SCALING-UP INNOVATION FOR GREATER DEVELOPMENT IMPACT

UNDP in Asia-Pacific has worked to build on the existing body of good scaling-up practices and expand the capacity of Country Offices to adopt a scaling-up approach as a matter of course in all programming. In the region in 2013, UNDP awarded US$9.3 million to 14 initiatives to support these efforts to scale up innovative interventions. Three main models focus on (1) expansion, scaling up from one locality and expanding to multiple localities reaching new target groups adapting along the way, often through the use of innovative technologies, training and mentoring, and with an emphasis on vulnerable populations (Case Study 7); (2) policy adoption, based on successful pilots or experiences to ensure institutional and policy-level changes (Case Study 2); and (3) replication when other organisations take up the idea, increasing its use, particularly through South-South cooperation and the forging of connections across borders (Case Study 8).

The Scaling-up Fund has been successful in improving programme focus and impact. The initiatives have

▶ UNDP-supported community radios broadcast in 8 Ethnic languages, with up to 200,000 listeners in six districts across Lao PDR. Souek is a community radio volunteer broadcasting on Thateng Ethnic Community Radio in Sekong province. UNDP Lao PDR/Eeva Nyyssonen

Scaling-up solutions for accessing financial services in the Pacific.

The Pacific Financial Inclusion Programme (PFIP), is a joint program managed and implemented by UNDP and UNCDF. The program was created in 2008 to significantly expand inclusive financial systems in six Pacific Island countries representing 90% of the sub-region's population.[21]

As a result, in 2014 PFIP contributed to more than 680,000 clients previously without access to formal financial services – savings, credit, insurance, remittances, transfers, pensions and investments – gaining access to services including bank accounts, mobile wallets and insurance. A total of 42% of these clients were women. In addition, 39,000 people benefited from lower-cost remittance channels, and 21,000 welfare recipients now receive their payments via bank transfers and an extended agent network, saving them time and money each month. National financial competency baselines were established in Fiji, Papua New Guinea, Samoa and Solomon Islands, and national financial literacy strategies were developed for each of these countries. In addition, financial literacy has been incorporated into the core curriculum of all grades of primary and secondary schools in Fiji in 2013, meaning that almost 65,000 students are receiving valuable instruction on how to manage money and their finances.

Overall, factors important for achieving PFIP results at scale included (1) leading through research to identify the gaps, constraints and opportunities for scaling up; (2) convening and coordinating multiple stakeholders to increase buy-in and develop a sense of accountability; (3) training decision makers, including regulators, private sector leaders and other donors, to ensure that key actors were well-informed of best practices and global trends; (4) documenting and communicating progress and sharing success stories; and (5) focusing on high-level advocacy, which resulted in governments' endorsement of the 2020 Money Pacific Goals.

▼

The use of mobile phones, point of sale devices, smart cards and other technologies for the ease of payments, as well as third party agents, makes the delivery of financial services more cost-effective and can begin to reach previously underserved and unbanked populations in the Pacific. PFIP wants to ensure that by 2019 half a million of low income Pacific women have access to appropriate and affordable financial services. UN Photo/Josephine Prasad.

taken on big challenges and large-scale successes are evident. Some milestones include the establishment of Pakistan's legal aid clinics and the declaration passed on pro-bono support to marginalized communities and the passing of Bangladesh's Bricks Act. In China, UNDP supported the development of an online training course to serve their 1.6 million civil society organisations.

The most successful initiatives are those where the scale up mechanism is clear. For the community radio initiative in Lao PDR, this mechanism was the master trainers' training of volunteers; in other contexts, the mechanism was the adoption and implementation of a law, the use of campaigns and committees and the establishment of local governance structures.

A focus on scaling-up from the design and planning stages also improves performance. Giving

attention to the collection of evidence to measure results and using this for advocacy also helps change attitudes and promote up-scaling with partners. For example, in India, where UNDP is upscaling energy efficient steel production in the small-scale steel industry in partnership with the Indian Ministry of Steel and Australia, evidence in the form of baseline and post-implementation studies have been essential for persuading the steel mill owners to adopt the new technology.

The Scaling-up Fund also revealed just how critical partnerships are from the outset. Partnerships with government can bring financial sustainability and political commitment and can sometimes attract other donors. Partnerships with private sector can support expansion and financing while civil society can increase awareness and advocacy. In Philippines, five regional hubs were established in Mindanao province comprising community representatives from universities, civil society

▼

In Pakistan, UNDP supported the establishment of 80 legal aid clinics, across all 4 districts, which have been attended by 1200 citizens. These legal aid clinics have filed 118 cases on behalf of vulnerable citizens. Credit: UNDP Pakistan
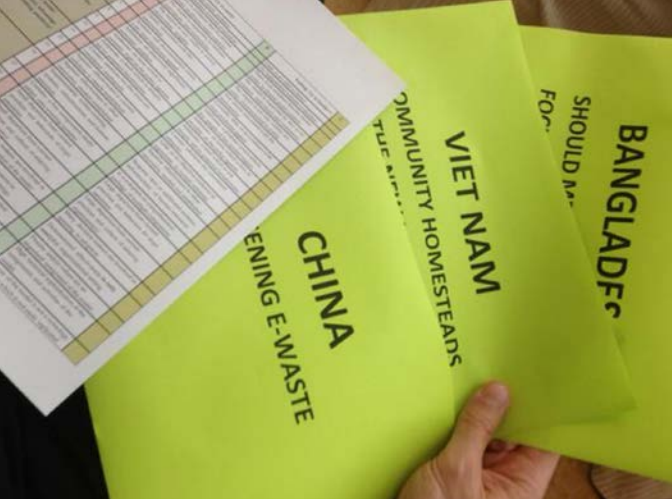
"SCALING UP IS THE PROCESS OF ENSURING COVERAGE, IMPACT AND SUSTAINABILITY OF A DEVELOPMENT INNOVATION"

- Nicholas Rosellini, Deputy Regional Director, RBAP, UNDP Innovation Summit, Bangkok, 28 November 2014

organisations, the private sector and elsewhere, to feed into policy and planning on water governance issues.

In China, where the Government's aid budget has continued to expand in 2013-14, UNDP has supported efforts to improve livelihoods and promote economic and social development through its South-South cooperation. In so doing, UNDP has provided policy advice on China's foreign aid, the role of think tanks and civil society organisations in development assistance and engagement in global issues to enhance development effectiveness. UNDP's work with China on substantive, concrete trilateral projects progressed strongly in 2013-2014, with the launch and implementation of the second phase of the Cambodia cassava trilateral, funded partly by the Chinese Government. UNDP offices in China, Ghana

and Zambia also formulated two four-year projects in 2013 for the effective transfer of renewable energy knowhow from Beijing, with support from Denmark. Trilateral cooperation projects likewise were designed with Burundi in renewable energy and Malawi in disaster risk management, both with funding by China. Lastly, disaster risk management was also the theme for a platform for mutual learning among China, Bangladesh and Nepal, launched in January 2013, in collaboration with DfID.

Lastly, the Solutions Exchange, a knowledge sharing and networking forum that allows policymakers to hear directly from specialists, was widely used in Afghanistan in 2013. The new Gender Community of Practice for Afghanistan, co-convened by UNDP and UN Women, more than doubled its membership in its first two months of existence, and by the end of the year had

grown to 228 members from 18 countries and organizations. In addition, the General Directorate of Municipal Affairs, responsible for managing all 153 municipalities in the country, is considering Solutions Exchange members' suggestions for involving the private sector in municipal governance and has started developing public-private partnership policies for 33 provincial and 120 district municipalities. Similarly, ideas from Solutions Exchange members for Afghanistan, located in numerous countries, on ways to mitigate urban pollution from brick factories resulted in the identification of a successful brick-baking technology used in Bangladesh for application in Afghanistan. This is expected to result in far fewer carbon emissions and a reduction in pollution.

CASE STUDY 8

Replication Through South-South Cooperation Offers Wide Scaling-Up Potential

In Beijing in October 2014, a bilateral country-to-country peer exchange event between China and Bangladesh introduced innovative thinking on the provision of social services to the urban poor. Attended by three city mayors, one CEO and a government secretary, the contingent from Bangladesh was interested in how China had provided a range of services to the urban poor. Through the exchange, the Bangladeshi contingent identified areas where they could implement a similar service geared to their own situation.

Some of the South-South exchanges encompassed short-term knowledge sharing and training events, while others involved larger aspirations for replication. For example, UNDP collaborated with the Government of Malaysia in designing and implementing a pilot South-South initiative to strengthen the institutional capacities of 18 anti-corruption agencies, both globally and domestically. This project represents the first joint initiative by UNDP with both the Malaysian Anti-Corruption Commission (MACC) and Malaysian Anti-Corruption Academy (MACA), the key anti-corruption institutions in the country.

▼
The photo shows Bernise Ang, co-founder and Executive Director of Zeroth Labs, who participated in the Dhaka-Beijing exchange.
Credit: UNDP China

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#YouthNDev

UNDP

Empowered lives.
Resilient nations.

Youth Participation
breaking Ethnical, Religious
and economical barriers.

MOVING FORWARD

The new UNDP Strategic Plan 2014–2017 resonates strongly with the priorities of the Asia-Pacific region, the overall vision for which is to eradicate poverty and reduce inequality. Within this overall vision, four development challenges serve as specific priorities for UNDP in Asia-Pacific. **First,** UNDP will continue to support countries to achieve inclusive growth, addressing the unevenness of development across and within countries and across social groups. **Second**, UNDP will support countries to achieve inclusive and effective governance, supporting improved quality of governance systems. **Third**, UNDP will continue to support countries in Asia and the Pacific in achieving gender equality, a critical underpinning to reducing poverty and inequality. **And last but not least**, sustainable, resilient development is a fourth priority, important within the Asia-Pacific region given its vulnerability to conflict and natural disasters induced by climate change and inequality.

Looking ahead, UNDP in the region will also strengthen its capacity at the country and regional levels to support countries in rolling out the post-2015 agenda for Sustainable Development Goals, once these are finalized.

▶ Building on the National Human Development Report 2014, UNDP Sri Lanka together with Colombo Hub of the Global Shapers Community hosted a Social Good Summit Youth Meet-Up. The initiative brought together various partners including young politicians representing the three main parties in Sri Lanka, and created interest in working together to promote active youth engagement. Here, a young participant shares his views at the event. Credit: UNDP Sri Lanka

By building its policy capacity within the region, UNDP seeks over the coming year to demonstrate thought leadership on critical emerging development issues, including urbanization, the impact of extractive industries, social protection, and youth.

To stay relevant in the fast-changing development landscape, UNDP in Asia-Pacific will respond by striving to strengthen partnerships with the countries that it serves, improve accountability for results, and increase efficiency, employing three main approaches:

First, it will build new types of partnerships. The focus will be on implementation of the strategic partnerships signed with China, India and Indonesia and the promotion of South-South cooperation, including through the documentation and sharing of good practices between countries. UNDP will explore deeper engagement with new partners, including the private sector, academia and civil society, and will continue to deepen partnerships with regional institutions. It also will continue to work closely with Government partners to identify sources for financing development programmes.

A **second** organizational priority for UNDP in Asia-Pacific is to improve accountability for results. This means proactively aligning UNDP Country Programmes with the key outputs and priorities of the global Strategic Plan, using a robust method and in-depth consultation for diagnosing any amendments needed. It also means demonstrating more clearly how UNDP's efforts contribute to broader national outcome-level change. This requires improving the collection of evidence for designing, monitoring and evaluating UNDP programmes. Furthermore, it requires improving the quality of programmes, through scaling up innovations and successful pilot projects to achieve broader impact.
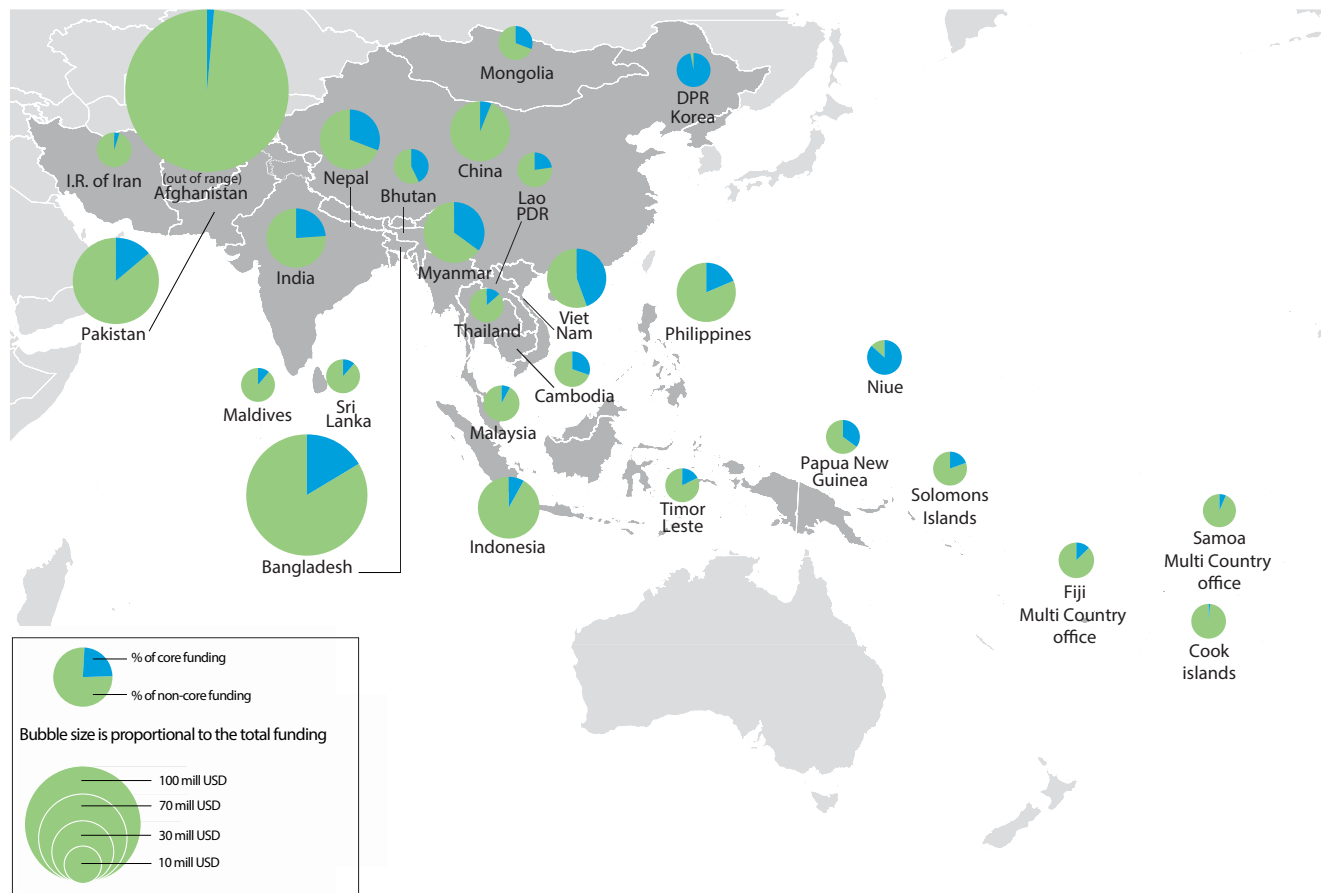
Improving organizational efficiency and effectiveness is the **third** organizational priority for UNDP in Asia-Pacific. Following an in-depth review of the financial sustainability of all 24 Country Offices, the Regional Bureau will the Regional Bureau will focus on improving operational efficiency so as to free up Country Offices to focus on providing substantive services to the countries they serve. UNDP in the region also will explore the wider use of technology, including real-time monitoring tools, to streamline delivery and monitoring, enhance user inputs into programmes, and reduce risk. Lastly, the Bureau will seek to promote a more agile workforce by mapping the expertise throughout the region and creating opportunities for its use across Country Offices.

In India, UNDP's partnership with the Indian Ministry of Environment and Forests and the government of Maharashtra state, with GEF support, has led to significant adoption of sustainable fishing practices, including using devices that limit the fish by-catch. Sustainable livelihood options have been promoted by training more than 100 local snorkeling guides, including on topics such as the significance of the area's biodiversity, thereby increasing incomes as well as awareness among both tourists and the community. Local communities are also conserving the highly endangered Olive Ridley turtle, which has seen a fivefold increase in nesting areas protected by villagers between 2011 and 2013. Credit: Prashanth Vishwanathan/ UNDP India
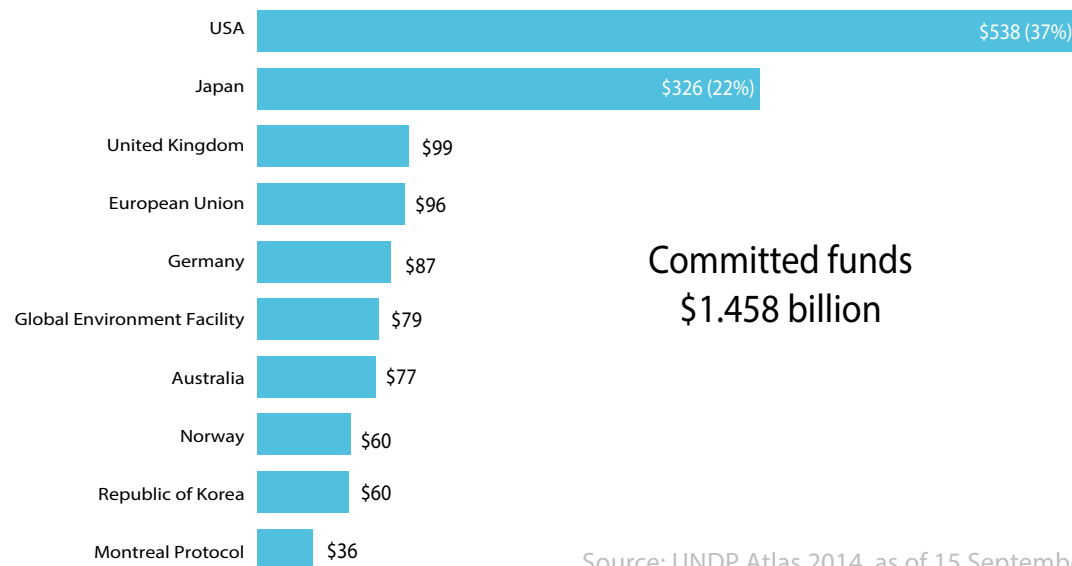
RESOURCES

Figure 13: Resources, 2013-2014

Mongolia
DPR Korea
I.R. of Iran
(out of range) Afghanistan
Nepal
China
Bhutan
Lao PDR
Pakistan
India
Myanmar
Viet Nam
Philippines
Thailand
Niue
Cambodia
Maldives
Sri Lanka
Malaysia
Papua New Guinea
Solomons Islands
Timor Leste
Indonesia
Samoa Multi Country office
Fiji Multi Country office
Cook islands
Bangladesh

% of core funding
% of non-core funding
Bubble size is proportional to the total funding
100 mill USD
70 mill USD
30 mill USD
10 mill USD

Map data source(s):
Source: Atlas, Expenditure using commitments as of 15 september

Map Source: United Nations Cartographic Section

Disclaimers:
The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
Dotted line represents approximately the Line of Control in Jammu and Kashmir agreed upon by India and Pakistan.
The final status of Jammu and Kashmir has not yet been agreed upon by the parties.

**FIGURE 14: Top donors to UNDP Asia-Pacific**
IN MILLIONS OF U.S. DOLLARS

Donor	Amount
USA	$538 (37%)
Japan	$326 (22%)
United Kingdom	$99
European Union	$96
Germany	$87
Global Environment Facility	$79
Australia	$77
Norway	$60
Republic of Korea	$60
Montreal Protocol	$36

Committed funds
$1.458 billion

Figure 15: Expenditure in UNDP Asia-Pacific, 2008-2013
IN U.S. DOLLARS
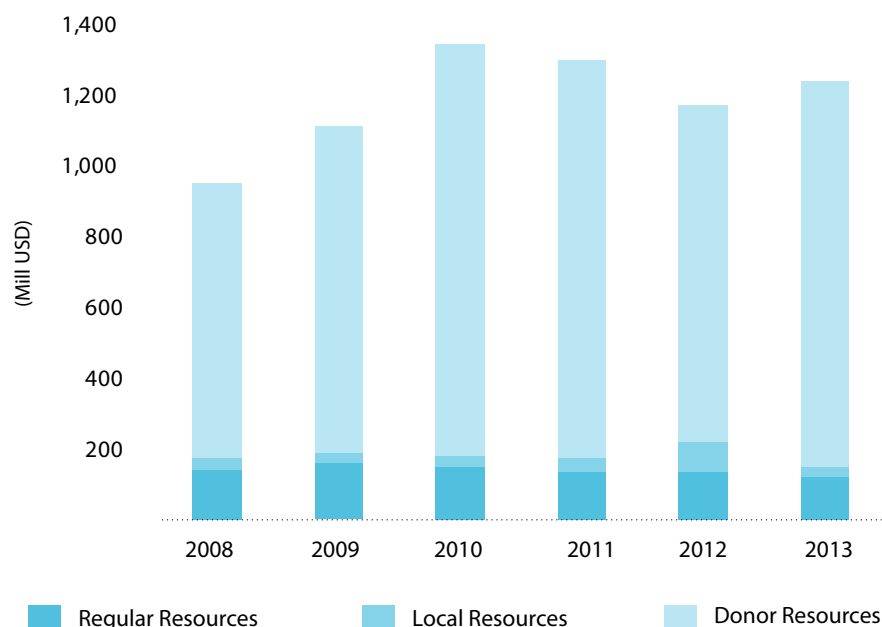
Source: UNDP Atlas 2008-2013, Annual report of the Administrator Statistical Annex for years 2008 – 2013

Figure 16: UNDP Expenditure by Region, 2013
IN U.S. DOLLARS
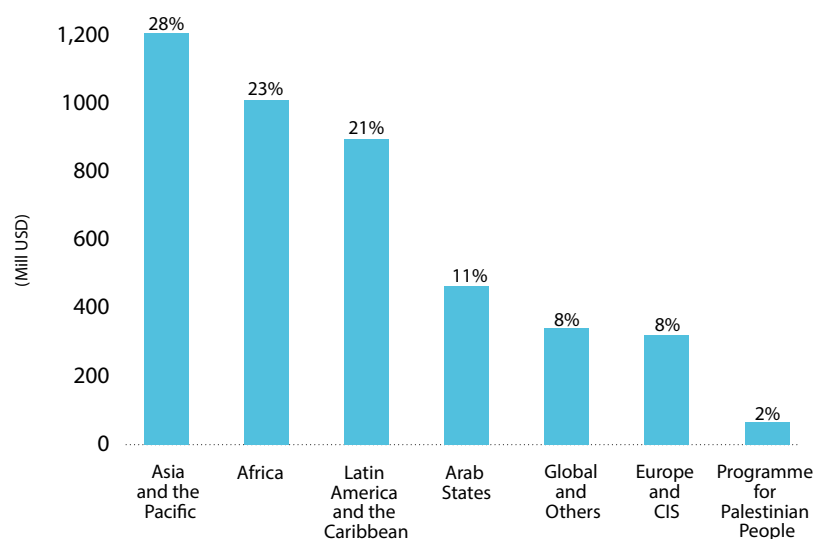
Source: UNDP Atlas 2014, Financial report and audited financial statements for the year ended 31 December 2013. A/69/5/Add.1

Figure 17: Government Cost-Sharing in 2013-2014
IN MILLIONS OF U.S. DOLLARS

Country	Value
India	$16.5
China	$12.1
Afghanistan	$1.7
Pakistan	$1.4
Nepal	$1.0
Malaysia	$0.9
Iran	$0.4
Timor Leste	$0.2
Mongolia	$0.2
Viet Nam	$0.18
Others	$0.09
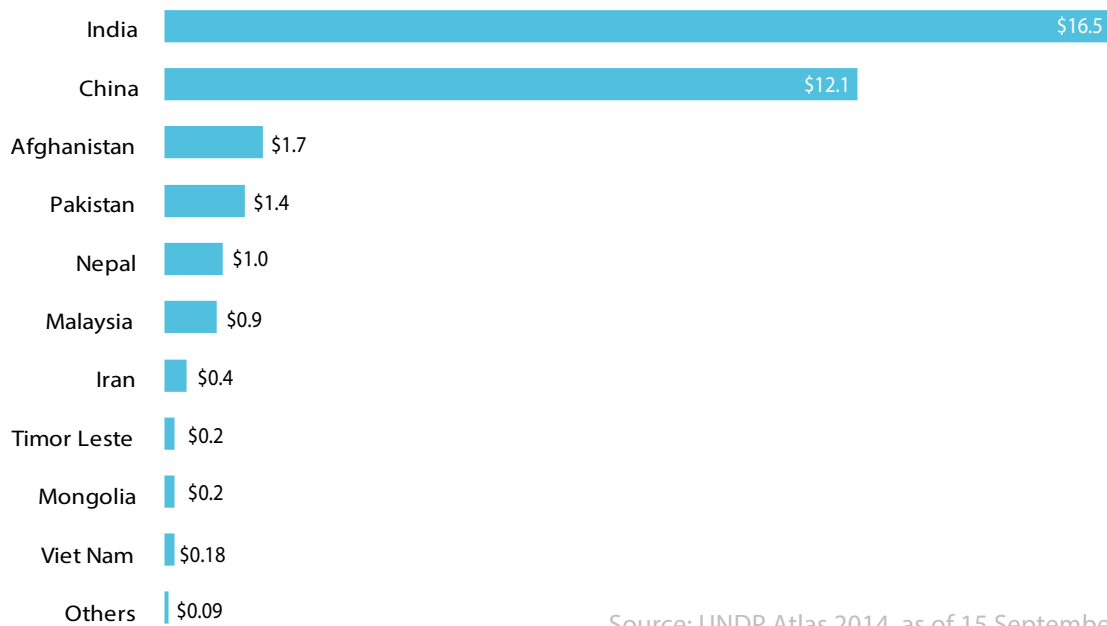
Source: UNDP Atlas 2014, as of 15 September

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ACRONYMS AND ABBREVIATIONS

DRR	Disaster Risk Reduction
GBV	Gender Based Violence
GEF	Global Environment Facility
LOTFA	Law and Order Trust Fund for Afghanistan
MAF	MDG Acceleration Framework
MEDEP	Micro-Enterprise Development Programme, Nepal
MDG	Millennium Development Goal
MIC	Middle Income Country
PFIP	Pacific Financial Inclusion Programme
POPs	Persistent Organic Pollutants
RBAP	Regional Bureau for Asia-Pacific
REDD	Reduce Emissions from Deforestation and Degradation
SSC	South-South Cooperation
UNCDF	United Nations Capital Development Fund
UNCAC	United Nations Convention Against Corruption
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific

In 2013-14 in Vietnam, under the Poverty Reduction Policies Project co-financed by Irish Aid, UNDP and its partners have supported over 11,500 poor women and men from 18 ethnic minority groups to actively participate in community meetings where they discuss problems, define solutions and plan development of their communities. They also participate in training programmes that have equipped them with new skills to improve their livelihoods.

ACKNOWLEDGEMENTS

ENDNOTES

1. Human Development Report: Gender Inequality Index, 2012, 2013. Gender inequality appears to have increased in Southeast Asia, while is has fallen in East and South Asia between 2012 and 2013.

2. According to the International Monetary Fund, average GDP growth for developing Asia stood at 6.6% in 2013 and 6.4%, as of April 2014.

3. In 2013, National Human Development Reports were launched for China and Philippines. In 2014, as of September, NHDRs were launched in Maldives, Malaysia, Nepal, Thailand and Sri Lanka. Before the end of the year, further NHDRs will be launched in Viet Nam, Cambodia and Papua New Guinea.

4. Key achievements of the first 12 years of the MEDEP programme, Narma Consultancy, "Impact Assessment of Micro-Enterprise Development Programme," November 2010.

5. Asian Development Bank, The Social Protection Index: Assessing Results for Asia and the Pacific, June 2013.

6. Bangladesh, Bhutan, China, India, Pakistan, Samoa, Timor-Leste.

7. Studies have shown that this type of initiative has the potential not only to succeed in increasing overall school enrolment of children from poorer households, but also to close the gender gap in education, thereby enhancing young women's prospects in the labour market. N. Kabeer, in Prayas, "Towards Improved Social Protection in India," Issue 7, February 2012.

8. According to the United Nations Environment Programme (UNEP), rising temperatures and extreme weather events have contributed to the loss of crop yield in many countries. Sea-level rise is likely to result in significant losses of coastal ecosystems and put nearly 1 million people along the coasts of South and Southeast Asia at risk. Diarrheal disease associated with climatic changes also will put many lives at risk in South and Southeast Asia. In addition, greenhouse gas emissions from a number of Asia-Pacific countries are large already and are expected to grow significantly if no actions are taken to curb emissions.

9. UNDP Asia-Pacific Regional Human Development Report 2008, Tackling Corruption, Transforming Lives.

10. The World Bank's database on global indicators of governance measures six components of governance: government effectiveness, control of corruption, political stability, regulatory quality, rule of law, and voice and accountability. The database includes data for 31 UNDP programme countries in Asia-Pacific. Across the region, on average, indicators for government effectiveness, regulatory quality, rule of law, and voice and accountability all declined between 2000 and 2012. Control of corruption and political stability were largely unchanged.

11. Asian Development Bank, Empowerment and Public Service Delivery in Developing Asia and the Pacific, April 2013.

12. This figure excludes expenditures on the Law and Order Trust Fund for Afghanistan (LOTFA).

13. The evaluation goes on to say "… Many of [UNDP's] projects have resulted in the creation of physical, financial, human and social capital… In all the districts and areas where UNDP has had community-based interventions, there has been progress in terms of mobilizing communities, restoring public and private goods, reinvigorating and strengthening livelihoods."

14. UNESCAP/UNISDR Asia-Pacific Disaster Report 2012, Reducing Vulnerability and Exposure to Disasters.

15. World Bank, Strong, Safe and Resilient – A Strategic Policy Guide for Disaster Risk Management in East Asia and the Pacific, 2013

16. Together these two disasters account for about 12,000 deaths.

17. The emerging UNDP innovation framework was crystallized in the Innovation for Development inaugural conference that took place in Budva, Montenegro, in 2013.

18. Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu.

"We are getting fit for purpose to implement the post-2015 development agenda by adjusting our systems to encourage innovation and investing in technologies that connect people and accelerate development progress."

Helen Clark
UNDP ADMINISTRATOR