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UNDP

Annual Report 2008
UNDP Oslo Governance Centre

**United Nations
Development Programme**
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1 INTRODUCTION

The major role of the Oslo Governance Centre [OGC] is to help position UNDP – and ultimately UNDP country office programming - in the promotion of democratic governance as an end in it-self, and as a means to achieve the MDGs. This is done through knowledge networking and multi-disciplinary team work, as well as through close partnerships with leading policy and re-search institutions in the 'north' as well as in the 'south'.

1.1 ACTIVITY AREAS AND PROJECTS

OGC is a unit of the Democratic Governance Group in the Bureau for Development Policy, and the work is focused on five key areas of activity:

- Knowledge management and the development of knowledge products
- Policy advice and technical support to country offices
- Partnership development
- Capacity development
- Advocacy and outreach

In 2008 work in these key areas was organized around a number of key projects that will be presented in greater detail in the following chapters:

- Governance and Poverty Reduction
- Governance and Conflict Prevention
- Civil Society, Communication and Governance
- Learning and Capacity Development
- The Human Rights Policy Network 'HuriTalk'

1.2 SPECIAL INTERVENTIONS

During 2008, OGC continued to strengthen its work on 'flagship' activities like the Governance Indicators project, Communication for Empowerment as part of the broader agenda on Access to Information, and the UN-wide Huritalk policy network. During the year, OGC hosted several workshops and seminars in Oslo and participated in planning and implementation of others elsewhere, with participants coming from UNDP country offices, other UN agencies, research in-stitutions, civil society organizations and bilateral donors.

As will be noted in brief presentations below, OGC has also be involved in a large number of events – conferences, seminars, panel discussions – on democratic governance issues in gen-eral and the OGC mandated focus areas in particular. This is a reflection of the many strong partnerships that have been developed over the years. Some of the highlights are:

1.2.1 INTERVENTIONS RELATED TO DEMOCRATIC GOVERNANCE IN GENERAL

OGC represented UNDP and the Democratic Governance Group in a number of international events and conferences on issues of democracy, governance and democratic governance. The following are some of the most important events:

- **DEMOCRACY DAY IN NEW YORK:** On the occasion of the first International Day of De-mocracy on 15 September, the OGC Director participated in the event organized in New York jointly by International IDEA, DPA and UNDP. The aim of the Round Table was to identify areas of policy for multilateral action in the current global context – es-pecially by the UN – in the field of democracy promotion and support that would en-hance sustainable development processes.

- **DEMOCRACY DAY IN STOCKHOLM:** OGC was asked to participate in the first international democracy day organized in Stockholm by International IDEA in September 2008. At-tracting a wide audience in Sweden interested in diversity in European democracies as well as the role of Europe in promoting democracy abroad, the event allowed OGC to discuss issues of democracy and development.

- **DEMOCRACY WITH INTERNATIONAL IDEA IN STOCKHOLM:** OGC Director was invited to participate in a Round table on "The role of multilateral organizations in supporting democracy" organized by International IDEA, with the intention of providing the Swedish government with inputs to a white paper on democracy and human rights in development policy. This was also linked to the forthcoming Swedish presidency of the EU.

- **UNDP GLOBAL GENDER RETREAT IN RWANDA:** OGC Director represented DGG in the UNDP Annual Gender Retreat on 21-23 April. Stated objectives were to: inform global staff on the new corporate Gender Equality Strategy 2008-11; identify recommendations that can strengthen support to regional and country level implementation; and share good practices. The meeting was successful in achieving all of the objectives, and the importance of the new strategy was recognized. It was particularly fruitful to see the importance of democratic governance [and governance per se] being mentioned repeatedly in the discussions.

- **GOVERNANCE IN AFRICA WITH SAIIA IN JOHANNESBURG:** The South African Institute of International Affairs organized its annual conference on the theme of "The State of Governance in Africa: Formal Rules, Informal Realities and Strategies for Change". The OGC Director was invited to participate, together with key thinkers on the nature of political competition, institutional design, corruption, traditional and modern governance, as well as practitioners from within African accountability institutions, civil society and academia. The proceedings attempted to gauge the state of governance in Africa and the lessons from the APRM reports and other assessments, refine understandings of the underlying power dynamics and unwritten political rules that affect the quality of governance, and identify strategies for change based on successful reform efforts and civil society campaigns.

- **iKNOWPOLITICS ROUNDTABLE:** The International Knowledge Network of Women in Politics, with the support of OGC, held a two-day workshop on *Women in Politics: Overcoming Barriers to Participation* in Oslo. The workshop brought together over 30 women politicians, activists and development sector practitioners, including two iKNOW Politics Experts from each region of the world. The workshop was also attended by the representatives of the Norwegian civil society and Norwegian government officials, including the newly appointed Gender Ambassador, Mr Frederic Arthur.

1.2.2 INTERVENTIONS RELATED TO POVERTY AND GOVERNANCE

With the Commission on the Legal Empowerment of the Poor finalizing its work and launching the final report in 2008, OGC has been involved in several meetings to present its work on property [land] rights, which is central to the legal empowerment agenda. Another area which has attracted increased attention is that of the governance of non-renewable natural resources:

- **LEGAL EMPOWERMENT IN BERGEN AND OSLO:** OGC participated in two meetings on legal empowerment in April 2008. NORAD presented a number of field studies which highlighted the challenges and promises of legal empowerment of the poor. The Norwegian Ministry for of Development and Environment, NORAD and the Working Party on Land Administration of the UNECE [Eastern Europe] organized a second meeting in Bergen for practitioners and experts to share experiences on the importance and challenges of legal empowerment of the poor, especially with respect to access to land in Eastern Europe, Latin America, Africa and Asia. Mr. Olav Kjorven, the Director of BDP, participated in the Bergen meeting.

- **OIL AND ENERGY WITH FRIDE IN MADRID:** OGC was asked to participate in a FRIDE workshop in May 2008 to discuss the impact of energy on democratic prospects of oil rich countries. Participants included academic scholars as well as INGOS and international research institutes such as German Marshal Fund, EITI, Revenue Watch, Catham House, IDEA, Carnegie. There was agreement that oil revenues tend to perpetuate existing institutional arrangements and strengthen patron-client relationships. Participants agreed on the need for a focus on oil because it is strategic for development.

1.2.3 Interventions related to Governance Assessments

Work on and interest in governance indicators and assessments has increased dramatically in recent years, and the approach on national ownership and inclusiveness emphasized by OGC since the start back in 2003 has been recognized ad appreciated by both donors and partners. This has resulted in invitations to many workshops and conferences, and OGC has considered it important to represent this UNDP flagship activity whenever possible and relevant:

- **OECD-DAC Conference on Governance Assessments in London:** OGC participated in this Conference which included more than 100 governance specialists from 28 development agencies, 9 developing countries, civil society and academia who discussed why, how and when donors assess governance in partner countries and which impact these assessments have. The conference sought to take stock of present practices, stimulate mutual learning and find ways to cooperate so that assessments are better used by in-country stakeholders engaged in improving governance. The OGC continued to play an important role in the forum advocating for more support to national capacity for monitoring and evaluating governance. OGC represented UNDP in the plenary discussion and facilitated two of the parallel working sessions. UNDP's contributions to the intellectual outputs of the conference are acknowledged in the forthcoming OECD DAC guidelines and source guide on donor governance assessments.

- **Measuring Progress in Moscow:** An OECD-supported global initiative for measuring progress was launched in Istanbul in 2007 with UNDP Administrator Kemal Dervis pledging UNDP's support. OGC was asked to represent UNDP on the global initiative's executive board and participate in the annual meeting of 2008 under the auspices of the Russian Statistical Agency. OGC Director gave a speech stressing the importance of democratic governance as a key component of progress. He also emphasized the importance of nationally owned measurement methods that are participative, inclusive and aligned to national development plans.

- **Governance Assessments in Africa:** OGC was invited to participate in an African Development Bank workshop on governance assessments. The workshop, which took place in Tunisia, attracted a wide array of African scholars, practitioners and NGOs engaged in African Peer Review Mechanism reporting and in Joint Governance Assessments which harmonize donor governance assessments under government auspices. The workshop allowed sharing of experiences from bilateral donors, e.g. DFID, as well as the EU and the World Bank with respect to donor-led governance assessments. OGC and African NGOs stressed the importance of enhancing national capacity, the imperative of fostering domestic accountability of government and donors to peoples' concerns and needs as well as to national development strategies.

- **IACC in Greece:** OGC/DGG was invited to the 13th International Conference on Anti-Corruption (IACC) which took place in Athens in November 2008. The IACC is the leading forum to engage in innovative and open debates on corruption challenges including representatives of civil society, government and business from around the world. The OGC organized and facilitated, in cooperation Transparency International, a panel discussion (over 200 participants attended) on *Lessons Learned from Measuring Corruption* which included leading experts from the World Bank, national anti-corruption bureaux and civil society. OGC also launched the UNDP-Global Integrity Users Guide to Measuring Corruption at the IACC.

1.2.4 Interventions related to Conflict and Governance

OGC has not had a Policy Advisor for Conflict and Governance in 2008, and the focus of our work in this area has been to finalize two major knowledge products. We have therefore not be able to accept invitations to participate in external events in this area. However, the newly established OECD-UNDP Partnership for Democratic Governance is the exception:

- **OECD Partnership for Democratic Governance:** The OGC Director represented UNDP in two meetings of the Steering Committee. At the October meeting, he thanked the Chair for his leadership and for reminding us of the difficult global context; but

while we must be mindful of the resource issue resulting from the global crisis, we should also remember that the PDG is as much about the right ideas as about the right amount of resources, and about making sure that we can share the best practices in an effective manner; and it is about getting it right among donors and between partners and donors as reflected in the recent AAA from the High Level Forum. For UNDP the thinking of the PDG on the need to accelerate service delivery in a manner that is responsive to the citizens, and with the partner in the driving seat, is very much at the core of the UNDP Strategic Plan for 2008-11.

1.2.5 Interventions related to Civil Society and Communication

Several years ago OGC conducted a mapping of what some of the major NGOs do in the area of democratic governance. Through cooperation with the Civil Society Division in New York we continue to keep in touch with developments among civil society actors, increasingly under the 'voice and accountability' and 'participatory governance' agenda:

- **Communication Initiative in London:** The OGC Director participated in a panel discussion on *Democracy, Governance, accountability and the role of the media*, together with Lyndall Stein from Concern UK, Kaitiira Kandjii from Media Institute of Southern Africa, Adelaida Trujillo from CI Latin America, Marta Foresti from Overseas Development Institute, and Mark Robinson from Dfid.

- **Civil Society and Accra in Copenhagen:** In the run-up to the High Level Meeting in Accra on the Paris Declaration, the Danish Ministry of Foreign Affairs organized a conference for civil society organisations to discuss the concept of "democratic ownership" whereby parliaments, civil society and citizens are key drivers of public policies. Ownership over policy-making needs to be embedded in national democratic processes and debates. When donors fail to take ownership seriously they also undermine CSOs' ability to play their role in development. The OGC Director was invited to facilitate one of the working groups and participate in the panel discussion.

- **CIVICUS World Assembly in Glasgow:** The OGC continued to serve on the International Advisory Group of CIVICUS's Participatory Governance Programme, which aims to enhance the capacity of civil society practitioners to promote participatory, accountable and inclusive governance of public institutions. In June 2008, the Governance and Civil Society Adviser participated in the Programme's invitation-only conference 'How Can We Build Political Will for Participatory Governance?' convened in Glasgow, Scotland, presenting on 'How can donors help build political will for participatory governance?' The meeting was attended by 60 participants, including practitioners, donors, academics, and government officials. The conference was followed by the CIVICUS World Assembly attended by civil society delegates from over 100 countries.

- **Bellagio seminar on Civil Society:** DFID and the Open Society Institute convened a workshop at the Bellagio Study and Conference Centre in Italy in June around the theme of *Innovations in Accountability and Transparency through Citizen Engagement – The role of Donors in Supporting and Sustaining Change*. The workshop brought together 23 participants [including the OGC Director] from civil society organisations, bilateral and multilateral aid organisations and private foundations to share knowledge and practical learning of 'What's working? What's innovative? and what's missing?' in work on accountability and transparency; identifying key issues and factors for success; and develop a broader vision/strategy for building the field collaboratively. The workshop was facilitated by Professor John Gaventa from IDS.

1.2.6 Interventions related to Human Rights

The work of HuriTalk has been recognized outside UNDP and has also resulted in many invitations for participation in conferences and panels [see also section on cross-practice initiatives]:

- **HuriTalk:** The network facilitator was invited as Guest Lecturer for Human Rights and Development post graduate course, run by the Human Rights Education Associates.

- **WATER WEEK IN STOCKHOLM:** HuriTalk facilitator was invited to be chair of panel for Seminar on Right to Water and Sanitation at the 2008 World Water Week, Stockholm.

- **INTERAGENCY WORKSHOP IN TARRYTOWN:** HuriTalk convened side event on '*Mainstreaming Human Rights: The Role of Knowledge Management*' during the Third Interagency Workshop on Implementing a Human Rights-Based Approach to Development. Accordingly, a working group on knowledge management will be established within the framework of the new interagency mechanism on human rights.

1.3 MISSIONS TO COUNTRY OFFICES AND REGIONAL CENTRES

It is not the primary role of the OGC to provide direct support to UNDP country offices due to limited resources, but rather to offer knowledge products and/or support through the Regional Service Centres. However, in some cases the OGC is being specifically requested to offer support or to participate in missions, and to support particular initiatives of a strategic importance. In 2007 some of the outreach involved:

- **MONTENEGRO:** At the request of the UNDP CO in Montenegro, the Oslo Governance Centre carried out a scoping mission to the country from 13 to 17 April 2008. The objective of the mission was to provide advice to the CO on its DGTTF project "*Assessing and Monitoring the State of Governance in the Context of European Integration in Montenegro.*" The mission was primarily focused on participation in a national workshop to introduce "Comparative experiences in measuring governance." Workshop participants pointed to legitimate concerns with regards to the EC progress reports in terms of their being top-down, fostering external accountability instead of accountability of the Montenegrin government to its citizens, and failing to develop national assessment capacity. Hence, it was decided that Montenegro would seize the momentum created by the EU integration process to define its own approach and method towards assessing compliance with the political Copenhagen criteria.

- **INDONESIA:** Realizing the need for a national tool to evaluate the quality of democratic institutions and practices across the country, the National Planning Commission (Bappenas) is developing an Indonesian Democracy Index (IDI) to measure democratic progress and setbacks at the provincial level. The OGC Centre carried out a mission to Jakarta to support the IDI project team and UNDP Indonesia in developing national and provincial capacities for selecting governance indicators, for collecting governance data, and for using IDI results in policymaking processes. The OGC mission also participated in a seminar jointly organized by Bappenas and UNDP to present the IDI and compare methodologies and experiences amongst similar efforts to assess 'good governance' and 'democracy' in Indonesia, led by other national and international organisations.

- **CHINA:** The OGC was invited to an international workshop on Governance Assessment in China to comment on the draft governance assessment framework developed by the China Centre for Comparative Politics and Economics (CCCPE), a one-year project financially supported by the UNDP Democratic Governance Thematic Trust Fund and technically by the OGC. Another objective for the international workshop was for Chinese stakeholders to benefit from the perspectives brought by international expertise, and for discussing the next steps for the piloting of this project in selected provinces.

- **MONGOLIA:** The MDG 9 project is now in its final phase and, along with UNDP Mongolia, requested the OGC to advise on how to sustain this unique initiative. Mongolia remains the only country in the world to have formulated an MDG 9 specifically related to human rights, democratic governance and anti-corruption, thus underlining the importance of democratic governance for socio-economic development and a successful achievement of other MDGs. Despite the impressive achievements so far, additional efforts are needed for institutionalizing an independent monitoring system on MDG 9, and for embedding governance analysis and results in the national policymaking processes.

- **MOZAMBIQUE – COMMUNICATION FOR EMPOWERMENT:** The OGC Director participated in the launch of the draft report for Mozambique, together with the consultant from the Communication for Social Change Consortium. The launch brought together UN agencies as well as civil society and government representatives.

- **GENEVA – BCPR WORKSHOP:** OGC Director participated as DG representative in the Expert Workshop on "Crisis Prevention and Recovery and Governance" convened by BCPR, to discuss work towards a concept note, and to discuss the Guidance Note on "Governance and Conflict Prevention" being developed by OGC and BCPR. There were around 50 participants in the workshop, with at least 15 coming from COs [Lebanon, Kyrgyzstan, Ecuador, Iraq, Sri Lanka, Guatemala, Mozambique, Pakistan, Indonesia, Uganda, Ghana, Colombia, Myanmar].

- **HRBA TRAINING 4 COUNTRIES:** OGC through HuriTalk acted as Facilitator and Resource Person for 4 UN Programming Countries in their CCA/UNDAF processes: *Guatemala* [March]; *Kazakhstan* [June]; *Uruguay* and *Brazil* [November]. OGC helped develop the capacity of UN staff in these countries to integrate a human rights based approach into their CCA/UNDAF processes and to follow the principles of Results Based Management.

- **LEBANON:** Upon request of the Anti-corruption global advisor, the OGC facilitated the Validation Workshop for the UNDP Anti-Corruption Practice Note and Primer, which provide guidance to all UNDP country offices working in the area of anti-corruption.

- **GLOBAL MEETING ON VOICE & ACCOUNTABILITY IN BOGOTA:** The OGC held a Global Meeting on Voice & Accountability in Bogotá, Colombia on 1-3 December in partnership with the UNDP Escuela Virtual and UNDP Colombia. The meeting had participants from all regions, including Country Offices, Regional Centers and SURFs and included regional perspectives on ongoing work on enhancing democratic governence through voice and accountability mechanisms as well as sessions on challenges in operationalising these concepts in practice, including in post-conflict countries. Participants provided feedback and case studies to the development of the forthcoming Guidance Note on Nurturing Social Accountability, to be published in 2009.

1.4 CROSS-PRACTICE INITIATIVES

OGC has been working in the past two years to strengthen synergies between democratic governance, poverty reduction, gender equity and environmental sustainability. OGC has been partner in a number of initiatives which identified issues requiring concerted action across disciplines, e.g. governance and poverty, or human rights and MDG costing. OGC and partners from other practices explored integrated processes that could result in pooled resources and tools for planning, programming and policy dialogue.

- **LAND GOVERNANCE INITIATIVE:** In close cooperation with the Dryland Development Centre of BDP's Energy and Environment Group and the Legal Empowerment of the Poor project of BDP, OGC conducted a global survey of over 300 land governance projects taking place in over 120 UNDP country offices. Understanding the need for policy direction, OGC launched a series of briefs and discussion papers that suggest a democratic governance framework for land which is gender sensitive and pro-poor. Responding to the need for technical support on the cross practice nature of land governance, OGC – in partnership with DDC, the Legal Empowerment of the Poor project and TerrAfrica initiative - organized a peer assist workshop with 12 country offices and regional centre advisors to discuss the linkage between land governance, food insecurity, poverty reduction and climate change. This cross practice initiative is reaching out to civil society, e.g. International Land Coalition and Norwegian NGOs working on land.

- **EMPOWERMENT FOR EQUITABLE DELIVERY OF THE MDGS:** OGC also worked with the MDG Colombo Centre in Asia to produce a template on assessing empowerment dimension in support of delivering the MDGs by MDG sectors. The intention of this template is not to provide the user with a ready-made tool or a 'scorecard', but rather with a guide to 'what to look for' when undertaking sector-based needs assessments to inform an MDG-based planning exercise. This template is introduced to complement existing

MDG methodology: To help identify the 'missing governance links' in the policy design underlying the MDG-based planning exercise, and to help policymakers account for these 'missing links' in the assessment of MDG needs; To highlight the need for and suggest monitoring questions of voice and accountability channels which need to be in place to redress unequal power relations and sustain pro-poor development; To assist country-led development of pro-poor and gender sensitive indicators by suggesting search questions as basis for indicators to be developed jointly by policy-makers and beneficiaries about aspects of policy which are most crucial to monitor pro-poor and gender sensitive service delivery. The Framework builds upon the Human Rights Based Approach to Development as well as on the UNDG Capacity Assessment Methodology. This Empowerment Framework is firmly anchored in the human rights principles of the Common Understanding on the HRBA. It pays particular attention to the principles of equality, non-discrimination, participation and inclusion as it is primarily concerned with capturing the experience of the most marginalized, disadvantaged, and excluded.

- **GENDER SENSITIVE SERVICE DELIVERY:** OGC participates in a UNIFEM–led project funded by Norway to identify governance interventions that enhance equitable delivery of basic services to women. In partnership with UNIFEM and the Gender Team of BDP, OGC strives to enhance gender sensitive governance for equitable development and poverty reduction. To achieve this objective, OGC produced a users' guide on gender sensitive measurement tools for governance and service delivery. This guide will inform future capacity development efforts and the uptake of gender sensitive measurement tools into basic service delivery processes. OGC participated in two joint missions with UNIFEM in Cambodia and Tajikistan and in a workshop that brought country offices (Tajikistan, Rwanda, Morocco) together with gender and sector experts. It was established during the workshop that strengthening national capacities to conduct gender sensitive assessments of governance and service delivery is a key condition to enhance voice and accountability for women through evidence-based policy advocacy and technical programming in service sectors.

- **REGIONAL TRAINING EVENT WITH CAPACITY DEVELOPMENT GROUP:** This workshop for Europe and the CIS country offices on "Developing Capacities for Accountability and Voice" was organized in partnership with the Capacity Development Group team at the Bratislava Regional Centre. The training was attended by approximately 20 COs and provided participants with a detailed overview of practical tools and mechanisms that UNDP can integrate in project design in order to enhance the accountability of local governments for service provision.

- **RIGHT TO WATER AND SANITATION IN THEORY AND PRACTICE:** OGC in collaboration with the Bratislava Regional Centre and the BDP Water Governance Team, and in partnership with Oxford and Oslo University, held a three day International Conference in Oslo in November, with the objective to promote greater understanding, debate, policy and legal development on the human right to water and sanitation. In particular it looked at the key issues related to human rights in the context of today's global water and sanitation challenges. It brought together 60 experts from a wide range of disciplines; from policy makers, development practitioners, academics, private organisations and representatives of civil society, to explore and debate these issues and take recommendations forward.

- **INCORPORATING A HRBA INTO THE MDG NEEDS ASSESSMENT TOOLS:** OGC together with the Poverty Group initiated a cross-practice initiative to integrate human rights to the design and planning stage of its MDG support work- through applying a human rights based approach into its MDG Needs Assessment tools [a tool for budgeting how much it will cost a state to reach the MDGs by 2015]. The aim of the project was to find pragmatic ways of integrating human rights principles and standards, giving concrete examples of what needs to be taken into account in developing a Needs Assessment Model that incorporates human rights. The project was supported by joint funding from both DGG and the PG.

1.5 Important Partnerships

Many established partnerships outside UNDP were continued and some strengthened further through the collaboration on specific projects. A list of the most substantive partnerships in 2008 is presented in Annex 3. A few cases are highlighted below to indicate the diversity of co-operation the OGC is engaged in:

- **InWent:** Co-organized the indicators training workshop in September 2007 in Oslo and is now a close partner in this area. Staff from OGC have also participated as trainers in courses organized by InWent in Germany.

- **Institute for Development Studies, Brighton UK**: Cooperates with OGC on issues of governance and participatory approaches to pro poor development. In response to UNDP country network query on what pro-poor policies are and how UNDP can enhance pro poor policy responsiveness, IDS was commissioned by OGC to produce a framework on Pro-Poor Policy Processes emphasizing the nature of power relations, values and participatory opportunities that would impact upon policy process responsiveness to the poor.

- **Overseas Development Institute, London UK**: Managed country case documentation on the role of governance evidence in reforming policy in post conflict countries (examples from Latin America, Asia and Africa). This country case documentation will inform OGC's approach to national capacity development for democratic governance assessments. ODI also produced a commissioned paper reviewing concepts of voice, accountability and civic engagement and their relevance for UNDP programming. This fed into development of the civil society strategy, in colllaboration with the CSOD.

- **OECD Global Initiative on Measuring Progress:** At the end of the international Istanbul conference on measuring progress, a global initiative was launched. UNDP support the principles of the Istanbul Declaration in an effort to emphasize the need for an integrated definition of progress beyond GDP and the need for global cooperation on rigorous methods and participative processes of measurement of progress, including of governance. OGC participated in the 2007 Istanbul conference presentations and knowledge fair as well as in the 2008 Moscow conference.

- **Escuela Virtual:** The mandate of the Escuela Virtual [Virtual School] established by the Regional Bureau for Latin America and the Caribbean, is to develop the capacities of social and political leaders of the LAC region supporting the Country Offices' work. The OGC and the Escuela Virtual have jointly organized the Global Meeting on Voice and Accountability in Bogota, Colombia, December 1-3, 2008.

- **Africa Governance Institute [AGI]:** The AGI has now been formally established with offices in Dakar, Senegal, following several years of preparations led by the Regional Bureau for Africa. OGC participated in some of the preparatory discussions, and we have now started cooperation on a database of governance institutions in Africa as well as other work related to governance assessments.

- **theIDLgroup:** theIDLgroup and OGC have partnered to produce the paper *Accountability and Voice for Service Delivery at the Local Level*, which served as the Background paper for a regional training for Europe and the CIS, jointly organised by the OGC and the Bratislava Regional Centre. The event was facilitated by theIDLgroup.

2 GOVERNANCE AND POVERTY REDUCTION

The centre has continued to work to strengthen UNDP's contribution to the governance of MDGs by working on the pro-poor process of policy making, the gender sensitivity of service delivery and the empowerment of weak and vulnerable groups to enhance equitability of MDG delivery. Poverty reduction and empowerment require access to resources and transparent, responsive and accountable management thereof, and the centre therefore continued to pursue the issue of land rights in collaboration with other UNDP agencies and centres.

Area 1: **Governance and MDGs**

The objective is to provide technical support to Country Offices on concepts, methods and approaches linking democratic governance assessments to poverty reduction and the MDGs through the development of guidance materials on governance indicators and on the analysis of policy processes.

Linkage between democratic governance and efforts at poverty reduction has been corporately cemented in the Millennium Declaration, the 2005 World Summit as well as in the Paris Declaration and documents of various bilateral and multilateral donors. Translating this linkage programmatically has continued to be a challenge.

While communities of development are divided – conceptually, structurally, and operationally - among those who work on poverty reduction and those who work on democratic governance, and while governance and poverty reduction teams may work separately, though some projects may bring them together, OGC has worked in 2008 to cross the borders. UNDP poverty and democratic governance groups (BDP) ran an e-discussion jointly with the MDG Millennium campaign and Harvard University on issues of governance and leadership for MDG achievement. The discussion clearly demonstrated the awareness of UNDP offices that MDG achievement is about power relations and social transformation. It also made it clear that any ability to change power relations and positively impact social transformation will require investment in championing leaders.

In order to foster an ability to document country cases and learn from field experiences about how democratic governance may contribute to equitable development, OGC produced two analytical papers that suggest a framework for future "learning from the field" activities. One such framework is on the participative nature of pro poor policy processes that could increase the likelihood of pro poor outcomes. The other is a framework of assessing demand and supply side capacities for empowerment of weak and vulnerable groups. This latter framework has been applied to some MDG sectors.

UNIFEM UNDP Plenary Meeting on Gender Sensitive Service Delivery in New York.

On the equitable delivery of services, women's share of timely, good quality and reasonably priced services has been underlined in a joint project with UNIFEM as a governance challenge. Within the context of OGC's lead on governance measurements and governance assessments, a gender sensitive users' guide to measurements of service delivery has been developed. It surveys existing tools, assesses their strengths and weaknesses and provides some guidance on further development of gender sensitive service delivery measurement tools. Organized with UNIFEM, OGC brought together a number of independent experts to discuss the draft users' guide and share experiences on measurements of service delivery to women.

Three country office staff from the governance and gender teams participated in this exchange of experiences [Morocco, Tajikistan, Rwanda]. OGC participated in two scoping missions to Cambodia and Tajikistan to explore opportunities for gender sensitive service delivery.

Furthermore, OGC advocated for nationally owned governance assessments and for fostering national capacity for gender sensitive and pro poor governance assessments that respond to national and local needs as well as reflect vulnerable peoples' and regions' concerns. To that effect, OGC negotiated the partial take over of the OECD and Paris 21 sponsored METAGORA network of international statistical offices, Human Rights councils and civil society organizations working on governance assessments.

OGC also participates in OECD-DAC governance meetings, supporting the drafting of governance assessment principles that reflect UNDP's approach and participated – together with ODS New York - in a OECD-led global initiative on measuring progress. OGC was invited to participate in an African Development Bank meeting on governance assessments, an international workshop on democracy in post conflict settings organized by international IDEA Stockholm, the first International Day of Democracy organized by IDEA in Stockholm and the annual meeting of the international NGO "International Land Coalition." On the country level, OGC participated in an international workshop on governance assessments in China organized by the CCCPE. In co-operation with other UN agencies, OGC participated in the annual meeting on governance and poverty reduction of the Social Forum of the UHCHR.
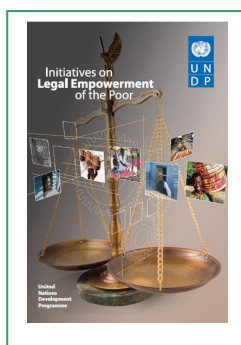

OGC participated in a China Workshop on Governance Assessments. Picture taken during field visit of an innovative governance project in a sub-district of Beijing.

Area 2: **Land Governance and Property Rights**

The objective is to contribute to the implementation of UNDP's Cross Practice Initiative on Land Governance in coordination with the Drylands Development Centre; and to explore the main features of a pro-poor approach to land governance.

OGC has actively contributed to the Cross Practice Initiative (CPI) on Land Governance together with the Drylands Development Centre (DDC). OGC provided input to the design of a UNDP-wide survey on land governance activities and to the analysis of 121 country responses. The global survey results based on over 300 projects (multiple projects in governance, environment and poverty in some countries) were jointly presented by OGC and DDC to a cross practice group of BDP advisors in a land governance workshop that took place in November 2008.

Together with the Drylands Development Centre [Environment and Energy Group, BDP], the Legal Empowerment of the Poor [Poverty Group of BDP], and the TerrAfrica partnership, OGC organized a workshop on land governance, showing how land governance links to new challenges from climate change, rising demand for bio-fuels and rising food prices, all of which increase interest in land and land policies as development issue.

The workshop was attended by 12 UNDP country offices, representing programming officers from governance, poverty and environment teams. Regional governance advisors from RBAS, RBAP and RBA as well as from UNECA and BDP's four teams (governance, poverty, environment and gender) actively participated.

International experts from Norwegian universities, Norwegian NGOs and the Universities of St. Mary in Hailfax and Birmingham in the UK enriched workshop discussions in plenary and working group "peer assist" sessions.

OGC launched a series of briefs and discussion papers identifying democratic features of land governance that are pro poor, gender sensitive and considerate of the power, historical and cultural dimensions of land relations. This series covers rural, urban/peri-urban and forest land types with the aim to frame the issues that could help future efforts at country documentation and learning from the field.

Two peer assist working groups on "land governance and poverty" and "land governance and environmental sustainability" in working mode during the "Land Governance and Emerging Development Agendas" Workshop in Oslo November 2008.

Area 3: Legal Empowerment of the Poor

The objective is to to contribute to the on going deliberations on how UNDP can best follow up on the legal empowerment of the poor report of the UN independent commission on legal empowerment of the poor, taking country office needs and concerns on board.

The Oslo Governance Centre continued to work on deepening understanding of the regional context of legal empowerment of the poor, using as an example the national consultation papers of the CLEP in Latin America and Asia. The experience in Latiin America was shared in a presentation with 12 other country offices in a land governance meeting in November 2008 in Oslo. The regional analysis commissioned by OGC in Asia will provide the backdrop of a regional meeting on legal empowerment planned in the Asia region in early 2009.

Wanting to better understand the country level context of legal empowerment, OGC invited UNDP Pakistan [One UN pilot country] to participate in the 2008 fellowship program. The UNDP Pakistan country officer is currently looking into opportunities and challenges that would be facing any effort to advance legal empowerment activities in the context of a one UN program.

Capitalizing on in-house expertise with measurement tools, OGC contributed to the efforts of the legal empowerment team of BDP's Poverty Group to explore a framework for monitoring and assessing progress towards legal empowerment.

Finally, within the context of the land governance workshop, OGC organized a panel discussion on the linkages of land governance and legal empowerment. It invited the views of former advisors to the CLEP property rights task force as well as the views of international NGOs such as the International Land coalition, the views of Norwegian NGOs and independent scholars. The field experience of UNDP country offices [e.g. Egypt, Indonesia, China, Albania] were presented by UNDP country officers and the regional considerations to legal empowerment were covered by governance regional advisors from the Asia Pacific, Africa and Arab States regions.

Presentations and workshop report at http://www.undp.org/oslocentre/events/oslo1108.html

Legal Empowerment Group Meeting during "Land governance and the emerging development agenda" workshop in Oslo 11.2009

3 GOVERNANCE INDICATORS AND ASSESSMENTS

For UNDP, the value of a country-led governance assessment is that it serves as a critical accountability and transparency mechanism for governance performance. Democratic governance is more likely to be sustained if targets for attainment and expectations of how governments should perform are formulated by those who live within the political system. When local actors participate in the assessment process, it stimulates their demand for governance information and a demand for greater accountability from government.

For country-led assessments to provide more depth into a particular policy issue, UNDP emphasizes that they must integrate a focus on marginalized and vulnerable groups. Country-specific and disaggregated indicators will help identify specific institutions and practices that perpetuate unfair and sub-standard provision of services to these groups.

UNDP's support for country-led democratic governance assessments is a key element of the organization's broader agenda on democratic governance: to foster inclusive participation, strengthen accountable and responsive governing institutions, and ground governance in international principles of human rights, gender equity and integrity. This approach to democratic governance and the role of assessment therein, is included in the approved UNDP strategic plan for 2008-2011.

Area 1: **Core Programme**

The objective is to provide technical and policy advisory services to UNDP Country Offices and champion national governance monitoring and evidence-based analysis

In 2008 OGC continued to provide support to Country Offices on governance assessment related activities. Some examples:

- Towards the end of 2008 OGC was requested by UNDP Indonesia to review the Indonesia Democracy Index-IDI which provides qualitative and quantitative data for all provinces in the area of human rights and democracy. OGC presented international experiences at a launch organized by the Indonesian Ministry for Planning and Development, the institutional host for the IDI.

OGC staff members Marie Laberge and Joachim Nahem can be seen standing on the right.

- Through the DGTTF OGC supported China, Montenegro and Paraguay with national governance assessments.

- An OGC mission to Podgorica in April helped solidify a multi-stakeholder advisory group to oversee a home-grown governance assessment for Montenegro based on the Copenhagen political criteria for EU accession.

■ In cooperation with its French statistical partner DIAL, OGC provided in depth technical assistance to Paraguay who is conducting a national governance survey in the wake of recent elections (ending 60 years of one-party rule).

■ OGC continued to work closely with the Mongolia Country Office as it further develops its MDG 9 to measure progress on human rights, corruption and democratic governance. An OGC mission to Ulaanbaatar in May provided advice on how to review the MDG 9 goals and targets for the next parliamentary session.

OGC continued to represent UNDP at important international networks in this area including through the OECD DAC GOVNET which hosted an international Conference on Governance Assessments and Aid Effectiveness in London in February. The OGC has played a key role in the OECD DAC advocating for more support to national capacity for monitoring and evaluating governance. UNDP's efforts in this are acknowledged in the forthcoming OECD DAC guidelines and sourceguide on donor governance assessments.

OGC released several key publications on governance assessments in 2008 including a joint UNDP-Global Integrity Users' Guide to Measuring Corruption which was launched at Norad and the World Bank in September. The guide has been very well received (5000 downloads and 3000 hard copies purchased through on-demand printing) and was presented at the 14th International Anti-Corruption Conference (IACC) in Athens where OGC facilitated a session on the topic with the participation of leading national anti-corruption agencies, NGOs, TI and the World Bank. An OGC-Transparency International 2008 study on anti-corruption measurements Sub-Saharan Africa was also released at the IACC.

> *A Users' Guide to Measuring Corruption, jointly produced by UNDP and Global Integrity, is one of the first attempts to explore how best to use existing tools to measure what is increasingly viewed as one of the major impediments to development: corruption. Based on a review of the literature and bolstered by more than 30 original interviews with experts in the field, A Users' Guide provides government, civil society and development practitioners with "good practices" in measuring corruption.*

The forthcoming Governance Assessment Portal [GAP] achieved significant milestones in 2008. The Portal will be a one-stop-shop on governance assessments for practitioners around the world. While surveying sources of information, users will also be provided guidance to the information and on principles of UNDP's approach to democratic governance assessment.

A partnership with Eldis Knowledge Services at the Institute of Development Studies was established in 2008 with the purpose of creating an online library of publications on governance assessments. No such library exists on the web today. The library will aim to support the documentation, exchange and use of evidence-based development knowledge, and to be a valuable asset of information for UNDP staff, national stakeholders and counterparts.

Area 2: **Global Programme**

The objective is to develop the capacities of government, the national statistics office and civil society in the collection, maintenance and analysis of governance related data and to assist the development of an inclusive and consultative framework for the systematic assessment and monitoring of democratic governance goals and targets expressed in national development plans.

After multiple consultations and buy-in from various regional bureaux/centres and other stakeholders in UNDP, the *Global Programme on Capacity Development for Democratic Governance: Assessments and Measurements* was launched in March 2008. The programme builds on the innovative Governance Indicators Project hosted by OGC since 2004. An open call for country proposals to the programme confirmed the high demand in this area with 47 UNDP COs across all regions submitting requests for support towards national governance assessments. After a thorough review 16 countries were selected for the programme and will receive support from 2008 through 2011:

- **Africa:** Angola, Malawi, Nigeria and Senegal
- **Asia:** Bhutan, Indonesia and Mongolia
- **Arab States:** Egypt, Djibouti and Morocco
- **Eastern Europe/CIS:** Macedonia, Montenegro and Tajikistan
- **Latin America/Caribbean:** Chile, Mexico, Nicaragua and Barbados & Eastern Caribbean Islands

In May 2008 a delegation from the China Center for Comparative Politics and Economics (CCCPE) visited the OGC in support of the development of a governance assessment framework in China. The study tour was organized as part of a project funded by the UNDP Democratic Governance Thematic Trust Fund.

The study tour focused on international knowledge and best practices to kick-start a country-led governance assessment in China. The project also aims to stimulate a broad-based national discussion on "key components" of good governance in accordance with the realities of political development in China, and to create a community of like-minded national experts on country-led governance assessments.

During their time in Oslo, the members of the delegation met with Norwegian researchers and experts who are doing statistical research in China or working on governance assessments more broadly. The delegation also met with the Norwegian Centre on Human Rights, Norwegian Ministry of Foreign Affairs and the Norwegian Agency for Development Cooperation

http://www.undp.org/oslocentre/events/news1505.html

2008 was also an important year for resource mobilization with Norway and DFID committing in total $3,200,000 to the global programme. The programme will be executed through three windows:

- The country window offers technical and financial support to nationally owned assessments through UNDP Country Offices.

- The regional window offers regional training, knowledge products and workshops in partnership with UNDP Regional Bureaux and Service Centres.

- The global window offers policy development, advocacy and knowledge services.

Area 3: **Corporate Initiative – Practice Note**

The objective of the Practice Note is to provide UNDP Country Officers and practitioners with a strategic framework for UNDP's support to country-led governance assessments. The Note reflects on lessons learned from assessment processes that have been undertaken and are on-going in UNDP programme countries, and offers practical guidance for UNDP practitioners by providing a framework for Country Office support in four main areas.

The 2008-2011 Strategic Plan highlighted national governance assessments as a corporate priority for UNDP. OGC subsequently took the lead in developing a practice note - the UNDP corporate strategy and framework on a given thematic area - on country-led democratic governance assessments. The Note draws on broad consultations held with over 30 country offices, regional bureaux/centres and other UNDP stakeholders to harness their views, experiences and insights on how UNDP should support countries in this area.

A key role for UNDP Country Offices is to support national partners in developing, undertaking and using contextualized assessments that conform to global standards, are grounded in local ownership and which enable all stakeholders to monitor governance performance, especially its impact on vulnerable groups, within their country over time. With capacity development always at the centre of UNDP's approach, the Practice Note defines four key areas for UNDP support:

1. Promoting multi-stakeholder participation
2. Aligning governance assessments with national development plans
3. Promoting pro-poor and gender sensitive governance assessments
4. Strengthening evidence based policy making

4 Civil Society, Communication and Governance

The Civil Society, Communication and Governance team is responsible for the Civil Society and Access to Information service areas identified under the key result area 'Fostering Inclusive Participation' in the 2008-2011 Strategic Plan. The team, in accordance with the Centre's mandate, contributes to developing global policies and strategies based on knowledge gained from country office experiences and innovative thinking in the development sector. In 2008, the team worked closely with the Civil Society Organizations Division, Partnerships Bureau, to further support UNDP's work on civil society and civic engagement. It also developed a new stream of work emphasising the importance of social accountability in fostering inclusive participation. Additionally, it explored new synergies and strategic directions in its political parties and communication for empowerment work. The following sections detail outputs achieved and progress made in 2008.

Area 1: **Civil Society**

The objective is to contribute to policy development by developing revised guidance for UNDP's engagement with civil society based on an inventory of present engagement, an analysis of lessons learnt, and the production of revised policy guidance.

In 2008, OGC completed the global inventory of UNDP's engagement with civil society, in partnership with the CSO Division, and Civil Society Advisors in Regional Service Centres in Johannesburg, Bratislava and Beirut. An online survey was sent to Resident Coordinators, their deputies, country directors and civil society focal points in 142 country offices in November 2007, with follow-up in January 2008. 102 country offices (72%) responded to the survey which focused on assessing the extent of country offices engagement with civil society in all sectors. Key finding of the inventory include:

- The high volume of CSO partnerships: The combined total of the three most common contracting modalities in 102 COs is estimated to be *over $100 million*. The inventory consistently shows that *UNDP partners with civil society in many cases to tap existing CSO capacity* and in others *to develop capacity.*

- Capacity development: *Almost every CO reports engaging* in capacity development, but *only 25% always measure success.*

- Enabling environments for civil society: *50% of COs in the Asia Pacific, Arab States, and LAC regions report little or no engagement* on enabling environments.

- Engagement: COs report that engagement with local NGOs is equally split between national NGOs and community-based organizations. International NGOs constitute only 25% of all CSO with whom UNDP engages.

- The obstacles to engagement: *Insufficient UNDP funds* and *weak CSO staff capacity* were the two most frequently named obstacles.

- A long-term strategy: *82% of COs have no written civil society strategy*, with *only 18% saying engagement was mostly long-term, and only half have consultative bodies.*

- Sectors: Over 90% report engaging CSOs in *Governance*, only two-thirds in *Poverty Reduction*, about two-thirds in *Environment & Energy*, over 50% in *HIV/AIDS*, and 41% in *Crisis Prevention & Recovery.*

The inventory provided the baselines for the development of UNDP's Global Strategy to Strengthen Civil Society and Civic Engagement, "Voice and Accountability for Human Development". OGC collaborated with the CSO Division to produce the strategy which provides UNDP with a framework to revitalize its engagement with civil society, delivering on its Strategic Plan outcomes and achieving greater accountability and human development.

As a first step in advancing civic engagement for voice and accountability (priority focus area 2A in the strategy), in collaboration with the Learning and Capacity Development Team, the Civil Society team organized a Global Meeting on Voice and Accountability for UNDP practitioners and advisors in Bogota, Columbia from 1 -3 December 2008. The meeting provided a forum to learn from the experience of Latin America and other regions, exchange knowledge and information, and provide inputs to a draft Guidance Note on Nurturing Social Accountability. The Note will provide guidance for UNDP staff on operationalizing the concept of social accountability and achieving more effectiveness in programmes involving citizens and government actors.

Area 2: **Political Parties**

The objective is to fill the vacuum for updated policy guidance on engaging with political parties, working with country offices and research institutions.

In 2008, OGC conducted a mapping of UNDP's work with political parties which highlighted that a large number of UNDP Country Offices (36 country offices spanning all regions) undertake political party strengthening work without this work being strategically rooted in policy or guidance documents. Other key findings include:

- most engagement with political parties is through non party projects and primarily though elections and gender programming. Surprisingly, there is relatively little party engagement through work with parliaments.

- most direct engagement with political parties is in LAC and most indirect is in Africa.

Following the findings of this mapping, OGC explored with key actors, including the Department for International Development (DFID), and the Netherlands Institute of Multiparty Democracy (NIMD), how to work with political parties in ways that would strengthen inclusive democracy. OGC also participated in key conferences on these issues, including at Wilton Park, UK, and the Overseas Development Institute, UK.

OGC also collaborated with International IDEA on commissioning a paper analysing relationships between internal party factors (for example, internal democracy and structures) and the development of pro-poor, gender-sensitive and conflict-sensitive polices. The results of the analysis indicate that:

- Parties that self-identify as left-of-center consistently promote more pro-poor, pro-women, and conflict sensitive policies than right-of-center parties.

- Parties with undemocratic processes to (s)elect their leadership and candidates and to determine their political and campaign platforms were also more progressive than those with more internal democratic processes.

- Parties with gender quotas seem to support pro-poor policies, but there was no consistent relationship between gender quotas and pro-women and conflict sensitive policies.

- Parties that provided multiple mechanisms for their members to communicate with the party leaders were found to be more pro-poor and conflict sensitive, but were not pro-women.

Voice and Accountability for Human Development: A UNDP Global Strategy to Strengthen Civil Society and Civic Engagement

The overall goal of the strategy is to provide UNDP with a framework to deliver on its Strategic Plan outcomes by both *empowering* and *engaging* with civil society to achieve greater accountability of all actors and enhanced human development. It proposes three priority focus areas for UNDP over the next four years:

1. Invest in civil society and civic engagement
This will target three areas: (a) facilitate an enabling environment for civil society (b) support and partner with civil society for policy impact, and (c) revitalize UN(DP) capacity and environment to engage with a fuller range of civil society actors and foster civic engagement.

2. Promote citizen action for participatory democracy and development
This will support civic engagement to (a) support democratic governance through collective citizen action for accountability, drawing on the expertise and experience of others in this arena to facilitate more productive state-citizen interactions in national processes (b) scale up community actions for local development and upstream impact.

3. Strengthen civic engagement for multilateralism and human development
The global food, fuel and financial crises have revived debate on the quality of global governance and the role and place of multilateral institutions. Citizens and civil society networks are emphasizing principles of human development, accountability and civic engagement as being central to the way forward. UNDP, with civil society and other development partners, will mobilize "Platform HD2010" to mark the 20th anniversary of the launch of the UNDP Human Development Report in 2010, as a forum to develop a vision for the next decade that engages civil society for an outward looking multilateralism reinforcing civic engagement and human development.

While the objective of each priority focus area is to strengthen *civic engagement*, the strategy also emphasizes the need for UNDP to develop *synergistic partnerships* with civil society organizations with specific expertise. These can take the form of *flagship initiatives* to contribute to scaling-up and development effectiveness in each focus area. Such flagships will:

- Maximize civil society *strengths and resources* to advance shared goals, complementing the current focus on downstream programme implementation with increased emphasis on upstream policy impact.

- Support and expand *civil society-led platforms that will develop consortiums* of donors and other partners to *scale up capacities* in civil society and government.

- Strengthen *multi-stakeholder* and *cross-practice approaches* and *south-south cooperation.*

- Expand the *space for national and local actors* to be heard on issues of global importance.

Strengthening internal knowledge and capacities to remedy the deficits in UNDP engagement with civil society is a crucial element of a strategic organizational approach. The strategy emphasizes the importance of practical and high quality knowledge resources including learning modules and guidance notes, developed with a cross-practice approach and drawing on civil society expertise. While recognizing the challenges inherent in ensuring adequate financial and human resources, the strategy underscores the urgent need to creatively and incrementally address institutional arrangements, particularly the provision of advisory services to country offices by headquarters and regional centres.

Area 3: **Access to Information**

The objective is to contribute to policy development through the updating and promotion of A21 resources, to contribute to the community of communication practitioners through support to the Communication Initiative, and to maintain UNDP's place as a leader in A2I by taking a leadership role at the 11th Inter-Agency UN Communication for Development Roundtable.

In 2008, OGC prioritized Communication for Development in its Access to Information [A2I] work, continuing to take the lead for UNDP in this important area. In 2009, it will co-host (with the World Bank) the 11th Inter-agency Roundtable on Communication for Development, '*Moving C4D up the International Development Agenda: Demonstrating Impact and Positioning Institutionally*', in Washington DC from March 11-13. The focus this year has therefore been primarily on preparatory work for the roundtable, in collaboration with the World Bank and other UN agencies. A review paper on roundtables to date, their themes and outcomes was produced by an independent consultant and a background paper on demonstrating impact is also being commissioned.

Area 4: **Communication for Empowerment**

The objective is to strengthen the position of communication principles in national planning processes through a two-year pilot project, in co-operation with the Communication for Social Change Consortium, and funding from the UN Democracy Fund.

OGC is implementing a two year UNDEF-funded pilot project to conduct communication and information needs assessments in 5 LDCs, developing appropriate methodology and tools. The project focuses on how to secure the necessary participation, ownership and accountability to achieve the MDGs through developing media strategies in support of vulnerable groups.

In 2008, the Madagascar and Mozambique country reports were produced, and the groundwork was laid for the three remaining pilots in 2009.

MADAGASCAR - HIGHLIGHTS FROM THE C4E NEEDS ASSESSMENT

The community radio network is still in its infancy in Madagascar. Most information is provided by public national media and only just over half the listeners understand the language of the media programmes in the national radio. Furthermore, there are hardly any opportunities for people to participate or voice their opinion in local or national broadcasts. Key recommendations of the audit are:

1. Improve the capacity of local people to access and participate in local media through village listening groups and mobile production methods that record villagers' concerns and views.

2. Improve the capacity of local media through regulation and increasing coverage of radio-TV and through supporting better programming and encouraging audience participation.

3. Develop collaboration between local NGOs, media and local leaders to improve dialogue on local development processes.

Following the assessment, significant progress is being made by UNDP Madagascar in working with the relevant Ministry to ensure the implementation of recommendations.

The mid-year review of the UNDEF project was held in Oslo on 19 -20 May, 2008. The review concluded that stronger emphasis needs to be placed on the communication aspect of empowerment, rather than just identifying information gaps. It stressed the need to identify specific barriers such as capacity constraints which prevent poor people making use of information and communication mechanisms, as well as the need to identify mechanisms to link findings into national analysis used to inform national development strategies (including UN CCA and UNDAF processes).

Needs assessments in Ghana, Nepal and Laos will be completed in 2009, with the Regional Centre in Bangkok taking the lead in the Asian assessments. A synthesis report highlighting key recommendations on developing communication and information mechanisms to increase participation of people in their national development processes will be published and launched in 2009.

MOZAMBIQUE - HIGHLIGHTS FROM THE C4E NEEDS ASSESSMENT

Mozambique has vibrant community radio networks and public participation in community-related discussions is relatively high, though the participation of women is fairly low However, despite access to community radio, many people feel that their information needs are not fully met. There is a demand for expanded community radio networks with greater capacity to produce quality and targeted programmes. Key recommendations of the audit are:

1. Clear legal framework for community radio stations, with an emphasis on community ownership for sustainability.

2. A national programme to mobilise resources from partners to strengthen and build the capacity of local media to produce quality programmes.

3. Establish centres (either radio listening or general reading and information centres with TV) to enhance the access of vulnerable groups to information.

Following the assessment, UNDP Mozambique is developing joint programming with other UN agencies in this area.

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5 CONFLICT PREVENTION AND GOVERNANCE

After being an integral part of the OGC since its establishment in 2002, the Governance and Conflict Prevention focus area ceased to exist at the end of 2008. In these years, the area was actively engaged in advancing knowledge on the linkages between governance and conflict and mainstreaming conflict prevention into the service areas of the Democratic Governance Group. In order to do so, the OGC Governance and Conflict unit established and maintained a solid working relationship with the Bureau for Crisis Prevention and Recovery (BCPR), collaborating in manifold initiatives.

During 2008 this OGC Focus Area sought to deepen the integration of conflict prevention approaches into the democratic governance agenda; strengthen corporate knowledge, understanding and capacities on conflict-sensitive governance programming; and support governance capacities in fragile and post-conflict contexts.

Area 1: **Mainstreaming conflict prevention**

The objective is to mainstream conflict prevention into democratic governance programming

As a *follow-up to the 10th JPO workshop on Governance and Conflict Prevention* [taking place in Bangkok on 19–24 November 2007], the OGC and the UNDP JPO Service Centre organised an online meeting on 23 May in which colleagues from BCPR and JPOs had the opportunity to engage on discussions about governance, gender and conflict prevention and recovery.

Responding to the demand from UNDP practitioners in post-conflict countries, the OGC initiated an exploration *on how to adapt existing knowledge on governance assessments to the particular conditions of fragile and conflict settings*. As a preliminary step in that direction, OGC carried out a mapping exercise of existing frameworks to quantify, predict and analyse armed conflict through democratic governance lens.
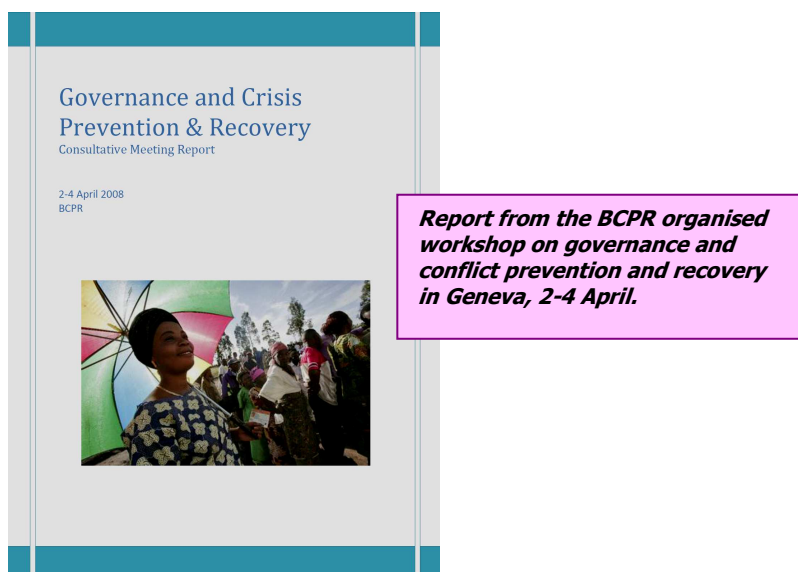
Area 2: **Knowledge Products**

The objective is to present innovative knowledge on conflict-sensitive governance programming in high-quality, useful and usable formats

During 2008 major steps were taking towards the completion of two UNDP corporate knowledge products, namely, a *Guidance Note on Governance and Conflict Prevention* and a *Programming Guide on Electoral Processes and Conflict Prevention* - at the end of last year both products were at different stages of the production phase and expected to be published in the early part of 2009.

The *Guidance Note on Governance and Conflict Prevention* is aimed at filling the knowledge gap in understanding the theory and practice of integrating the democratic governance and conflict agendas. It presents existing evidence on linkages between both areas and explores conflict–sensitive democratic governance from different angles – e.g. participation and engagement of civil society and community-based groups, promoting capacity development, and working with non-state armed groups. It also addresses specific challenges for UNDP democratic governance programming in post-conflict situations.

As a significant component of a thorough quality check process, BCPR organised a workshop on governance and conflict prevention and recovery in Geneva, 2-4 April with participation of UNDP staff from country offices, regional centres and headquarters. OGC was represented by its Director and the former Governance and Conflict Prevention Policy Advisor.

Governance and Crisis
Prevention & Recovery
Consultative Meeting Report

2-4 April 2008
BCPR

Report from the BCPR organised workshop on governance and conflict prevention and recovery in Geneva, 2-4 April.

Building on varied field experiences, the *Programming Guide on Electoral Processes and Conflict Prevention* is a practically-oriented knowledge product aimed at providing guidance on how to anticipate and prevent electoral-related violent conflict and to design and implement conflict prevention programming. In 2008 the Guide was finalised and reviewed by colleagues from DGG, BCPR, UN DESA and UN DPA/EAD, and its case studies were validated by country offices.

Area 3: **Governance in Post-conflict Settings**

The objective is to contribute to the development of policies for improved service delivery by governing institutions at national, regional and local levels in post-conflict situations

A substantive final report and materials – i.e. a commissioned paper and participants' presentations- from the workshop 'Local Government in Post-conflict Situations: Challenges for Improving Local Decision Making and Service Delivery Capacities' [Oslo, 28-29 November 2007] were made available through the OGC website.

6 LEARNING AND CAPACITY DEVELOPMENT

The strength of UNDP is its ability to work and implement programmes in more than 130 countries around the world. To deliver well requires qualified staff. In order to deepen knowledge on governance within UNDP and strengthen the capacity of its staff to promote the practice of democratic governance in partner countries, learning and capacity development constitutes a major function of the Centre, which serves as a nerve centre and repository of learning and content on governance, both physically and virtually.

The Learning and Capacity Development Team works primarily through partnerships on most of its initiatives. As such, the team supports other UNDP units in delivering a number of DG-related outputs, as illustrated by the table below.

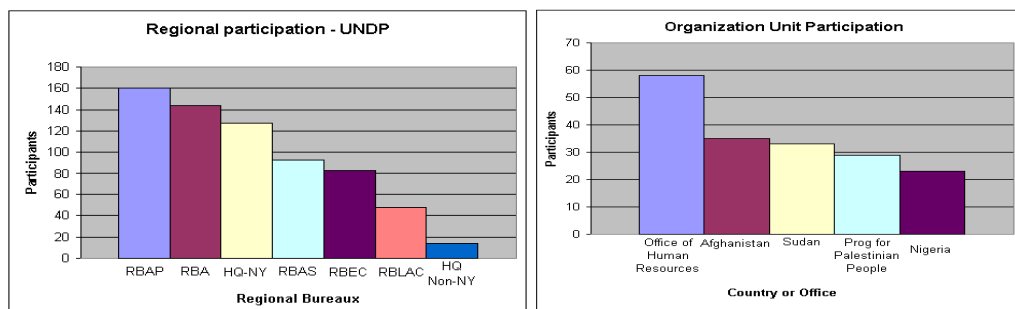|	Team/ Unit	Fellowship Programme	Regional and Global Workshops	Advisory Services	Online training
Joint activities with OGC teams	Poverty Team	■	■		■
	Civil Society Team	■	■		■
	Assessments Team		■	■	
	Conflict Team		■		■
Joint activities with other units	DG Group New York	■	■		■
	RC in Bangkok	■			■
	Bratislava RC		■		■
	Escuela Virtual		■		
	LRC				■

In 2008, the Learning and Capacity Development Team delivered outputs in four areas: [1] Training, [2] Advisory Services, [3] Fellowship Programme and [4] Knowledge Management.

Area 1: **Trainings**

The objective is to provide opportunities for UNDP staff and partners to enhance their knowledge and contribute to the development and application of UNDP policy and programming guidelines in Democratic Governance for the benefit of UNDP country offices and partners.

The second and third courses of the *DG Training Online* series on *Fostering Inclusive Participation* and *Strengthening Responsive Governance Institutions* were launched in 2008, completing

the online training programme for UNDP staff. The course structure is based on fundamental concepts, trends, debates and challenges in democratic governance, as well as practical guidance for programming. The three courses have over 600 participants from UNDP in all regions. Approximately 50% of participants are from the Asia Pacific and Africa regions, followed by Headquarters in New York, the Arab States, Europe and the Commonwealth of Independent States, Latin America and the Caribbean, and other non-New York based Headquarters units [see figure below].

When disaggregated by organisational unit, numbers from course registration records show that demand for the course is particularly strong in post-conflict countries such as Afghanistan and the Sudan, where the challenge of building democratic institutions remains a priority [see figure above]. The course can be accessed through the UNDP Learning Management System as well as the Oslo Governance Centre web site at:

http://www.undp.org/oslocentre/flagship/democratic_governance_training_online.html.

As a follow-up to the JPO workshop on governance and conflict prevention held in Bangkok in 2007, the OGC Learning and Capacity Development and Conflict teams held a *webinar* on May 23 in partnership with the JPO Service Centre and the UNDP Bureau for Crisis Prevention and Recovery for Junior Professional Officers serving in various country offices *in Europe, Latin America, Arab States and Asia and Pacific Region.* The webinar provided participants with a cost-effective opportunity to exchange knowledge using web-based meeting technologies. For more information, please see the section on 'Governance and Conflict'.

Under the auspices of the Programme on Governance in the Arab Region [POGAR] and in partnership with the UNDP Global Anti-Corruption team, the OGC supported the *Validation Workshop for the UNDP Anti-Corruption Practice Note and Primer* in Beirut, Lebanon on 27-30 June. At the workshop, participants from across the Arab States Region had the opportunity to provide feedback on policy documents which will be key to inform UNDP programming in the area of anti-corruption globally, including the implementation of the United Nations Convention on Corruption.

In partnership with the UNDP Capacity Development Group at the Bratislava Regional Centre, the OGC held a *Regional Training on Developing Capacities for Accountability and Voice* in Sofia, Bulgaria, on 1-2 October. The training focused on the use of accountability and voice mechanisms to improve public service delivery at the local level and included both theoretical and practical components. The main objective of the event was to provide UNDP Country Offices with practical tools to support and advise national and local partners on how to improve service provision on local level and increase civic engagement. Participants from 16 countries across the Europe and CIS region attended the training.

The OGC Learning and Capacity Development and Civil Society teams also held a *Global Meeting on Voice & Accountability* in Bogotá, Colombia on 1-3 December in partnership with the UNDP Escuela Virtual and UNDP Colombia. The meeting had participants from all regions, including Country Offices, Regional Centers and SURFs and included regional perspectives on ongoing work on enhancing democratic governence through voice and accountability mechanisms as well as sessions on challenges in operationalising these concepts in practice, including in post-conflict countries.

In addition to expanding their knowledge on these issues, participants provided feedback and input such as case studies to the development of the forthcoming *Guidance Note on Nurturing Social Accountability*, which will be published in 2009.

Opening the workshop in Bogota, from left to right: Barbara Pesce Monteiro – UNDP Country Director, Columbia; Bjoern Foerde, OGC Director; Hernando Gómez Buendía , Director, Escuela Virtual.

Area 2: **Advisory Services**

The objective is to provide technical assistance on demand for learning and training initiatives in democratic governance, with a specific focus on learner centred workshop and training design.

A one day workshop for on the topic of *Training Design and Facilitation* was organised in Oslo on April 8, based on increasing demand for resources on planning effective learning initiatives. The primary objective of the workshop was to help maximize the impact of trainings and workshops organized by the various OGC teams through an introduction to a variety of techniques and methods for learner-centered workshop design and facilitation.

The OGC Learning and Capacity Development team also worked jointly with the Governance Assessments team to develop a *training programme based on the Users' Guide to Measuring Corruption,* in response to country office and national partners' demands for advice on applying the guide in practice. The programme targets mid-level officials, managers, and CSOs working on corruption assessment projects and aims to raise awareness about key methodological and normative issues in measuring corruption, and to provide guidance for selecting and adapting corruption assessment methodologies and instruments. The ultimate learning objective is to help countries make informed decisions about corruption assessments that are suited to their needs. The training programme was presented in November 2008 with the UNDP Global Anti-Corruption team in Kampala, Uganda, at a training workshop on Monitoring and Reporting on Corruption for civil society organisations (CSOs) from across the Africa region, organised by the United Nations Economic Commission for Africa.

In addition, the OGC provided *technical advice on facilitation of a study tour* for a delegation from the China Center for Comparative Politics and Economics in May. The study tour was hosted by the Governance Assessments team at the OGC, and the main objective was to support the development of a governance assessment framework in China.

Finally, the OGC Learning and Capacity Development team has provided continuous support to online queries and requests concerning training and learning in Democratic Governance submitted through internal UNDP and inter-agency United Nations networks or directly to the Oslo Governance Centre.

Area 3: **Fellowship Programme**

The objective of the Democratic Governance Fellowship Programme is to support organisational learning by connecting national, localised knowledge with policy development at the regional and global level. It offers UNDP staff members the opportunity to reflect on and learn from practice in the field, while at the same time contributing to innovative practice and policy development in the area of democratic governance.

The specific focus of the Fellowship Programme is on feeding knowledge and experiences at the country level into UNDP global and regional policy and programme processes, as well as encouraging Country Office staff to strengthen their substantive knowledge by spending four weeks working with a democratic governance Advisor at a Regional Centre or at UNDP HQ.

With the aim of drawing on a broader part of the democratic governance practice as well as supporting the work undertaken at regional level in 2008 the Fellowship Programme was hosted by three different UNDP Units on a pilot basis, with two Fellows based at the OGC, one Fellow based at the Regional Centre in Bangkok and one at Democratic Governance Group in New York. The research focus for each Fellowship was determined in consultation with the hosting units in order to promote a stronger linkage between the outputs of the Fellowship Programme and strategic democratic governance policy development of UNDP as a whole.

In 2008, the Fellowship Programme included Fellows from UNDP Timor Leste, UNDP Lao PDR, UNDP Bulgaria and UNDP Pakistan, who undertook applied research on the following topics:

Country Office	Fellow	Hosting Unit	Research Topic
UNDP Bulgaria	Maria Zlatareva-Pernishka	OGC	Promoting civic engagement in a post-totalitarian and EU-accession context: The UNDP experience in Bulgaria
UNDP Lao PDR	Matthias Meier	Regional Centre in Bangkok	Communication for Empowerment for Asia's Indigenous Peoples: The case of Lao PDR
UNDP Pakistan	Shirin Gul	OGC	Legal Empowerment for the Poor in the Context of One UN: The case of Pakistan
UNDP Timor Leste	Barbara Oliveira	DGG New York	Security Sector Reform: A conceptual framework for UNDP policy development

- **MATTHIAS MEIER** has supported the Regional Centre in Bangkok's initiative on Communication for Empowerment for Asia's Indigenous Peoples. He has provided a baseline assessment of the enabling policy environment for empowerment of Indigenous Peoples in Lao PDR, as well as a report outlining the information and communication needs and feasibility of communication interventions among Indigenous Peoples in the country.

- **SHIRIN GUL** has examined how the Legal Empowerment for the Poor agenda can be applied in the context of Pakistan, and more specifically in the context of the One UN pilot. Her research will support UNDP Pakistan's strategic planning for the practical implementation of the Legal Empowerment for the Poor agenda, as well as the work of the Governance and Poverty Reduction unit at the OGC in the area of enhancing UNDP support to legal empowerment with special reference to civic engagement.

- **BARBARA OLIVEIRA** has worked on developing a conceptual framework around Sector Security Reform and its linkages to democratic governance. The paper will support further policy development in the area of access to justice, rule of law and security programming, and provide policy recommendations for DG programming for personal safety and security.

Promoting Civic Engagement: The UNDP Experience in Bulgaria

Maria Zlatareva, UNDP Bulgaria

Maria's Fellowship paper supports the work on Civic Engagement and Voice & Accountability undertaken by the Civil Society team at the Oslo Governance Centre, through a case study of UNDP programming for civic engagement in Bulgaria.

In the period 1997-2007, UNDP assistance to the establishment of participatory democracy and active citizenship in Bulgaria included two main approaches: support to community development and empowerment through the (re)activation of the network of traditional community-base organizations, and development of mechanisms for citizen involvement in local governance. The paper analyses these programmes from multiple perspectives, including opportunities and entry points, the relationship between the state and civil society, capacity development, practical programming implementation, addressing challenges such as citizen apathy and political will, and results and lessons learned.

Area 4: **Knowledge Management**

The objective is to make knowledge on specific DG areas easily accessible to the DG community in a user-friendly and cost-effective manner

The OGC launched its own *Training Referral Service* in April 2008 in order to provide assistance to those looking for organisations that can provide training services in democratic governance and capacity development-related areas. The Service combines a helpdesk service for handling training enquiries with an online database of training institutions. The database profiles 34 institutions from across the world that offer professional training services for development practitioners wishing to enhance their knowledge and develop their capacities in various areas of democratic governance.

Since its launch in April, until the end of December 2008, the site has received over 1000 visits from users around the world. The Training Referral Service can be accessed at http://www.undp.org/oslocentre/resources/trs.html.

In addition, the OGC has undertaken on *Learning and Training Resources* and compiled a list of publications that can be useful in the planning of democratic governance related trainings. The list is available at:

http://www.undp.org/oslocentre/flagship/learning_training_resources.html.

Finally, drawing from the content of the DG Online Training, the OGC has produced a Democratic Governance Reader, which will be published in 2009. [

7 HURITALK POLICY NETWORK

2008 was a good year for HuriTalk. The network grew in membership, in particular among non UNDP UN members and in activity. A number of new initiatives were started, such as the *Insights* series, and knowledge products were developed, such as the guide on engaging with the international HR machinery. These products have received positive feedback from members, confirming HuriTalk as an indispensable tool for UN Country Offices in developing their knowledge and capacity in human rights.

Area 1: **Queries and Consolidated Replies**

The objective is to support UN field practitioners to promote human rights in their work, through providing lessons learned and expertise from around the world, in a timely manner.

In 2008, the network hosted over 22 queries from UN country officers around the world and put together 17 Consolidated Replies; a marked increase since 2007 [12 Consolidated Replies]. The queries dealt with a wide range of issues, such as supporting treaty body reporting processes, monitoring economic, social and cultural rights, assessing impact of HR training implementing human rights education and training, the rights of people with disabilities, supporting National Human Rights Institutions and applying a HRBA to development processes. Each Consolidated Reply was developed within two weeks of the query being sent.

An 'Impact Tracker' to assess the value and impact of the network to members who had sent queries was carried out. The results were very positive with members stating that *the network provides concrete guidance on 'how to' based on the experience of practitioners*". "*The type of information obtained from HuriTalk is for the field by the field*'.

The impact tracker also helped identify ways in which the network could be strengthened even further.

Area 2: **E-discussion on National Human Rights Institutions**

The objective is to inform UNCTs and UN Country Officers on why and how to effectively support National Human Rights Institutions (NHRI); to clarify the roles and comparative advantage among UN agencies in supporting NHRI; and to gather experiences and information for developing resources and training modules for UN staff on supporting NHRI.
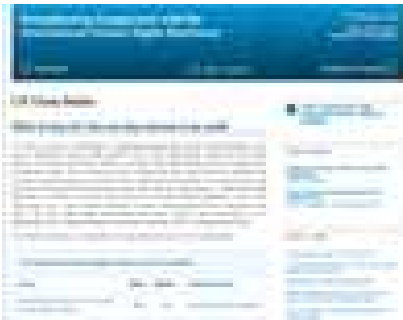
In March 2008, Huritalk hosted an e-discussion on "*Supporting National Human Rights Institutions (NHRI)"*. The topic was voted for by members. It was one of the most dynamic discussions held. Over 60 contributions were received from different UN agencies, civil society organisations and experts from all regions of the world.

The discussion addressed issues such as the role of NHRIs in promoting human rights and development objectives; and how UNCTs can best support NHRIs carry out their functions effectively. A reference note summarising the experiences and input from the discussion was sent out shortly after the discussion closed and is available on the UNDG website.

One moderator noted that "*the HuriTalk Team did a great job in both organising the discussion, guiding it along and making sure that the summaries were comprehensive and useful.*"

Area 3: **Tools for Practitioners**

The objective is to provide UN country officers with guidance tools for mainstreaming human rights in their development work, based on the experiences and expertise from around the world and from various UN agencies and research institutions. It also aims to provide them with information on emerging and topical areas relating to human rights and development.

In February a web-based guide on "*How to engage with the international human rights machinery*" was developed after an e-discussion held last year on the network on the same topic. The Guide - written primarily for the non-human rights expert - provides guidance on how to strengthen engagement with the international human rights machinery, specifically with UN Treaty Bodies and UN Special Procedures. It is based on the views and experience of development practitioners and includes case studies from thee work of UN Country Offices all around the world. It is also available in French and Spanish.

Feedback from members, included:

« *Es un material realmente útil e interesante*" (UNDP Argentina)"*this is excellent!!! It looks so great and comprehensive, beautiful design...well done.*" (UNDP Bratislava). "*I think it is simply a great tool!*" *(*UNDP Timor Leste) "*What a nicely done guide. Congratulations to all who contributed, but especially yourself.*"(UNDP Turkey)

In 2008, HuriTalk launched a new *Insights* series, which profiles emerging and/or topical human rights related issues of relevance UN wide. This year, the Insights articles have covered the following topics:

- The Convention on the Rights of People with Disabilities;
- The Rising Food Prices Situation: What human rights have to do with it;
- The Universal Periodic Review: how UNCTs can engage;
- The new Optional Protocol on Economic, Social and Cultural Rights.
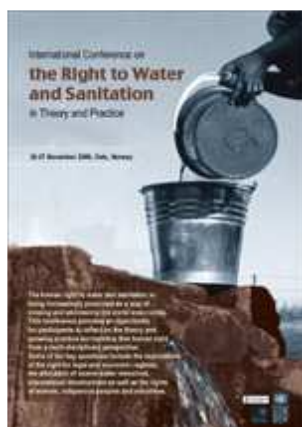

Feedback on HuriTalk in 2008:

- *"You are doing a wonderful job, not just on this one... in general, I follow with great interest and hope that I can contribute some experience/good practice in the future on queries of other members." (OHCHR Russia)*

- *"Thanks for your suggestions and links, this network is just great." (UNDP Indonesia)*

- *"A big thank you to you two, because as a coordination officer and HRBA focal point, I benefit a lot from the HURITALK network!!" (UN Tunis)*

- *"Thanks a lot. It´s a great article. It will encourage the UNCT and all the actors involved in the UPR process.*

- *"Thanks for your quick help! I'm recommending HURITALK to everybody in WHO working on human rights issues, as I found it extremely useful! " (WHO Geneva)*

- *"For my part, I want to note how useful I find HURITALK to be - a really excellent, and excellently maintained, tool. Many, many thanks to you and your colleagues for keeping it so well available to us all." (OHCHR, Indonesia)*

- *"Thanks so much for all your work on this ... I have had some fabulously helpful responses. Just great." (UNDP Afghanistan)*

- *"Just to say that I really appreciate this summary and look forward to future issues." (OHCHR Geneva)*

Area 4: **Human Rights Related Initiatives**

The objective is to provide sector specific guidance on mainstreaming human rights: in the water and sanitation sector; and in the MDG process, as well as taking the human rights and development agenda forward through close partnership with different practice areas in BDP.

OGC in collaboration with the Bratislava Regional Centre and the BDP Water Governance Team, and in partnership with Oxford and Oslo University, held a three day International Conference in Oslo (26-28th November) on *The Right to Water and Sanitation* in Theory and Practice.

The aim of the conference was to promote greater understanding, debate, policy and legal development on the human right to water and sanitation. In particular it looked at the key issues related to human rights in the context of today's global water and sanitation challenges. It brought together 60 experts from a wide range of disciplines; from policy makers, development practitioners, academics, private organisations and representatives of civil society, to explore and debate these issues and take recommendations forward. To ensure that there was an equal focus on practice as well as theory, the UNDP lead the third day of the conference, reserved for a smaller groups of development experts to exchange experiences and discuss how a human rights approach to water and sanitation can be incorporated into their daily development work (policy guidance workshop) The meeting provided the first step for more practical guidance in this area.

Following the workshop a web-based Community of Practice was launched to discuss with participants and all those partners not able to attend the need for further guidance and next steps suggested in the meeting.

Another area of engagement was that of *Incorporating a human rights based approach into the MDG Needs Assessment Tools* [a process based cross practice work].

In 2008, OGC together with the Poverty Group initiated a cross-practice initiative to integrate human rights to the design and planning stage of its MDG support work- through applying a human rights based approach into its MDG Needs Assessment tools (a tool for budgeting how much it will cost a state to reach the MDGs by 2015). The aim of the project was to find pragmatic ways of integrating human rights principles and standards, giving concrete examples of what needs to be taken into account in developing a Needs Assessment Model that incorporates human rights.

The project was supported by joint funding from both DGG and the PG. 4 of the 6 MDG Needs Assessment Models were chosen to be revised from a HRBA perspective: water and sanitation; education; gender; and health. The revision of the tools compromised of 3 steps: i) Analysis and research by a human rights expert in the relevant sector- water, gender, health etc., 2) Discussions between that human right expert and the UNDP MDG Support Team Focal Points for the model involved, and finally 3) a Consultation meeting to share and discuss with a wider group of experts the joint suggestions for change from the HR expert and MDG focal point.

The MDG support group have acted very positively to this initiative and plan to revise the tools accordingly. Importantly the consultatlive meetings provided an opportunity to raise awareness on the practical implications of HRBA per sector and helped dispel misconceptions on human rights by development practitioners. All tools, except for the health tools have now been revised by the Poverty Group. They also plan to pilot the revised tools in 2009.

A1 OGC Staff 2008

Bjørn Førde	Director	All year
Claudia Melim-Mcleod	Adviser - Learning	All year
Noha El-Mikawy	Adviser - Poverty	All year
Sarah Lister	Adviser- Civil Society	All year
Emilie Filmer-Wilson	HURITALK Facilitator	All year
Joachim Nahem	Governance Specialist	All year
June Fylkesnes	Administrative Associate	From 24/11/2008
Gwendoline Balogh	Administrative Associate	Until 12/12/2008
Torni Iren Johansen	Administrative Associate	All year
Noelle Rancourt	Governance and Learning Consultant	All year
Nav Purewall	Research Associate	All year
Ingvild Oia	Research Associate	All year
Javier Fabra	Research Associate	All year
Marie Laberge	Research Associate	All year
Hege Hermansen	Learning Specialist	All year
Barry Driscoll	Research Associate	Until 27/07/2008
Lucie Slengesol	Research Associate	From 08/05/2008
Rueben De Koning	Research Associate	From 08/05/2008
Paavani Reddy	Research Associate	From 10/07/2008
Sabrina Richmond	Research Associate	19/08-31/12/2008

A2 OGC Publications 2008

The following have been published during 2008 as part of the work of the Oslo Governance Centre.

- *Democratic Land Governance and some Policy Recommendations*. Saturnino M. Borras and Jennifer C. Franco. OGC Discussion Paper 1.
- *Gender, Land Rights and Democratic Governance*. Ambreena Manji. OGC Discussion Paper 2.
- *Pro-Poor Land Tenure Reform and Democratic Governance*. Ruth Meinzen-Dick, Monica Di Gregorio and Stephan Dorhn. OGC Discussion Paper 3.
- *The Challenges of Formulating a Land Policy in a Post-Conflict Context: The case of Afghanistan.* Yohannes Gebremedhin. OGC Discussion Paper 4
- *How to achieve Progress? Understanding governance and development.* Noha El-Mikawy and Ingvild Oia. OGC Discussion Paper 5.
- *Democratic Ownership of Poverty Reduction. Challenges and opportunities for donors, governments and citizens.* Noha El-Mikawy and Ingvild Oia. OGC Discussion Paper 6.
- *Land Policy and Governance: Gaps and Challenges in Policy Studies.* Saturnino M. Borras Jr. and Jennifer C. Franco. OGC Brief 1.
- *Land Based Social Relations: Key Features of a Pro-Poor Land Policy.* Saturnino M. Borras Jr. and Jennifer C. Franco. OGC Brief 2.
- *How Land Policies Impact Land-Based Wealth and Power Transfer.* Saturnino M. Borras Jr. and Jennifer C. Franco. OGC Brief 3.
- *Pro-Poor Land Tenure Reform, Decentralization and Democratic Governance.* Ruth Meinzen-Dick, Monica Di Gregorio, and Stephan Dohrn. OGC Brief 4.
- *Claiming the MDGs: An Empowerment Framework.* Marie Laberge. OGC Framework Paper 1.
- *Pro-Poor Governance and the Policy Process.* OGC Framework Paper 2.
- *A Users' Guide to Measuring Corruption.* Jointly produced by UNDP and Global Integrity. This has been produced in English, French and Spanish.
- *Improving Human Security in Post-Conflict Cote d'Ivoire: A local governance approach* - Serge Yapo, UNDP Cote d'Ivoire [Fellowship Programme]
- *Accountability and Voice for Service Delivery at the Local Level:* A background paper for the UNDP regional training event Developing Capacities for Accountability and Voice - UNDP and theIDLGroup
- *HuriTalk Web-based Guide on Strengthening Engagement with the International Human Rights Machinery:* http://www.hurilink.org/hrmachinery/index.php. Provides step by step guidance, based on UN country examples on how practitioners can better engage with UN Treaty Bodies and Special Procedures.
- *Communication for Empowerment in Mozambique:* An assessment of communication and media needs at the community level. [English and Portuguese].
- *Communication for Empowerment in Madagascar:* An assessment of communication and media needs at the community level. [English and French].
- *Voice, Accountability and Civic Engagement:* a conceptual review. [In final stages of preparation].
- *Promoting Civic Engagement in a Post-Totalitarian and EU Accession Context:* UNDP Experience in Bulgaria. Fellowship Paper by Maria Zlatereva. [In final stages of preparation].
- *Integrating Communication for Development (C4D) into the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF).* [In final stages of preparation].

A3 OGC PARTNERSHIPS 2008

The Oslo Governance Centre co-operates with a great many research institutions, bilateral and multilateral donors, and civil society organisations. The partners mentioned in the list only indicate those that have been involved in more substantive co-operation with the OGC during 2007.

Centre for the Study of Developing Societies	India
Communication for Social Change Consortium	USA
Communication Initiative	Canada
DIAL - Development, Institutions and Long Term Analysis	France
DFID	UK
Global Partners	UK
International IDEA	Sweden
Institute of Human Rights and Women's Law	Norway
Institute of Sociology and Philosophy	Mongolia
InWent	Germany
Metagora [OECD]	France
Norwegian Agency for Development Cooperation [NORAD]	Norway
Norwegian Institute of International Affairs [NUPI]	Norway
OECD Development Centre	France
Partnership for Democratic Governance [OECD-PDG]	OECD Paris
SAIIA – South African Institute for International Affairs	South Africa
Sida	Sweden
Swedish Agency for Development Evaluation	Sweden
United Nations Democracy Fund [UNDEF]	USA
World Bank Institute	USA