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Oslo Governance Centre 2012: A Year in Review

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United Nations Development Programme

DEMOCRATIC GOVERNANCE

Foreword

Another exciting and productive year at the Oslo Governance Centre (OGC) is behind us, a year best described as one of consolidation and renewal. I was privileged to take over as OGC's third Director in March 2012, and working closely with UNDP's regional centres, country offices and Headquarters, the OGC team continued to provide in-house expertise and develop capacity and knowledge on governance assessments (including participatory governance assessments for the UN programme to combat Deforestation, UN REDD), results measurement, and Institutional and Context Analysis (ICA). We also continued to conduct analysis of lessons learnt from [UNDP's Democratic Governance Trust Fund](#) and we significantly contributed to the governance discussions of the post-2015 agenda, and UNDP's First flagship report on Democratic Governance, expected to be published in June 2013.

A highlight in 2012 was the official launch of the Institutional and Context Analysis (ICA) Guidance Note by UNDP's Associate Administrator. The fruit of three years of collaboration across UNDP led by the OGC, the ICA has now shared for use by country offices. In 2013, OGC will continue to mainstream it into specific sectors, including justice and rule of law, elections and UN REDD. We also intend to explore its use to support the acceleration of the MDGs.

The centre's signature work on country-led governance assessments put greater emphasis this year on the policy impact of the work, in addition to continuing to support the supply of country-led governance data. One way we have done so is by bringing to bear our accumulated experience more directly on strategic regional processes aimed at standardizing of governance data.

A second way has been through increased focus and advocacy on the use of the results of the assessments, in particular by civil society organizations, for social accountability, building on the recommendations of the flagship Oslo Governance Forum held in 2011. A stronger emphasis on the potential of ICT in governance assessments, took hold in 2012. These are areas of two areas of growth, which we intend to pursue further in 2013.

Consolidating our strengths, and mindful of a rapidly evolving global context -- marked by a deepening financial crisis, environmental threats, increasing inequalities, the rise of non-state actors as key drivers of change, and a spike in popular demands for accountability and inclusiveness -we also pushed boundaries and engaged in new 'hows' and 'whats'.

We have refined and reaffirmed our mandate as a knowledge intermediary, bridging the worlds of practitioners at UNDP on the one hand and policy researchers on democratic governance on the other. We sharpened our resolve to scale up, increase our impact and adapt our work for increased relevance and responsiveness to country demand, emerging trends and a changing development landscape. We committed to using our location in Norway more strategically, to strengthening team work across the various areas of work at OGC, and to enhancing our communication, outreach and advocacy.

Recognizing the power of partnerships for development effectiveness, we have reached out with renewed vigour to relevant research centres, civil society organizations and policy think tanks in Norway and the Nordic countries, exchanging ideas, sharing knowledge and organizing joint events. We embarked on a strategic partnership with the

private sector, mindful of both its role as a key driver of future economic growth, as well as the governance challenges that this role entails to ensure that the type of economic growth created is inclusive, equitable and environmentally sustainable. In 2013, we will continue to pursue this active partnership strategy, focusing on expanding our partnerships with Southern policy think tanks.

On the 'whats', a new stream of work in support of UNDP's engagement in transition countries has evolved. We committed to using our niche of comparative advantage, skills and mandate to support analysis and dialogue of policy options in the complex area of transitions from authoritarian to more democratic forms of governance -- an area brought to the fore by recent uprisings in the Arab world and beyond.

Extensive consultations, analysis and partnership building culminated in our flagship event in Oslo this year -- an international conference on the Political Economy of Transitions, co-organized with the Norwegian Peace Building Resource Centre (NOREF). Opened by Olav Kjørven, Assistant Secretary General and Director, Bureau for Development Policy, UNDP and Torgeir Larsen, Norwegian State Secretary of Foreign Affairs, the conference recommended expanding UNDP and OGC's analytical, convening and knowledge brokering role on policy options and reforms in this area, validating an unmet demand for facilitating societal dialogue, south-south learning and distillation of programmatically relevant governance lessons and innovations. We will build on our expertise in analysis and assessments as we take this new area forward in 2013.

Renewing our commitment to gender equality as one of the fundamental tenets of democratic governance, we more consciously applied a gender equality lens to all our work, from assessments, to the emerging work on political transitions, to UN REDD. We intend to continue to deepen this focus in the year to come, working closely with relevant partners.

In 2013, we will strive to better capture feedback on our own products and services. We will also continue to provide leadership to help UNDP better measure its results in governance, analysing both what worked, and, just as importantly, what did not and why.

The OGC team looks forward to engaging with current and new partners in 2013 as we take this ambitious and bold agenda forward in support of UNDP's global, regional and country-based work in Democratic Governance. I invite you to read our 2012 report where you will find some of our stories and knowledge projects highlighted. Please share with us your suggestions on how we can do even better in 2013.

Warm regards,



Heba El-Kholy

Director, Oslo Governance Centre

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UNDP's Oslo Governance Centre was present at the World Village Festival in Helsinki in May 2012, where more than 100,000 people participated. Photo: KEPA, Finland

How can democratic transitions bring about long-term, inclusive and sustainable change?



From left to right: Paolo Lembo, UN Resident Coordinator and Conference Facilitator; Geraldine Fraser-Moleketi, Director, Democratic Governance Group, UNDP; H.E. Dr. Kan Zaw, Minister, Ministry of National Planning and Economic Development, Myanmar; Dr. Hassan Youssef Aly, Economic Adviser to the Minister, Minister of Planning and International Co-operation, Egypt; Dr. Revrison Baswir, Universitas Gadjah Mada, Indonesia. Photo: UNDP

What do Brazil, Egypt, Indonesia, Chile, Myanmar and Tunisia have in common and what can they learn from each other? All six countries have, at different points in time, embarked on the road towards democratic transition. They are all facing (or faced by) some similar challenges: including a military with a major political (and sometimes economic) role, major and multiple inequalities, corruption, weak political parties, entrenched vested interests, and high expectations from newly empowered citizens.

Managing such transitions was the focus of the Conference on the [*Political Economy of Transitions: Analysis for change*](#), held in Oslo on 8-9 November 2012 at the joint initiative of

the Oslo Governance Centre/Democratic Governance Group of UNDP and the Norwegian Peacebuilding Resource Centre (NOREF). Conference preparations benefited greatly from the substantive knowledge, experience and access of UNDP's global network of country offices and regional centers.

[More than 100 participants - policy makers, civil society representatives, military leaders, practitioners and researchers, as well as senior UNDP staff from across the regions,](#) met to re-think how to best support and inform processes of change toward more democratic forms of governance, taking into account the power dynamics and challenges faced by diverse actors in these transitions.

They agreed that managing transitions is a complex, long term and non-linear process, a process which requires a fundamental re-negotiation of the social contract between people and governments and one which must be internally led and driven. The final conference background papers will be available shortly

A key message which emerged was that transitions towards democracy will be undermined by growth policies that are not closely tied to explicit goals of social justice and equity. An integrated ‘cross practice’ approach to supporting transitions, one that focuses on building consensus on reforms to make **both** economic and political institutions more inclusive and accountable is critical. Economic governance is just as important as political governance.

For Torgeir Larsen, State Secretary at the Norwegian Ministry of Foreign Affairs, it was essential *to manage expectations, to build trust, and to involve women and minorities* in order to sustain transitions over time. Democracy needed to develop within the social context of any given country or region and change will always be fiercely opposed by those with a vested interest in maintaining the status quo. The State Secretary asked international actors to help by giving a consistent message, insisting on the inclusiveness and support for the rule of law.

UNDP Assistant Secretary General and Bureau of Development Policy Director (BDP), UNDP, Olav Kjørven, highlighted the importance of policy space, also to create trust.

Strengthening civil society in democratic transitions can constitute one of the most effective means of channeling popular protests into policy dialogue and building consensus on reforms.

Political change can come quickly, but lasting societal change takes time and requires thinking ahead, despite possible immediate pressures to ‘restart’ economic growth in transitioning economies. He stressed that it was therefore all the more important to create as much space as possible, and involve all the key players, in the early stages of transition to access and create inclusive policy options to set a path for inclusive, sustainable and comprehensive reform.

“Although democracy is re-established in the country, neither citizens nor the Army can transform it overnight, by the sole return to formal power, into an institution fully adjusted to the role and duties of an Army in democracy”

– Dr./Gen. Juan Emilio Cheyre Director,
Center for International Studies, Pontifical
Universidad Católica, Chile

Institutionalizing representation rights and bargaining mechanisms not only enhances the role of organized intermediaries, such as political parties, trade unions workers and other civil society groups in economic and social policymaking but contributes to increase accountability and transparency.

The vibrant discussions reflected diverse political and ideological perspectives and showed how different transitions nonetheless face similar challenges. Indonesia’s transition has been evolving over the past 13 years, while Egypt has recently embarked on the process, but both Dr. Revrisond Baswir from the Centre for Economic Democracy Studies at Rajah Mada University, Indonesia and Dr. Hassan Youssef Aly, Economic Advisor to the Minister of Planning and International Co-operation in Egypt insisted that one of the most pressing concerns is to remedy income inequality. In this respect, a key question is to determine who benefits from the transition.

Dr. Baswir stressed that transition must come from inside and cannot be imposed from outside, which is especially relevant as international involvement in Indonesia's economic and political development has been significant.

Myanmar has taken an active approach to accountability and inclusiveness. Decentralisation is an important priority and states and regions have been entrusted with rights and powers, while bottom-up planning and implementation are being encouraged at local and regional levels. H.E. Dr. Kan Zaw, Minister of National Planning and Economic Development underlined that Myanmar's reform process focusses on inclusiveness, with almost all parties and groups taking part in the political process and nation building, including women, and ethnic and religious minorities. Inclusive parliamentary elections have been held. At the same time, Myanmar is promoting overseas investment, focussing mainly on the power sector, oil and gas, mining, manufacturing, and tourism. Internationally, Myanmar will participate more actively in the United Nations. Mr. Myat Ko, a civil activist from the Yangon School of Political Science, raised the question of whether the social contract in Myanmar is negotiable.



Dr. Nabila Hamza, President, Foundation for the Future, one of many civil society representatives present. Photo: UNDP

In his view, Myanmar's transition can be characterised as a 'pacted agreement' among the elites, which has not been made public and argued that more formal and extensive engagement between the government and grassroots movements is required.

Stakeholders committed to concrete follow-up by i) creating a space for dialogue to help actors debate and build consensus on policy reforms on key issues such as inequalities (including gender inequalities), sustainable resource management, or the role of the military; ii) facilitating the exchange of experiences, policy options and lessons learnt; and iii) expanding analytical work and deepening our understanding on the governance of transitions, through targeted policy relevant research.

An informal network is now in place, bilateral exchanges are planned and follow up activities in several regions are part of the OGC 2013 work plan. We will continue to work closely with UNDP HQ, Regional centres and relevant country offices in following up on the recommendations of the conference, drawing on existing and new external partnerships and networks.

Support to the ‘Arab Governance Week’: How can citizens hold their Governments accountable?

Social accountability is essential to successful transitions. This was the theme of the *Arab Governance Week* on 26-29 November 2012 organized by UNDP’s Regional Centre in Cairo with support of the Oslo Governance Centre (OGC), and in collaboration with the Office of the High Commissioner on Human Rights (OHCHR), UN Women, the International Institute for Democracy and Electoral Assistance (IDEA) and the Affiliated Network for Social Accountability - Arab World (ANSA-AW). The series events brought together 240 participants from a wide range of sectors in 17 Arab countries, including 8 sitting ministers.

There is a need for a shift from a culture of secrecy to one of transparency which entails a fundamental change in mind-sets of politicians and bureaucrats, as well as building public awareness to encourage active exercise of the right to know.

In parallel sessions, the role of governance data and human rights monitoring through

the Universal Periodic Review process, as mechanisms for strengthening accountability, was explored in greater detail, and recommendations for actions by various actors were developed. Among these were:

1) a balanced legislation that protects the freedom of association and the independence and integrity of NGOs and the media, but at the same time stimulates a responsible and constructive attitude of these actors, would be important as well; 2) strengthened capacity of these actors to hold government accountable while also becoming more transparent and accountable to their constituencies; and 3) strengthened state institution capacity to manage information and enforce monitoring mechanisms.

The Governance Week facilitated South-South cooperation, reflecting on knowledge and experiences from the Arab countries, as well as Kenya, Malaysia, Armenia, Croatia, Macedonia and Ukraine, and on fostering strategic partnerships for future joint activities.

Helping protect the forests and the environment through mutual trust and access to information

Forest governance is challenging, especially when we think of all the different stakeholders involved in and affected by decisions made in this area. The UN-REDD Programme has been working with the OGC to address governance issues and challenges associated with REDD+ (Reducing Emissions from Deforestation and Forest Degradation) preparedness work. Vietnam, Indonesia, Nigeria and Ecuador are the first countries to pilot Participatory Governance Assessments

for REDD+ (PGAs), an approach developed by the OGC.

Sharing information and ensuring transparency is key. The PGAs open up for inclusive consultations for sharing governance information, and this feeds into countries’ national safeguards information systems. PGA participants identify shortcomings and obstacles in the governance systems and provide recommendations for improvements.

The UN-REDD Programme also supports capacity development and training for governments to provide relevant, reliable and timely information, and for civil society actors to act on the information, holding their governments to account.

So, where do we see progress and good examples in 2012? Indonesia is by far the most advanced PGA pilot of the four, and earlier this year a set of indicators was developed, agreed upon and finalised for data collection in collaboration with and agreed upon by Indonesian stakeholders – both from civil society, government agencies and ministries at national and sub-national levels, as well as the private sector. Now, data has been collected from 30 sub-national locations and the national level and validated in a national workshop. Through joint decisions on geographical scope, priority issues, indicator

development, methodology for collecting and validating data, and the communication strategy, the UN-REDD Programme finds that the stakeholders have trust in both the process and the information available. Continued sharing will take place regularly.

The PGA data provides baseline information on the quality of governance and preparedness for REDD+ implementation; a REDD+ governance safeguard road map; and policy recommendations outlining options for strengthening REDD+ governance structures and practices in the provinces. This data has been so well received that the REDD+ Task Force has recently agreed to use the final results of the PGA project (to be officially launched in February 2013 to inform policy decision making processes on REDD+ governance safeguards and policy reform).

Community of practice established for Participatory Governance Assessments for REDD+

“The PGA data will be very important in backing up our advocacy work with data and evidence trusted by both ‘sides’.”

– AMAN (an Indonesian network organisation for indigenous peoples)

Representatives from more than 10 countries met in [Bogor, Indonesia in April](#) this year to discuss participatory governance assessments for REDD+ as developed by the Oslo Governance Centre (OGC).

Practitioners from the PGA pilot countries Ecuador, Indonesia, Nigeria and Vietnam shared their experiences and early lessons learnt from carrying out PGAs with governance experts and other countries interested in conducting an assessment in the future.

Discussions covered three central questions of the PGA for REDD+ approach: i) what to measure; ii) how to measure it; and iii) what to do with the data collected.

Country ownership of the PGA processes, through the participation of both government and civil society, emerged as key to ensure the sustainability of an assessment process, the policy uptake and reform. As a result, awareness of the PGA approach and its potential relevance was raised among new countries, a PGA Community of Practice was established, and clear recommendations for further work on an upcoming practical guide on how to conduct PGAs were given. These recommendations included requests for more clarity on selecting stakeholders, necessary preparations, structuring the PGA, division of labour, the different steps involved, how to develop indicator frameworks in a systematically sound way and how to collect and disseminate data.



Participants engaging at the Regional Workshop on Governance for Citizen Security in Latin America. Photo: UNDP

As a result, the REDD team, with support from OGC, is currently finalising the PGA Practical Guide for roll-out in 2013.

Promoting citizen-centred security through south-south cooperation

For decades, the term “security” in Latin America and the Caribbean (LAC) was synonymous with national security, where the army and police had responsibility for maintaining law and order with little accountability or oversight by citizens. From the 1960s to the 1980s, the region’s military regimes became infamous for human rights violations committed by security forces, including thousands of extra-judicial executions of political citizens. However, since re-democratization in the 1980s, more and more LAC countries have incrementally adopted policies based on the principle of **citizen security**.

But what does that mean exactly? The term has its origins in UNDP’s 1994 *Human Development Report*, which introduced the concept of human security in the region, advocating for a shift from traditional “national security” or “State security” to a

people-centred approach, highlighting that human security consists of enabling people to safely and freely utilize a range of options to develop their lives. The notion of “citizen security”, therefore, puts the citizen at the centre of security concerns, implying that any action meant to improve security should focus on the needs, rights and engagement of citizens.

In the context of supporting countries in Latin America and the Caribbean in their efforts to strengthen citizen security and measure security data to monitor the effectiveness of public policies in this area, the Oslo Governance Centre and UNDP Brazil organized the *Regional Workshop on Governance for Citizen Security in Latin America: Developing South-South Cooperation to Manage Knowledge and Promote Governance Approaches to Citizen Security*, in Brasília on October 8 and 9, 2012.

The event benefitted from substantive support from the Crisis Prevention and Recovery team at UNDP's Regional Service Centre for Latin America and the Caribbean in Panama and the Special Unit for South-South Cooperation (SU/SSC).

Over two days, 60 government officials, academics, members of the police, security specialists and UNDP staff from various countries in the region exchanged experiences and learned from one another while creating networks for future south-south cooperation.

A wealth of new experiences

So, has there been any progress, and are there innovative initiatives? At the workshop, Beto Chaves, a civil police officer from Rio de Janeiro, presented *Papo de Resposta*, a Brazilian initiative that brings together police officers and youth at risk to break barriers of mutual distrust and build understanding and empathy, as well as instilling in youth a sense of responsibility and self-worth. Costa Rican Minister of Planning and Economic Policies, Minister H.E. Roberto Gallardo, presented the country's innovative citizen security and social peace promotion policy, which included broad consultations with over 1500 citizens from all regions.

UN Women representatives Elizabeth Arauz and Beatriz Jarrin made a gripping presentation on the situation of women in Ecuador, where 6 out of 10 are victims of violence, stressing how important it is to develop reliable monitoring systems to address current challenges. The Deputy Director of the Nicaragua National Police, Francisco Díaz Madriz, presented the Nicaraguan "Shared responsibility" model which includes citizens, families and communities as a fundamental pillar of its prevention policy.

Opening new spaces

A meeting in one of the main Latin American capitals which gathered high-level officials, academics, UN organizations and high-ranking police officers to openly discuss security policies, human rights and community participation would have been unthinkable only a few decades ago. The very fact that this was possible – and the engagement of participants from very different backgrounds and varying political ideologies – is testimony to the fact that the region is slowly moving away from some of the darkest pages of its history, toward a new, more promising future with citizens at the centre of the debates on how to best ensure security, based on a new paradigm.

Institutional and Context Analysis for development effectiveness

Even well designed projects can face huge challenges when implemented. Will certain actors block change in order to keep the status quo? After two years of consultations with Country Offices, regional service centres and various HQ units, the [Institutional and Context Analysis Guidance Note](#), developed by the Oslo Governance Centre (OGC) through a consultative process over since 2010, was

launched in 2012. As a political economy analysis approach designed to meet UNDP's specific needs and mandate, Institutional and Context Analysis (ICA) focuses on better understanding the interests, incentives and constraints of stakeholders at the country level, identifying areas where UNDP can realistically make a difference, the most suitable entry points and risk mitigation

strategies, with a view to obtaining better development results. Building on work done by other agencies and researchers, the UNDP ICA Guidance Note offers ideas on how to carry out an ICA to inform country programming and at the sector and project level. The methodology provides step-by-step guidance and templates. It has been designed to be highly flexible and can be adapted for a variety of contexts, from country analysis to informing strategic planning to programmes in support of political transitions, peacebuilding, or initiatives such as REDD+.

“While UNDP is impartial, we are not neutral in terms of values. UNDP works to promote values such as human rights, equality, our commitment to combating poverty and protecting the vulnerable and making sure their voices are heard. By understanding local sensitivities and being politically well-informed, UNDP staff can ensure better results in our programmes. – UNDP Associate Administrator Rebeca Grynspar, at the opening of the ICA Training for HQ-based staff in New York in September 2012

In 2012, ICA trainings for UNDP staff were held in Bangladesh, Tunisia and New York, , and the ICA methodology is currently being applied by a number of countries to support Democratic Governance and Energy and Environment programmes at the country offices.

“In practical terms, ICA was conducted for ten key policy areas related to peace accord implementation as input for policy engagement strategies,” says Henrik Fredborg Larsen, Director of the Chittagong Hill Tracts Development Facility in Bangladesh. “It helped us provide targeted support to the parties to the Peace Accord and other stakeholders, for them to participate effectively in the dialogue on what it takes to achieve development progress and peace in this region.”

Timothy Boyle, Regional Technical Adviser of UN-REDD at the Asia Pacific Regional Centre, agrees. “ICA is a flexible tool that allows you to assess how institutions interact with each other in the context of specific sectors and themes. It’s extremely valuable in project or programme design, because it helps to ensure that the proposed strategy is aligned with institutional barriers that need to be overcome.”

Learning to learn from our own work

Organizations frequently carry out evaluations, but learning from them is often recognized as a challenge. In order to enhance our programmes and our results, learning from our experiences is vital. In 2012, the Oslo Governance Centre (OGC) continued to support learning from the Democratic Governance Thematic Trust Fund (DGTTF) interventions. For the first time since 2001, the Fund’s Annual Call for Proposals focused

on one single theme: youth empowerment. The focus on youth came as a response to a growing need around the world for youth empowerment, and was specifically outlined in the UN [Secretary General’s Five Year Action Agenda](#).

In 2012, the OGC has invested in learning to enable people can learn from one another as well as from written reports. In partnership

with the Bratislava Regional Centre (BRC), a joint regional workshop was organized in May 2012 to a) offer lessons learned and technical support as countries start implementing the projects and b) establish a practical framework for cooperation and advocacy with the BRC, the OGC and among countries in the region throughout the implementation period and beyond.

The OGC found that interactive clinics are an extremely useful way of improving project implementation, as this also leads to better reporting of lessons learned at the end of the programming cycle.

The workshop included 40 participants from 9 Country Offices that received DGTTF funding (Armenia, Azerbaijan, Croatia, Georgia, Kosovo, FYR Macedonia, Serbia and Uzbekistan), as well as counterparts from government, civil society, and educational institutions. Georgia, while not implementing a DGTTF project, chose to participate in order

to benefit from the exchange and expertise provided.

The workshop facilitated bi-lateral clinics between advisors and individual countries and specific advice was provided to help improving the project documents and fostering cooperation among countries in the region. Suggestions included the need for country offices to improve their analysis of stakeholders and potential partners; improving the projects' sustainability; narrowing down project objectives and, consequently, providing clearer means in measuring their performance.

Knowledge codification continued in 2012, but in a different form. Bearing in mind financial and environmental costs, rather than print copies of project reviews, the OGC now prepares one page summaries from DGTTF project evaluations, summarizing key lessons learned. In total, 10 summaries were developed in 2012.

Linking to Strategic Regional Processes: Harmonizing governance, peace and security statistics in Africa

Monitoring and accountability are key ingredients of democratic governance. Both require solid statistics. This year, the Oslo Governance Centre (OGC) brought its accumulated experience and lessons from the Governance Assessments Global Programme to regional and other processes of standardizing governance statistics and provided support to the supply of country-led governance data.

The continental integration process undertaken by African leaders requires



Participants from the Technical Workshop in September. Photo: UNDP

reliable and harmonized statistics in all sectors, both socio-economic and political.

To this end, a Strategy for the Harmonization of Statistics in Africa (SHaSA) has been developed to enable the statistical systems in Africa to generate timely, reliable, and harmonized statistical information, covering all aspects of political, economic, social, and cultural integration.

It is in this context that a Specialized Technical Group (STG) on Governance, Peace and Security Statistics was created, as the first one of the 13 thematic STGs established as part of the SHaSA, with a mandate to develop a harmonized set of indicators and questionnaires for periodic monitoring in the area of governance, peace and security by National Statistical Offices (NSOs) across the continent. OGC's technical and financial support to the STG 1, in close collaboration with expert institutions such as DIAL and the Afrobarometer, was instrumental in the rapid and decisive progress achieved by the Group so far.

From 17 to 19 September 2012, the UNDP Dakar Regional Centre, in collaboration with the African Governance Institute (AGI) and the African Union Commission (AUC), organized a *Technical Workshop on the Harmonization of Governance, Peace and Security Statistics in Africa*. The workshop was attended by 21 experts from various institutions (statisticians from member states, representatives of specialized, regional and international agencies, and independent experts). As follow-up, two sub-groups – one on governance, one on peace & security – undertook the technical work on the selection of indicators and the drafting of questionnaires for NSOs.

This work, and the recommendations of the STG, were presented and endorsed with acclaim at the 6th meeting of the Directors-General of National Statistical Offices of Africa, held from 30 November until 2 December 2012, in Yamoussoukro, Ivory Coast. The recommendations will be implemented in 2013 and beyond.

How do we include governance and human rights in the post-2015 development framework?

The Oslo Governance Centre (OGC) has contributed to the global consultation on governance in the post-2015 development framework, with particular emphasis on the measurement of governance. Measurement options, national experiences, lessons and recommendations are presented in the discussion paper [“Measuring Democracy and Democratic Governance in a Post-2015 Development Framework”](#). Other analytical work is also underway, including analysis of the importance of governance in supporting MDG achievement, and a consideration of the

role of democratic governance in supporting sustainable human development.

The meeting concluded that governance and human rights have a strong claim for inclusion in a post-2015 development framework.

As part of this stream of work OGC/DGG co- led (with OHCHR) an expert consultation meeting on [Governance and human rights: Criteria and measurement proposals for a post-2015 development agenda](#).

Governance and human rights variables can be measured objectively and reliably, to meet the triple objectives of a measurement framework – the reflection and building of

normative consensus, boosting and accountability. OGC also contributed to a post-2015 consultation in the Arab region as part of the Arab Governance Week.

The power of strategic partnerships: Renewing old partnerships, cultivating new ones

In order to maintain our strength and relevance as a ‘knowledge hub’ and ‘global champion’ of democratic governance, we recognize that innovative, strategic and substantive partnerships are vital to our success, as it is to the Democratic Governance Group and UNDP as a whole. In 2012, efforts have been intensified to reinvigorate established partnerships and to build new ones that can further our objectives and results, working closely with the Nordic Representation Office.



From left: Erik Belfrage, Chair of the ICC Commission on Corporate Responsibility and Anti-Corruption and Senior Vice-President, Advisor to the Chairman of SEB; Heba El-Kholy, Director, Oslo Governance Centre, UNDP; Stian Berger Roesland, Governing Mayor of Oslo; Per L. Saxegaard, Chairman, The Business for Peace Foundation. Photo: ICC

Informal and individual meetings with partners and potential partners have been combined with more regular, institutionalized

communication and an OGC communication strategy has been drafted. New substantive conversations have been initiated or strengthened with several civil society organizations and research institutions, in both the South and the North including Norwegian institutes and think tanks. The latter included the Christian Michelsen's Institute (CMI), the Norwegian Institute for Urban and Regional Research (NIBR), the Peace Research Institute of Oslo (PRIO), the Norwegian Institute for International Affairs (NUPI), Norwegian Church Aid (NCA), International IDEA, UN WIDER and the Finnish Institute for International Affairs, among others.

OGC participation in the World Village Festival in Helsinki enabled us to share UNDP's experience in empowering youth's political participation and to increase avenues of collaboration with Finnish partners. The OGC Director represented DGG/UNDP at [the launch of a key publication on corruption](#), an area of critical importance to the Democratic Governance agenda, at the invitation of the [Ministry of Foreign Affairs in Finland](#).

Within Norway, a new partnership was developed this year for the first time with the Institute for Labour and Social Research (FAFO), NOREF, the Business for Peace Foundation, Norwegian People's Aid, the Forum for Environment and Development, and the [UN Association](#).

Some of these discussions have led to joint events, such as the [Open Meeting on Metrics for the new post-2015](#) development goals which was hosted by Fafo and an [international conference with NOREF](#) with a follow up programme of joint activities in 2013, and a partnership with the Business for Peace Foundation, which has led to the signature of a [UNDP-wide MOU with the Foundation, outlining specific areas of collaboration in 2013 and beyond](#)



Finland's Minister for International Development Heidi Hautala with OGC Director Heba El-Kholy at the World Village festival in Helsinki. Photo: UNDP Nordic Office

In 2012, we also instituted more regular dialogue with the Norwegian Agency for Development Cooperation (Norad), and with the Norwegian Ministry of Foreign Affairs on areas of common interest.

We have sustained and expanded partnerships with national civil society and research institutions in the south in 2012.

Some of these partnerships were developed through our work on Governance Assessments, as part of our support to nationally-led assessments in 17 countries (in 2012). [See the GA Portal for more information.](#)



OGC Director Heba El-Kholy engaging with youth and members of parliament in a panel on Youth as Champions for Peace and Democracy at the World Village Festival in Helsinki in May 2012. Photo: UNDP Nordic Office

These partnerships have produced joint knowledge event, products and new ideas and increased the outreach and influence of our work, as experts, champions and knowledge brokers of democratic governance, at the global, regional and local levels. Striving to serve as a 'gateway' to democratic governance knowledge for UNDP at large, we continue to share exchange and share networks and knowledge with regional centres and HQ.

Increasing accountability and trust between people and businesses:

A partnership with the Business for Peace Foundation:

A new strategic partnership was developed with the [Business for Peace Foundation](#) (BPPF) to promote Business for Peace Awards which will be given to leaders in the *private sector*, who have demonstrated *transformative and positive change* that business can create with ethical business practices. The objective of the Awards is to create global awareness among all stakeholders of the need to integrate good governance and ethics into business and to ensure that business contributes to, rather than undermines, sustainable Human Development. The Award will be given to exceptional business individuals who have promoted the concept of *businessworthiness* - applying business energy ethically and responsibly with the purpose of creating economic value that also creates value for society. The foundation is partnering with respected institutions such as: The City of Oslo, International Herald Tribune, International Chamber of Commerce (ICC), The Oslo Centre Peace and Human Rights, Partnership for Change and World Trade Centre Oslo. UNDP will support BPPF in seeking nominations through our global networks of country offices, supporting the development of criteria for the concept of '*businessworthiness*', organizing a private sector-civil society side event during the Business for Peace Ceremony and analytically documenting some of the successful awardees. OGC will continue to lead this new partnership on behalf of UNDP, working in close collaboration with the [Istanbul Center for Private Sector](#). The link to ICC story on the partnership <http://www.iccwbo.org/News/Articles/2012/ICC-and-UNDP-seek-nominees-for-the-2013-Business-for-Peace-Award/>

Democracy and Development:

Institutionalizing cooperation with International IDEA

In 2012, the OGC Director was invited to serve as an Advisor to one of IDEA's major upcoming publications on Aid and Democracy, paving the way for institutionalizing and strengthening collaboration between OGC and IDEA. A letter of intent is being finalized to explore and implement new opportunities for a long term partnership and more regular sharing of knowledge. One area of focus is support for an international network to promote social accountability and to promote the 10 democratic governance assessment principles adopted at the Oslo Governance Forum in 2011. Other areas of possible joint work in 2013 are in the area of results measurements, political economy analysis and political transitions.

Enhancing water governance:

A New Partnership with the Stockholm International Water Institute

Together with the Water Governance Facility of the Stockholm International Water Institute, the Water Integrity Network and UNDPs Global Programme on Anti-Corruption, OGC is providing support to countries that would like to measure their own performance in water governance. Advisory missions and project support has been provided to assessing the integrity of water supply in Tajikistan, as well as to monitoring rural water supply in Belize with the aim of accelerating progress on the MDGs.

Gender equality and Women's Empowerment: A foundation for democratic governance

Through a partnership with UNWomen GAP is continuing to strengthen accountability to women through participatory monitoring and governance assessments. In 2012 financial and technical support were provided to projects in Egypt, Liberia and Kyrgyzstan. In Egypt, for example, support was provided to mainstream gender in the on-going sectoral and local governance assessments conducted by the Information and Decisions Centre and the Local Governance Barometer. The assessment looks at public service delivery in education, health and water and sanitation. A global [mapping of country-led gender assessments](#) was also conducted and uploaded onto the GAPortal database on a [virtual map](#). 50 initiatives were identified and highlighted on the 2012 International Day of Democracy.

In a forthcoming study on how gender issues are being addressed by the **UN-REDD Programme**, Encouraging examples from the Participatory Governance Assessments for REDD+ pilot in Indonesia were highlighted. The PGA draft indicators include two gender specific references (i) a REDD+ infrastructure indicator on strengthening participatory capacity of women and (ii) an indigenous peoples and local community indicator on the management of rights which includes a program to bring justice to women. Focus group discussions takes into account gender balance and to ensure that women are able to participate equally, separate meetings with women's groups have been held (so as to avoid the passive participation of women in mixed groups). The document review portion of the PGA included information on gender dimensions of forests and peat lands, land use planning, land tenure and local governance issues. The PGA aims to answer: "Do policies and laws include gender-sensitive strategies and contain elements of women's empowerment?"; and "are women of the indigenous or other forest-dependent communities actively engaged in groups/organisations?".

As part of its new stream of work on the governance dimensions of **political transitions**, the OGC produced a rapid annotated bibliography on gender equality in transitions to identify lessons learnt about the 'promise and perils' of political transitions for negotiating gender relations and empowering women. The bibliography generated interest from a number of partners and identified policy and knowledge gaps which the OGC intends to take forward in 2013 in collaboration with relevant country offices. Following up on the discussions in the transitions conference, an expert meeting and a regional consultation with key women's groups and policy think tanks, in collaboration with UN Women and other partners, will discuss previous assistance strategies by the international community and inform the elaboration of adaptation of more relevant policy and programmatic responses.

Publications 2012

All our recent publications are available online and can be downloaded from the UNDP public website at [UNDP/ Governance](http://undp.org/governance) ; which also features key information on the Oslo Governance Center.



Guidance Note: Institutional and Context Analysis

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The Institutional and Context Analysis Guidance Note is UNDP's approach for undertaking political economy analysis to support development programmes. The document has emerged as a response to demand from Country Offices for a resource that helps staff understand the political and institutional context in which they operate in a way that is suited to UNDP's needs and mandate. It offers practical guidance to Country Offices on how to use ICA to assess the enabling environment. The term 'institutional and context analysis' refers to analyses that focus on political and institutional factors, as well as processes concerning the use of national and external resources in a given setting and how these have an impact on the implementation of UNDP programmes and policy advice.



Lessons Learned from the Democratic Governance Thematic Trust Fund

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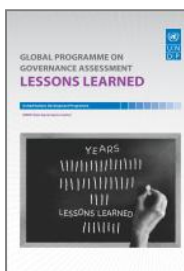
In 2001, UNDP established the Democratic Governance Thematic Trust Fund (DGTTF), the primary mechanism through which donor partners channel non-core contributions to UNDP's activities on democratic governance. The main function of this funding mechanism is to provide country offices with discretionary funds to explore innovative approaches in democratic governance in politically sensitive environments and within the areas of inclusive participation, responsive institutions or international principles. Responsible for reviewing DGTTF projects implemented at the country level in order to distil and codify lessons learned, in 2012, the OGC produced 10 one page briefs highlighting key achievements and lessons learned from DGTTF-funded projects.



Outcome Report: Oslo Governance Forum 2011

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In 2011, the demand for democracy reached the streets of Tunis, Homs, Yangon, Washington and many other cities world-wide. Millions of people participated in movements for democracy and better governance. Not only have they demanded democracy in countries where it has not been well established, but they have also called for a renewal of democratic governance processes and institutions for inclusive development and growth in countries with long democratic traditions. In October 2011, the Oslo Governance Forum brought together 270 policy makers, experts and practitioners from more than 75 countries to discuss the core question of how to renew democratic governance processes and institutions. The report links the 11 'Oslo Principles on Democratic Governance Assessments' to a selection of cases.



Lessons Learned: Global Programme on Governance Assessment

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On the heels of the Oslo Governance Forum, UNDP convened a workshop for projects supported by OGC's Programme on Governance Assessments from around the world. This one-day workshop collected and compared the lessons learned from experiences in 16 countries. This report draws on those experiences, as well as the seven reviews and evaluations of UNDP's governance

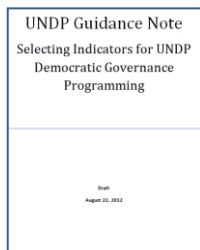
assessments projects to date. The aim is that these lessons will be useful to other national practitioners and UNDP country staff who wish to embark on a governance assessment.



Measuring Democracy and Democratic Governance in a Post-2015 Development Framework

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This discussion paper aims to outline some of the major factors to consider should it be decided that global goal(s) covering democratic governance are included in a post-2015 framework. In contrast to the existing MDGs, which are focused on socio-economic development indicators, democratic governance is not easy to measure because it means different things to different people, it is packed with a number of different variables and dimensions and the quality of democratic governance is a politically, culturally and ideologically charged determination. This paper makes a case for a global goal on democratic governance and explores four possible approaches for targets and indicators to support a goal.



UNDP Guidance Note Working Document: Selecting Indicators for UNDP Democratic Governance Programming

The objective of this Guidance Note is to assist UNDP Country Office staff with identifying and selecting indicators to monitor the progress towards results of democratic governance programs. The Guidance Note focuses on indicator selection and it gives sets of example indicators, as well as information on possible data sources that may be available at the country level. Importantly, it indicates some key activities that UNDP Country Offices can undertake and support in order to strengthen the supply of national-level data. As UNDP is currently reviewing its corporate approach to reporting on results for the 2014-2017 Strategic Plan, this guidance is a working document until that approach has been fully developed and translated into policy and guidance.

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