UNDP

Annual Report 2009

Oslo Governance Centre

Annual Report 2009

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1. Introduction

It is easy to find the word that most precisely defines what kind of year 2009 was for OGC: a year of **transition**. Obviously this can easily be associated with negative sentiments like turbulence and uncertainty, but I would prefer to emphasize positive connotations like challening and offering opportunities for the Democratic Governance Group as a whole.

A year of transition, difficult, busy, but still very rewarding.

What is also important to note from the outset is that despite the transitionary nature of the year, OGC was able to deliver important contributions to the democratic governance agenda, thanks to the hard and dedicated work of all staff. In particular we have delivered on the difficult challenge of moving from one mandate to another, following the forward looking assessment of 2008 and decisions by senior management for OGC in the future to focus on the following:

- Conduct systematic analysis and reviews of UNDPs work around the globe aimed at learning from experiences in the field.

- Based on the analysis, contribute to programming and policy advisory services at the national, regional and global levels.

- Support countries to conduct nationally owned and led governance assessments that serve to strengthen democratic governance at the country level.

- Address new and emerging areas of democratic governance and building the capacity of UNDP's front-line staff to address these new challenges.

This also means that in the future, OGC will operate with two focus areas or units, and not the four that we have had during the 2005-2009 phase of the Centre.

- **DG Governance Assessments** - managing the work started on indicators in 2002 and now developed into a global programme on assessments with country, regional and global windows;

- **DG Analysis and Learning** - responsible for the learning cycle work, the DGTTF project reviews, emerging issues, civic engagement, as well as all the training services offered.

Effectively the restructuring means that some of the areas that OGC used to focus on [like poverty and governance, and conflict and governance] will no longer be part of the mandate. During 2009 these areas were tterefore finalized and phased out, while the new units were established, including recruitment of advisers. You will find more information on this in chapter 3.

And let me then highlight a few events, although events in themselves may not be the best indicator of success.

We started the year in Washington, D.C. when OGC on behalf of DGG co-hosted the **11th UN Roundtable** on Communication for Development. This dialogue has been running since 1988 in an effort to strengthen the efforts of the UN system in involving the poor and marginalized directly in development programming, ensuring that development becomes a two-way process. The roundtable was seen as very successful, providing a roadmap for several specific follow-ups.

Moving premises and meeting with Helen Clark.

Sharing global knowledge and practice on governance assessments

In May we descended on Bangkok for the **2009 Leading Seminar**, in close cooperation with the Regional Service Centre and the Learning Resources Centre. This was the first regional 'leadership and innovations in democratic governance' seminar for senior managers in country offices, and according to participants very successful.

Then came the more internal but nevertheless very important exercise in early September of **moving OGC premises**. We worked on this since early in the year, and when we had been through all the logistical nightmares of moving and fitting in, we all agreed that we now have a new office which suits our purposes very well. It has an identity, it is not too large, and it is close to some of our key partners.

When the autumn colours were starting to cover Oslo, we had the opportunity to show **Helen Clark, the UNDP Administrator** what OGC is all about. She visited Norway to meet with government representatives, and the entire staff was fortunate to be able to meet with her in our new premises.

My last specific example will be what took place in Namibia in November, when we brought together 77 participants from more than 20 countries in the Southern Africa region for a **governance assessments workshop**, focusing on sharing experiences of country-led assessments and political accountability. This was organized in cooperation with In-Went from Germany and the Namibia Institute for Democracy, and with great support from the Country Office.

These are just highlights! There is of course much more to tell, and you will be able to find this information in chapter 2, where we have selected a number of "stories making a difference", and in chapter 3 where the annual workplan outputs have been assessed and explained. Finally in chapter 4 you will find a complete overview of all OGC knowledge products published in the course of 2009.

Bjørn Førde
Director

2. STORIES MAKING A DIFFERENCE

In the following pages you will find some of the stories about OGC activities in 2009 that we ourselves believe have made a difference, or at least made an important contribution to the work of Democratic Governance in UNDP. After having read them, we hope you will agree!

Making such a statement is of course easier said than done, and much will depend on how you decide to define "difference". This is difficult territory, just as difficult as the world of outputs, outcomes and impact that we always struggle with in the world of development and maybe in the world of 'democratic governance' development in particular.

By definition there is **no direct channel** from what a global Centre like OGC is doing in the area of analysis and learning, and then the world of specific governance realities and challenges at the country level. The fact that we help organize a regional workshop on leadership and innovations in the area of democratic governance; that we bring UNDP and government staff in Sourthern Africa together to share experiences; that we publish a reader on democratic governance with references to all the most important and recognized research; that we launch a user friendly global webportal as a one-stop-shop on governance assessments; all of this does not in and by itself result in changes on the ground that will benefit people in a tangible manner.

> Information from OGC will hopefully trickle down to the country office level."

Hopefully the information provided by OGC will over time – together with other information from headquarter based advisers and the Regional Service Centres - **trickle down** to the country level, and be used to strengthen the capacity of country office staff both in prioritizing what UNDP should focus on in a particular country context, and what the programming should look like to be able to make an impact.

Understanding **what works** – and also what does **not** work – is an important part of this process. In 2009, in line with the new mandate, OGC embarked on the analysis of some of the investments done through the Democratic Governance Thematic Trust Fund [DGTTF] in the Asia-Pacific region. We did this under the leadership of the Regional Service Centre in Bangkok, in the thematic area of Access to Justice. This was a useful pilot, which is now being used in our cooperation with the Regional Centre Cairo for the Arab States, and the Regional Service Centre Dakar for Central and West Africa, focusing on other thematic areas.

You will find information about this exercise both in the chapter on publications and in the overview chapter. And the Bangkok exercise is among the seven stories being told in this chapter.

[STORY 1]

LEADERSHIP AND INNOVATIONS IN DEMOCRATIC GOVERNANCE IN BANGKOK

"The only way to manage democracy is to have more democracy."

Over the past years democracy assistance has been faced with many challenges, the latest being the global economic crisis affecting both developed and developing countries. In some regions, public disenchantment with democracy has increased, with citizens questioning the ability of the State to cope with crises and delivery of human development.

In such a rapidly changing environment, the OGC and the Regional Service Centre in Bangkok, supported by the Learning Resources Centre organized the **Leadership and Innovations in Democratic Governance** seminar in June 2009. The purpose of the seminar was to provide a forum for UNDP senior management to engage in discussions about the challenges of democracy promotion in the Asia-Pacific Region.

During two and a half days of open and frank discussion, participants – with the guidance from leading external experts on democracy studies - exchanged experiences on democracy and state building and benefited from "state of the art" research and thinking on democratic governance and democracy assistance.

One of the messages that left a strong imprint on the discussions was the need for a right balance of ingredients to make democracy relevant to all people. Important questions were raised regarding the ripeness for democratization processes and its political conditions, given that many times strong opposition is not allowed to flourish and the space for political discontent is non-existent. On the other hand, the situation might be quite the opposite in post-conflict environments, where more often than not there is too much opposition, while rivalry between formerly warring factions persists.

Another important point raised was the relationship between democracy and economic development. Democracy must deliver dividends and these need to be palpable to the people. Recently we have seen governments resign due to popular pressure and their inability to respond and confront the challenges brought about by the global economic crisis. The role of the state, continually being redefined in the past decades, then becomes more crucial than ever. An increasingly central factor to consider in the democratic equation is youth, a building block of democracy driven by the new information age we live in.

Participants emphasized that in such a changing environment, UNDP has to pay more attention to democratic outcomes and be more honest about the reality on the ground. As the world changes, UNDP needs to find a way to build institutions in a more effective and smarter way and engage with broad political drivers in order to remain relevant and to continue to be one of key players in the development arena.

[STORY 2]

11TH ROUNDTABLE ON C4D

> **C4D is about the participation of the poor and the marginalized, not about what UNDP does.**

UNDP believes that the success of development policies and programmes depends on the ability of the people to participate in and influence the decisions that are related to their own development. Communication processes, therefore, are central for enhancing participation as they enable people to access pertinent information, arrive at their own understanding of issues, consider and discuss ideas, negotiate and engage in public debates at community and national levels. It is its role in empowerment processes that helps distinguish Communication for Development (C4D) from other forms of communication.

The OGC, on behalf of UNDP, has been an ardent advocate of C4D principles and approaches. It has promoted C4D at the global level from 2003 to 2009, as part of its overarching mandate on Access to Information. OGC represented UNDP at the bi-annual UN inter-agency Roundtables on C4D since the 9th Roundtable in Rome in 2004. These Roundtables are a primary platform for UN agencies and other actors to share experiences on promoting C4D approaches.

Along with the World Bank, OGC co-hosted the 11th Roundtable entitled, **Moving C4D up the International Agenda**: Demonstrating impact and positioning institutionally. It was held in Washington D.C. in March 2009. The event brought together 15 UN agencies and key non-UN partners to discuss how UN agencies could work together to measure the results of their rich and varied C4D initiatives. It also focused on identifying the best concerted and individual ways to scale up C4D and institutionalize it within the development sector.

OGC led the preparations on the theme of **assessing and demonstrating the impact of C4D**. It collaborated with other agencies, particularly UNICEF, UNESCO and the World Bank to develop the background paper on developing a common UN framework on monitoring and evaluation of C4D.

The Director of the Democratic Governance Group, **Geraldine Fraser-Moleketi**, provided opening remarks, reiterating UNDP's commitment to mainstream C4D in all its programming to enhance participation of the marginalized and build responsive governance mechanisms. She stressed the importance of demonstrating the effectiveness of C4D work in the current economic climate where perceived 'softer' interventions are at the risk of loosing funding. She emphasised the need to work harder to ensure UN colleagues across sectors and regions are aware of the benefits that C4D can bring to their work. She concluded her remarks with words of encouragement for renewed action to integrate C4D in development processes.

Following three days of intense discussions, OGC took responsibility for ensuring follow-up on some of the recommendations. The participating agencies highlighted the need for advocating stronger institutionalization of C4D within each UN agency. OGC agreed to take the lead to jointly produce a booklet showcasing the practice of C4D within seven UN agencies, and finalize a common UN framework on M&E of C4D to measure the results of the various C4D approaches.

P<small>ILOTING</small> C4E

Community radio plays an important role for the poor, both men and women.

Communication for Empowerment [C4E] is one of the practical approaches developed by OGC to carry forward UNDP's global C4D agenda. It stems from OGC's earlier work in the area of Access to Information and rooted in the knowledge that one of the challenges facing developing countries is the lack of inclusion and participation of poor and vulnerable groups in decision making processes.

The C4E approach articulated in the Practical Guidance Note on **Communication for Empowerment: Developing media strategies in support of vulnerable groups**, focuses on identifying information and communication needs of vulnerable and marginalized people and addressing them through specific media strategies. OGC, in collaboration with the Communication for Social Change Consortium, piloted the C4E approach in five countries in Asia and Africa. The pilot project was funded by the UN Democracy Fund [UNDEF] and was implemented in Laos, Ghana, Madagascar, Mozambique and Nepal – with support from country offices and the Regional Service Centre in Bangkok.

OGC is currently in the process of finalizing the **Global Report on Communication for Empowerment** which presents key learning from the information and communication needs assessments conducted in the five countries. A stock taking of research findings from each of the five pilot studies reveal a number of issues that are common to more than one pilot country, some highlighting emerging trends, and others reinforcing existing knowledge and challenges. But all have important implications for designing appropriate programme interventions to fill information and communication gaps. They include:

First of all the dominant role of radio, particularly community radio, as an information medium and potentially a strong communication channel for poor people. This is also important because of the limited confidence and capacity of many poor people to use media to communicate. It was also noted that there is differential access to the media by men and women, and this fact tends to be neglected.

Another observation is the importance of mixing traditional and new information technologies in strategies designed to improve democratic governance and reduce poverty; as well as the importance of a safe public space in providing support and expanding opportunities for communication and participation in decision-making process;

[STORY 4]

ASSESSING THE IMPACT OF DGTTF
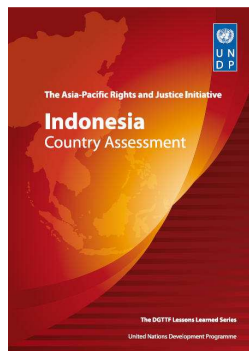
As part of its new mandate, the OGC started to work to improve the quality and value of lessons from programmes supported by the Democratic Governance Thematic Trust Fund. A 2007 evaluation revealed that whereas UNDP had invested in more than 500 projects since 2001, when questioned by partners or donors on the rate of success, we were not able to provide a clear and convincing answer. When asked for details on the most important examples of innovation in democratic governance, we were not able to list them. Neither were we able to argue convincingly on long-term impact.

In 2009, the OGC partnered with the Regional Centre in Bangkok to assess a number of DGTTF projects on **access to justice**. It was the first time that the two Centres had worked together to extract lessons from the implementation of projects funded by the DGTTF.

This was not a traditional project evaluation like those usually done by the country offices. Instead, we were looking for elements that were innovative and catalytic, identifying which political economy factors influenced success or failure, and which lessons we could export and replicate. In Cambodia, for example, we found interesting entry points to work on alternative dispute resolution systems at local level for culturally sensitive issues such as domestic violence. One of the achievements of the DGTTF access to justice project was increased demand for dispute resolution on domestic issues through innovative awareness raising activities combining several elements, including HIV/AIDS prevention, reproductive health, etc.

On the other hand, it was much more difficult to implement such systems when it came to land rights for indigenous people. The awareness-raising activities may have been innovative and certainly were successful in their own right, but they were up against powerful political and economic interests that prevented key stakeholders from participating in alternative dispute resolution mechanisms set up by the project. This is an example of the kind of factor we need to consider in our efforts to export and replicate programmes to other countries and manage expectations.

Results such as these are useful in developing UNDP policies and programming support. OGC is not providing direct support to country offices based on the assessments, but will be using the results to inform UNDP policies and programming support in collaboration with DG advisors in New York and in the regional centres.

Early feedback on the new approach has been positive. "It's already excellent," says Allison Moore, a Programme Manager at UNDP Indonesia, where a DGTTF project was assessed through the RCB-OGC partnership. "Both the recommendations captured and the tools that the assessment enabled us to focus on gathering – which had already disappeared from our institutional memory – will prove very helpful for our office overall. We're really pleased."

The Asia-Pacific Rights and Justice Initiative

Indonesia
Country Assessment

The DGTTF Lessons Learned Series

United Nations Development Programme

> We are looking for elements that are both innovative and catalytic.

[Story 5]

DG Training Online

The **Democratic Governance Training Online** [DGTO] was launched in 2007 by the Learning Resources Centre [LRC] and OGC. It is structured in three self-paced courses, corresponding to the three priority areas of inclusive participation, responsive institutions and international principles laid down in the UNDP Strategic Plan 2008–2013.
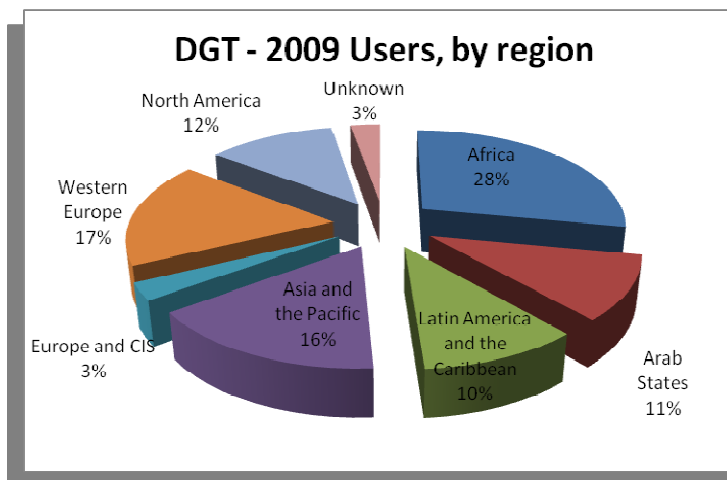
Statistics for the year 2009 show that the DGTO was used worldwide: 143 individuals took the training in that period through the OGC website, mostly from Africa [40 users], Western Europe [25] and Asia and the Pacific [23]. Although the training was developed with UNDP practitioners in mind, course registration records point out that staff from other UN agencies, departments and programmes [notably from peacekeeping missions] as well as interested individuals from outside the UN system [e.g. national counterparts, researchers and civil society organizations] enrolled in one or more of the courses.
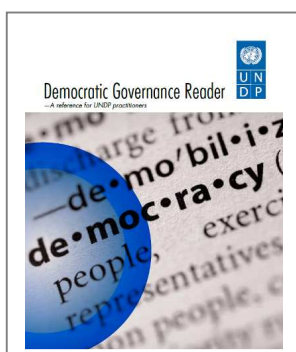
Many of those who took the course in 2007-08 expressed interest in receiving the curriculum in a format that they could easily access offline after completing the course. The **Democratic Governance Reader** published at the end of 2009 was aimed to fulfill this request for a single and handy volume reference tool on UNDP's approach to democratic governance, mirroring the core content of the DGTO. As with the DGTO, the Democratic Governance Reader was the result of a partnership between the OGC and the LRC.

[STORY 6]

INDONESIA: WHEN GOVERNANCE ASSESSMENTS MAKE GOVERNMENT POLICY

The Indonesia Democracy Index [IDI], developed by the Indonesian National Development Planning Agency with UNDP support, is now an official target under Indonesia's National Medium-Term Development Plan 2010-2014. This is a case where the OGC has played a decisive role, not only in helping a country assess its own governance, but in making a national governance assessment process become a concrete and official yardstick for policy design and implementation.

Indonesia has been undergoing an important transition towards democracy in the past decade. Milestones include democratic elections in 1999 and 2004, constitutional amendments, new democratic institutions, new political parties, and the reform of basic political laws. Simultaneously, the government has been decentralizing services and delegating power from the centre to 33 provinces and over 500 districts and municipalities. This has led to variations in democratic performance between different areas of the country.

The support of the OGC managed Global Programme on Democratic Governance Assessments is based on the demand from the government of Indonesia to measure the country's progress, or lack of it, in different aspects of democratic governance. The **Indonesian Democracy Index** project, a partnership between the National Development Agency [Bappenas] and UNDP, in close collaboration with the Central Statistics Bureau and the Regional Development Planning Agencies, supports a nationally owned, inclusive and participatory process for assessing and monitoring democratic governance within all 33 provinces in Indonesia.

Thanks to this project, Indonesia has equipped itself with an inclusive consultative **framework of 30 indicators** for the systematic assessment and monitoring of democratic governance goals and targets expressed in the country's national and regional development plans. The IDI is thus Indonesia's own Index to measure civil liberties, political rights and the quality of democratic institutions at the provincial level. The framework also provides a method for identifying good practices, learning across regions and further consolidating democratic reform.

Since the end of 2009, the IDI is fully institutionalized and thus provides the country with an efficient system to measure its progress. The 2014 national target on democracy consolidation has been set at an IDI average score of 73/100. With this clearly measurable official target, and the transparent mechanism attached to it, Indonesia's government and citizens now have in their hands the means to hold each other accountable and take their country forward towards effective democratic governance.

> "Indonesia's government and citizens now have in their hands the means to hold each other accountable."

[STORY 7]

DJIBOUTI: AN INNOVATIVE APRM PROCESS

Djibouti's score on governance was particularly poor in World-Bank-led international comparisons from 1996 to 2008. One of the main obstacles to progress was the absence of an appropriate information system with reliable indicators and data on governance. This deficiency was identified by the first national governance report in 2007, and Djibouti subsequently signed up for the African Peer Review Mechanism [APRM]. This was a unique opportunity for UNDP to make a difference, by using a country-led democratic governance assessment to help Djibouti go through a meaningful APRM process anchored in the national policy-making and monitoring system.

In 2009, Djibouti constituted a multi-stakeholder task force charged with developing a monitoring system for the **National Development Strategy's** pillar on governance. The task force, composed of concerned Ministries, the national statistical office, academics, the office of the auditor general and the national APRM coordinator, has undertaken the design of a national governance assessment framework.

"Djibouti uses lessons learned from APRM pioneers to become a new pioneer."

Through missions from OGC to Djibouti, several meetings and close follow-up, UNDP's support was instrumental in several ways: First, it presented the limitations of global governance indicators and the importance of selecting country-specific indicators identified by a participatory, nationally-owned process. Second, it helped integrate effectively the design and institutionalization of the national governance monitoring system with the APRM, by making the best of the synergies between these two assessment processes.

To give an example: The mapping of the country's governance data sources to be conducted by the national task force will be useful to the APRM committee. In turn, the task force can take advantage of the consultative process facilitated by the APRM committee when conducting the APRM self-assessment to seek feedback from all stakeholders on proposed governance indicators for Djibouti. Indeed, the APRM questionnaire suggests a list of assessment criteria for the various governance themes, but stops short of suggesting specific indicators to measure these criteria.

Finally, OGC brought in experts from the South African Institute of International Affairs to share with Djibouti the lessons drawn from the experiences of the APRM pioneers, and from French NGO DIAL to help involve the national statistical office in the collection and interpretation of data through household surveys and other means. Djibouti becomes here a pioneer in securing a strong role by the national statistical office during the APRM self-assessment as well as post-APRM, making it a key actor in the **governance monitoring architecture**. Based on the core lesson learned from APRM experiences that the weakest point so far has been the post-APRM follow-up, Djibouti proposes to innovate and pilot a "best practice" by investing early on in the institutionalization of a governance assessment system based on the APRM framework.

[STORY 8]

REGIONAL WORKSHOP IN NAMIBIA: GOVERNANCE ASSESSMENTS FOR ACCOUNTABLE POLITICS IN AFRICA

Providing a venue for countries and organizations to share knowledge and experiences is a good way to stimulate transformative action. In November 2009, OGC in partnership with **InWent** Centre for Economic, Environmental and Social Statistics in Germany and the **Namibia Institute for Democracy** [NID] invited participants to present approaches and methods for assessing governance, and tell their stories of successes and failures.

The 77 participants meeting in Windhoek came from more than 20 Sub-Saharan African countries as well as Palestine, Germany, Australia and the United States. They represented key government bodies, academic institutions, UN agencies and civil society organizations. Among them were several InWEnt alumni who had participated in governance assessment training courses. Some of them had also taken the online course that was provided as a web-based preparation phase.

> **"Sharing knowledge and making new connections across Africa"**

Participants discussed examples of national governance assessments in Africa and how these assessments, carried out by government and civil society, can improve development effectiveness by focusing on critical national issues and providing a basis for donors to allocate funding in a way that reinforces national ownership. They examined the role of African think tanks in increasing political accountability, through the use of governance evidence to engage governments and citizens.

They also looked at the potential impact of national studies that are integrated within regional and international assessment initiatives. They were invited to think about the role of political economy analysis in preparing a governance assessment. Through diverse presentations, enriching debate and participatory group exercises, they reflected on what should be assessed and how it should be assessed, what practical methods could be used to include the voices of marginalized groups in the assessment, or how local capacities for governance assessments should be developed.

In the words of UNDP Namibia DRR, Mr Lebogang Motlana, the workshop was "a fertile meeting ground for sharing knowledge and making new connections across Africa". As participants went home with bags full of guidebooks, presentation papers and other knowledge products, but mostly with heads full of new ideas and hearts filled with renewed motivation, the workshop served as a catalyst for extending the scope of country-led governance assessments in Africa.

3. OVERVIEW OF OGC OUTPUTS 2009

To move from one mandate to another can be a bit turbulent.

Following the 2008 forward-looking assessment of the OGC and the new mandate approved by senior management, 2009 was a busy and at times even turbulent transition year for the Centre. Staff positions were reprofiled and recruitment of new staff undertaken; certain activities had to be phased out or handed over, and others had to be started from scratch; new premises were identified and the physical planned and the move implemented; just to mention a few aspects.

The following sections provide a quick overview of the outputs completed by the Centre, as planned for in the approved Annual Work Plan. Overall we are proud to be able to conclude that despite the transitional nature of the year, OGC was able to deliver fully on most of the outputs we had planned.

3.1. OFFICE MANAGEMENT

OGC annually receives US $1 million from the Global Programme of the Bureau for Development Policy and US $2 million from the Democratic Governance Thematic Trust Fund, to cover staff salaries, office costs, and activities. In addition, OGC mobilizes dedicated resources for the Global Governance Assessment Programme, and it secures funding for specific activities from other parts of UNDP. Close to half of the core funding is used for staff salaries and office costs. The table indicates the major outputs in the area of office management, followed by additional comments after the overview:

INTENDED OUTPUTS	RESULTS 2009
1: STAFFING Maintaining base staffing structure for smooth functioning and delivery of activities of OGC.	With the new mandate, OGC had to establish a new structure, and also reprofile the senior staff positions. Most of this was undertaken during the first part of the year, with some staff only arriving in Oslo end of the year.
2: OFFICE MANAGEMENT Effective office management [including identification of new premises and move], and infrastructure and administrative support.	The process of identifying new premises was very time consuming, and the formal approval process also took time. But the final result was positive. Following the move, the entire IT setup had to be established from scratch, and this created some problems for a period.
3: OUTREACH Outreach to DGG Headquarters, UNDP Regional Service Centres and Country Offices, as well as external partners.	Outreach included both web-based communication as well as targeted information to Regional Centres and selected country offices. Following the new mandate, the website will be reorganized, also following new HQ guidelines. In addition a new website for the Governance Assessment Programme was launched.

In September 2009, OGC moved from the Borggata 2B premises in the Eastern part of Oslo, where the Centre had been since September 2005. The new premises in Inkognitogata 37 are very close to where OGC was when it was launched in 2002, and very close to major partners like the

Ministry of Foreign Affairs and Norad. The new premises provide a good working environment for staff, but because of space limitations it will not be possible for OGC to host larger conferences in-house in the future.

3.2. POVERTY AND MDG'S

This has been part of the OGC mandate for the 2005-2009 period, covering areas like poverty reduction and the MDGs, land governance, and non-renewable natural resources. Folowing the decision on the new mandate, it was agreed to phase out most of these activities, which is also reflected in the overview:

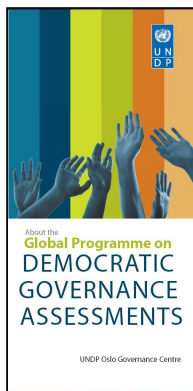| INTENDED OUTPUTS	RESULTS 2009
1. GOVERNANCE AND THE MDGs Use already produced frameworks at OGC to inform learning from the field on governance and MDGs.	OGC contributed actively to the work being undertaken through the Poverty Group at HQ in New York, to develop a framework for the accelleration of delivery of the MDGs.
2. LAND GOVERNANCE AND LEP Make the business case for a cross practice initiative on land governance, and make guidance available for country offices embarking on land governance and LEP projects.	While much energy has been invested in making the case for the initiative on land governance, in close cooperation with the Drylands Development Centre, the initiative has not taken off. Inputs to the LEP platform were made, and papers have been finalized and posted on the OGC website.
3. SERVICE DELIVERY FOR WOMEN Foster gender sensitive lens to measurement of service delivery in OGC and UNDP policy and technical guidance to service delivery, contributing to cooperation with UNIFEM.	The "User's Guide to Measuring Gender-Sensitive Basic Service Delivery2 was published in March 2009, and has since then been distributed widely and received much attention. It was presented in New York, and also in a major gender conference in Copenhagen at the end of the year.

The **User's Guide** mentioned above was part of a collaborative effort with UNIFEM and the NGO called Gender at Work, with funding from the Norwegian Government, and focusing on initiatives that can improve basic service delivery for women at local level. OGC has represented the Democratic Governance Group in this project, providing the particular OGC expertise in the area of indicators and assessments in particular. The project intends to pilot activities in five-six countries in different regions of the world.

As part of a corporate exercise, OGC led a **mapping of democratic governance projects in support of the MDGs**, based on desk research and focused on UNDP's principal democratic governance databases, including the DGTTF, the ROAR, the evaluation resources centre database and project databases of individual Country Offices and Regional Centers. The stocktaking of 77 projects worldwide categorizes projects by democratic governance pillars: inclusive participation, responsive institutions and UN values, while paying attention to how these projects are relevant to the MDG phases of planning and budgeting, implementation and advocacy. Based on two project evaluations, this note summarizes some lessons learnt in the attempt to link democratic governance support to MDG achievement.

Recently, there has been an increased focus on tropical forests and the climate change agenda. As part of the focus on land governance, OGC produced a discussion paper on **Forest Governance Innovations**, assessing their pro-poor and democratic effect in Cameroon and the Philippines. The paper shows that the state is often weak, and outsiders frequently exploit resources without considering local communities. The last ten years, governments of many tropical forest countries have, together with development partners, implemented innovative forest governance solutions to counter these trends. Whether governance innovations are pro-poor and democratic is not always obvious though, and the paper highlights some of the limiting factors.

3.3. Governance Assessments

The governance assessments portfolio of OGC has taken a major step forward in 2009. After the launch of the **Global Programme on Democratic Governance Assessments** in 2008 with funding from OGC, DFID and Norway, it moved forward with all planned activities for 2009 being implemented. The outputs mentioned in the overview table include both OGC-funded and partner-funded activities of the Democratic Governance Assessments Team of OGC:

> "The governance assessments work has taken a major step forward."

Intended Outputs	Results 2009
5. **Staffing the Team** Maintain and develop the Governance Assessments Team	The Team was completed in 2009. In addition to the Manager of the Programme, the Programme Officer, Research Officer and Administrative Associate who were all maintained from 2008, a French JPO was recruited at the end of 2009 to further strengthen the work, notably at the regional level in francophone Africa. Besides, the recruitment process for a P5 Adviser on Governance Assessments was initiated.
5. **Governance Assessment Portal – GAP** Launch the Governance Assessment Portal live online	The GAP portal [www.gaportal.org] was launched as a global hub for knowledge and practice on governance assessments, providing a one-stop-shop for practitioners around the world. By the end of 2009, about 900 resources of different types had been made available in a user-friendly way on the GAP, and 2 Newsletters had been released to a database of 3000 contacts.
5. **Support to Country-Led Assessment Projects** Finalize and sign project documents and transfer funds	Of the 16 country projects selected based on the 2008 call for proposals, 14 project documents were finalized and signed, and the first fund were transferred. The team went on mission to these countries, in addition to constant desk support from Oslo.
5. **Knowledge Production** Publish Practice Note; Continue publishing *Users' Guides* on specific areas of governance	New publications released in 2009 include the *Practice Note on Democratic Governance Assessments*, 3 Users' Guides, a brochure on the Global Programme, a Training Manual and a Communication Package, all downloadable on the GAP. And 6 knowledge products were translated into French, Spanish and/or Arabic.
5. **Regional Workshops** Conduct regional workshop in Africa	Regional workshop was organized in Windhoek, Namibia. In addition, a regional workshop on corruption assessment was organized for Eastern European countries in Oslo.

Among the 2009 activities, the following should be highlighted: the finalization of project documents and initial funds being transferred to 14 countries for governance assessment projects; 11 country missions for projects follow-up; holding of first project board meeting; agreement with the French Ministry of Foreign Affairs on the recruitment of a JPO; contribution agreement with SIDA; agreement with BCPR on assessment support to conflict countries; release of 7 key publications on governance assessments; regional trainings; launch of the Governance Assessment Portal; and development of new partnerships.

Details on all these and other activities are available in the seperate 2009 Annual Report of the Global Programme on Democratic Governance Assessments, which is available on the portal.

3.4. GOVERNANCE AND CONFLICT PREVENTION

A focus area of the OGC since its establishment in 2002, Governance and Conflict Prevention activities were phased out in 2009 as a result of the adoption of the new mandate for the Centre. Some of its analytical work on fragility and governance measurements has already been integrated into the Governance Assessments portfolio.
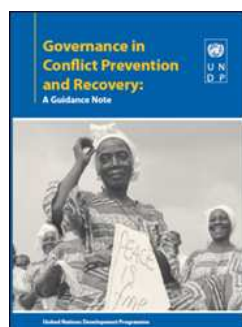
| INTENDED OUTPUTS	RESULTS 2009
1. GUIDANCE NOTE Governance and Conflict Prevention Guidance Note, for staff working in UNDP Country Offices. Guidance on conflict-sensitive governance programming	Governance in Conflict Prevention and Recovery: A Guidance Note published and jointly launched online by DGG/BDP and BCPR. DG and CPR practitioners in COs as well as advisors in HQs and RCs were provided with copies of the publication.
2. ELECTIONS READER Elections and Conflict Programming Guide for UNDP Country Office staff	Elections and Conflict Prevention – A Guide to Analysis, Planning and Programming produced and disseminated in 2009.
3. USER'S GUIDE WITH DIE/BMZ Users Guide on indicator sources for conflict and fragility. Guidance on how to use indicator sources	The Users' Guide on Measuring Fragility was published and disseminated in 2009.
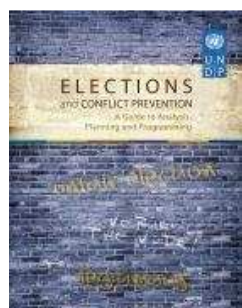
Several years of hard work – including very productive cooperation with BCPR and advisers in DGG in New York – came to fruition with the publication of two important knowledge products.

The first was the UNDP "Guidance Note on Governance in Conflict Prevention and Recovery", and the other was the "Elections and Conflict Prevention – A Guide to Analysis, Planning and Programming". Both are intended to support UNDP Country Office efforts to engage in governance programming in conflict affected contexts. These publications were a joint effort of the Bureau for Crisis Prevention and Recovery [BCPR] and the Democratic Governance Group of the Bureau for Development Policy [BDP] and OGC.

The **Guidance Note** provides insights into the debates on the intended and unintended effects of democratic governance interventions, introduces the main challenges and opportunities about which we have learned, and provides examples of practical tools and resources that can guide our responses. Similarly, the **Elections and Conflict Prevention Guide** identifies strategic approaches and forms of programming that
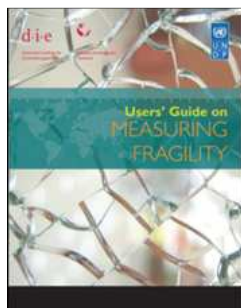
can help to anticipate and prevent the types of violent conflict that can accompany elections and set back development. The Guide provides readers with practical options and tools for programming design, early warning and conflict tracking.

The **Users' Guide on Measuring Fragility** provides a comparative analysis of existing state and society fragility indices for non-expert users. It was produced OGC and the **German Development Institute**, with the support of the Federal Ministry for Economic Cooperation and Development of Germany. It benefited from inputs from the Bureau for Crisis Prevention and Recovery and leading experts.

3.5. CIVIL SOCIETY AND COMMUNICATION

OGC's civil society and communication area builds on the recognition in the Strategic Plan 2008-2013 that vibrant and vigorous democracies are developed and sustained through inclusive participation, as well as strong responsive governance institutions. In 2009, the focus was to build on key elements of DGG/OGC's work to date, and to set new strategic directions in those areas where it will continue to work. The achievements for 2009 include:

| INTENDED OUTPUTS	RESULTS 2009
1. CIVIL SOCIETY STRENGTHENING In collaboration with CSOD, support implementation of Global Strategy on Strengthening Civil Society and Civic Engagement; finalize and publish primer on civil society legal framework.	OGC actively collaborated with CSOD to finalize the Global Strategy to Strengthen Civil Society and Civic Engagement, *Voice and Accountability for Human Development*. It also assisted in producing the *Introductory Primer on the Role of Legal Reform in Supporting Civil Society*.
2. SOCIAL ACCOUNTABILITY Guidance note on Nurturing Social Accountability, based on the workshop in Bogota, December 2008.	OGC has produced the draft *Guidance Note on Fostering Social Accountability* in 2009. The Note is currently at a review stage and will be published in the first half of 2010.
3. ACCESS TO INFORMATION & C4D Collaborate with the World Bank and other UN agencies to achieve the recommendations of the XIth Inter-agency UN Roundtable on C4D; in collaboration with DG advisors, ensure C4D issues are appropriately included within the developing service delivery platform on E-governance and Access to Information.	Along with the World Bank, OGC successfully co-hosted the 11th UN Inter-agency Round Table on C4D in Washington DC., in March 2009. Though a major part of the C4D work has been incorporated into the E-governance and Access to Information service delivery platform, following the new mandate of OGC, OGC will follow-up on the recommendations of the 11th Round Table in 2010.
4. COMMUNICA. FOR EMPOWERMENT Completion of C4E audits pilots in Ghana, Nepal and Laos; preparation and dissemination of country and global synthesis reports.	C4E audits were successfully completed in Ghana, Nepal and Laos and final reports produced. OGC also produced the draft *Global Report on Communication for Empowerment,* which synthesis key learning from all the five pilot audits and proposes way forward for promoting C4E approach.
5. POLITICAL PARTIES Analytical work with international IDEA and other partners.	In cooperation with International IDEA, OGC produced a discussion paper on *Political Parties and Policy Development: The conditions which lead political parties to adopt progressive policies*.

Working on political parties with International IDEA.
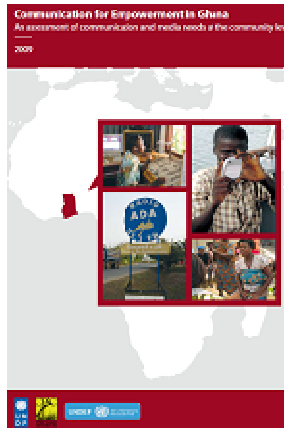
The UNDP **Global Strategy to Strengthen Civil Society and Civic Engagement** identifies the promotion of citizen action for participatory democracy and development as one of three priority focus areas. It specifically emphasises advancing civic engagement for voice and accountability. OGC's emerging work in the area of **Social Accountability** therefore responds to the above priority focus area of the Global Strategy. OGC is taking the lead on developing UNDP's thinking in this key area. It places equal emphasis on strengthening the **demand** side [i.e. CSOs and Citizens voice] and the **supply** side of the state to enhance citizens' voice and engagement and responsiveness of the state.

With the shift in OGC's mandate, the Communication for Development focus area is now integrated into the E-governance and Access to Information service delivery platform. However, OGC continued to take the lead in representing UNDP at the global level in 2009. It has successfully co-hosted the **11th Roundtable** with the World Bank in Washington DC., and has taken the responsibility to follow up on the recommendations from the 11th Roundtable.

OGC completed implementation of its cutting edge pilot project on **Communication for Empowerment**, in Ghana, Laos, Madagascar, Mozambique and Nepal. Implemented in collaboration with the **Communication for Social Change Consortium**, the project conducted information and communication audits to understand the needs of the most disadvantaged sections of the population. The Asian pilots were implemented by the **Regional Centre in Bangkok** as part of its regional initiative on *Indigenous Voices: Communication for Empowerment of Asia's Indigenous Peoples.*

The key findings from all the five pilot audits stressed the continued importance of community radio as a key information and communication channels. The findings also highlight the need to avoid assumptions and identify specific barriers such as capacity constraints which prevent poor people making use of information and communication mechanisms. These insights will be critical for future programming to enhance inclusive participation through strengthened media.

Political parties are a vital channel for citizens to engage in and influence decision making processes. Following the mapping of UNDP's engagement with political parties, OGC worked in partnership with **International IDEA** to develop a discussion paper on *Political Parties and Policy Development: The conditions which lead political parties to adopt progressive policies*. The paper is based on an analysis of the data from International IDEA's *Research and Dialogue with Political Parties* project and looks at the conditions and processes within parties that may promote the adoption or support of progressive policies, in particular pro-poor, pro-women, and conflict-sensitive policies

3.6. POLICY AND PROGRAMME ANALYSIS

As part of its new mandate, the OGC set up a new unit focusing on analysis and learning from UNDP democratic governance interventions. Recruitment for the unit started in July 2009 and the Unit became operational in the third quarter of 2009.
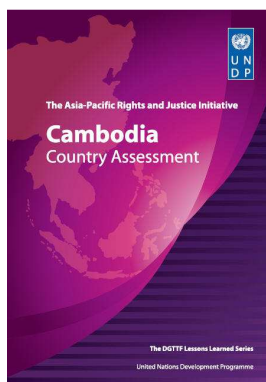
INTENDED OUTPUTS	RESULTS 2009
1. DGTTF ANALYSIS Systematic baseline overview of all DGTTF projects initiated since 2001 as a resource for all DG advisers at HQ, Regional Service Centres and Country Offices; Ppilot analysis of selected DGTTF projects in different regions.	Six projects assessments (Cambodia, India, Indonesia, Sri Lanka and Mongolia) were jointly conducted by the Regional Service Centre in Bangkok and. the OGC. A mapping of DGTTF-funded projects worldwide was completed and conclusions were used to inform analyses of projects in the Arab States, Europe and Latin America and the Caribbean. Three projects were assessed in 2009 (Occupied Palestinian Territories, Iraq and Lebanon) in partnership with the Regional Centre Cairo and work in this area has fed into work planning for 2010.
2. DG Programme Analysis Clear approach to programme analysis work agreed for 2009-2010; analysis of UNDP's DG work according to thematic issues available as a resource for all DG advisers at HQ, RCs and CO level.	A report was prepared outlining recommendations for the OGC to take this work forward in 2010 and recruitment started to fill the positions that will have responsibility for this area of work.
3. Emerging Issues DGG is provided with knowledge about DG dimensions of new and emerging issues; support selected UNDP Country Offices in developing knowledge about DG with wider application.	OGC provided support to DGG with preparations for the DG Global Community of Practice (CoP) meeting on "Building an effective, capable and inclusive state" and prepared substantive background papers for all regions as well as specific countries (Bangladesh, Afghanistan, DRC, Senegal). The meeting took place in February 2010 in Dakar.
4. TRAINING /LEARNING SERVICES Establish the Fellowship Programme as an integrated part of the Learning Cycle activities of the OGC; LEADING Seminar in cooperation with Regional Centre in Bangkok; ensure all COs have a copy of the Democratic Governance Reader as a key reference to their work in DG.	The LEADING [Leadership and Innovations in Democratic Governance] Seminar took place in Bangkok, Thailand, between 10th and 12th June 2009. Soft and hard copies of the Democratic Governance Reader were widely distributed among UNDP country offices, regional centers and headquarters. There was continued demand for the DG Online training offered by the OGC, with 143 external participants from UN agencies, academia, and other organizations, as well as and xx internal UNDP participants

The OGC completed a comprehensive baseline overview and **mapping of past DGTTF funded projects**, examined through categories such as region, democratic governance service line, level of accomplishment of intended outcomes and funding. The mapping provided DGG advisors with a consolidated overview of what types of projects the DGTTF has funded, priority areas in each region, and what results were achieved, according to the available reports. Also, it enabled UNDP Regional Service Centres and other stakeholders to make informed decisions when selecting a sample of projects/countries to assess in a closer detail.

Five country project assessments [Cambodia, India, Indonesia, Sri Lanka and Mongolia] and a regional initiative report were published in 2009 as part of the **DGTTF Lessons Learned Series**, aimed at capturing lessons learned and best practices. Such project assessments were conducted for the first time in the Asia and the Pacific Region, in a partnership between the OGC and the Regional Service Centre in Bangkok

[RCB]. Similar work in the Arab States region was started, with three project assessments in 2009 [oPt, Iraq, Lebanon]. Results from this will be published in 2010.

As part of preparations for the **DG Global Community of Practice** meeting which took place in Dakar in February 2010, OGC commissioned ten substantive background papers on global, regional and country cases [Senegal, Afghanistan, DRC and Bangladesh] from eminent experts in the field of democratic governance, discussing the role of the state under the theme of "Building an effective, capable and inclusive state". This volume will be published early 2010.

Organised by the OGC and the RCB, **the LEADING Seminar** [Bangkok, Thailand, 10-12 June 2009] brought together leading experts in the field of democracy studies and UNDP senior management staff from 15 countries in the region. The Seminar provided a forum for UN Resident Coordinators and UNDP senior managers to discuss strategic DG issues related to promoting democracy in Asia. One of the main conclusions of the Seminar concerns the need for UNDP to work in a politically savvy manner, and the limitations of technical solutions to development challenges. This has resulted in concrete activities planned for 2010 in order to develop the capacity of UNDP staff on political analysis.

4. OGC PUBLICATIONS 2009

Despite the turbulence associated with both the conceptual and the physical transition of 2009, OGC has had its most productive year from the point of view of knowledge products being finalized and distributed in different ways. The following provides a full overview.

4.1. GOVERNANCE ASSESSMENT PUBLICATIONS

The first section covers knowledge products from the area of what the **Governance Assessment Unit** works with.

Practice Note on Democratic Governance Assessments

In UNDP, the Practice Note is a cornerstone of all the policy advisory services being provided by headquarter units to the staff working with programming at the country office level. This note is based on the experiences of selected Country Offices and outlines the principal objective for UNDP's engagement: to support national ownership and capacity development of national partners to be able to undertake and use governance assessments to enhance democratic governance.

http://gaportal.org/sites/default/files/Practice%20Note_Eng.pdf
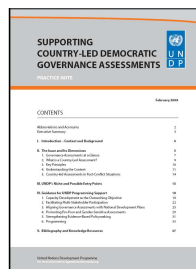
Users' Guide on Measuring Fragility

The Users' Guide on Measuring Fragility, jointly produced by UNDP Oslo Governance Centre and the German Development Institute, provides a comparative analysis of cross-country fragility indices - their conceptual premises, methodologies and possible use. It benefited from inputs from the Bureau for Crisis Prevention and Recovery and leading experts, and like all other users' guides, it has been through a rigorous peer review process. The publication has been received very well.

http://gaportal.org/sites/default/files/usersguide_measure_fragility_ogc09_0.pdf
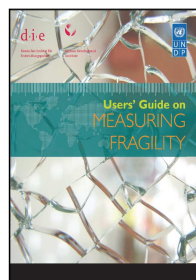
A Users' Guide to Measuring Local Governance

This Guide is intended to respond to an increasing demand from UNDP Country Offices and a wide range of national stakeholders for guidance on the multiplicity of tools and methods that are being used to measure, assess and monitor governance at the local level. The guide contains an extensive source guide with more than 20 ready-made tools for assessing local governance. Considering the importance of local governance in the overall DG agenda, this is seen as a very useful tool for many.

http://gaportal.org/sites/default/files/LG%20Guide.pdf
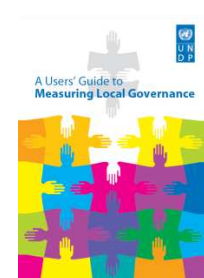
Users' Guide for Measuring Public Administration Performance

This Guide responds to a growing demand for more operational and nationally-owned measurement tools for public administration. It critically reviews the existing assessment tools and information sources which are readily accessible online. It provides practical guidance drawing on scenarios, and provides an exhaustive inventory of existing assessment tools and methodologies. More than half of all DGG investments focus on public administration, so this is an important area for UNDP.

http://gaportal.org/sites/default/files/Measuring%20Publica%20administration.pdf
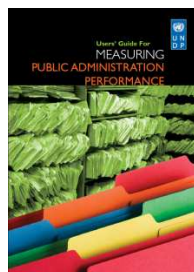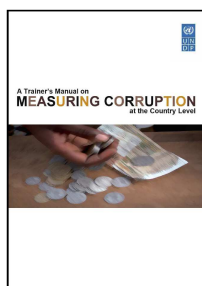
Training Manual for Measuring Corruption

Based on the Users' Guide to Measuring Corruption [2008] developed by Global Integrity and UNDP, it has been developed to help meet the growing demand for capacity development. The manual is written for trainers, and provides step-by-step guidance and materials for adapting and delivering the training in any country. It includes presentation slides, materials for activities, evaluation sheets and facilitation tips. It is best used as a menu of training topics and methods that users can adapt.
http://www.gaportal.org/support/training/trainers-manual-measuring-corruption-country-level
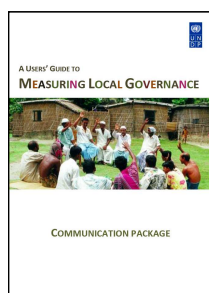
Communication Package for Users' Guide to Measuring Local Governance

It is intended as a training aid, and includes presentation slides with talking points, as well as several group activities for applying the concepts and techniques, and for thinking through how these translate into local settings. It can be used for convening structured discussions with country stakeholders exploring the possibility of carrying out local governance assessments and who are seeking advice and guidance.
http://gaportal.org/sites/default/files/Communication%20package%20-%20Measuring%20Local%20Governance.pdf
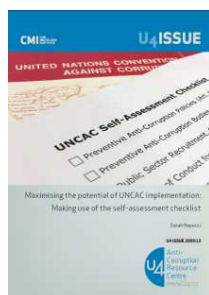
Maximising the potential of UNCAC implementation

The Global Programme collaborated with the U4 anti-corruption resource centre for the publication of this U4 Issue. This self-assessment checklist was developed as part of the review mechanism for the UN Convention against Corruption, which offers States Parties a unique framework to strengthen their ability to prevent and combat corruption. The checklist is one of few available methods for assessment for which the state provides its own information, maximising its ownership of the process.
http://gaportal.org/sites/default/files/maximising-the-potential-of-uncac-implementation_U4issue09.pdf

4.2. Analysis and Learning Publications

The following publications represent work done by the **Analysis and Learning Unit** of OGC, in the **DGTTF Lessons Learned Series.** They are joint publications of OGC and the Regional Service Centre in Bangkok, focusing on Rights and Justice initiatives funded by the Democratic Governance Thematic Trust Fund [DGTTF].
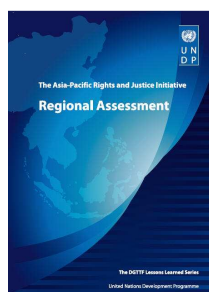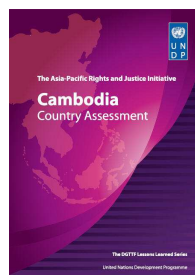
Regional Assessment:
The Asia-Pacific Rights and Justice Initiative

Presents the assessment findings of the Asia-Pacific Rights and Justice Initiative conducted in April-May 2009. The main objectives were: to identify, analyze and document the results and impact of the project; to analyze the sustainability of its innovations and the degree of government- or donor-funded up scaling or replication; to channel the lessons of this assessment into regional programming and policy options; to conceptualize future A2J programming and policy development.
http://www.undp.org/oslocentre/Publications/RegionalAssessment.html

Cambodia Assessment:
The Asia-Pacific Rights and Justice Initiative
The immediate project results include: development of a human-rights training database; piloting of alternative dispute resolution mechanisms on the local level in six provinces; empowering and improving A2J and to alternative dispute resolution mechanisms for disadvantaged groups, with focus on the poor, women and indigenous people. The report is a joint publication of OGC and the Regional Service Centre in Bangkok.
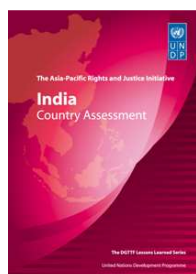http://www.undp.org/oslocentre/Publications/CambodiaCountryAssessment.html

Indonesia Assessment:
The Asia-Pacific Rights and Justice Initiative
The assessment yielded three significant results: the publication of 'Justice for All?: An Assessment of Access to Justice in Five Provinces of Indonesia'; the development of a new initiative between UNDP Indonesia and BAPPENAS for Legal Empowerment and Assistance for the Disadvantaged (LEAD), and; the development and imminent launch at the policy level of a national access to justice strategy that will be incorporated into the government of Indonesia's 2010-2014 Mid-Term Development Plan and the action plans of relevant ministries and their subnational counterparts.
http://www.undp.org/oslocentre/Publications/IndonesiaCountryAssessment.html

India Country Assessment:
The Asia-Pacific Rights and Justice Initiative
Presents the findings of an assessment of two projects supported by DGTTF, 'Access to Justice by Poor and Disadvantaged People', and 'Legal Empowerment Through Community Radio'. The first project produced six reports, each examining pendency of cases, delays at different stages of procedure, participation of the elderly, the disabled, tribal peoples, women and children, and the literacy status of each group. The second project explored the potential of community radio to empower communities with information and awareness of their legal rights.
http://www.undp.org/oslocentre/Publications/IndiaA2JCountryAssessment.html
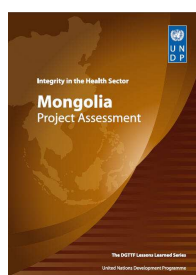
Mongolia Project Assessment:
Integrity in the Health Sector
The DGTTF-funded pilot project 'Strengthening Ethics and Integrity for Good Governance in the Health Sector of Mongolia' was undertaken in the context of broader anticorruption efforts and civil service reform. The project was also a response to an initiative of the Ministry of Health (MoH). It was proven to be strategically well-positioned, and highly relevant, innovative and catalytic, resulting in its replication at the State Specialized Inspection Agency (SSIA) in 2008 and the Independent Anti-Corruption Authority in 2009.
http://www.undp.org/oslocentre/Publications/MongoliaProjectAssessment.html
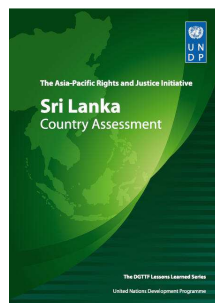
Sri Lanka Country Assessment:
The Asia-Pacific Rights and Justice Initiative
This assessment was conducted to identify and document the results and impact of the first phase of the Sri Lanka Equal Access to Justice Project (EA2J), addressing legal empowerment and A2J for the disadvantaged using a human rights-based approach. The project achieved some significant results in terms of dispensing responses to the grievances of disadvantaged groups and raising awareness among claim holders at the community level.
http://www.undp.org/oslocentre/Publications/SriLankaCountryAssessment.html
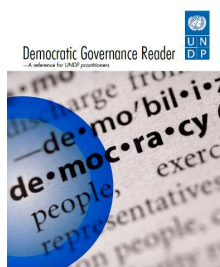
Democratic Governance Reader
A Reference for UNDP Practitioners is intended as a single volume reference tool on UNDP's approach to democratic governance. It is a joint publication of the Oslo Governance Centre, Democratic Governance Group (Bureau for Development Policy) and the Learning Resources Centre (Bureau of Management).
http://www.undp.org/oslocentre/

4.3. OGC DISCUSSION PAPERS

The following publications represent work done by the **Poverty and Governance Unit**, which effective 1st January 2010 is no longer part of the OGC mandate.

Pro-Poor Governance and the Policy Process: A Framework [Framework Paper 2]
This framework serves as a tool for assessing the extent to which policy making processes are pro-poor and to help in diagnosing the necessary corrective actions for enhancing poverty sensitivity of policy processes. The framework is applied to experiences of participatory budgeting in Latin America.
http://www.gaportal.org/view/undp_pub/

Understanding and Programming for Linkages: Democratic Governance and Development
The importance of redefining progress as a process that requires democratic ownership poverty reduction efforts. It understands democratic ownership as engagement of society in meaningful participation in planning, budgeting implementation and monitoring.
http://www.gaportal.org/view/undp_pub/

Legal Empowerment for the poor – An Agenda for Asia
Poverty is about income and about distribution of the benefits of growth through decent employment and equitable access to basic services. It is also about participation and empowerment. The legal empowerment of the poor agenda promises to add the missing link to the MDGs. The three F challenges facing the world today – food, fuel and finance – put

more pressure on development as a holistic process of empowerment. The crises will affect the poor indiscriminately; governments will be bent on short term reforms; governments will be keen on reform priorities with least implications on their finances. That has implications for legal empowerment of the poor agenda. This paper recommends that UNDP primarily focuses on access to justice or property rights as entry points.
http://www.undp.org/oslocentre/docs08/DP-5.pdf/

Reflection on legal empowerment of the poor: The importance of democratic governance

This brief highlights some of the major issues that come to the fore when considering legal empowerment of the poor as an agenda to enhance poverty reduction, MDG achievement and rights-based development. It also points to areas of needed coordination among UN agencies and development partners and ends with a non exhaustive list of suggested implications for democratic governance interventions.
http://www.undp.org/oslocentre/docs08/Reflections-on-Legal-Empowerment-of-the-Poor.pdf/

Measurement Methodologies for Legal Empowerment of the poor [Discussion Paper 6]

Following the launch of the Commission on Legal Empowerment of the Poor's final report, UNDP began to address the specific recommendations. The question of measurement was a major recurring question. This paper draws on existing methodologies and theoretical frameworks and argues that a narrowly defined, subject-centric approach to measurement of legal empowerment is key to the monitoring of progress towards legally empowering the poor.
http://www.undp.org/oslocentre/docs08/Measurement-Methodologies-for-Legal-Empowerement-of-the-Poor.pdf/

A legal empowerment strategy for Latin America's poor: A reading of the national consultations of the Commission on Legal Empowerment of the poor

Based on a reading of the national consultations of the independent Commission on Legal Empowerment of the Poor, in Latin America, this paper argues that empowerment strategies based in law must begin in the realm of governance. The poor require specific "governance for empowerment" interventions. Only then, it is argued, will formal rules, rights and justice gain relevance to the poor.
http://www.undp.org/oslocentre/docs08/DP-7.pdf/

Debate and pro-poor outcomes when regularizing informal lands and urban and peri-urban areas [Discussion Paper 9]

The forces generating urbanization and urban growth may be irreversible. The paper surveys the debate and policy options on how to reverse the suboptimal conditions. It focuses particularly on the regularization of informal land and settlements in urban and peri urban areas. It highlights how certain debates and assumptions have evolved and raises attention to some issues of relevance to future policy.
http://www.undp.org/oslocentre/docs08/DP-9.pdf/

> **Legal empowerment of the poor is an important new agenda for UNDP, and democratic governance is key to many interventions.**

Gender sensitive and pro-poor principles when regularizing informal and land settlements in urban and peri-urban areas [Discussion Paper 10]

This paper focuses on the practical issues of formulating and implementing pro-poor approaches to the regularization of informal settlements. In doing so, it builds on the OGC paper dealing with issues for policy and offers guidance to those responsible for regularization projects and programmes. To minimize the risk of distorting urban land and housing markets, it is important to implement regularization policies as far as possible on a city- or town-wide basis.

http://www.undp.org/oslocentre/docs08/DP-10.pdf/

Reflections on Land Tenure Security Indicators [Discussion Paper 11]

This is a reflection note on the existing state of the art on land tenure security indicators, mapping some key existing initiatives at measuring tenure security, highlighting key challenges. It goes on to underline the major weakness of the existing state of the art, namely the dearth of poverty relevant and gender sensitive indicators as well as the scarcity of measurement processes which could enhance national ownership beyond cross country comparison and foster societal empowerment and domestic accountability over project monitoring and evaluation.

http://www.undp.org/oslocentre/docs09/Reflections_on_Land_Tenure_Security_Indicators.pdf/

4.4. CONFLICT AND GOVERNANCE

The following publications represent work done by the **Poverty and Governance Unit**, which effective 1st January 2010 is no longer part of the OGC mandate.
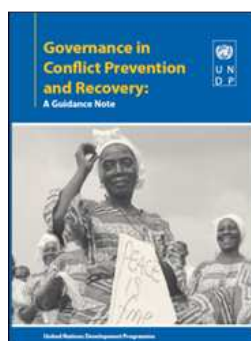
Governance in Conflict Prevention and Recovery: A Guidance Note

The Note is a joint effort of the Bureau for Crisis Prevention and Recovery and DGG/OGC, and provides insights into debates on intended and unintended effects of democratic governance interventions, introduces the main challenges and opportunities about which we have learned, and provides examples of practical tools and resources that can guide our responses. The note is intended to support UNDP staff efforts to engage in governance programming in conflict affected contexts.

http://www.undp.org/oslocentre/resources/publications.html#conflict
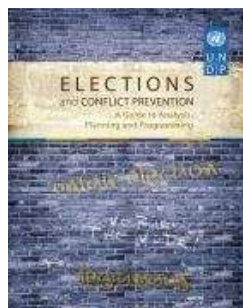
Elections and Conflict Prevention – A Guide to Analysis, Planning and Programming

The Guide identifies strategic approaches and forms of programming that can help to anticipate and prevent the types of violent conflict that can accompany elections and set back development. The Guide provides readers with practical options and tools for programming design, early warning and conflict tracking. Published by DGG/OGC, but the result of cooperation with BCPR.

http://www.undp.org/oslocentre/resources/publications.html#conflict

4.5. CVIVIL SOCIETY AND COMMUNICATION

The following publications represent work done by the **Civil society and Communication group**, which effective 1st January 2010 is part of the **Analysis and Learning Unit**.

Introductory Primer on the Role of Legal Reform in Supporting Civil Society

Primer was commissioned by UNDP from the International Centre for Not-for-Profit Law to respond to the increasing demand on UNDP to engage with or advise governments to develop civil society legal frameworks. The primer will guide UNDP in facilitating state-citizen relations through a better understanding of the normative and practical aspects of the often sensitive issue of legal and regulatory framework allowing and governing the establishment of civil society organizations, and their space and scope to function in public life. The primer was finalized after an extensive review process by the Bratislava Regional Centre, the Civil Society Division/PB and the Oslo Governance Centre/BDP.
http://www.undp.org/oslocentre/docs09/The_role_of_legal_reform_in_supporting_civil_society_2009.pdf

Voice, Accountability and Civic Engagement: A Conceptual Overview [Discussion Paper 14]

The paper provides an overview of current thinking on voice, accountability and the role of civic engagement in promoting more responsive democratic governance and sustainable development. It concludes with key recommendations for policy and programme considerations in promoting voice and accountability mechanisms by UNDP.
http://www.undp.org/oslocentre/docs09/OGC_DP_14_Voice,_Accountability_and_Civic_Engagement.pdf

OGC has worked with the Civil Society Division in New York on both the mapping and the Primer on legal reform.

### Global Inventory of UNDP Engagement with Civil Society

The inventory provide a global overview and analysis of the ways in which UNDP engages with civil society. The inventory is the result of the global survey carried out in 2007-2008 to which 102 country offices (72%) responded. The survey focused on assessing the expanse of country offices current engagement with civil society.
http://www.undp.org/oslocentre/docs09/Final_External_Inventory_Global_Snapshot.pdf

Political Parties and Policy Development: The Conditions which Lead Political Parties to Adopt Progressive Policies [Discussion Paper 15]

This paper analyzes the role of political parties in a democracy: how political parties fall short of their 'ideal' functions when they adopt clientelist versus programmatic tactics to gain power. Using the data from International IDEA's Research and Dialogue with Political Parties project, the paper suggests four initial findings which provide an insight into some of the factors that correlate well with progressive policies.
http://www.undp.org/oslocentre/docs09/DP_15_Political_Parties_Final.pdf
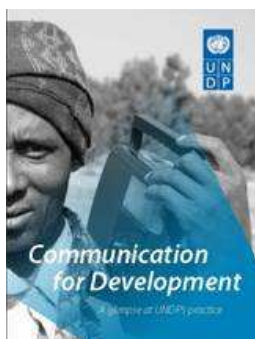
Communication for Development: A Glimpse at UNDP's Practice

The booklet illustrates how C4D concepts are operationalised across UNDP practice areas at the programme and project level through 13 brief case studies from UNDP country offices. The booklet was produced as part of the preparations for the 11th UN Roundtable on Communication for Development, hosted in Washington DC in February 2009 by the World Bank and UNDP, represented by OGC.

http://www.undp.org/oslocentre/docs09/FinalCfD_booklet.pdf

**Overview of UN Inter-Agency Round Tables on Communication for Development**

The paper provides an overview of the discussions and recommendations from all the ten UN Inter-agency Roundtables held since 1988. It divides the Roundtables into three broad phases and places them within the wider changes in the UN organizational and policy context as well as within the global trends in information and communication. The paper was produced as part of the preparations for the 11th UN Roundtable on Communication for Development, hosted in Washington DC in February 2009 by the World Bank and UNDP, represented by OGC.

http://www.undp.org/oslocentre/docs09/Overview_of_UNRound_Tables_on_C4D.pdf

Discussion Paper on the Monitoring and Evaluation of UN-assisted C4D Programmes: Recommendations for Best Practice Methodologies and Indicators

This background discussion paper produced for the 11th UN Inter-agency Roundtable, hosted by the World Bank and UNDP/OGC, explores the key issues surrounding Communication for Development. It provides case studies, best practice methodology and proposes a set of draft indicators to aid the Round table participants to identify and discuss key questions and issues on monitoring and evaluation of C4D

http://www.undp.org/oslocentre/docs09/Discussion_paper_on_monitoring_and_evaluation_ME_final.pdf
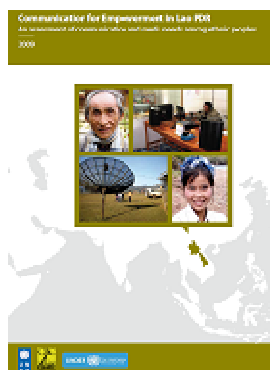
Communication for Empowerment in Lao PDR: An assessment of communication and media needs among ethnic peoples

This report is part of a series of pilot needs assessments conducted in five countries. Funded by UN Democracy Fund, the study formed a part of the UNDP Asia regional initiative 'Indigenous voices: communication for empowerment of Asia's indigenous peoples'. It was conducted jointly by the Regional Indigenous Peoples Programme (RIPP) and UNDP's Asia Regional Governance Programme (ARGP) in collaboration with the UNDP country office in Lao PDR. The report provides a sample view of the information and communication needs of the indigenous communities, while also reflecting diversity of ethnicity and differences in levels of poverty between more and less remote communities.

The report will be available at www.undp.org/oslocentre

Communication for Empowerment in Nepal: An assessment of communication and media needs among indigenous peoples

This report is part of a series of pilot needs assessments conducted in five countries. Funded by UN Democracy Fund, the study formed a part

of the UNDP Asia regional initiative 'Indigenous voices: communication for empowerment of Asia's indigenous peoples'. It was conducted jointly by the Regional Indigenous Peoples Programme (RIPP) and UNDP's Asia Regional Governance Programme (ARGP) in collaboration with the UNDP country office in Nepal. The report provides a sample view of the information and communication needs among at least three main groups of indigenous peoples (IPs) that would also reflect diversity of ethnicities, different geographical range, and development levels. The findings of the assessment are compared to trends in media development at the national level to identify the gaps in meeting the expressed communication and information needs of IPs.

The report will be available at www.undp.org/oslocentre

Communication for Empowerment in Ghana: An assessment of communication and media needs at the community level

This report is part of a series of pilot needs assessments conducted in five countries. Funded by UN Democracy Fund, information and communication assessments were conducted in three research locations that showcased key diversities within the country particularly with regard to ethnic groups, religions and social status as well as a balance between remote and urban areas, and the existence/absence of community radio. The report illustrates key findings from the assessments and provides entry-points for future programming to enhance poor and marginalized people's access to information and ability to use various communication channels.

The report will be available at www.undp.org/oslocentre

OGC STAFF 2009

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Noha El-Mikawy	Adviser - Poverty	Until June 2009
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