

2013 ANNUAL REPORT

Korea-UNDP MDG Trust Fund



Executive Summary

This report presents a consolidated overview of the Korea-UNDP MDG Trust Fund in terms of results achieved in 2013 and lessons learned. Since its operation in 2010, the Korea-UNDP MDG Trust Fund has approved the allocation of nearly USD 23 million (USD 5 million in 2013). As of 23 April 2014, cumulative utilized resources amounted to almost USD 11 million. This represents a cumulative resource utilization rate of 47%, which would be higher if it did not include three projects that start in 2014. During 2013, 11 projects were implemented aiming at a total of 36 outputs. Out of these outputs, 11 are achieved, 21 are in progress and four are off track. The projects achieved results in the following thematic areas:

- **Improved livelihoods through employment and income generation in post-crisis contexts:** Paved the way for stability and development in Darfur and the Democratic Republic of Congo (DRC), limiting the recruitment of youth to armed groups, by providing thousands of youth and ex-combatants with the skills necessary to engage in income-generating activities.
- **Improved Livelihoods and MDG-based Service Delivery through Employment Generation and Institutional Capacity:** Contributed to an inclusive economic development environment in Colombia, Timor-Leste and Laos by creating more than five thousand jobs and designing a District Service Delivery Monitoring System.
- **Democratic Governance and Fast Tracking MDGs:** Improved the quality of democratic engagement through inter-party dialogues and a code of conduct for political parties, which was ratified by 23 party leaders.
- **Global Advocacy and the Post-2015 Development Agenda:** Gathered perspectives on the Post-2015 agenda from more than a million people worldwide through national consultations in 88 countries. Translated the 2013 achievements into increased visibility of the Korea-UNDP MDG Trust Fund.

One of the main findings, in terms of lessons learned from project implementation, is that support for social business produces spin-off effects and positive externalities by combining private sector incentives with social and environmental benefits. Moving forward, the Trust Fund could benefit from a global assessment of the Trust Fund as a whole, with a view to informing the 2015 revision of the Trust Fund's TOR to better reflect the varied scope of

OVERVIEW OF ALL PROJECTS

(as of 25 June 2014)

Improved livelihoods through employment and income generation in post-crisis contexts

DRC (2011-2014): Community Recovery and Peace Consolidation in North Kivu. Approved Grants: \$2.9 mil. Utilized Resources: \$1.8 mil. Delivery: 60.1%

Haiti (2011-2013): Empowerment of Vulnerable Women through Livelihoods and Micro Enterprise Creation. Approved Grants: \$1.5 mil. Utilized Resources: \$1.5 mil. Delivery: 100%

Sudan (2012-2014): Youth Volunteers Rebuilding Darfur. Approved Grants: \$1.4 mil. Utilized Resources: \$1.4 mil. Delivery: 100%

Improved Livelihoods and MDG-based Service Delivery through Employment Generation and Institutional Capacity Building

Colombia (2012-2014): Income Generation Strategies / MAF. Approved Grants: \$2.0 mil. Utilized Resources: \$1.96 mil. Delivery: 98.2%

Lao PDR (2012-2015): Strengthening Capacity and Service Delivery of Local Administrations / MAF. Approved Grants: \$2.0 mil. Utilized Resources: \$0.8 mil. Delivery: 39.1%

Mongolia (2013-2014): Scaling Up Support to Local Service Delivery for the MDGs: Rural Water and Sanitation. Approved Grants: \$2.0 mil. Utilized Resources: \$0.3 mil. Delivery: 16%

Rwanda (2012-2014): Scaling up Opportunities for Rural Based Women and Youth: Financial Services and Capacity Building. Approved Grants: \$2.2 mil. Utilized Resources: \$1.0 mil. Delivery: 46.3%

Timor-Leste (2012-2015): Mobilizing Social Business to Accelerate Achievement of Timor-Leste MDGs. Approved Grants: \$2.0 mil. Utilized Resources: \$1.0 mil. Delivery: 56.6%

Democratic Governance and Fast Tracking MDGs

Nigeria (2013): Democratic Governance for Development. Approved Grants: \$230,000. Utilized Resources: \$212,000. Delivery: 92%

Nepal (2014-2016): Fast Tracking Millennium Development Goals and Safeguarding Development Gains in Nepal. Approved Grants: \$2.0 mil. Delivery: 0%

Global Advocacy and the Post-2015 Development Agenda

Global (2012-2013): Building the Post-2015 Development Agenda: Open and Inclusive Global Consultations. Approved Grants: \$1.0 mil. Utilized Resources: \$0.99 mil. Delivery: 99%

Global (2012-2014): Global advocacy and policy outreach for projects funded by the Korea-UNDP MDG Trust Fund. Approved Grants: \$0.5 mil. Utilized Resources: \$0.27 mil. Delivery: 53.8%

Global (2013-2014) Joint OECD-UNDP Support to the Global Partnership for Effective Development Cooperation. Approved Grants: \$0.1 mil. Utilized Resources: \$92,275. Delivery: 92.3%

Global (2014-2016) Accelerating National Efforts to Prevent and Respond to Sexual and Gender Based Violence. Approved grants: \$2.0 mil. Delivery: 0%

Global (2014) Continue Facilitating an Evidence Base and Open Dialogue on the Post-2015 Development Agenda. Approved Grants: \$1.0 mil. Utilized Resources: \$0.2 mil. Delivery: 19%

current projects as well as the future vision of the Trust Fund in the run-up to 2015 and beyond.

Results Achieved

Most projects have achieved significant results in 2013. The **Post-2015 project** has expanded, conducting national consultations in 88 countries, thematic consultations on 11 themes and global consultations through a web platform and an online and off-line survey. ROK is providing both financial support and intellectual leadership on consultations on the implementation of the post-2015 development agenda.

The project in **Timor-Leste** established a National coordination mechanism for private sector development and supported a waste management social business that exceeded expectations: Instead of collecting 100,000 plastic bottles in six months, the firm collected 1,900,000 bottled in three months. This success spurred the interest of the TL Government in expanding the project for nation-wide reach.

In **Colombia**, the project has created almost 5,000 jobs for the poor and excluded through the creation of employment schemes. To support entrepreneurship, almost 4,500 business plans have been formulated and implemented. These schemes contribute to the creation of an inclusive economic development environment.

The **Lao PDR** project expanded to 16 new districts, reaching a total of 53 districts that receive financial and capacity support for locally prioritized service interventions. To promote responsive and accountable service delivery, a District Service Delivery Monitoring System has been established, with a view to wider roll out in 2014 and 2015.

Despite the unstable security environment in **Sudan**, the project trained 3,577 rural community members on business and financial skills. By improving opportunities for decent work in 57 communities in five Darfur states, the project contributes to stabilizing the target zones and paving the way for sustainable development.

The project in **DRC** established two vocational training centres where 305 youth and ex-combatants acquired skills on subjects such as carpentry, hairdressing and agriculture. By promoting employment and income-earning opportunities, the project contributes to peace and stability by limiting the continuous recruitment of youth into armed groups.

The project in **Rwanda** is significantly behind target. The project document between the government and the UNDP

Country Office was not signed until May 2013. The National Technical Advisor (NTA) was recruited in September 2013 and the M&E Officer was recruited in January 2014. These delays affected the project delivery rate of 2013. Nonetheless, a clear disbursement plan for all resources to be spent in 2014 was developed and approved by the project steering committee.

The project in **Nigeria** held inter-party dialogues and reviewed a code of conduct for political parties, which was ratified by 23 party leaders. The project also strengthened the capacity of the Independent National Electoral Commission through training sessions on electoral administration. Through these project activities, the project has contributed to improved democratic governance.

In **Mongolia**, all essential preparatory steps have been taken to ensure effective project implementation. This included: Capacity needs assessments of central and local governments, selection of target areas, and a pre-feasibility study that identified 6,103 people in target locations as project beneficiaries.

The project on **Capacity Development for Aid Effectiveness** facilitated engagement of broader stakeholders and fostering a community of practice by supporting knowledge sharing and linking on-the-ground experience to global dialogue on development cooperation.

The **global advocacy and policy outreach project** translated the 2013 achievements into increased visibility of the Korea-UNDP MDG Trust Fund. This was achieved through a number of visibility campaigns and communications products, including videos that have been viewed more than 10,500 times by the general public in multiple languages. The project also produced two scalability studies of the projects in Haiti and Colombia to identify key policy lessons for wider dissemination and learning.

Lessons Learned

The consolidated results of the projects receiving support from the Trust Fund already provide some preliminary lessons learned on “success factors” for achieving development objectives on the ground:

- ***Through the usage of the innovative Global web platform "World we want", the Post-2015 project facilitated the biggest outreach in UN history.*** Over two million people voted through the web platform to express their priorities for the future development

agenda. Initially, 30 national consultations were planned for 2013-14. However, with the help of the Post-2015 project, a total number of 88 national consultations were held in 2013. As growing number of people around the world recognized the importance of identifying the next development agenda, the consultations became a global scale initiative.

- ***Support for social business can produce spin-off effects and positive externalities by combining private sector incentives with social and environmental benefits.*** In 2013, the project in **Timor-Leste** supported a social business aiming at collecting 100,000 plastic bottles in six months from the capital city Dili. After only three months, however, the business had already collected 1,900,000 bottles and created new 127 jobs. This success spurred the interest of the TL Government and other stakeholders and raised awareness of how beautification and waste management can promote tourism and contribute to job creation. As a result, the TL government and other stakeholder have expressed interest in expanding the project into a spin-off project with the objective to beautify the entire country.
- ***Some of the most significant progress is being achieved by projects that are directly implementing the findings of UNDP's MDG Acceleration Framework by supporting the scaling up of existing programmes.*** The project in **Lao PDR** is being implemented in alignment with other projects of the national programme, with support from the Trust Fund utilized to scale up proven successes in capacity building, and build on the findings and achievements of UNDP's MDG Acceleration Framework. In particular, this project was designed specifically to leverage the comparative strengths of the partners of the existing Joint Programme in scaling up interventions. Similarly, the project in **Colombia** is scaling up support for the capacity building of existing Centers for Employment and Entrepreneurship as well as local institutions of economic development.

An analysis of lessons learned must also consider elements that have slowed project implementation. The experience of the Trust Fund to date highlights both external and internal factor that have challenged project implementation:

- ***The main external factor with a detrimental effect on project implementation has been conflicts.*** In **DRC**, the extremely volatile security environment has affected project implementation. Renewal of insecurities in the project zones might restrict the movement by UN

agencies in the field, leading to further difficulties with regard to project monitoring and delays in implementation. In **Darfur**, the conflict between tribes, militias and the GoS have impeded project activities at several occasions. Moreover, the unstable security situation has temporarily limited the possibility of effective project monitoring. In **Nigeria**, conflicts within the umbrella organization of people with disabilities delayed project implementation. Moreover, several project activities have not been implemented because of political rivalry spurred by the upcoming 2015 elections.

These lessons require appropriate responses in order to capitalize on 'success factors' and mitigate the impact of external and internal factors that challenge project implementation. These responses should come from both the project teams and the Trust Fund Steering Committee. Some possible actions to take include the following:

- Conduct a scalability study of the successful project on Social Business in Timor Leste within the framework of the global advocacy and policy outreach project;
- Strengthened external risk management, including more in-depth conflict analyses and elaborate mitigation strategies;
- Stronger engagement between the country office and ROK local presence, such as through additional project board meetings and field visits;
- Joint ROK-UNDP field visits as discussed during the December 2013 Steering Committee Meeting;
- Approval of a no-cost extension in cases where the project has made significant progress in initiating activities and shows potential for successful completion.

Operations and Management Focus

Since its launch in 2010, the Korea-UNDP MDG Trust Fund has approved the allocation of nearly USD 23 million (USD 5 million in 2013). As of 23 April 2014, cumulative utilized resources amounted to almost USD 11 million. This represents a cumulative resource utilization rate of 47%, which would be higher if it did not include three projects that start in 2014. During 2013, 11 projects were implemented aiming at a total of 36 outputs. Out of these outputs, 11 are achieved, 21 are in progress and four are off track. Three out of five off-track outputs are due to the delay in implementation of the Rwanda project. To date, the Trust Fund has approved four rounds of proposals for funding. The experiences of these four rounds provide

some lessons learned regarding the operations and management arrangements of the Trust Fund.

- ***Operations and project implementation have been streamlined through the initiation of a global advocacy and policy outreach project.*** An operational manual was developed that not only clarifies roles and responsibilities but also provides some basic guidelines on the preparation of project proposals and annual reports. It also includes guidelines for local collaborations with ROK, the use of the Trust Fund logo and communications materials, reporting requirements and timelines, and suggested advocacy and visibility activities.
- ***Once project proposals are approved, a rapid allocation of funds would be beneficial for project implementation. Moreover, while the Trust Fund has seen significant improvements in the selection process of project proposals, there is still need for clarity and consensus on the timeline and criteria for project selection.*** This ensures the thematic coherence of the Trust Fund, its strategic placing in the global development agenda, and the management of expectations by country offices. The first round was initiated through a call for proposals, which led to a rather complicated and inefficient process of proposal selection as well as difficulties in managing the expectations of relevant country offices. In response to these concerns, for the second round of funding, UNDP presented the Steering Committee with a chapeau of project proposals under the existing “Scaling Up” global programme to ensure thematic coherence as well as efficient processes for project selection.
- **Moving forward, the Trust Fund could benefit from a global assessment of the Trust Fund as a whole,** particularly in terms of its overall objectives, mechanisms and management, building on similar experiences of other UNDP-Donor Trust Funds, with a view to informing the 2015 revision of the Trust Fund's TOR to better reflect the varied scope of current projects as well as the future vision of the Trust Fund in the run-up to 2015 and beyond.

opportunities for raising the visibility of the Republic of Korea as a proactive partner and advocate for sustainable development.

Moving forward, every effort will be made to ensure that the Trust Fund supports catalytic, innovative and sustainable interventions, and that the contribution of the Trust Fund to the global development agenda makes a visible and lasting impact on empowering lives and building resilient nations.

Conclusion

The experience of the Trust Fund to date clearly presents exciting opportunities for strengthening the valuable partnership between UNDP and the Republic of Korea in accelerating and scaling up support for MDG achievement and human development. It also presents

Aggregated Results Matrix: The Korea-UNDP MDG Trust Fund Portfolio

Projects	Outputs Achieved	Outputs in Progress	Outputs off Track
	12 in total	21 in total	4 in total
Global: Building the Post-2015 Development Agenda: Open and Inclusive Global Consultations (2012-2013)	Inclusive national consultation processes to stimulate the debate on the post-2015 development agenda		
	Thematic consultations with academia, media, private sector, private foundations, employers and trade unions, civil society, and decision makers on the current central challenges to the post 2015 development agenda and to broad coalition of change		
Global: Joint OECD-UNDP Support to the Global Partnership for Effective Development Cooperation (2014)	Strengthened visibility and presence of the Global Partnership for Effective Development Cooperation through robust website presence		
	Online community of policy makers and practitioners (GPEDC Online Community at www.unteamworks.org/gpedc) is grown and actively engaged in exchanges of knowledge and country experience		
Global: Global advocacy and policy outreach for projects funded by the Korea-UNDP MDG Trust Fund (2012-2014)	Consolidation of country experiences and knowledge focused on innovative practices for scaling up		
	Implementation of various advocacy strategies such as media outreach materials including production and dissemination of videos on scaling up sustainable and innovative interventions for MDG achievement from projects funded by the Trust Fund		
DRC: Community Recovery and Peace Consolidation in North Kivu (2011-2014)	Effective Monitoring and Evaluation by UNDP and national authorities	Six markets and 100 km of feeder roads are rehabilitated and constructed	Two micro-hydropower plants are constructed for electricity production
		Employment and income-earning opportunities provided to youth and ex-combatants	
		The transportation burden on women is reduced through animal traction	
Sudan: Youth Volunteers Rebuilding Darfur (2012-2014)	Youth volunteers rebuilding Darfur scheme established and institutionalized in three states of Darfur	Micro-enterprise in target communities established and expanded in an environmentally sustainable way, with focus on women and youth	
	Pool of graduate youth volunteers trained and deployed their communities	Market access facilitated for rural MSE profit increase, with focus on women and young entrepreneurs	
		Youth employment increase	

Colombia: Income Generation Strategies / MAF (2012-2014)		Employment and entrepreneurship centers capacities strengthened to generate sustainable livelihoods for low-income groups	
		Developed capacities at the local level to generate an enabling environment for economic inclusion	
Lao PDR: Strengthening Capacity and Service Delivery of Local Administrations / MAF(2011-2015)	Improved MDG focused service delivery provided through formula base and equity focused block grants to the districts	Citizen feedback and district mechanism for responsive and accountable service delivery	Improving access to citizen services through One Door Service
		Improved capacity of local administration to fulfil its service delivery mandates	
	GPAR Capacity Development and Modernizations FUND (CADEM) supports strategic innovations in Public Administration	Support to develop policies & regulatory framework for more effective local administration at province and district level.	
Mongolia: Scaling Up Support to Local Service Delivery for the MDGs: Rural Water and Sanitation (2013-2014)	Capacity of local institutions strengthened for improved service delivery	Improved oversight, monitoring, policy coordination and service delivery arrangements for rural water and sanitation	
		Water and sanitation service expanded in the selected areas	
Rwanda: Scaling up Opportunities for Rural Based Women and Youth: Financial Services and Capacity Building (2012-2014)		Supporting government to promote entrepreneurship, apprenticeship, TVETs program, informal savings groups and capacity building of Rwanda Institute cooperative, entrepreneurship and microfinance	Supporting the establishment of mobile banking/branchless banking for entrepreneurs
			Refinancing of MFIs and SACCOs is supported
Timor-Leste: Mobilizing Social Business to Accelerate Achievement of Timor-Leste MDGs (2012-2014)		Access to financing opportunities for social business in Timor-Leste is improved	
		Impact of social business in accelerating achievement of MDGs in Timor-Leste is enhanced	
Nigeria: Democratic Governance for Development(2013)		Strategic planning, policy and operational capacities of the INEC strengthened	
		improving the quality of democratic engagement	
		Enhancing participation by women and other marginalized groups	
		Strengthened channels of civic engagement	

Global Advocacy and Policy Outreach for Projects Funded by the ROK-UNDP MDG Trust Fund

Introduction

This project provides focused policy support for country projects funded by the ROK-UNDP MDG Trust Fund to make a significant impact on accelerating progress towards the MDGs and influencing global policy debates on MDG achievement, particularly in the run-up to 2015. Implemented by the Bureau for Development Policy (BDP) at UNDP headquarters, the project provides policy and programmatic support to the countries supported by the Trust Fund, and ensures a coordinated approach to knowledge sharing and advocacy at all levels.

Results Achieved

In 2013 the project achieved significant results in enhancing the visibility of the Trust Fund, as well as in ensuring coherence and timely monitoring and reporting of country projects.

Through support from the Trust Fund, policy guidance on scaling up proven interventions was provided and applied in multiple countries across different contexts and themes. More specifically, the Trust Fund supported the rollout of the 'scaling up' methodology in the Asia-Pacific region through a regional meeting of all country offices in Bangkok in February 2013, as well as the design and initiation of 13 'scaling up' programmes in the region. Furthermore, the Trust Fund supported the collection of lessons learned from the region, particularly through the production and distribution of successful case studies, that will not only inform future guidance on scaling-up but also facilitate South-South and triangular cooperation.

Key policy lessons were extracted and synthesized for wider dissemination and learning. Two scalability studies of the projects in Haiti and Colombia, respectively, were conducted to assess project methodologies and prospects for scalability in other contexts; the final reports of these studies are currently being finalized and will be ready by June 2014, with the aim of stimulating learning and policy discussions on the methodologies and lessons learned of these projects. The project will also ensure that the experiences and lessons of the projects supported by the Trust Fund continue to feed into policy dialogues and learning networks on MDG achievement and South-South and triangular cooperation.

Visibility of the Trust Fund and its impact has significantly increased through branding and

PROJECT IN BRIEF

The "Global Advocacy and Policy Outreach" project provides policy advisory services to projects supported by the Trust Fund, especially in the areas of ensuring alignment with UNDP's MDG Breakthrough Strategy and developing effective scaling up strategies based on the MDG Acceleration Framework and existing successes on the ground. It also ensures overall coherence by:

- Consolidating knowledge and experiences of projects funded by the Trust Fund through communications outreach and knowledge management;
- Enhancing the impact and visibility of the Korea-UNDP partnership through engagement in global debates and strengthened partnerships;
- Ensuring coherence and effectiveness through rigorous monitoring and evaluation.

Duration: 2012-2014. **Budget:** USD 500,000.

dissemination of a number of communications materials, visibility events and social media campaigns on Facebook, Twitter and other outlets. These include the following:

- **Four videos** on the work of the Trust Fund were produced and widely promoted to showcase the collaboration between UNDP and ROK in scaling up local innovations for larger development impact. These videos, which have been viewed more than 10,500 times by the general public in multiple languages, are showcasing how ROK is supporting MDG acceleration for local communities, particularly vulnerable groups including the poor, ethnic minorities, women and youth, through the ROK-UNDP MDG Trust Fund. Recently, Korean versions were also created in order to increase visibility among Korean viewers as well. The four videos are as follows:
 - An [advocacy video](#) on the ROK-UNDP collaboration to improve livelihoods was featured at the first 2013 regular session of UNDP's Executive Board as an introduction to UNDP Administrator Helen Clark's opening remarks, and published on UNDP's public website as a [blog post](#) on 18 June 2013. To date, it has more than 700 views in English, and a [Korean](#) version is also available.
 - With more than 5,700 views to date, a video on the project in Lao PDR, entitled "[Laos on the Rise](#)" showcases how the contribution from ROK is supporting UNDP and UNCDF in providing technical and financial assistance to a Laotian government programme that provides clear

water, schools, bridges, roads and commercial infrastructure. A [Korean](#) version is also available.

- The video on “[Women’s Economic Empowerment in Haiti](#),” which outlines how support from the ROK-UNDP MDG Trust Fund has helped Haitians rebuild their homes and livelihoods following the earthquake, particularly by empowering women through employment and entrepreneurship programmes. The video has had more than 2,600 views to date in three languages (English, French and Spanish), and a [Korean](#) version is also available.
- Finally, the video on “[Colombia’s Economic Empowerment](#)” shows how the ROK-supported Inclusive Economic Development project has assisted local communities in building public/private partnerships to create employment and entrepreneurship programmes, empowering people to find work or build their own businesses. It has had nearly 1,500 views in two languages (English and Spanish); a [Korean](#) version is also available.
- Various **communications products** have been produced and widely promoted through UNDP’s social media channels and various advocacy campaigns, as well as through various visibility events including the Seoul Post-2015 Conference (October 2013). These materials include an [updated brochure](#) on the Trust Fund, an illustrated [2012 Annual Report](#), fact sheets of each project, project stories, posters and an online photo gallery. These resources are all regularly accessed by the public through the Trust Fund’s [webpage](#), which not only provides information and resources on the Trust Fund but is also cross-linked to other relevant webpages and advocacy campaigns.
- A number of **visibility campaigns** were conducted to expose the public to the overall work of the Trust Fund. Most notably, an advocacy booth at the 2013 Seoul Post-2015 Conference and Seoul ODA Conference allowed participants to learn more about the Trust Fund through brochures, factsheets and the 2012 annual report. In addition, a photo gallery of the Trust Fund was set up in the main hall, videos of the Trust Fund were shown before the conference and during lunchtime, and specific results of the Trust Fund were inserted into the overall media campaign

of the conferences (including the Associate Administrator’s interview, as well as Twitter and Facebook updates). Finally, the Trust Fund has been referenced in various high-level speeches, and the Trust Fund videos have been featured in high-level events including a MDG side event at the 68th Session of the General Assembly.

A community of practice around the Trust Fund has been fostered through the distribution of a monthly newsletter and various resources. In particular, the newsletter has allowed members of the Trust Fund community to share news, updates and photos. Further efforts will be made to strengthen this community through knowledge sharing events and e-discussions in order to share experiences, policy lessons and innovations.

Reporting under the Trust Fund has been harmonized, improving the overall coherence and quality of project reports, as noted by the Steering Committee in October 2012. In addition to consolidating all reports at HQ level, the team has provided advisory support in the drafting of reports for quality control. These reports have also been synthesized into a global annual report available for the public, and efforts will continue to be made to not only synthesize these reports but also to distil key lessons learned. Responses to exceptional cases, such as with projects that are experiencing significant delays in implementation, will also be promptly addressed and agreed with the donor on a case-by-case basis.

Next Steps

At the HQ level, the Trust Fund will continue to provide rigorous ***technical, policy and programmatic advisory support*** for effective implementation and monitoring of projects. In particular, the project will support country projects in extracting key policy lessons and synthesizing them into knowledge products for wider dissemination and learning. The project will also ensure that the experiences and lessons of the projects supported by the Trust Fund continue to feed into policy dialogues and learning networks on MDG achievement and South-South Cooperation.

In order to bolster ***advocacy and visibility*** efforts, the project will continue to strategically disseminate standardized communications materials and guidelines (with relevant capacity building activities, if necessary) to ensure more coherent and focused advocacy efforts. In particular, it will focus on collecting and refining real-life stories of project beneficiaries for publication both on the

UNDP public website as well as on external publications and news outlets.

Finally, in view of the approaching 2015 MDG deadline in 2014 the team will conduct ***an overall review of the overall contribution of the Trust Fund since 2010***, with a view to gain insights to inform the post-2015 development discourses. A workshop will also be organized to share the insights and lessons of the Trust Fund so far, and to build a vision for the Trust Fund moving forward.

Collaboration with the Republic of Korea

In order to ensure that the priorities of the donor are continuously reflected in the Trust Fund, the project has sought to maintain open lines of communication with its ROK counterparts. Some efforts to ensure close collaboration with the donor, both at the HQ and country levels, include the following:

- Stressing the importance of country offices to maintain close communication with local KOICA offices/Korean Embassy for effective collaboration and synergies, and making this element a requirement for reporting;
- Holding regular meetings with ROK counterparts in New York to provide updates on overall progress and gain guidance on various operational issues;
- Encouraging and facilitating joint UNDP-MOFA/KOICA field visits for monitoring and increased visibility;
- Initiating advocacy activities in Seoul, particularly in conjunction with development events, to increase visibility on the Trust Fund and build partnerships with relevant stakeholders.

On 17-20 July 2013, a joint monitoring mission was conducted to the Trust Fund-supported project in Colombia. The most recent Directive Committee meeting of the project was held on 17 July with the participation of the local Korean embassy, the local KOICA office and the ROK-UNDP MDG Trust Fund. The delegation then visited the implementation of the project in Barranquilla and Cartagena, and held meetings local strategic allies (local administrations and Chambers of Commerce) and the beneficiaries of the microfinance funds to learn about the project methodology and results. Additionally, the Centers organized Exhibition Fairs where the delegation was able to interact with the beneficiaries and enjoy cultural performances. The delegation also had the

opportunity to visit the home of a beneficiary and learn how the project has directly impacted and changed her economic opportunities.

Building the Post-2015 Development Agenda: An Evidence Base and Open Dialogue on the Post-2015

Introduction

This initiative represents an unprecedented effort to launch a global conversation on the future people want for them. For the first time in history, people from all over the world have the opportunity to express their priorities and take them to Member States on a global scale, so that these priorities can influence the inter-governmental negotiation on the post-2015 development agenda.

UNDP coordinates the whole process with all UNDG agencies involved in the different national and thematic consultations (UNDP co-led four thematic consultations: governance, conflict and fragility, growth and employment and environmental sustainability). The financial contribution from the Republic of Korea is allowing UNDP to facilitate the dialogue on the implementation of the Post 2015 development agenda.

Results Achieved

- **National consultations in 88 countries**, from which captured the voices of those normally not included in planning and decision-making process. This initiative was also mirrored in various OECD countries;
- **Thematic consultations on 11 themes**: education, governance, conflict and fragility, food security, health, inequalities, growth and employment, population dynamics, environmental sustainability, water and energy;
- **Regional Activities and Dialogues** captured various views and recommendations from different stakeholders in regional level.
- **Global Online Discussion and Global Survey over 1.3 million people through a [web platform](#)**, and an on-line and off-line survey which asks people to rank their priorities for the future.
- **A report on the preliminary results of consultations ("The Global Conversation begins") and a final report (A Million Voices : the World We Want")**

A report on the preliminary results of the consultations was released on 21 March 2013, entitled ["The Global Conversation Begins."](#) Its main findings are as follows:

PROJECT IN BRIEF

The "Continue Facilitating an Evidence Base and Open Dialogue on the Post-2015 Development Agenda" initiative aims at informing the discussions around the post-2015 agenda with the perspectives of people from all parts of the world, including poor and vulnerable groups of people and with country based evidence and lessons learnt. It supports the UN Secretary General vision of having a bottom-up and inclusive approach on the discussions around the post-2015 agenda defined by national and local priorities. The primary outcomes of this initiative are to:

- Build and lead a strategic coalition of partners that can shape the post-2015 development agenda through global mobilization and engagement; and
- Ensure that the post-2015 development agenda is (1) guided by core UN norms, values and commitments; (2) informed and shaped by the critical challenges of our time, including sustainability and equity; and (3) built on the momentum of lessons learned from the MDGs.

Duration: 2012-2013. **Budget:** USD 1,000,000.

- **The issues covered by the MDGs are still relevant**, whether it comes to poverty reduction, health, education, environmental sustainability or gender. The need to achieve MDGs is high on people's agenda. This is not only true for developing countries, but also for middle-income countries where the challenges remain huge for the poor.
- **The MDGs need to be improved, refined and deepened** in the following ways: (1) **quality**, on top of the approach on quantity which characterized the MDGs; (2) **inequalities**, in terms certain groups that are still excluded from the benefits of development; (3) **data upgrade**, with more reliable and up-to-date available data, revealing a strong demand for transparency and accountability from governments; and (4) the **inter-linkages between sectors and MDGs** through a more integrated approach and more coherent policies, so as to respond to the criticism on the silo-approach of the MDGs
- **While the MDGs remain fundamental, there is need for a more balanced, holistic and universal approach**, and to better take into account into the future framework the issue of sustainability in all its dimensions. More specifically, there is a call to include the following issues in the post-2015 framework: (1) **job creation**, related not only to income but also dignity for people and social

protection; (2) **governance**, particularly the issues of corruption as a strong burden for development, accountability by government institutions and the need to reduce nepotism emerged as a recurring concern in many countries; (3) **public service delivery**, in particular access to energy, but also to water, is surfacing as a priority in consultations; (4) **security** as an obstacle for development gains to be reached and maintained, and the need to better integrate peace and security into development efforts was underlined; (5) **population dynamics** including ageing, demographics, sustainable cities and migration; and (6) **environmental sustainability** as fundamental to human well-being.

A final report ["Million Voices: the World We Want"](#) was launched during the sides of the 68th of the UN General Assembly in 2013. Its main findings are as follows:

- **Perspectives on the 'world we want' from over 1 million people around the globe.** For almost one year, people have engaged energetically in 88 national consultations, 11 thematic consultations, and through the MY World global survey. First and foremost this shows the tremendous appetite that exists in all countries for people to play a role in shaping and changing their world.
- **Fundamental areas covered by the MDG s – education, health, water and sanitation, and gender equality – remain critically important,** and not only for people living in poorer countries. The first job of any new development framework must be to finish the unfinished business of the MDG s. Also, there is a call to strengthen ambition and urgency so as to reach the remainder of the world's people who are still living with many unacceptable expressions of poverty.
- **Calls to go beyond quantitative targets that only aim to increase access.** For instance, people want access to a good-quality education throughout their lives, as well as to comprehensive and better health care. The calls of a million voices do not stop there. People are indignant at the injustice they feel because of growing inequalities and insecurities. They feel that the benefits of economic growth are distributed unequally, and so demand decent jobs and livelihoods.

- **Calls for live without fear of violence or conflict.** They ask that these issues be part of a new development agenda. Also, **inequalities and social exclusion** exist particularly for poorer people, women and girls, those in rural areas and urban slums, people living with disabilities, indigenous people, migrants and displaced people, and others who are marginalized for reasons related to religion, ethnicity or sexual orientation. ; People demand that this new agenda be **built on human rights, and universal values of equality, justice and security.** Better governance, of markets and of the environment, underpins many of their calls.
- **Strong call to retain the focus on concrete, measurable goals, yet improve dramatically the way we measure progress against them. ; And a data revolution will support an accountability revolution.**

One of the central achievement includes [the 'Seoul Post-2015 Conference: Implementation and Implications'](#) which was co-hosted by the Ministry of Foreign Affairs of the Republic of Korea and the UNDP in Seoul on October 7th 2013. The conference marked a point in the global conversation where the world turns its focus to *how* the new global development framework will work.

At the Seoul conference some of the world's leading development thought, opinion leaders and practitioners,

- **Shared opinions, analysis and aspirations for the implementation of a global development framework to 2030.**
- **Helped define specific challenges in each area of development and discuss how they can contribute to implementing the future framework more broadly.**

Insight and analysis from the conference supported the Post-2015 inter-governmental process and laid solid ground for in-depth member states discussion in Open Working Group on Sustainable Development Goals (SDGs).

Also ["North-East Asian Youth Conference: 'The World We Want'"](#) was held in Seoul from 7th-9th of January 2013. 53 young people from diverse backgrounds in Japan, China, Korea and Mongolia participated in the North-East Asian Youth Consultation on the post-2015 development agenda. Looking back at lessons from the Millennium Development Goals and looking forward to a future

global development framework after 2015, they produced a declaration on 'The World They Want' on behalf of North-East Asian youth.

Collaboration with the Republic of Korea

In addition to the financial support, ROK has significantly contributed to the intuitional work-streams of the post-2015 agenda:

- [The High-Level Panel \(HLP\)](#) of 26 eminent persons nominated by the UN Secretary General (SG) including the former Foreign Minister of Korea;
- Trough its participation in the [Open Working Group\(OWG\)](#) and [the Intergovernmental Committee of Experts on Sustainable Development Financing](#) to set up Sustainable Development Goals (SDGs); and
- By sending a ROK secondment to work within the team managing the consultations process on Post-2015 as part of the One Secretariat.

In particular, ROK's intellectual leadership has facilitated discussions on the implementation issue of the post-2015 development agenda, built upon its legacy from the Fourth High Level Forum on Aid Effectiveness (HLF-4) in Busan in 2011 and its follow-up implementation mechanism, Global Partnership for Effective Development Co-operation.

Next Steps

UNDP Post-2015 Team (Post-2015 One Secretariat) has been working closely with the Ministry of Foreign Affairs (MOFA) and the Permanent Mission of the Republic of Korea in New York.

During '2013 ROK-UNDP MDG Trust Fund Steering Committee' (December 2013), the government of Korea committed to support "Facilitating an evidence base and open dialogue on the post-2015 development agenda" (In specific, ["Dialogues on Implementation of the Post-2015 Development Agenda"](#) and ["Illustrative SDGs Pilots"](#)).

The new dialogues are a continuation of the ongoing UN-led effort to hear from people around the world and at every level of society what their priorities for the post-2015 development agenda are. The question shifts now from the "what" should be on the agenda to the "how" can these new goals be implemented.

The dialogues, which will run from April 2014 to end of 2014/early 2015, will be a series of public meetings and on-line discussions where policy planners, civil society representatives, academics, community and private sector leaders can discuss how to best deliver the next sustainable development agenda that will build on the success of the MDGs.

These dialogues also build on "The Seoul Post-2015 Conference: Implementation and Implications" which was the first UN sponsored discussion about the implementation of the post-2015 agenda.

With the strong support from ROK MOFA, UNDP was enabled to identify candidate countries for the new round of dialogues and plan the test-driving of illustrative national goals which will inform the global decision-making process on the Post-2015 development framework. Also, further opportunities for collaboration between KOICA and the UNDP Country Office could be examined during the phase of piloting the national illustrative goals.

Korea's commitment to the dialogues will provide opportunities for member states to explore the feasibility of Post-2015 development goals before member states agree on the on the new sustainable development agenda.

< 'Brief on Dialogue on Implementation of the Post-2015 Development Agenda' attached>

Capacity Development for Aid Effectiveness

Introduction

Drawing on UNDP's track record in the area of promoting aid effectiveness for development effectiveness, the global project on capacity development for aid effectiveness supports programme countries' capacities to receive, manage and use development cooperation as one of the instruments at their disposal to achieve their development objectives. The project also enables UNDP to support effective functioning of the Global Partnership for Effective Development Cooperation. As part of the Joint UNDP-OECD Support Team, UNDP's work in this area focuses on the global monitoring framework; global scanning and analytical work drawing on country-level evidence and experience; facilitation of learning and knowledge sharing among members through robust online community of policy makers and practitioners; strengthening visibility and outreach efforts through strong external web presence and social media campaign; and strengthening linkages to UN processes.

Results Achieved

The MDG TF contributed specifically strengthened outreach and advocacy work to facilitate engagement of broader stakeholders and fostering a community of practice by supporting knowledge sharing and linking on-the-ground experience to global dialogue on development cooperation. The following results were achieved with the MDG TF contribution within the overall results achieved through the project.

Output 1: Strengthened visibility and presence of the Global Partnership for Effective Development Cooperation through robust website presence (<http://www.effectivecooperation.org/>).

- The number of visits/access to the GPEDC website has increased significantly (from 5743 in October 2013 to 26,931 in April 2014) as a result of the strengthened content of the GPEDC as well as the content associated with the Mexico High-Level Meeting of the GPEDC.
- Readers from 164 countries have visited the GPEDC blog. GPEDC blog has published 36 posts since launching in December 2013.
- Communication and outreach work had also resulted in more than 50 media outlets covering the first High-Level Meeting of the GPEDC, including The Guardian (3 stories), Devex (3 stories), and The Huffington Post World Post, as well as high-profile CSO blogs.
- Intensive social media interaction preceding, during and after the HLM has ensured the coverage of HLM,

PROJECT IN BRIEF

The MDG TF contribution is made towards the "global project on capacity development for aid effectiveness", aiming at:

- Strengthening country capacities to manage aid by articulating national policy frameworks and action plans, corresponding aid management tools through tailored capacity development support, peer learning and South-South Exchange;
- Strengthening UNDP's support to effective functioning of the Global Partnership for Effective Development Cooperation (GPEDC), with particular focus on global monitoring, evidence and analytical work, global scanning of country example, fostering of knowledge exchange and peer learning, and broadening partnership engagement through visible and robust outreach/communication efforts.

Duration: Oct. 2013 – Apr. 2014 **Budget:** USD 100,000

including 49.89 million "Twitter Mention Reach".

Output 2: Online community of policy makers and practitioners (GPEDC Online Community at <http://www.unteamworks.org/gpedc>) is grown and actively engaged in exchanges of knowledge and country experience.

- The number of community members has grown considerably in the last 9 months, from 150 members to over 470 members. The dedicated support to maintain and manage the GPEDC online community space to ensure timely, regularly and interesting contents have kept the members engaged and contributed to increasing the number of community members.
- Three sets of e-discussions were organized since July 2013, which attracted more than 150 responses over 7 thematic/substantive topics facilitated on the GPEDC online community. The engagement of the UNDP Policy Advisor, Regional Advisors and Policy Specialists have ensured the substantive focus of the discussions. Tapping into a network of practitioners and UNDP community of practice has also facilitated active and interesting debates on the GPEDC e-discussion space.
- Thirteen country examples/stories were produced over the last 9 months, which provided information to the discussion paper produced to inform the international workshop of country implementation of the Busan commitments, hosted by the Ministry of Foreign Affairs, RoK and co-organized by the UNDP Seoul Policy Center.

Challenges

The overall global project, in particular, UNDP support to

functioning of the GPEDC faced with significant resources shortfall. With the First High-Level Meeting of the GPEDC organized in April 2014, additional resources to support the organization of the HLM necessitated to scale back activities envisaged originally to support functioning of the GPEDC in general. Out of 5.8 Million USD requirement for 2013-2014 to fund envisaged activities to fulfill UNDP's roles as a part of the OECD/UNDP Support Team, USD 4.6 Million has been received to date.

Due to the overall shortage of funds to fulfill UNDP's roles, UNDP has scaled back the evidence/country analytical work and specific country support to piloting new indicators. This has impacted greatly the availability of evidence and solid country work to inform the global policy dialogue.

Despite this constraint, by drawing on existing UNDP network of practitioners, a global scanning work has been undertaken. Coupled with the monitoring exercise undertaken by OECD/UNDP, it has contributed to the sound basis to facilitate peer learning, knowledge exchanges, and substantive policy discussions at the international workshops, regional workshops, among others. This has enhanced the substantive content of the communication/outreach work as well as the online community activities.

Next Steps

The recent successful Mexico HLM reiterated the value addition of the Global Partnership for Effective Development Cooperation as a dynamic and practical platform for bringing a wider range of actors into partnerships for development, seeking innovative ways to make development cooperation work better, and learning from on-the-ground evidence and experience. There was a call for this "go-to" partnership function to have an action oriented role in providing an input to relevant intergovernmental and multi-stakeholder processes. Drawing on this and reflecting upon the lessons learned, UNDP aims to strengthen its support to effective functioning of the Global Partnership for Effective Development Cooperation, with particular emphasis on stepping up policy advisory, analytical, evidence support to enhance countries implementing the shared principles of effective development cooperation. To this end, the following *overall* activities of the project are fundamental in achieving the strengthened roles of the UNDP in this area:

1. Strengthening and implementing the Global Partnership monitoring framework
2. Producing evidence-based analytical work to inform

political dialogue and facilitate knowledge-sharing

3. Building visibility and advancing substantive discussion through robust online presence, community of practices, public events and communication
4. Supporting development of partnerships to advance implementation
5. Strengthening links to post-2015 UN processes
6. Secretariat and advisory services to the Steering Committee and co-chairs.

The OECD/UNDP Support Team will have further reflections on the outcomes of the Mexico HLM as well as the strategic visions of the GPEDC with the co-chairs in the month of June. It is envisaged to have a joint workplan covering 2014-2016 before the end of June for further discussions at the next Steering Committee meeting. This will provide more confirmed budget and resource requirements information, but expected to be around the similar level or more in terms of UNDP's resource requirement (annually 2 million USD as per the original workplan of the OECD/UNDP Support Team).

Collaboration with the Republic of Korea

There is frequent and substantive collaboration with the Republic of Korea on the work of the Global Partnership for Effective Development Cooperation. The Republic of Korea is a member of the Steering Committee of the GPEDC, which is represented by the Ministry of Foreign Affairs. Through the Steering Committee, UNDP collaborates with the MOFA. Beyond this, UNDP as part of the Joint OECD UNDP Support Team provides substantive contribution to the annual meeting hosted by the Ministry of Foreign Affairs. For example, the UNDP's Joint Support Team contributed to the agenda setting, preparation of a discussion paper, among others.

The annual meeting in 2014 is planned for fall 2014, and the UNDP/OECD Support Team is invited to provide the substantive inputs to the preparation of the meeting. In addition, the KOICA is organizing a training programme on the Busan implementation back to back with the annual meeting. UNDP/OECD Support Team is also invited to support this training.

The visibility of the MOFA and KOICA in this collaboration is high given that these meetings are hosted and led by the Ministry and KOICA with UNDP's support more subtly provided.

DRC: Community Recovery and Peace Consolidation in N. Kivu

Introduction

The population of Eastern DR Congo, especially in the Province of North Kivu, suffered from two decades of violent conflict linked with intercommunity tensions, access to resources and power and is struck in severe poverty.

The project develops an integrated innovative approach of longstanding changes towards development and peace through the development of capacity of local actors to deliver improved social services contributing to:

- *Improved sustainable livelihoods of vulnerable groups* : The vocational training centers will give opportunities to unemployed youth ;
- *Reduced transportation burden for women*: The animal traction, as a pilot initiative, will contribute to relieve women from the burden of transporting goods in a region where some women have to walk with 50-60 kg of goods on their back for several hours to reach market ;
- *The protection of the environment*: The micro-hydropower plants will contribute to supply households, public services, and small production units in green energy, in areas where electricity is currently provided only through combustible fossil fuels.

The project follows an area-based stabilization strategy focusing two zones: the land-locked Walikale centre and the ethnically divided Masisi-Lushebere axis (territory of Masisi).

Results Achieved

Output 1: Employment and income-earning opportunities provided to youths and ex-combatants



- Two vocational training centers of Walikale and Masisi have been established under the guidance of the Ministry of Youth

PROJECT IN BRIEF

The project is reducing longstanding intercommunity tensions in war-torn Eastern Congo with the delivery of basic services and the improvement of the livelihoods of the local communities, by:

- Providing employment and income-earning opportunities to youths and ex-combatants through vocational training in two new vocational training centres.
- Relieve women from the burden of transporting goods on their back through the use of animal traction provided to 15 local women associations.
- Enhancing marketing opportunities by building 2 markets and around 50 km of feeder roads.
- Constructing two micro-hydropower plants for green electricity production.

Duration: July 2011- December 2014. **Budget:** USD 2.9 million

- A first cohort of 305 trainees including 113 young women currently following a 9-months training program in auto mechanics, dressmaking, hairdressing, culinary art, plumbing, masonry, welding, carpentry, agriculture, or cattle breeding.
- The rehabilitation of the buildings for two vocational training centers has achieved a completion rate of 50 %.
- The training curricula for the 10 courses have been adopted and 19 trainers have been recruited and trained
- The two management committees for the centres have been established and include representatives of the youths.
- 2 local youth councils (official platform of youth associations) have been established and empowered.
- 2 economic insertion cells (delivering business development services for trainees) have been established inside the vocational training centres (currently being trained on their coaching role)

For the implementation of Output 1, a cooperation agreement has been signed between UNDP and a Congolese NGO CAAP-Tujitegeme.

Output 2: The transportation burden on women is reduced through animal traction.

- One socio-anthropological study on the introduction of animal traction for women has been conducted to insure the adoption of good practices when introducing this innovation.
- A 50 ha cattle training center has been rehabilitated for the National Service of Animal Traction in Kisuma

(Territory of Masisi)



- 30 members of 15 beneficiary peasant associations representing a total of 3963 members (1806 men and 2157 women) have been trained on animal traction.
- 15 pairs of trained oxen have been provided to the peasants associations in Masisi for use in transportation of agricultural products to the markets.
 - 10 local associations in Walikale amounting 620 members (127 men, 493 women) have increased the palm oil production through the provision of modern palm oil processing presses.
- Provincial and local governmental services of agriculture, rural development (including national service of animal traction) has been strengthened by the FAO and manage / control activities on a regular basis

For the implementation of Output 2, UNDP signed a letter of Agreement with its sister agency FAO.

Output 3: Two rural markets and 50 km of feeder roads are rehabilitated or constructed

Feeder roads maintenance (FAO)

- Road rehabilitation of the Lushebere-Matovu axis (12 km) and the access road to the animal training centre in Kisuma (3 km) is ongoing
- Villagers road maintenance committees have been constituted for the maintenance of rural roads and started the maintenance of roads.

Rehabilitation of rural markets (NGO Caritas)

- The civil works of the two markets reach 99 % completion in Lushebere (Masisi) and 90 % completion in Walikale.
- 600 requests for the 144 new selling points in the newly built pavilions have been recorded in Lushebere. 50 requests on 144 have already been recorded in Walikale.
- Both market management committees were

reconstituted/revitalized and trained on their rights. Capacity of 255 people (124 and 131 in Walikale Lushebere) including members of the market committees, at-risk youth and ex-combatants were strengthened on peace consolidation issues around the market.

Output 4: Two micro-hydropower plants are constructed for electricity production

- Two feasibility studies for Walikale and Masisi have been achieved, but revealed a very high cost compared to the funds available in the project. Only one micro-hydro power plant will be able to be built through the project funding (Wau site near Masisi centre)
- The call of tender for the building of the Masisi micro-hydro power plant is expected to be launched in June 2014, with an important delay related to UNDP policies and procedures.



Challenges

Given the extremely volatile security environment and very bad physical accessibility to the project sites, the project has been facing a number of serious challenges. The key challenges are the following (updated at the end of 2013) :

- Renewal of insecurity in the project's zones might restrict the movements by the UN agencies on the field, especially for Masisi, as it has been the case at numerous occasions during the project implementation
- Difficult accessibility to the project's sites due to bad road access (Masisi) or lack of access by road (Walikale)
- This project is a pilot initiative with many innovative components for a post-crisis or fragile environment. It is a challenge to find experienced technical

expertise and to design fitted strategies. This is especially the case now with the micro-hydro component for which important delays have been recorded.

- The technical feasibility studies for the micro-hydropower plants have concluded to a very high cost which is higher than the budget.
- Technical and financial sustainability of the vocational training centres and the animal training centre: coverage of the salary of the trainers and other staff after the project

Those elements led the project's team, advisory board and steering committee to:

- Adapt the geographical target from three to two concentration zones (Rutshuru was initially targetted but remains inaccessible until the end of 2013: it was an occupied territory by the M23 rebels)
- Reduce some targets due to unexpected costs related to accessibility (this is the case for feeder roads) or improper budgetting (this is the case for the micro-hydro component for which no idea of the possible cost was known before the project formulation)
- Request a second no-cost extension until June 2015 (expected time of the reception of the micro-hydro plant).

Next Steps

Output 1: Vocational training and youth employment component

- Complete the construction and equipment of the two vocational training centers and a sport playground (Masisi and Walikale) by mid 2014
- Reinforce the management committees and insertion cells of the vocational training centres under the supervision of the Provincial Division of Youth
- Continue the training and certify the competencies for the first cohort of youth in order to begin sustainable economic activities
- Capacity building of the local associations which received a palm oil press in Walikale

Output 2: Animal traction for women

- Finish the trainings and deploy the oxen carts in the communities for usage by women's organisations

Output 3: markets and feeder roads

- Finish the rehabilitation of the two markets

- Finish the rehabilitation of targeted roads
- Continue the capacity building of the market management committees and the road maintenance committees

Output 4: micro-hydro power plants

- Launch the call for tender for the construction of the Masisi (Wau) micro-hydro power plant and begin the building works
- Intensify the community mobilisation in Masisi with support of a local civil society organisation
- Continue the resources mobilization for the micro-hydro power plant in Walikale

Collaboration with the Republic of Korea

The Republic of Korea was included in all internal and external documents as a donor for this project. Provincial and local stakeholders and civil society are fully aware of the ROK funding for this project.

Efforts to ensure the visibility of the donor will continue throughout the implementation of the project, particularly on the main events and when clear results are obtained.

A communication plan for the project was developed, including various strategies to highlight the visibility of the support of the donor and its positive impact on the livelihoods of the population.

Direct communications between the DRC CO and the ROK embassy have been maintained throughout the project, and regular letters or reports have been shared about the level of implementation and the challenges the project was facing. Intense communication is currently going on in relation with the expected field mission of the ROK ambassador and the representative of KOICA in Kinshasa. Latest date for this visit (already postponed twice) is June 2014. The visit will be an opportunity to increase the visibility of the provided support through local and national media coverage by official opening ceremonies of the infrastructure constructed or rehabilitated with the support of the project.

Visibility plates and banners have been used on the field at strategic places to reinforce the visibility of the project and the donor. The official logo of the ROK-UNDP partnership has been used as soon as it has been issued. T-Shirts have been produced and distributed to beneficiaries and local stakeholders.

Sudan: Youth Volunteers Rebuilding Darfur

Introduction

Due to the protracted conflict in Darfur, a whole generation of youth has suffered limited access to education and developmental opportunities. Youth (15-24 years) constitute about 19.7% of the Darfur population and the youth unemployment across the three Darfur states is estimated to exceed 40%. Limited access to education, in combination with youth being cut off from their traditional livelihoods due to displacement, creates a double disadvantage for them. While in particular young people have great potential to help build peaceful and prosperous communities, the pressure to make a living can become a destabilising factor fuelling violence and criminality. For the most disadvantaged group - illiterate youth in peri-urban and rural communities- agricultural vocation and small scale businesses can provide suitable income generating opportunities, however communities still lack access to skills, finance and markets.

The Youth Volunteers Project addresses key challenges for environmentally sustainable poverty reduction in Darfur by training youth as volunteers with the goal of rebuilding Darfur. With the help of three Darfur universities, the volunteers, who are university graduates, are trained in micro finance, business and natural resource management and later deployed to work in local communities where they live for nine months, sharing their skills and knowledge.

Results Achieved

The Project responds to the Government of Sudan's 25-year (2002-2027) National Strategy's priority "to establish a National Volunteers Scheme for Private Sector Development". The Project contributes to the priority through the successful establishment of a youth volunteers' scheme in the universities of El Fasher, Zalingei and Nyala and utilizing potential of the youth volunteers, the scheme fills gaps in the business, financial and environmental skills of youth, women and rural communities, which in turn contribute to improved opportunities for decent work and sustainable livelihoods with a special attention to youth, women and population in need.

Under the established youth volunteers' scheme, 205 volunteers were trained in micro finance, business and natural resource management. In August 2013, 139 youth and senior volunteers were deployed to 47 communities in five Darfur states where they assisted communities to build their capacity and ability to engage in development, promoting volunteerism and the sense of self-help,

PROJECT IN BRIEF

The Youth Volunteers Rebuilding Darfur Project (YVRDP) aims to reduce poverty in an environmentally sustainable way through establishing a youth volunteers-led scheme where young volunteers are trained and deployed and support communities in rebuilding Darfur. Activities include:

- Train at least 200 Darfur graduates on business and natural resource management
- Deploy at least 120 trained youth as Youth Volunteers who further train and support communities to build their own capacity in business skills and development
- Train and facilitate access to micro-finance institutions for at least 9,000 rural and peri-urban youth and community members by youth volunteers.

Duration: Jan 2011 – Jun 2014. **Budget:** USD 1.4 million.

working toward reducing aid-dependency.

Result 1: Youth Volunteers Rebuilding Darfur Scheme established and institutionalized

- One Project Coordination Unit and three State-level Project Coordination Units were established and are operational as a volunteer scheme in three states.

Result 2: Pool of graduate youth volunteers trained and deployed in their communities

- 205 volunteers trained in micro finance, green business planning and natural resource management.
- 1130 youth and senior volunteers were deployed in communities: 126 youth volunteers (95 business volunteers and 31 environmental volunteers), and 13 senior volunteers (with previous experience in business and the ability to support the youth volunteers)

Result 3: Micro-enterprises in target communities established and expanded in an environmentally sustainable way, with focus on women and youth

- 3,577 community members trained on business and environmental topics (business and finance, green business planning and natural resource management).
- 2,618 community members trained on community mobilization including voluntarism, gender studies and human rights.
- All training was completed by February 2014 and there are already businesses being initiated.

Result 4: Market access facilitated for rural Micro, Small Enterprise (MSE) profit increase, with focus on women and youth entrepreneurs

- Implementation of activities started in January 2014. The youth volunteers train community members on

business development with a small grant scheme, micro-finance coaching and facilitation as well as Accumulating Savings and Credit Association (ASCA).

Result 5: Youth employment increased

- The activities will be implemented upon the completion of the activities in Output 3-4.

Challenges

During the period of implementation, Darfur experienced a time of worsening violence and increased instability. The complex security situation negatively affected both project implementation and monitoring. Implementation was also delayed due to capacity gaps amongst implementing partners and difficulties in the recruitment of qualified staff. The Project Coordination Unit (PCU), State Project Coordination Units (SPCU) and NGOs involved in the Project are in need of capacity development in financial management, project management and coordination. In addition, the Ministry of Finance, on behalf of the Government of Sudan, committed to contribute with USD 1.1 million toward the Project however, no funds have been received due to financial austerity measures introduced in 2013. This has seriously affected the sustainability of the Project as it will not be possible to carry out all of the planned activities without these funds.

Despite the challenges faced, the Project managed to catch up on the delays and implement all activities. For the second phase, UNDP will continue to coordinate closely with UNAMID for logistical support in visiting project sites while the PCUs and SPCUs will work with the NGOs to ensure monitoring of youth volunteers deployed in the field. Additional capacity development activities are also needed to facilitate project delivery and sustainability.

Next Steps

The Project managed to achieve good progress in 2014 despite earlier mentioned challenges. Through the implementation of activities in 2014, UNDP managed to create a solid foundation for the youth volunteers' scheme. The Project is strongly supported by both communities and local government who recognize the risk and opportunities that these youth comprise.

The results made in 2014 as well as the lessons learned will enable the Project to deliver activities more efficiently and timely in its second phase. The second phase will directly benefit at least 250 graduates who will be trained and deployed in their communities as volunteers, as well as at least 15,000 community members who will be trained by the youth volunteers. The top 20 volunteers from the first

phase will be deployed in the second phase to strengthen the volunteer scheme and to conduct monitoring and evaluation on the ground. The Project will extend its work in creating linkages between remote communities and market and help individual farmers find sustainable ways to improve their livelihoods such as microfinance and entrepreneurship. This will be done closely linked to UNDP's *Pro-Poor Value Chain Integration Project* which operates under the same programme umbrella. It is also expected that some businesses will be established or expanded by the beneficiaries as a result of the training and small grant scheme given by the volunteers. The capacity building activities of the PCU, SPCUs and NGOs will continue in order to ensure proper institutionalization.

One important lesson learned from the Project's first phase is that the established volunteer scheme needs to be revised and improved in order to ensure a proper institutionalization and sustainability for the future. In order for the scheme to be able to function independently from UNDP in the future, further capacity building of and support to the PCU and SPCUs is needed. Another lesson learned is the great potential that these youth volunteers constitute for the development of Darfur. The youth are able to transfer much needed knowledge and information to poor rural communities. For many people this was the first time that they heard about alternative energy, that there are different kinds of trees and plants or that there are ways for them to improve their livelihoods by simple action. They are also able to mobilize and support the communities to engage in participatory development and should as such be seen as a great resource for community development. The Project is an example of good practice and shows strong potential to be replicated or scaled-up. The training and deployment of youth volunteers needs to be seen and used as an important resource that can contribute to reducing poverty, strengthening resilience and improving the livelihoods of these communities.

The work plan for the remainder of the Project's first phase in 2014 is as follows:

January – June 2014

- Continuation of the training by youth volunteers, which includes business idea development training with a small grant scheme, micro-finance coaching and facilitation, as well as Accumulating Savings and Credit Association (ASCA) training and its establishment.
- Development of the application form for the small grant scheme and establishment of the panel to select the winners.
- Completion of the youth deployment in May and

certificate ceremony for youth volunteers in June.

- End of the project evaluation including client satisfaction and impact surveys and interviews.

Collaboration with the Republic of Korea

There is good communication between the UNDP Office and the Korean Embassy. During 2013, the partnership was further strengthened through coordination meetings as well as a field mission by a Korean delegation in August 2013. The Project would invite another visit by the ROK Government where activities could include meetings with youth volunteers, NGOs and PCU/SPCUs as well as field visits and participation in the certificate ceremony for youth volunteers which will take place in June 2014.

In terms of visibility, the Project has ensured to mention the support of the ROK in all various events such as ceremonies and awareness raising activities. In addition, the logo has been included on communication materials such as banners, t-shirt and factsheets. More information on the Project can be found here on both the [UNDP Global Website](#) as well as the [UNDP Sudan Website](#). Pictures from the Project can be found on [UNV Sudan Facebook](#) as well as [UNDP Sudan Flickr](#).

COLOMBIA: Income Generation Strategies

Introduction

An inclusive economic development environment is achieved through the implementation of institutional strengthening strategies (networks, public policies and institutions) and the creation of employment and entrepreneurship schemes that generate income generation opportunities for vulnerable population (training for work, microfinance, technical business assistance).

One of the principal strategies are the Centers for Employment and Entrepreneurship (CEE), which are physical and dynamic spaces where the public, private and academic sectors interact, offering a one-stop citizen service to expand the opportunities that guarantee their productive economic inclusion. These centers guide, reference and provide comprehensive services to low-income populations in order to strengthen their capabilities and expand their access to employment, self-employment and entrepreneurship opportunities.

Results Achieved

The implementation process of the Micro financing Funds and the strategic and operational support to the Centers for Employment and Entrepreneurship (CEE) in 2013 have enabled the identification of lessons learned, best practices and improvement opportunities in the implementation of the strategies. This has promoted a greater articulation and exchange within different local actors, as well as greater opportunities of joint work towards the generation of income and employment opportunities for vulnerable and low income groups.

Output 1: Employment and Entrepreneurship Centers (CEEs) capacities strengthened to generate sustainable livelihoods for low-income groups¹.

- Six CEE and microcredit funds have been strengthened through permanent technical virtual and face to face technical assistance to the local actors and CEE. Identification of bottlenecks and improvement actions, methodologies, manuals, regulations, sample formats, forms and other tools to support the operation Microfinance Funds and CEE have been updated and developed.
- 16.297 people have passed through the entrepreneurship and employment routes, showing a progress of 221% of the target. From the total, 61% correspond of women, which show the importance of the CEE as an active employment gender policy.

PROJECT IN BRIEF

The “Income Generation Strategies” project is enhancing the capabilities of vulnerable populations to better promote economic inclusion and productive capacity at the local level in six regions by:

- Developing capacities at the local level to generate an enabling environment for economic inclusion.
- Strengthening the capacities of CEEs to generate sustainable livelihoods for low-income groups;

Duration: 2012-2014. **Budget:** USD 2 million

- Regarding the entrepreneurship route, 2.940 business plans have been formulated, showing a progress of 104% of the target. 61% of these business plans have been financed, 2.011 microenterprises have been strengthened and 661 formalized. Through the employability route, 1.964 jobs have been created (self-employment, direct and labor intermediation).
- The six funds approved 365 microcredits in 2013, 357 were disbursed for USD 444.706 and 8 credits are in the process of disbursement for USD 2.014, due to legalization and administrative arrangements.
- Most of the credits disbursed, both in number and value, were to women, with a share of 65.8% and 58.9% respectively, reaffirming the commitment of the project to contribute to autonomy and economic empowerment of vulnerable women.
- According to the economic activity, 39.9% of loans disbursed correspond to the industry sector, 33.6% to commerce and 23.9% to services. There has been 5 cases of financed activities in the agricultural sector.
- Most of the loans disbursed (80% in number), correspond to the strengthening of existing productive initiatives. However, it is important to highlight the funding for the creation of new economic units, with a share of 19.7% in number, since there is a limited institutional financing offer for new business ideas. The financed productive units have increased their sales in 19%.
- The financed productive units have generated a total of 746 jobs, mostly informal occupied frequently by the family and community members.
- Of the total of credit disbursed, the users have reimbursed USD 224.039 for capital and USD 58.647 for interest, which are re-circulating in new loans.
- 92.8% of the portfolio capital of the Microcredit Fund is up to date. The indicator of past-due loans for capital is 1.4% for past-due loans of 1 to 30 days, 0.9% for past-due loans of 31 to 60 days, 0.8% for past-due loans of

¹ The results of the CEE are attributable both to the efforts of local actors - mainly governments and chambers of commerce who fund 80% of the operation - and

secondly to the national government, donors and private sector who have joined resources to enhance the results, of which the ROK-UNDP MDG Fund has provided catalytic funding.

61 to 90 days and 4.0% for past-due loans more than 90 days.

Output 2: Developed capacities at the local level to generate an enabling environment for economic inclusion.

- Six Labor Market Observatories have been strengthened and have developed strategic alliances with the CEE to match the requirements of the current and future demands of promising economic sectors and the interests and expertise of low-income population.
- Through inclusive business schemes, 1.423 users of the CEE have participated in Training for Work Programs in 2013 for their inclusion in diverse economic sectors such as Construction, Tourism, Services and 274 people of them were hired by formal companies.
- Inclusive Economic Networks have been strengthen/created in Cartagena, Pasto and Santa Marta and in the process of creation in Sincelejo, Barranquilla and Riohacha.
- Cartagena, Barranquilla, Pasto and La Guajira have formulated their Productive Inclusive Policy. Santa Marta is in the process of formulation.
- Through the development two cultural touristic routes in Barranquilla, 30 productive units received assistance of the CEE and 10 business plans were financed during 2013.
- The Third National Forum of the Network of the Centers of Employment and Entrepreneurship took place on the 13 and 14th November 2013. Over 100 representatives of local entities attended the event.

Challenges

In the current time, the project is up to date with the targets. The principal three challenges are:

- Scaling up for the IED model to new regions.
- Post-conflict scenario in which victims (IDPs) and rural population become an important part of the groups CEEs attend.
- Consolidation of CEEs as one-stop-shops of the national and sub-national income generation program offer.

Next Steps

The following activities are fundamental for the achievement of the project's objectives during 2014:

- Construction of a toolkit that standardizes guidelines for the IED model. This tool-kit will include:
 - Methodological and Conceptual document on the CEE
 - Operational Guidelines of Orientation, Entrepreneurship route, Employability route, Microfinance Funds (June 2014).
 - Guidelines for the formulation of Productive Inclusion Policies. (August 2014).

- Guidelines for Inclusive Productive Networks. (June 2014).
- Operational Manual of the Cemprende Network. (June 2014).
- Technical assistance for the complete delivery of microcredits according to schedule and goals, and make a final evaluation of the intervention. (July 2014)
- Assist and encourage the implementation of the M&E system SICEM by each CEE. (July 2014)
- Strengthening of the CEE network RED CEMPRENDE. This includes the realization of the Fourth National Forum of the network, the promotion of regular exchange of practices between CEEs, and other inter-institutional articulation mechanisms. (June 2014)
- The replication of the CEE methodology in 10 new territories in partnership with the Department for Social Prosperity. (During 2014).

Collaboration with the Republic of Korea

UNDP country office, the Korean Embassy and KOICA office in Colombia have maintained communication in different spaces such as the Project Coordination Committee and the Project Board meetings.

- *Coordination Committee*: This committee met three times during 2013. UNDP hands quarterly progress reports.
- *Project Board*: The Board met once in July 2013 during the agenda of a field visit of the KOREA UNDP MDG Fund.
- *Field visits*: From the 17th to the 20th of July 2013, the Project received a monitoring mission from the KOREA-UNDP MDG Fund.

In terms of visibility, the project has always included the logo and/or mentioned the support of the ROK-UNDP MDG Trust Fund in all of the various events that have been held, documents that have been produced and internal news that have been released. Additionally, the Centers have guaranteed the visibility of the donor not only with the local actors, but also with the beneficiaries, who recognize and understand the origin of the funds.

Through the global advocacy project, a video was produced in two languages and widely disseminated to further raise the visibility of the donor at a local, national and international level: [Colombias Economic Empowerment](#). Furthermore, the Inclusive Economic Development project produced a second video with English subtitles on the impact of the microcredit funds in the amelioration of living conditions of the microcredit takers, through before and after taken scenes [Life changing effects: Rising companies in Colombia](#). Both have ensured the visibility of the donor.

LAO PDR: Strengthening Capacity and Service Delivery of Local Administrations

Introduction

The National Governance and Public Administration Reform Programme (GPAR) of the Government of Lao PDR has been formulated for the period 2011-15. UNDP and UNCDF have formulated this project to support the implementation of the National GPAR Programme and, specifically, to strengthen the institutional frameworks and capacity of local public administration to improve the delivery of public services focusing on the achievement of the Millennium Development Goals (MDG). The project is also supported by the governments of Republic of Korea, Switzerland and Luxembourg.

Results Achieved

The project continues to make steady progress as planned in all strategic areas including policies and frameworks for more effective local administration and related local capacity building. These include the on-going introduction of new performance-based district block grants and a new local services delivery monitoring system, which encourage improvements in local public service delivery. The District Development Fund (DDF) is now active in 53 districts providing financial and capacity support for locally prioritised service interventions. Additionally, the project is helping to define a more coherent approach for the expansion of district One Door Services, and a further 15 government offices have benefited from support for strategic innovations in Public Administration reforms.

Output 1: Support to develop policies & regulatory framework for more effective local administration at province and district level. SCSD supports the national pilot on devolution of greater authority to sub-national administration ("Sam Sang") and also supports the process to amend the Law on Local Administration. DDF has invested about \$323,300 USD in local public services during Fiscal Year 2012/13, in districts that are also participating in the Sam Sang pilot.

Output 2: Improved capacity of local administration to fulfill its service delivery mandates. DDF expanded to the 16 new districts bringing to a total of 53 districts now benefiting from the DDF support and capacity development. A total of 1,157 local officials (170 women) received this capacity support through DDF in Fiscal Year 2012/13, in planning, budgeting, financial management, and reporting, for better local service delivery. A further 221 district/ provincial officials (25 Women), in Saravan and Sekong provinces can now apply the new performance assessment standards for district administrations.

PROJECT IN BRIEF

The overall objective of the GPAR SCSD is to ensure increased capacity in local administration leading to better delivery of services, which improve the lives of the poor, especially in rural areas of Lao PDR. This is being realised through two specific outcomes:

- Improved policies and capacities of local administrations to initiate, and monitor, locally prioritised MDG service delivery interventions; and
- Improved capacities of district administrations to finance and implement service infrastructure and delivery that lead to improved access to public services;

Duration: 2012-2015. **Budget:** USD 2 million.

Output 3: Improved MDG focused service delivery provided through formula base and equity focused block grants to the districts: Levering their new skills attained under Output 2 above, district officials were able to successfully invest \$655,000 USD to deliver 23 local infrastructures, plus deliver 159 local services interventions and outreach to the benefit of their communities (460,000 direct beneficiaries) across 37 Districts that received DDF block grants in FY 2012/13. 51% of the direct beneficiaries are women, which is typical of the excellent Gender balance of the DDF system under SCSD.

Output 4: Improving Access to citizen Services through One Door Service. Results arising out of the projects support to disseminating of the new One Door Service guidelines for Prime-Minister Ordinance 09/2013 are being used to inform follow-up actions needed to address identified issues that affect the implementation of ODSCs. This is being continued into 2014 with the establishment of an ODSC task Force and coherent road map that will provide proper guidance to the expansion of ODSCs at both the national and local levels. This is being complemented by the new district service delivery monitoring system and a new community feedback mechanism to improve citizens' access to local public services (see Output 6).

Output 5: GPAR Capacity Development and Modernisation Fund (CADEM) supports strategic innovations in Public Administration reforms. 15 small grants delivered to central and sub-national organizations to implement governance improvements under CADEM scheme. Nine (9) of the projects support implementation of the national pilot to devolve more authority to local levels ("Sam Sang") in 5 provinces and four (4) directly support gender.

Output 6: Citizens' feedback and district mechanisms for responsive and accountable service delivery. A District Service Delivery Monitoring System has been designed and under further development for 2 rural districts, with collaboration of the Lao Bureau of Statistics, with a view to wider roll out later in 2014 and 2015. A new community feedback mechanism on perception of local service delivery was agreed (and designed in January 2014). Together these information gathering, analysis and sharing will help transform the way that district administrations interact with their communities to deliver more responsive and thus better local public services.

Challenges

Overall the project is proceeding according to design and annual plans and budgets, having regained ground from its launch in July 2012 (originally planned January 2012). Some challenges remain around the move to a programme based approach, and the associated greater demands on coordination and management arrangements, from the more familiar project based one. However, these are being effectively addressed by refinements to arrangements and additional support to MoHA to enable it to exercise its oversight and implementation functions.

Next Steps

The Annual Work Plan for 2014 continues the broad based support and activities as envisaged in the project design document. Key priorities and expected results for 2014 include:

Output 1:

- Assessment on how the experience and lessons of the DDF system could be leveraged to benefit the government's "Sam Sang" pilot on greater devolved authority and resources in District where there is a joint presence.
- Undertake a DDF impact review and options for future, including discussions on DDF mainstreaming into national fiscal and planning systems.
- Support a review and drafting / update regulations/instructions on local administration
- Improve Civil Service performance management framework

Output 2:

- Continue capacity development in target districts to strengthen overall responsiveness and effectiveness of the local administration in accordance with their mandate

Output 3:

- Provide Capital and Operational block grant to 53 selected districts for FY 2013/14
- Support District performance assessments in 12 Districts

Output 4:

- Analyse ODS implementation & develop action plan

Output 5:

- Review CADEM criteria to optimize utility and results. Provide capacity building and small grants (\$120,000 grants/ to maybe 15 government agencies.

Output 6:

- Pilot implementation of new D-SDMS (District Service Delivery Monitoring System and the new community feedback mechanism for selected district services.
- Formal collaboration with other project
- Collaborated with Ministry of Natural Resources and Environment (MONRE) whereby the DDF system will help to channel Climate Change grants to 12 districts.

Collaboration with the Republic of Korea

There is excellent collaboration with Republic of Korea mission in Lao PDR. Representatives of the Korean mission participate in the regular project Review Meetings, GPAR Board Meetings, and high-level field visits. In collaboration between GPAR SCSD and the Korea-UNDP MDG Trust Fund, a short film "Laos on the Rise" was made in 2013 highlighting the achievements of the GPAR SCSD project, with specific emphasis on the contribution of the Republic of Korea. All development partners, including the Republic of Korea, are acknowledged in publications and events, as a matter of standard practice.

MONGOLIA: Scaling Up Support to Local Service Delivery for the MDGs: Rural Water and Sanitation

Introduction

About two thirds of the Mongolian rural population lack access to water and sanitation². The project responds to the urgent need to accelerate Mongolia's off-track target 16 under the MGD 7 'to halve the proportion of people without sustainable access to safe drinking water and basic sanitation' and increase funding for public investments in water and sanitation. The Project aims to develop capacity of local governments to implement their assigned functions in rural water and sanitation, enhance local resource mobilization, improve the quality and access of service delivery, and thus contribute to the achievement of the national MDG 7 target by 2015.

Results Achieved

Within the first year of the project, all essential preparatory steps have been taken for smooth implementation of the project in close collaboration with central and local Governments. This included capacity needs assessments of central and local governments, selection of target areas, pre-feasibility studies in target locations, building consensus on the scope of the project and required activities. During the process, the Project was successfully linked with a much larger scale Government programme to improve living conditions in rural settlements, helping scale up the scope and impact of the Project. Key achievements to date are as follows:

Output 1: Improved oversight, monitoring, policy coordination and service delivery arrangements for rural water and sanitation

- The current functional assignment both at central and local (aimag³ and soum⁴) levels was reviewed through a rapid assessment in September 2013 and recommendations were developed. The recommendations focus how to improve coordination of policy and capacity development and institutional arrangements at the central (coordination) and local levels (technical capacity) for water and sanitation.
- With a workshop organized in 2013, a total of 26 participants including soum Governors and Heads of Public Utilities Service Organizations (PUSOs) at the provincial level, gained knowledge about the project, in particular on cost-sharing and accountability requirements for local governments. Consequently,

PROJECT IN BRIEF

The Project objective is to develop capacity of local governments to implement their assigned functions in rural water and sanitation, enhance local resource mobilization, improve the quality and access of service delivery, and thus contribute to the achievement of the national MDG 7 target by 2015. The project will deliver the following outputs:

- Improved oversight, monitoring, policy coordination and service delivery arrangements for rural water and sanitation;
- Strengthened capacity of local institutions for improved service delivery; and
- Expanded water and sanitation services in the selected areas.

Duration: 2013-2014. **Budget:** USD 2 million.

participants showed a great deal of ownership in implementing the project.

- Through extensive dialogues at various levels, commitments were obtained from target aimag and soum Governments to contribute 100 to 200 million MNT, totaling to approx. USD 1 million to the construction of integrated water and sanitation system. As of today, decisions on amount of contribution commitments were made by the Citizen's Representative Khurals and Local Development Fund in 6 target soums of 3 aimags. Although sizes of contribution vary between soums, this clearly demonstrates local ownership of the Project and accountability for the implementation and future service delivery.

Output 2: Capacity of local institutions strengthened for improved service delivery

- Aimag and soum Governors and PUSO representatives from project target locations (4 aimags and 8 soums) undertook a capacity self-assessment for water and sanitation service delivery applying UNDP's Capacity Assessment/self-assessment Framework.
- Based on the above, a capacity development framework was developed with short, medium and long term capacity development targets for the duration of the project and beyond, to address the capacity development needs and gaps identified by local government and institutions themselves.
- In addition, opportunities to scale up, as aligned with the Governments' "New Soum" Development

² As of 2008, only one third of the Mongolia rural population had access to improved services (33.7 for safe water source and 34.9 for adequate sanitation). Main Report of the Household Socio-Economic Survey 2007-2008, NSO/WB, 2009.

³ Province

⁴ Sub-district

Programme were identified and recommendations provided to the project stakeholders and target aimags and soums. The Government is implementing the scheme in 16 soums in 2014, to which UNDP-Korea supported 8 soums were successfully incorporated. To advance this effort, a National Capacity Development Working group was established at the Ministry of Construction and Urban Development (MCUD). The Capacity Development Officer of the Project, who serves as the Secretary of the Working Group is expected to be integrated into the official structure of the Ministry upon the Project closure.

Output 3: Water and Sanitation Service expanded in the selected areas

- A pre-feasibility study (based on local community-needs) was conducted in 8 target locations by a joint team of MCUD and UNDP. Through the pre-feasibility study a) target aimags and soums were selected according to set criteria and direct beneficiaries were identified (a total of 6,103 people); b) Co-financing commitments totaling to USD1 Mln were obtained from local Governments for the planned civil construction work; c) locally specific needs were identified; and d) development of detailed engineering design for construction (DDDC) were initiated in 8 locations.
- Consensus was reached with the MCUD and the local government authorities on the types of water and sanitation structures and pre-identified technology options. It was agreed to provide an integrated infrastructures solution that would bring together clean water supply, sanitation facilities and waste water treatment systems, instead of the initially planned partial systems.
- Through the project support, government offices in 8 target soums and 4 aimags learned to plan for local investments for water supply and sanitation service provision.

Challenges

- In general, infrastructure projects require long lead/preparatory time before the actual construction starts. The same applies to this Project. The first year of the project focused on feasibility analyses, capacity assessments, design works and generating understanding and ownership among partners. The construction season in Mongolia is very short. Actual construction work will take place from spring – fall 2014 and have to be finished before the winter sets in.
- The Government launched a country wide scheme (New Soum) to improve living conditions in rural settlements and asked UNDP to link the Korea funded

water and sanitation programme with this larger scheme. This provided a very welcome and important opportunity to scale up Project impact in terms of volume and geographic coverage but required some time to determine how to integrate the two schemes. It required putting fiduciary, quality and efficiency assurance mechanisms in place following assessments of capacity, systems and national compliance to UNDP rules and procedures before transferring funds and responsibilities to partners. These caused some delays but project implementation is now on track and the impact of working together with the New Soum initiative is much higher than what could have been achieved alone.

- Integrated Budget Law (IBL) was launched in 2013, which granted local government discretionary power to use Local Development Funds. The IBL requires every project to be reviewed by local citizens (souv residents) through formal consultation and participation which necessitates more time for final approval. This was another challenge that delayed implementation of the project. However, this can also be viewed as a catalytic opportunity for future development interventions, paving the path for local commitment on the initiative.

Next Steps

The project implementation is expected to be complete by end of 2014.

Key targets to be achieved in 2014 are:

1. Policy recommendations to the Government on service provision modalities, including that of private service providers. Service standards along with set of guidelines and tools for participatory planning, budgeting, procurement and expenditure monitoring and management.
2. Increased capacity for Aimag and soum governments for planning and implementing integrated water and sanitation systems and delivery of services.
3. Integrated water supply and sanitation systems established in 8 settlements. Over 6,000 people will directly benefit from these facilities.

To achieve the above targets, the project will support reviews of the W&S legal framework, service standards, performance indicators and monitoring framework, pricing and cost-recovery policies. Based on the findings and recommendations of the capacity needs assessment, a coordination, implementation and monitoring system for rural water supply and sanitation service will be established at the central and local levels. Civil construction of integrated water and sanitation system will be completed in 8 target locations, as enabled through a direct cash cost-sharing of local Governments.

Collaboration with the Republic of Korea

Consultation with the national partners provided an opportunity to advocate the donor while discussing project funding and activities. Visibility of the donor is greatly increased among the national government and the local authorities. Korean Government takes part in decision making on project matters by being represented in the Project Steering Committee through KOICA. Supported by KOICA, a Gender Officer is placed at the UNDP Country Office, who offers support in gender mainstreaming and helps ensure smooth communication between UNDP and KOICA offices on project matters.

RWANDA: Building an Inclusive Financial System

Introduction

Under UNDP 2013-2018, MDGs and EDPRS 2, BIFSIR is funded by UNDP, UNCDF and ROK-UNDP MDG Trust Fund to scale up entrepreneurship and financial inclusion opportunities for un-served population in Rwanda. The beneficiaries of this project include government ministries, National Bank of Rwanda, private sector players, microfinance institutions, Saving and Credit Cooperatives (SACCOs) and individual clients with the main target put on youth and women.

Results Achieved

During 2013 BIFSIR continued to support the financial sector with tangible achievement on the ground. The major ones are:

Output 1: Capacity building of 416 Umurenge SACCOs

In 2013, the project provided 88 computers to 88 U SACCOs as a basis for computerization and institutional capacity building. As a result, according to BNR rating of SACCOs using CAMELS, (a supervisory rating system originally developed in the U.S that measures (Capital adequacy, Assets, Management capability, Earnings, Liquidity and Sensitivity); the number of SACCOs in class 1 (strong) increased from 11 in 2012 to 23 in 2013.

Output 2: Refinancing of SACCOs and MFIs

In 2013, BIFSIR project supported two local refinancing agencies to offer line of credits to 78 MFIs and SACCOs. As a result, those 78 institutions were able to lend to 24,106 new clients. In addition, other 2 local MFIs were provided a grant to scale up lending opportunities to MSEs. As of December 2013, those 2 MFIs reached 36,671 new borrowers of which 60% are rural women entrepreneurs. In general, this support has improved the institutional capacity of MFIs/SACCO to lend to the new borrowers and it has also increase the financial outreach.

Output 3: Promotion of entrepreneurship among women and youth in Rwanda⁵

The Ministry of Trade and Industry initiated a program called Hanga Umurimo (Create your own job) Program to ignite entrepreneurialism among Rwandans in order to create employment, increase exports and widen the tax base. In 2013 BIFSIR project supported this initiative with a budget of 630,000 USD targeting the provision of entrepreneurship trainings to 4,456 beneficiaries, training

PROJECT IN BRIEF

Designed to scale up the BIFSIR programme, this project improves financial service delivery to women and youth in low-income populations by engaging with key stakeholders at three levels:

- Macro-level: support the policy makers and sector regulator to improve their coordination;
- Meso-level: Contribute to sector capacity building and develop the financial infrastructure in order to support the sustainability of inclusive financial services;
- Micro-level: Support the capacity of FSPs to develop and deliver innovative products;
- Client level: The capacity of women and youth to manage MSEs and access to finance is built.

Duration: 2010-2014.

BUDGET: RoK: USD 2,239,758 Million (2012-2014)

UNDP: USD 2,354,856 Million

UNCDF: USD 2,443,750 Million

TOTAL: USD 7,038,364 Million.

of 258 SACCOs technical staff on new MSEs lending product development and to support the development of a strong M&E system. Since the funding agreement was finalised in the end of 2013, results of this initiative will be reported in 2014. Please refer to the links below to see some success stories.⁶

Output 4: Advancing technology based financial services to the rural population

In 2013, one of BIFSIR grantees called Urwego Opportunity Bank was technically supported to reach 33,727 mobile banking users.

In addition, BIFSIR technical team initiated the procurement process for financial Institutions that aim to deliver mobile banking facilities in 2014. Building on the outstanding achievements BIFSIR project has created on technology based financial services; the project will continue to invest more resources into technology based initiative in 2014.

Challenges

There was a delay in the implementation of the project in 2013. The funding from ROK-UNDP MDG Trust fund was approved in 2011 and communicated in February 2012. However, due to the changes that had taken place at the government level concerning project coordination mechanism, the project document between the government and UNDP Country Office was signed in May 2013, the National Technical Advisor (NTA) was recruited in September 2013 and M&E Officer was recruited in January 2014. These delays affected the delivery rate of

⁵ [Create your own job initiative gives young Rwandans opportunities of a life time](#)

⁶ <https://www.facebook.com/RwandaKorea>

both 2012 and 2013. However with the support of the NTA, M&E officer and both UNCDF and UNDP teams, a clear disbursement plan for all resources to be spent in 2014 was developed and approved by the project steering committee.

Next Steps

The following activities will be implemented in 2014:

At the Macro level,

Output 1: Capacity building of government staff on financial inclusion programming. In quarter 2 of 2014, the project will support the Ministry of Finance to foster its staff's skills related to financial inclusion programming. This support will be provided by acquiring international trainers that will offer certification trainings to at least 15 government technical staff from Ministry of Finance, The Central of Rwanda, Rwanda Cooperative Agency and Association of Microfinance Institutions in Rwanda.

Output 2: Monitoring and evaluation system within government ministry established. The Ministry of Trade and Industry will be supported to establish a database that will improve the monitoring of entrepreneurship programs especially for activities that are supported by BIFSIR project.

At the Meso level,

Output 3: Refinancing of microfinance institutions and Savings and Credit Cooperatives (SACCOs) supported. During quarter 2 of 2014 this support will aim at facilitating the small financial institutions to access capital to lend to their potential clients and grow their portfolios. By the end of 2014 the target is to have supported at least 45 small financial institutions.

At the Micro level,

Output 4: Capacity of individual SACCOs and microfinance institutions to deliver appropriate products enhanced. In the quarter 3 and 4 of 2014, the project supports 230 SACCOs to harmonize their operations procedures, purchase core banking system and provide subsidy for SACCOs to lend to Technical and Vocational School graduates on tool kit purchase basis.

At the client level,

Output 5: Promotion of entrepreneurship among Rwandan women and youth. By the end of 2014, 1,620 Rwandan people will be given vocational training by the national entrepreneurship program (Hanga Umurimo) through BIFSIR support. Trainings are in carpentry, tailoring, welding, mechanic, and hairdressing. About 2,850 people will gain advanced business skills such as accounting, start-up business management, use of financial services, and marketing to start and expand micro & small businesses.

Output 6: Increased financial knowledge and capabilities among micro and small enterprises. A consultant will be recruited to provide financial literacy and business development services to 500 vocational school graduates and community saving group members in quarter 3 of 2014. This activity will help small enterprises and vocational employees to exercise money management decisions that best fit the circumstances of their business and to access to appropriate financial services.

Output 7: Knowledge sharing of national entrepreneurship programmes. In quarter 4, a consulting firm will be recruited to develop and publish professional communications materials of national entrepreneurship programs including Hanga Umurimo.

At the Project Management level,

Output 8: Programme Final evaluation. According to the approved work plan 2014, the project will undergo a final evaluation in quarter 4. However, the timing might change once the project lifetime is extended to 2015. The decision will be made in the steering committee that is planned to take place in quarter 2 of 2014.

Collaboration with the Republic of Korea

The recruitment of the M&E officer was arranged by the Korean government and UNDP through the KOICA Multilateral Cooperation Officer program. The KMCO program which brought the Korean national officer into the project has contributed to enhance the visibility of the donor. Currently the project's technical team including the M&E officer is housed in the Ministry of Finance and it has contributed to improve the Korean Government's presence in the project in the government level.

Also, KOICA Rwanda office attends the Steering Committee (SC) and Investment Committee meetings regularly. In previous meetings the SC participants recognized the Korea government's contribution to the success of the project and requested for continuous interest and support from the Korean government going forward. In January the BIFSIR technical team met with the Deputy Resident Representative of KOICA Rwanda office. In the meeting the team briefed on the progress of the project up to date and 2013 annual work plan and budget.

In February, the M&E Officer had a meeting with the ambassador of Republic of Korea. The officer briefed the ambassador on the overview of the BIFSIR project, progress made so far, and achievement to be made by the end of the project. In the quarter 2, 3, and 4 of 2014 the BIFSIR team is planning to conduct joint field visits where KOICA Rwanda office and Embassy of ROK will be invited to witness the results of the project on the ground.

TIMOR-LESTE: Mobilize Social Business to Accelerate Achievement of Timor-Leste MDGs

Introduction

As one of the newest nations in the world, Timor-Leste has made significant achievements in the road to democratization and economic growth; however the country has a long way to go on the path to accelerate the achievement of the MDGs. The Government of Timor-Leste and UNDP Timor-Leste are collaborating to explore innovative ways to mobilize the private sector to contribute proactively to MDGs acceleration. The project 'mobilize social businesses to accelerate MDG achievement in Timor-Leste (hereafter Social Business Project)' aims at setting up, providing technical support, facilitating inductive environment and access to finance for existing or emerging social businesses. The intended ultimate result of this project is social enterprises contributing to a reduction of income and non-income forms of poverty in rural Timor-Leste and the creation of employment opportunities to the economically active poor. This project pioneers of self-sustainable socio-economic development in Timor-Leste in that it leads the transitional era of development from conflict-resolution-oriented development.

Results Achieved

Output 1: The impact and performance of Social Business in accelerating achievements of MDGs in Timor-Leste is enhanced.

The project's consultation and policy advisory activities identified key policy impediments for business development; through enhancing government capacity to lead private sector policy reforms are initiated and on the progress:

- *Established the National coordination mechanism for private sector development among the government stakeholders under the leadership Secretary of state for private sector development*
- *Developed national approach for alimentary Quality Assurance System to facilitate enhancing access to global and domestic markets for producers and ensure product safety for consumers, and in progress*
- *Initiated Industrial Development Policy: Towards a Diversified and Healthy Economy, formulation in progress.*

PROJECT IN BRIEF

The project 'mobilize social businesses to accelerate MDG achievement in Timor-Leste' through introducing innovative approaches and engaging s different levels of stakeholders for policy reforms, technical assistance to existing or emerging social businesses for:

- Improving the **impact and performance** of Social Business in accelerating achievements of MDGs in Timor-Leste.
- Enhancing of **access to finance** for social businesses through Social Business Fund establishment

Duration: 2012-2015. **Budget:** USD 2 million.

- *Established a database to monitor the impact of the project on MDGs indicators related to the SB supported by the project.*

Utilizing its institutional and global knowledge UNDP Timor-Leste supported grass-root level businesses and local cooperatives capacities through technical assistance providers to enhance the synergies and impact of social business on MDGs:

- *Established social Plastic bottle recycling social business for protecting the environment, creating job opportunities and provided cash for work through supporting, over a period of 4 months 127 Jobs for youth were created and 1,014 people collected bottles and received total of \$31,325 through bottle purchases.*
- *Designed master plan for, using green production technology for production of salt in Timor Leste the new technology will Improve livelihood and promote import substitution of salt in Timor Leste; through south-south cooperation with Indonesia, the project is supporting introduction of green technologies for salt production replacing the current firewood usage. The project managed to mobilize government parallel funding to co-finance the technology introduction by availing \$ 156,000.*
- *Provided technical assistance for improving the conditions for the current public private partnership with Timor- Global for accelerating the impact of social enterprise in reducing malnutrition and hunger in Timor Leste; through in supplementary feeding production and introduction of new school feeding formula.*
- *Initiated value chain assessment and to understand the bottle necks facing the market development virgin coconut oil producers and soap makers for reducing poverty and enhancing livelihood of*

Output 2: Social Business access to financing opportunities in TL is improved

- The project conducted an evaluation of the existing funding mechanisms, products, reach, and costs for financing medium and small social enterprises.
- The project initiated consultations to assess the demands for establishing an independent/special funding mechanism for Social Business financing in Timor-Leste,

Challenges

Timor-Leste as a fragile state in early post-conflict recovering economy, faces many vacuums in policies and national guidelines for private sector development. But with highly committed political leadership to enhance the environment and prepare the country as upcoming ASEAN member of state welcomed UNDP policy engagement in contribution to provide some solution through its partnership with ROK in this project.

In the course of implanting capacity building for social business technical assistance (TA) providers the project encountered many challenges due to the absence of basic administrative and business development skills within the TA providers. Thus requirement of heavier engagement to support of the TA from the project and in many cases direct engagement in business capacity development interventions resulting significant increase it is worth mentioning that The government agreed on availing parallel funding to co finance some of the technical assistance activities however there is still funding gaps.

Funding gaps in financing the human resources of the project; the project main contribution to the national counterpart is providing policy advisory services and TA to social business through the chief technical advisor which work within the national counterparts; however there is currently inadequate funds to finance the chief technical advisor (funds available up to November 2014).

During the supply study it was found there is lack of willingness of financial institutions (commercial banks and microfinance institutions) to provide loans to startup businesses, due to the absence of collateral. The project will need take it into account when designing the funding mechanism in order to minimize the credit risk (e.g., the fund may require shares of the beneficiary companies during the loan period).

The funding mechanism will demand administrative effort to function even after the project is concluded (e.g., to evaluate new proposals, to collect loans installments, etc.). The project will consider a partnership with one of financial

sector players to provide the “fund administration”, and it will result in additional costs. The administrative cost of the fund may be charged as interest rate of “loans”.

Next Steps

Output 1: The impact and performance of Social Business in accelerating achievements of MDGs in Timor-Leste is enhanced

- The project will continue to support the coordination mechanism of ministries for private sector development through close monitoring and hosting a coordination forum in year 2014.
- Endorsement and launch of the industrial development policy in Timor-Leste in 2014.
- Endorse and support the implementation of the national alimentary items quality assurance system master plan.
- Continue technical assistance to leverage the potentials of salt production, plastic waste, Timor-ME (Timor global), coconut and soap industries
- The project will enhance the monitoring and evaluation framework for social businesses and its development impact on MDGs and social issues. This M&E framework will be first applied to the project’s social business initiatives, and then enhanced and extended to the national framework level in later stage for the Timor government’s capacity building of social businesses monitoring.

Output 2: Financial and technical support to Technical Assistance Providers to Social Businesses:

- Detailed demand study for financing social business
- Analysis of SB Fund options for institutional/administrative arrangement
- Recommendation of ideal institutional and administrative arrangement for a SB Fund in Timor-Leste, including strategies for resource mobilization and sustainability
- Set of standard operating procedures
- Technical support to the SB management institutions and clients/borrowers

Collaboration with the Republic of Korea

Donor Monitoring and Visibility

- Collaboration between UNDP and local KOICA office/Korean embassy in regards to project operation takes a formal form of the Project Board (Steering Committee), where important decisions are made in consultative manner. UNDP also ensures to call for consultation meetings with KOICA and Korean embassy on any major updates or urgent issues in regards to the project management.

- For any project-related ceremony or event, KOICA and Korean embassy are invited for their participation in order to enhance the donor visibility and for active monitoring of the project progress
- During the first quarter of 2014, UNDP has invited the Korean government to the public campaign on plastic bottle collection carried by the recycling social business supported by the project, together with key figures from other institutions such as the government and UNDP

Other Visibility Enhancement Efforts

- The project is expected to produce many major policy documents such as industrial development policy, CSR policy and Quality Assurance master plan, and UNDP will ensure ROK-UNDP emblem or the statement of Korean government's contribution are present on final products of the project
- For Social Business Fund that is to be established will present the Korean government as donor/contributor

NIGERIA: Democratic Governance for Development (DGD II)

Introduction

The project, which was implemented between January and December 2013, sought to deepen democracy in Nigeria by promoting democratic governance and accountability particularly with regards to institutional strengthening. Efforts concentrated on four broad areas of engagement: strengthening the capacities of the Independent National Electoral Commission (INEC), improving the quality of democratic engagement, improving political participation by marginalized groups, and strengthening channels of civic engagement.

Results Achieved

The activities undertaken by the project focused on strong engagement with and capacity building for key government actors as well as civil society and citizens more broadly. Project activities facilitated learning forums and trainings as well as the development of guidelines in support of reforms aimed to improve democratic governance in concert with the relevant actors. Specific results to date include the following:

Component 1: Promoting credible, transparent and sustainable electoral processes

- Project assistance to implement the INEC strategic plan and program of action, including streamlining organizational process, was granted in a timely manner, though the organizational restructuring of INEC during the same period hindered smooth rollout; Gender policy development and mainstreaming within INEC was also carried out (with training documents produced, and gender incorporated into the INEC program of action).
- Six confidence building and sensitization workshops on voter registration involving 598 electoral stakeholders were held which successfully increased their understanding and buy-in of the Electoral Commission's plan of action.
- Improvements to the legal and policy frameworks for elections by building the capacity of civil society organizations (CSOs), political parties and the media -- through the provision of legal support and trainings -- to draft and submit six proposals to the National Assembly (NASS) on key constitutional amendment to existing laws.
- 36 State Independent Electoral Commissions (SIEC) and 1,182 INEC staff have benefitted from capacity building activities conducted under the project, which included: training sessions on electoral management and administration, expert analysis of the draft INEC/SIEC training curriculum, constituency delineation, budget and logistics, gender and elections.

PROJECT IN BRIEF

The Democratic Governance for Development (DGD) Project is a joint donor-funded project with the overall aim of: 1) strengthening the democratic character of Nigerian political processes; and 2) promoting outcomes that consolidate and advance democratic governance and accountability to achieve the country's stated development priorities and goals specified in the Federal Republic of Nigeria and the United Nations Development Assistance Framework and the Country Programme Action Plan.

Duration: 2013. **Budget:** USD 230,000.

Component 2: Improving the quality of democratic engagement

- Project efforts to enhance the capacities of political parties led to the following results: 8 inter-party dialogues (through Inter-Party Advisory Committee) were held; a code of conduct for political parties was reviewed and was ratified by 23 party leaders; a draft memorandum on political party/CSO engagement was agreed to by 75 political party/CSO members. A Leadership and Policy Development Centre was established which focuses specifically on building the skills of senior party leaders; 5 training modules on political party development were developed (training activities are ongoing), and a technical advisor on ensuring institutional and operational growth of the new centre was embedded within NIPS.
- Project has consistently engaged with both *ad hoc* committees at the Senate and House of Representatives tasked with conducting the constitutional review in the National Assembly through activities that strengthen their capacity for public outreach in all 364 constituencies of the Federation which ensured inclusive popular participation in the constitution review process. It also assisted in drafting a Bill for an Act of Parliament to amend the constitution.

Component 3: Enhancing participation by women and other marginalized groups

- Constitutional review committee members were engaged on the issue of a gender-responsive constitution. General advocacy activities were carried out accordingly, and the quota implementation guidelines (2013) were used to train gender-focused CSOs on advocacy. As a result, the proposals of the House of Representatives contain at least three of the five minimums put forward by women's organizations for inclusion in the new constitution. A strategic plan was also adopted by the women in politics forum related to seeking political parties' commitment to improving women's representation, and gender desk officers received capacity building training on gender mainstreaming.

- The Project advocated for increased youth political participation in the constitutional review process. It also helped to create and enhance the capacities of a pool of young people who could potentially run for office. As a result of a youth technical retreat, a youth charter was produced that identifies areas for consideration in the constitution and a plan of action for the 2015 elections. The project leveraged mainstream and social media to heighten youth awareness on the constitutional review process. For example, two twitter conferences were launched, with 50,509 and 129,432 participants, respectively. 370 voter educators were deployed in the Ondo state governorship elections. Three town hall meetings were held with 202 youth participating in campaigns for peaceful elections, and community-based rallies took place at the grassroots (1,179 participants), with these efforts given widespread media coverage on radio and TV.

- Project funds supported the strengthening the capacity of the Joint National Association of Persons with Disabilities – an umbrella body comprising 107 member organizations – to articulate disability issues and rights and advocate for their inclusion in the constitutional amendment process.

Component 4: Strengthening channels of civic engagement

- The project invested heavily in building the operational capacity of CSOs in 2013. Efforts focused on developing a procurement seminar that included 361 CSO representatives, developing a training manual on CSOs organizational strengthening, and building a database of over 600 CSOs. In addition, three local CSOs in Anambra state carried out voter education and youth mobilization (420 voter educators were deployed) during the state governorship elections.

- Public awareness and implementation of the Freedom of Information (FoI) Act was facilitated through: training of the National Planning Commission (a post-training evaluation found that 68% of attendees had an improved understanding as a result of the training); revision of National Guidelines for implementation of the FOI Act (12,000 copies of the guidelines were distributed to Ministries, Departments and Agencies); holding town hall meetings and 438 community dialogue sessions, offering trainings for state directors, holding meetings with key government actors, using Twitter and radio, and finally publishing and distributing 72,000 copies of printed materials in indigenous languages.

- Media capacity to report on gender was strengthened by developing a strategic plan to enhance the gender responsiveness of the Nigerian media. Further, a code of ethics for Nigerian journalists on electoral reporting was developed and adopted. The project developed an

advocacy for community radio in Nigeria ahead of the 2015 elections as well as a plan of action related to using social media to engage citizens, in addition to media-INEC forums. This led to more constructive interactions between the electoral commission and media organizations and a better understanding of electoral reform, preparations and processes.

Challenges

The project delivered most of its activities on time. Some minor delays were observed due to restructuring within INEC. At the same time, leadership struggles within the umbrella organization of people with disabilities before the re-election of the new board slowed down implementation in this area. With a new leadership in place the process is back on track and the organization is working effectively toward a renewed advocacy of their human rights agenda.

Next Steps

The project will build on the four core intervention areas in the next year, as follows:

Component 1: it will help INEC to operationalize policy and plans, manage its restructuring process, provide support in training and capacity development, carry out trainings and coordination activities, provide targeted assistance and help with learning (e.g. by providing a model electoral law framework).

Component 2: it will support political parties to engage with other key actors, facilitate the operationalization of a youth policy manifesto, support the NASS Committee's engagement with other key actors, and provide targeted capacity and skills development support.

Component 3: it will provide targeted capacity development as well as dedicated resources and advice related to youth-targeted radio and television.

Component 4: it will support state-level CSOs on governance issues, support public advocacy education and capacity building of CSO groups and the public on FOI, support the strengthening of FOI as well as the creation of an election training curriculum, and invest in a media monitoring program.

Collaboration with the Republic of Korea

The partnership with the Republic of Korea (ROK) is perceived as very successful, as evidenced by the strong visibility of ROK logos on project materials and at project events, as well as by the close communication and cooperation that took place throughout project implementation via the Project Technical Committee.