to youth has helped overcome some of the polarization that grips parts of Salvadoran society. Civil society anti-corruption campaigns engaged thousands at events such as Juventour 2014 at the 4<sup>th</sup> National Opportunities Fair, and through a social media blitz calling for youth to denounce corrupt practices. Three new apps, developed through a 'hackathon' for youth, provide an online feedback mechanism for government services, information about careers and scholarships, and links to a government website where users can request access to databases and express concerns to authorities.

*Patrick Keuleers, Director/ Chief of Profession, Governance and Peace-building, UNDP Bureau for Policy and Programme Support, addresses the Asia Regional Civil Society Experience Summit. (Photo: UNDP)*



Bringing civil society groups together provides opportunities for them to learn and share experiences across countries. UNDP joined the United States Agency for International Development (USAID) and The Asia Foundation to organize the **Asia** Regional Civil Society Experience, attended by participants from 23 countries. They took part in sessions on issues ranging from improving the legal environment for civil society, to “Tech Flash Talks” on the latest innovations, to emerging philanthropic actors.



Cambodian youth filmed for a Loy9 drama, during which they can share their vision of the future. Loy9 is a BBC Media Action-UNDP multimedia initiative targeting Cambodian youth, that aims to enhance knowledge of and raise interest in politics and civic participation. (Photo: UNDP Cambodia)

## EMPOWERED YOUTH, SUSTAINABLE FUTURE

UNDP marked a milestone through the issuance of its first global Youth Strategy 2014-2017, funded in part by the DGTTF. Based on comprehensive and inclusive consultations internally and externally, with a broad range of partners including youth, the strategy offers a vision for engaging with the world's 1.8 billion youth. It considers youth a force for transformative change—in governance, labour markets, and the communities and societies in which they live.



This important corporate commitment builds on promising work within UNDP and the UN system, with a concerted emphasis on leveraging partnerships and meaningfully engaging with youth. It fosters collaboration with youth, in their diversity, so that they have an integral role in activities around the post-2015 agenda and beyond. A special “Youth and Development Forum” launched the strategy in Tunisia, with national delegations from 40 UNDP programme countries that comprised representatives from government, civil society, youth groups and the private sector.



*In October 2014, young people and policymakers from around the world gathered in Baku, Azerbaijan, for the First Global Forum on Youth Policies. (Photos on this and opposite page: Dilaver Najafov)*

## GLOBAL VOICES AND DEBATE

The First Global Forum on Youth Policies convened in Baku, and was attended by 700 participants from over 160 countries. The forum, supported by a multi-UN agency partnership including UNDP, delved into guiding principles, experiences, challenges and opportunities in the development and implementation of youth policy.

In support of a global online crowd-sourcing platform on the Global Partnership on Youth in the post-2015 Development Agenda, UNDP co-moderated the discussion on governance and participation. The emergent global consensus across this and other priority issues for youth were reflected in the Global Youth Call presented to Member States at the ECOSOC Youth Forum.

## DEEPENING REGIONAL EXCHANGE

Shepherded by UNDP, a number of other actions under the Youth Strategy are unfolding at both the regional and national levels. A partnership with UN Volunteers (UNV) led to the organization of the **Arab Regional**

**Youth Forum** in Morocco, where young leaders, government and civil society representatives, and members of the media convened to discuss the participation of youth in political processes. Lessons from across the region were shared, and participants developed recommendations on how to encourage young people to increase their civic engagement.

At the end of 2014, UNDP brought young parliamentarians together from across **Latin America and the Caribbean** to share their good practices and ideas on expanding youth participation. Discussions touched on topics such as youth roles in peacebuilding, the importance of quality education to youth inclusion and the promotion of youth engagement in political parties and parliaments. Participants established a regional network of youth parliamentary leaders and endorsed a regional action plan. Among its recommendations: develop parliamentary youth commissions, a move already made by Congress in **Colombia**.

UNDP collaborated with the Presidency of **Kenya** and Infonet Africa to hold **Africa's** first Youth Integrity Camp, involving young participants,

particularly from the public sector, from across the continent. Hands-on training helped them develop innovative projects to overcome hurdles to service delivery caused by corrupt practices. One young participant described a vibrant event evoking the "new Africa," where participants reached a turning point in their understanding, affecting them and anyone who comes in contact with them.

## GIVING YOUTH AN EXPANDED VOICE

A number of UNDP's national programmes have brought youth into planning and decision-making where they learn new skills and affirm, through practical experience, the value of their participation. In **Guyana**, through a process providing the first opportunities for young people to intern in local government institutions, youth developed community development projects in six regions. These included establishing waiting facilities for commuters, rehabilitating a children's hospital ward, creating a youth resource centre, and setting up a 24-hour voluntary counseling and testing centre catering especially to marginalized groups at high risk of HIV.





Staff of Youth Houses in five regional departments of **Madagascar** bolstered leadership, advocacy and technological skills. Regional job fairs connected over 1,000 youth to new opportunities for employment, while national advocacy around youth needs led to the updating of the National Youth Policy. UNDP in **Côte d'Ivoire** supported the Office of the President in the development of a national youth employment strategy.

In the **former Yugoslav Republic of Macedonia**, a project helped establish local youth councils. The council in the municipality of Gostivar learned to design projects for local young people and was awarded municipal funds to implement them. Other efforts have encouraged young entrepreneurs, producing initiatives such as an herb cooperative in one rural area that now sells to the country's largest pharmaceutical company. Nationally, a website connecting youth to employment, training and volunteer activities has had 1.5 million views online; a related app has been downloaded by around 10,000 mobile phone users. Data streams directly from the national Employment Service Agency and is refreshed daily.

UNDP is now the main partner of the Government in developing its 2016-2025 National Youth Strategy.

## ENHANCING CITIZEN SECURITY

Work with youth can make one of the most vital contributions to cutting the roots of insecurity, and ensuring all persons enjoy fundamental rights, and have full confidence in public institutions and the rule of law. In the **Eastern Caribbean** region, which suffers some of the world's highest rates of crime, a project drew on findings of the regional 2012 *Human Development Report on Citizen Security* to raise awareness among youth of the roles they play in building social cohesion and safety. Representatives from the Caribbean Youth Think Tank gained insights into how to use social mobilization to encourage a cross-section of society to renounce gender-based violence. An animation and jingle have spread messages around citizens as paramount resources of the region who must be protected.

A project in **Mexico** engaged youth in developing assessments of citizen security and helped them contribute constructively to greater social

cohesion through activities to improve their communities. These included creating a youth sports and recreation programme, planting trees and turning empty lots into parks. Youth developed advocacy and negotiation skills, and built stronger bonds of trust with local authorities and community members.

## SPECIAL ATTENTION TO YOUNG WOMEN

Within youth programmes, young women require special attention, given the legacy of gender discrimination, which can block progress in many areas of their lives. In **Brazil**, UNDP sponsored a mentorship programme that brought 15 young women from diverse backgrounds together with leaders in politics, government and international organizations. Through regular visits with mentors and online discussions, participants learned communications, leadership and other skills, and gained a heightened awareness of women's rights. The experience proved transformative for many, building their self-assurance and sense of solidarity as women, and bringing them into arenas where they had not previously thought of engaging.

# PART 2: UNIVERSAL ACCESS TO BASIC SERVICES

People need comprehensive basic services for development—to stay healthy and become educated, to pursue jobs and other economic opportunities, and to secure legal protection, justice and security. Lack of access to high-quality services has hampered the achievement of the MDGs and, without concerted action moving forward, could hinder the SDGs. Gaps in the rule of law and insecurity undermine the authority and legitimacy of state institutions, eroding confidence and prospects for development.

By sharing knowledge and practical expertise on inclusive and participatory service delivery models drawn from around the world, UNDP helps key governance institutions lead the development process by delivering effective basic services, including in the wake of conflict where services are critical to restoring stability and moving towards recovery. With DGTTF funding, UNDP encourages innovation and collective action across all levels of government, and fair, accountable engagement with constituents so that services meet their needs.

## CORE FUNCTIONS OF GOVERNMENT

Backed by a mandate from the UN Secretary-General's Policy Committee, UNDP has led UN-wide work on restoring core government functions for countries emerging from crisis. In 2014, findings from a multi-year assessment of past UN support to public administration in post-conflict countries were published in “Restore or Reform: UN Support to Core Government Functions in the Aftermath of Conflict.” The assessment marked a turning point, and UNDP has already begun addressing its recommendations.

Following a call for closer coordination among UN entities and the World Bank, UNDP and the latter are now leading an initiative to pilot a diagnostic tool to rapidly assess support needs in the aftermath of crisis. It signals progress towards more collaborative support in areas including the civil service, local governance, aid coordination, planning and public finance, and managing the centre of government—all increasingly considered key priorities in recovery and state-building. In 2014 the diagnostic tool was piloted in the **Central African Republic**, with plans for further pilots in 2015.





*Kelan Sing, a fisherman from the Taremb community on Vanuatu's Malekula Island, can now text for help while at sea. (Photo: World Bank/Tom Perry)*



UNDP Administrator Helen Clark delivers an inaugural address at the UNDP Global Centre for Public Service Excellence in Singapore on 3 May 2014. (Photo: UNDP)

## UNDP GLOBAL CENTRE FOR PUBLIC SERVICE EXCELLENCE

UNDP's Global Centre for Public Service Excellence, having just come through its second operational year, has quickly established intellectual leadership on core public sector reform issues. Collaboration with the OECD's Development Assistance Committee established the Effective Institutions Platform, bringing together over 60 countries and organizations to support stronger public sector institutions. Initial activities included a dialogue where participants from 33 countries debated the research, evidence and knowledge needs of the post-2015 public service reform agenda, and explored future scenarios.

A partnership with KPMG convened political leaders, business practitioners and development thinkers and practitioners for discussions around the **Asia** launch of the 2013 Change Readiness Index, a unique tool measuring national abilities to respond to and manage change. The session included

the first presentation of key findings from the Developmental Leadership Programme. One of the biggest research programs in international development, it explores how leadership, power and political processes drive or block progress.

The Centre hosted workshops on foresight approaches, including at the 3rd UN Conference on Small Island Developing States, where UNDP Administrator Helen Clark described foresight as one of the key ingredients of public service excellence. It helps envisage various future alternatives, select and pursue the best options, and, along the way, take opportunities and manage risks.

Both **Rwanda** and **Tonga** have sought support from the Global Centre for Public Service Excellence to undertake foresight prototyping exercises, including in Tonga through initial high-level sessions with the Prime Minister and Cabinet Ministers. Participants

reflected on current strategic planning practices and considered how foresight might be integrated, such as in responding to complex development challenges by taking a 'whole of government' approach, and in most effectively combining the comparative advantages of different branches of government.

Throughout the year, DGTTF funding helped the Centre produce discussion papers on emerging issues relevant to public service, such as social innovation and design thinking, as well as topics connected to strategic long-term planning and small island developing states. It provided the foreword to the book *Governance for Development towards Excellence in Global Public Service*. Covering national public service reform in detail, as well as elements such as transparency, inclusive growth and e-governance, the book was launched at the 2014 UN Public Service Forum.

With DGTTF support, UNDP rolled out an emergency public sector payments programme for Ebola-affected countries. Timely payments to nearly 50,000 Ebola response workers in **Guinea, Liberia** and **Sierra Leone** meant health services kept running despite enormous pressures. At the start of the epidemic, health systems in these countries were already among the weakest in the world, possessing just 10 to 20 percent of the internally recommended health care workforce. Ebola threatened even this modest capacity as it hit treatment centre staff, lab technicians, contact tracers and burial teams particularly hard; they accounted for up to 10 percent of deaths in some areas.

Motivating workers to face risks and continue providing life-saving services proved critical in slowing the course of the disease. Working closely with governments and a range of international partners, UNDP stood behind a comprehensive process to identify all institutions involved in combatting Ebola, and ensure they had systems to identify, track and pay workers correct salaries plus incentives for hazardous work. In Sierra Leone, partnerships with commercial banks and mobile financial services providers allowed the digitization of 100 percent of payments, which could be delivered instantly and accurately across the country.

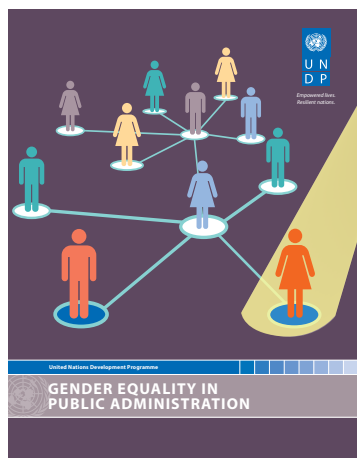
UNDP assistance was vital in the development of a plan to restore the Government-controlled areas of the eastern region of **Ukraine**. UNDP coordinated UN support for a Recovery and Peacebuilding Assessment, in partnership with the Government, European Union and World Bank Group. The resulting report, endorsed through a Cabinet resolution in 2015, has become the primary national framework for managing recovery and peacebuilding over the short-to-medium term. It covers infrastructure and social services, economic recovery, and social resilience, peacebuilding and community security. To implement its recommendations, UNDP has helped establish the Council for Recovery of Eastern Ukraine.

In newly stabilized areas of the Kivus in the **Democratic Republic of the Congo**, UNDP joined the UN Capital Development Fund (UNCDF) and the UN peacekeeping mission to support the building of inclusive and participatory local governance mechanisms, improved access to quality public services and accelerated local economic development—all geared to delivering quick, tangible results to build trust in the state-society relationship. Each of a set of selected municipalities in the so called ‘Island of Stability’ in North Kivu now engage in regular consultations with civil society and opinion leaders, and have started to implement five-year local development and peacebuilding plans elaborated based on needs expressed by local populations.



*Ebola response workers gather in Tubmanburg, Bomi County, Liberia, for the signing ceremony of a UNDP project to kickstart the cash transfer programme supporting emergency public sector payments. UNDP has also provided the county's administration with essential equipment to support Ebola response. (Photo: UNDP/Dylan Lowthian)*





Knowledge products on core government capacities complement UNDP's diverse forms of technical support. "Opportunities and Challenges for the Reform of Public Administration Arising from the Arab Transitions" introduced the concept of 'change governance' to bring attention to actions needed from both state and non-state actors to solve collective social and institutional challenges through public sector reforms. "Public Administration Reforms in Central and Eastern Europe and the former Soviet Union: Lessons from 20 Years of Transition" examined the sequence, pace, content and lessons for public sector reforms following the collapse of communist regimes in Central and Eastern Europe from 1989 to 1991.

DGTTF funds supported UNDP's 2014 launch of the landmark global report "Gender Equality in Public Administration," which stressed the need to strengthen legal and policy frameworks and change institutions in line with the goal of gender equality. The report helped solidify a new partnership with the OECD that includes elements such as refining the methodology to close data gaps on women in public service, a tracking mechanism to monitor women's leadership and support for implementing report recommendations within countries.

### SUB-NATIONAL GOVERNANCE

Local governments are often on the frontlines of public service delivery, yet many are constrained by limited capacities, gaps that may become more apparent given the high ambitions of the post-2015 agenda. To help localities begin preparing, UNDP used DGTTF funds to mobilize local government networks at the global, regional and local levels to develop a comprehensive report on how they can 'localize' the SDGs. A partnership with UN-Habitat and the Global Task Force for Local and Regional Governments has devised toolkits to aid local implementation of measures to achieve the goals, and is helping to establish baseline performance indicators and reporting guides. A number of countries have already volunteered for a pilot localization initiative, including **Cameroon, Jamaica, Myanmar and Uganda**, and in a reflection of the universal nature of the post-2015 agenda, **France, Spain and Italy**.

UNDP has helped the **Maldives** train newly elected local authorities on how to monitor implementation of local development plans and improve service quality, including specifically to benefit women and support gender equality. National endorsement of a fiscal formula for 2015 local budgets, designed in consultation with UNDP, will help ensure local councils have adequate resources for services they are mandated to provide.

UNDP supported the African Union in developing the African Charter on the Values and Principles of Decentralisation, Local Governance and Local Development. States from across **Africa** agreed, to champion local governance and democracy as cornerstones of decentralization, and promote local development with the view to eradicating poverty. A UNDP partnership with the Commonwealth Local Governance Forum organized conferences on local economic development assessment and planning for East and Southern Africa, where national and local officials debated emerging issues, including how regional cooperation might enhance local economic development. Other assistance helped **Botswana, Rwanda** and **Uganda** in piloting national local economic development strategies.

A report on women's leadership in local governance across **Asia and the Pacific** was launched at an assembly of women political and civil society leaders and policy experts from 20 countries. The experts mapped steps forward to raise more resources for aspiring women leaders, establish regional networks, and mobilize male champions to open doors for women in politics.

*As the first female Sarapanch (village head) of Hingwahera Gram, located in Rajasthan's Alwar District, Rajkala Devi motivates Indian women to stand tall and voice their opinion. (Photo: UN Women/Ashutosh Negi)*



## RULE OF LAW AND ACCESS TO JUSTICE

The rule of law, where firmly and fairly established, allows the poorest and most vulnerable people to secure their human rights, access legal protection and participate in decisions that affect them. In empowering people, it drives inclusive, equitable development, and underpins stable societies. In 2014 the UNDP Global Project on Access to Justice and Rule of Law (A2J-RoL) successfully supported country, regional and global initiatives on access to justice, rule of law and legal empowerment, while contributing to the discourse on rule of law and post-2015 development goals.

UNDP, with DGTTF funding, has continued its support to **Georgia** on strengthening its legal aid system. This has included working with the Legal Aid Service since 2009 to expand the legal aid network across the country, providing training for public lawyers and staff, offering policy advice and raising public awareness of available services.

Building on the momentum of the 2012 UN Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems, UNDP supported the participation of key legal aid actors, including Ministers of Justice and Attorney Generals, in an international conference on legal aid in South Africa in 2014. Following the conference, in cooperation with UNDP, **Bhutan, Maldives** and **Myanmar** have explored options to strengthen service delivery, including through development of appropriate legislation.

Across **Asia and the Pacific**, UNDP has been a consistent advocate for more clinical legal education and pro bono lawyering. It has helped strengthen regional networks across universities so that they can work together to improve their clinical legal education programmes, with a specific emphasis on assisting migrant labourers. UNDP also aided a new regional network of pro bono lawyers in getting off the ground. It aims to extend pro bono legal services to migrants in countries of destination and origin. A pilot launched in 2014 assisted Indonesian migrants, particularly female domestic workers, in Indonesia and Hong Kong.

In **Nicaragua and Peru**, UNDP sought to strengthen coordination between customary justice systems and the national justice system, including through dialogues to promote intercultural understanding. In Peru, customary and national judicial authorities signed a declaration affirming a commitment to improved coordination and continued strengthening of access to justice for indigenous communities.

All UNDP support for the rule of law stresses alignment with human rights principles. In **Africa**, where half the prison population comprises people



*UNDP assists Ukrainian communities exercise their land and property rights by supporting legal aid providers through seminars and knowledge products. The programme, which trained more than 700 state legal aid offices, nearly 60 NGOs and several legal aid clinics, provides free legal advice to more than 180,000 people per year. (Photo: UNDP)*



in pretrial detention, UNDP has partnered with the Open Society Justice Initiative to examine the consequences through a series of case studies, including on Kenya, Mozambique and Zambia. They illustrate pernicious effects from excessive pretrial detention, such as damages to the socio-economic prospects of detainees as well as their families and communities. Five countries where earlier studies took place—Malawi, Tanzania, Ghana, Tunisia and Cote d'Ivoire—are now implementing action plans for reforms based on guidelines issued by the African Commission on Human and People's Rights. To develop the guidelines, the Commission drew on the case studies for insights and evidence.

Women face multiple challenges not only in terms of violations of their rights, but in access to justice and to redress. UNDP has been a leading global voice for identifying and addressing shortfalls, in legal principles and practices. In **Latin America**, it brought together national counterparts from different countries to exchange experiences with developing national action plans to stop violence against women. A comparative study on legal aid for gender-violence cases in the Caribbean pinpointed an urgent need for legal aid and services for victims of gender violence in Belize, Haiti, Jamaica, Suriname and Trinidad and Tobago.

A major report in **Asia-Pacific** detailed persistently large gaps in laws, policies and knowledge around women's land and property rights—just under 11 percent of women in the region own land, compared to 20 percent globally. Figures like these fed into a regional dialogue that was widely publicized, including through social media. In **Africa**, UNDP is collaborating with the African Union Commission and the International Commission of Jurists to understand the challenges that limit women in judicial positions, as a step towards expanding their participation and strengthening their capacity to contribute to broadening access to justice for women at large.

A new publication, “Environmental Justice—Comparative Experiences in Legal Empowerment,” testifies to the value of UNDP's integrated approach to major development issues. Drawing on expertise in both environmental sustainability and access to justice, UNDP presented a series of real-world experiences from communities and governments around the world in weighing how to pursue justice while ensuring the inclusive and sustainable use of natural resources. The report studies key issues, such as including environmental principles in constitutions, ensuring that court remedies are accessible for environmental matters, and using social mobilization to raise awareness and uphold accountability. Since informal and plural legal systems can be more likely to recognize the links between people, land and natural resources, the report stressed acknowledging them as key to environmental justice.



*Female construction workers at the Gbarnga Peace Hub, one of five such facilities built with the assistance of the UN Peacebuilding Support Office to increase access to justice in Liberia. (Photo: UN Photo/Emmanuel Tobey)*

# PART 3: SHAPING POST-2015 PROGRESS – THE QUALITY OF GOVERNANCE

Conflict, poor governance, absence of the rule of law, and a lack of resilience to disasters and other shocks are common in countries that have made the least progress on the MDGs. Inclusion of Goal 16 among the SDGs in the post-2015 agenda affirms that sustainable development depends on peaceful and inclusive societies, where institutions of governance of all types and at all levels are effective, accountable and truly inclusive. Good governance is both a specific aim of the agenda and an essential means to implement all other goals and targets within it.

Through the extended process of developing the post-2015 agenda and the SDGs, UNDP has provided consistent support to the efforts of UN Member States to shape the goals and their associated targets and indicators of progress, including in the area of governance. It has drawn on its longstanding experience in governance assessments, including through the UNDP Oslo Governance Centre supported by the Government of Norway. The Centre is globally known for assisting national partners in measuring improved governance for development results, using a variety of methods capturing quantitative and qualitative dimensions.

From the first days of the post-2015 process, UNDP convened measurement and statistical experts and governance specialists to propose potential indicators covering the full range of governance issues related to Goal 16. It set up a global virtual network of experts—academics and practitioners, representatives of national statistical offices and civil society organizations—to collaborate on identifying the most suitable options, globally and nationally. A global workshop allowed representatives of national statistical offices from Africa and Asia, to interact with experts and counterparts from developed countries. They shared experiences in using governance indicators, and discussed options based on differing country contexts.

With DGTTF support, UNDP helped the Government of Cape Verde establish a formal working group—the Praia City Group—on governance indicators under the UN Statistical Commission (formally endorsed by the Commission in early 2015). UNDP also provided assistance for participants from developing countries to attend the Group’s first meeting, where representatives from national statistical offices, among others, in Africa, the Arab States, Asia, Europe and Latin America considered a roadmap for developing

*Through the extended process of developing the post-2015 agenda and the SDGs, UNDP has provided consistent support to the efforts of UN Member States to shape the goals and their associated targets and indicators of progress, including in the area of governance.*



*Tarcila Rivera, President of the Centre for Indigenous Cultures of Peru, addresses the 29th session of the Committee of the Whole of ECLAC and Meeting on the post-2015 development agenda. (Photo: Carlos Vera/ECLAC)*

governance indicators by 2020. Alongside other tasks, the Group is charged with documenting sound practices, providing inputs to the indicator framework for the post-2015 sustainable development agenda, exchanging best practices and developing practical guidelines as Member States begin implementing the agenda.

Other recent efforts have involved collaboration with the African Union focused in part on measurement linked to the Common African Position. At a special side event at the 2014 UN General Assembly, UNDP brought the attention of assembled world leaders to ongoing efforts in Africa to advance the use of governance and peacebuilding indicators, highlighting, for instance, a pioneering initiative by African national statistical offices to produce harmonized statistics on governance, peace and security.

A global consultation on localizing the post-2015 agenda built on sub-national dialogues in 13 countries in five regions, resulting in a series of recommendations in the Turin Communiqué. For example, these called for national governments to commit to providing localities with adequate legal frameworks and institutional and financing capacities, for ensuring territorial approaches to sustainable development, for establishing SDG indicators that reflect local concerns and for fostering South-South cooperation to back SDG localization.

Ten countries have conducted national consultations as part of a dialogue considering current gaps in institutional capacities and identifying opportunities to improve. A global experts' meeting built on these findings to share innovations in solving institutional and policy challenges that might impede post-2015 implementation. Progress was showcased in a range of countries, including **Costa Rica** and **Rwanda**. The process resulted in a series of recommendations on strengthening capacities and building more effective institutions, including to make them more responsive to people's needs, and to encourage greater participation by the most marginalized groups.

*Given the critical oversight function of parliaments in democratic societies, they should be more engaged in the delivery of the new agenda and any accountability mechanisms.*

The experience of the MDGs has shown that parliamentary engagement was often weak. Given the critical oversight function of parliaments in democratic societies, they should be more engaged in the delivery of the new agenda and any accountability mechanisms. UNDP, using DGTTF funds, has already begun to work in this direction, such as by convening parliamentarians in the **Seychelles** for a dialogue around how to implement and monitor the post-2015 agenda. Members engaged vigorously and agreed on a number of practical follow-up recommendations. These included the need for improved data collection to produce reliable statistics in support of evidence-based policies, the elaboration of an effective communications strategy to better sensitize constituencies about development priorities, and parliamentary engagement with civil society in debates and committee proceedings on post-2015 implementation.



Launch of the renewed Oslo Governance Centre, June 2015. (Photo: UNDP)

## RENEWING THE OSLO GOVERNANCE CENTRE

UNDP's Oslo Governance Centre, supported by the Government of Norway under the framework of the DGTTF, has been a global leader in supporting research, dialogue and measurement around more inclusive, effective governance, linking development thinkers and practitioners from around the world. With UNDP's deep involvement with the SDG indicators, learning and analysis from the Centre are essential to support national initiatives that build quantitative and qualitative measurement capacities.

As part of UNDP's reorganization to better respond to current development challenges, the Centre recently went through a process of reviewing and renewing its work, establishing a set of core priorities aligned with the UNDP Strategic Plan 2014-2017. These include the inclusiveness dimension of democratic governance, the governance of extractive natural resources, and the governance challenges faced by countries transitioning out of crisis. Gender equality, participation and conflict prevention are cross-cutting themes.

With a forward-looking approach, and recognizing the Centre's consistent record in providing high-quality policy work and innovative approaches to governance assistance since it began operating in 2001, the review recommended revitalizing the Centre's role as an evidence-based policy hub. It should serve as a nexus between theory and practice, convene global debates and offer state-of-the-art knowledge on democratic governance.

As part of the review process, the Government of Norway and UNDP convened a high-level consultative workshop with leading Nordic think tanks. Their inputs have helped strengthen links with UNDP's global network of development practitioners, and advance a shared understanding of factors underlying conflicts and violence as well as effective ways of transitioning to just, peaceful and better-governed societies.

*A high-level consultative workshop with leading Nordic think tanks and UNDP has advanced a shared understanding of factors underlying conflicts and violence as well as effective ways of transitioning to just, peaceful and better-governed societies.*



## PART 4: CONCLUSION

Just as countries wracked by conflict can slowly improve over time, ostensibly stable and prosperous societies can rapidly unravel into turmoil. As recent events in Egypt, Syria, Ukraine and Tunisia have shown, fragility can affect any country, not just those traditionally considered fragile or conflict-affected. Whether in the Middle East and North Africa, the Great Lakes of Africa, Western Balkans and Caucasus or the Mekong Delta, locally-confined tensions can easily become regionalized, complex and costly. The simple binary dividing conflict from non-conflict countries is blurring and challenges the development community to re-think the traditional “humanitarian”, “peacebuilding” and “development” agendas, and to provide a more integrated type of support that cuts across development contexts.

*By bringing together the professional capacities on democratic governance, conflict prevention and peacebuilding through the restructuring process, UNDP is better able to address these issues in a comprehensive manner and capitalize on the inter-linkages.*

By bringing together the professional capacities on democratic governance, conflict prevention and peacebuilding through the restructuring process, UNDP is better able to address these issues in a comprehensive manner and capitalize on the inter-linkages. Moreover, several key developments in 2014 have laid the foundation for UNDP to make a step-change in its ability to provide support in the post-2015 era. The new strategy for an integrated approach to governance, conflict prevention and peacebuilding was developed, aimed at breaking down old silos. The mandate of the Oslo Governance Centre was also refocused on researching governance pathways that help countries transition peacefully out of crisis and conflict. Furthermore, UNDP provided substantive facilitation and technical support to the negotiations on the sustainable development agenda.

From the first days of the post-2015 process, UNDP has provided consistent support to the efforts of UN Member States to shape the content of the future sustainable development goals and their associated targets and indicators of progress, particularly in the area of governance. Building on the longstanding experience in governance assessments by the UNDP Oslo Governance Centre, and the work on governance indicators under the project ‘Strategy for the Harmonisation of Governance Statistics in Africa’, UNDP has played a lead role within the UN in bringing together measurement and statistical experts and governance specialists to propose potential indicators covering the full range of governance issues related to Goal 16 on peaceful and inclusive societies.

Through the DGTTF, UNDP support to democratic governance initiatives globally contributed to the strengthening of institutions that are accountable towards its own citizens, to ensuring political processes are more inclusive and there is greater social cohesion, and to creating a safer, just, and more peaceful society for all. These are pre-requisites to the achievement of the Sustainable Development Goals in the post-2015 era, and UNDP is strategically positioned to deliver support in collaboration with its partners.



*Citizens of Kyrgyzstan have a say in the post-2015 development agenda. (Photo: UNDP)*

# PART 5: FINANCIAL SUMMARY

## DGTTF 2014 CONTRIBUTIONS AND EXPENDITURES

Thematic Trust Fund for Democratic Governance	
Contributions received in 2014	\$12,139,217
Total expenditure in 2014	\$15,401,669

Note: The expenditure figure indicated above takes into account spending against carryover funds from 2013 as well as incoming 2014 contributions.

## DGTTF 2014 CONTRIBUTIONS BY DONOR

Donor	Contribution in US Dollars
Australia (AusAID)	2,950,000
European Union Commission	13,175
Estonia	32,623
Germany	1,360,544
Luxembourg	680,272
Norway	7,102,602
<b>GRAND TOTAL</b>	<b>12,139,217</b>

## DGTTF 2014 EXPENDITURE BY STRATEGIC PLAN OUTCOME

SP Outcome	Expenditure in US Dollars
SP Outcome 2	8,126,847
SP Outcome 3	6,078,765
SP Outcome 4	940,520
SP Outcome 7	255,537
<b>GRAND TOTAL</b>	<b>15,401,669</b>

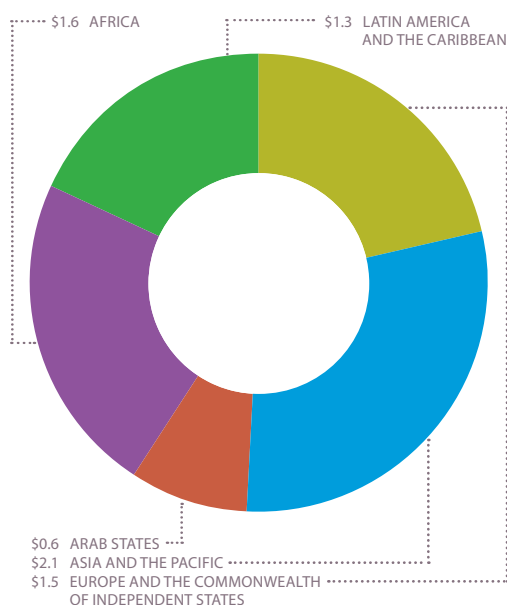
## DONORS CONTRIBUTING UNEARMARKED FUNDING TO DGTTF IN 2014

(in US Dollars)



## DGTTF EXPENDITURE BY REGION IN 2014\*

(in millions of US Dollars)



\* REFLECTS DIRECT FINANCIAL ALLOCATION AND EXCLUDES ALL REGIONAL AND COUNTRY-SPECIFIC POLICY AND ADVISORY SERVICES PROVIDED BY BPPS.

## DGTTF 2014 EXPENDITURE BY LOCATION

Country/Regional Centre	Expenditure in US Dollars
Angola	280,590
Armenia	52,509
Azerbaijan	21,268
Bangladesh	9,604
Barbados	135,420
BDP (Global)*	8,286,513
Belarus	64,297
Belize	8,966
Benin	40,110
Bhutan	8,957
Bosnia and Herzegovina	17,540
Botswana	14,779
Brazil	132,792
Cameroon	7,965
Cape Verde	46,338
Chile	18,208
China	40,851
Colombia	15,211
Congo, Democratic Republic of	43,366
Costa Rica	81,624
Côte d'Ivoire	115,759
Croatia	38,293
Egypt	98,607
El Salvador	86,389
Ethiopia	254,911
Fiji	154,966
Gambia	3,867
Georgia	69,176
Ghana	5,741
Guinea	11,978
Guinea-Bissau	135,007
Guyana	68,689
Haiti	4,882
Iraq	34,981
Jamaica	6,500
Jordan	196,292

\* Includes expenditures for Policy Centres in Oslo and Singapore

## DGTTF 2014 EXPENDITURE BY LOCATION

Kenya	17,290
Kosovo	91,074
Kyrgyzstan	20,910
Lao People's Democratic Republic	5,097
Lebanon	20,767
Lesotho	60,420
Liberia	16,316
Libya	4,091
Macedonia	94,311
Madagascar	26,414
Maldives	38,623
Mauritania	41,488
Mexico	54,997
Moldova	58,521
Mongolia	45,433
Montenegro	22,869
Myanmar	177,619
Nepal	47,226
Nicaragua	75,622
Niger	3,007
Pakistan	31,867
Palau	9,114
Palestine, State of	160,206
Papua New Guinea	4,616
Paraguay	8,914
Peru	67,197
Philippines	181,403
RBAS/HQ/Country Office Support	103,746
Regional Centre - Addis Ababa	78,730
Regional Centre - Bangkok	873,044
Regional Centre - Cairo	205,684
Regional Centre - Dakar	100,663
Regional Centre - Istanbul	352,302
Regional Centre - Johannesburg	1,709
Regional Centre - Panama	497,785
Rwanda	5,870
Senegal	72,656
Serbia	110,493
Sierra Leone	11,836

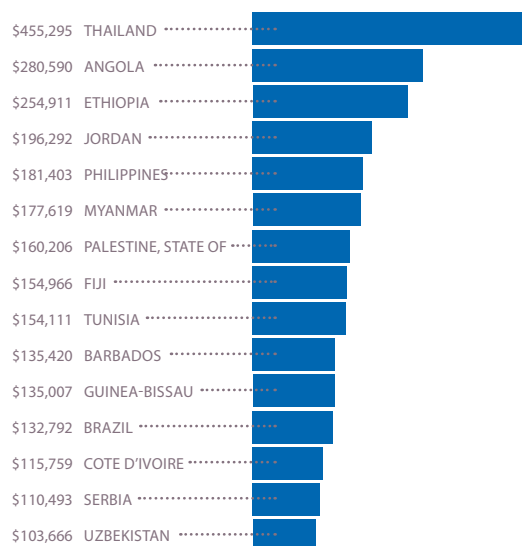
## PART 5: FINANCIAL SUMMARY

DGTTF 2014 EXPENDITURE BY LOCATION

Somalia	101,787
Sudan	14,243
Suriname	3,347
Tajikistan	8,523
Thailand	455,295
Timor-Leste	24,807
Togo	52,794
Tunisia	154,111
Turkey	9,774
Uganda	31,264
Ukraine	13,220
Uzbekistan	103,666
Vietnam	15,960
<b>TOTAL</b>	<b>15,401,669</b>

### 15 COUNTRIES WITH HIGHEST DGTTF EXPENDITURES IN 2014

(in US Dollars)









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Resilient nations.*

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