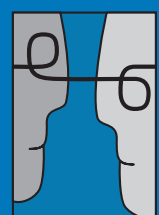
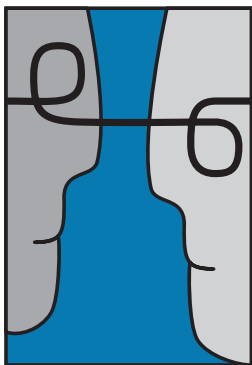


Compendium of RBAP Country Office “Good Practices”

Exhibited at the UNDP Asia Pacific
Internal Knowledge Fair,
April 2005



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KNOWLEDGE FAIR
April 27, 2005
Bangkok



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April 27, 2005
Bangkok

Compendium of RBAP Country Office “Good Practices”

Exhibited at the UNDP Asia Pacific
Internal Knowledge Fair,
April 2005

This compendium was compiled from unedited entries of the participating COs on the Knowledge Fair website. It is intended as an informal document providing an overview of all the CO good practices displayed at the fair for general reference only. This is the second version of the original version distributed at the fair. This version includes the good practice submissions from Mongolia, Sri Lanka, Myanmar and Papua New Guinea. This version has also been revised for style and font and also includes the indications of the award winning country offices.

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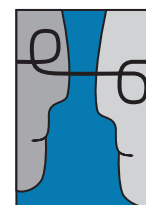
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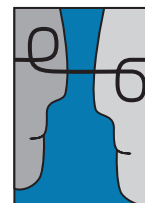
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About the Asia-Pacific Knowledge Fair

Knowledge fairs, with their dynamic and interactive people-to-people and marketplace approach, can readily stimulate new ideas, effectively capture good practices and make the exchange of knowledge more engaging. An Asia-Pacific UNDP-internal Knowledge Fair was organized in Bangkok from 27-29 April 2005 as part of the broader region-wide meetings organised for UNDP representatives (Resident Representatives and Deputy Resident Representatives) from Asia-Pacific's 25 UNDP Country Offices, which took place from 27 April to 2 May 2005.

The Asia Pacific Knowledge Fair was a pilot effort, and featured those practices based at the Regional Centre in Bangkok (Governance, Energy and Environment, Crisis Prevention and Recovery, Cross - cutting practices: including Gender and Capacity 2015, ICT4D as well as the Management Practice) and also those based in the Regional Centre in Colombo (HIV-AIDS, Poverty/MDGs, Trade and Investment). The fair featured "good practices" from 24 UNDP Country Offices in the Asia Pacific, as well as a broad selection of global and regional knowledge products.

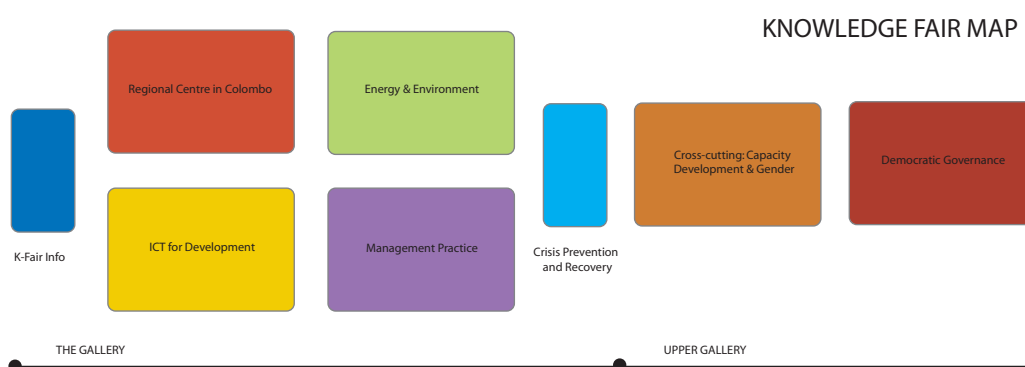
The objectives of the Asia-Pacific UNDP-internal Knowledge Fair were to:

- Stimulate CO-CO exchange of knowledge—sharing of country level development knowledge and experiences across countries
- Strengthen the practices in the region—improving the strategic focus and quality of the practices
- Convey CO needs to regional centres—improving regional centres' understanding of country level and client CO needs for better-tailored regional centre services and work planning
- Highlight available regional centre services—enhancing client understanding of services and products available from regional centres

The CO "Good Practice" Marketplace game

To stimulate interaction among participants and support knowledge management related activities in Asia and the Pacific, a CO "Good Practice" Marketplace game was organized. The game operated as an interactive marketplace, where Country Office "Good Practices" were bought and sold with specially created knowledge cheques. The COs who received the most knowledge cheques by the end of the Knowledge Fair were the winners of the game and awarded cash prizes to be used for knowledge management related activities in their country.

Like any trade fair or marketplace, the Asia-Pacific Knowledge Fair had dedicated spaces or stalls to exhibit different types of knowledge and resources. These were based on UNDP's practice areas of Crisis Prevention and Recovery, Energy & Environment, Governance, and Management practice. The Fair also featured stalls from the Regional Centre in Colombo and in select cross-cutting areas.



Each Country Office in Asia and the Pacific was requested to identify and share its 'good practices' in the above-mentioned practice areas. While it was recognised that some of the Good Practices had relevance to more than one practice area, organising them by booth helped facilitate the accessibility of knowledge products for participants. Only two Good Practices per country were included in the Marketplace Game as indicated later. However, all Good Practice submissions - including those not included in the Marketplace Game - were displayed at the Knowledge Fair and are included in this Compendium. This compendium was compiled unedited from entries on the Knowledge Fair website.

Awards in the CO “Good Practice” marketplace game

Congratulations to the winners of the Marketplace Game. In addition to the main awards for the first three places (of 20,000, 10,000 and 5,000 USD), there were 3,000 USD awards for four Special Awards and special recognitions for three “Pearls of Knowledge”. A full list of buying and selling can be found in the appendix.



First Place (20,000 USD) – receiving 8 cheques:

Strengthening Access to Justice and the Rule of Law Project
INDONESIA (pp 54)



Second place (10,000 USD) – receiving 6 cheques:

Adopt-an Island
MALDIVES (pp 62)



Third place (5,000 USD) - receiving 5 cheques:

Three-way tie: each Good Practice receiving \$5,000 each.

Building Bridges of Confidence and Opportunity for Development
BANGLADESH (pp 32)

M&E at the click of a mouse
BHUTAN (pp 35)

E-Registry
VIETNAM (pp 91)



Special Awards for CO good practices (3,000 USD each)

Awarded by the Committee of Knowledgeables

Best design/packaging:

Bridging the Gap: Knowledge Products on Governance
PHILIPPINES (pp 75)

Ease of replication elsewhere:

Governance and E-Documentation
LAO PDR (pp 58)

Best use of “local/traditional” knowledge:

MDG Advocacy Through Arts and School
FIJI (pp 45)

Best perceived development impact:

Forearmed for Surviving Natural Disasters
INDIA (pp 47)



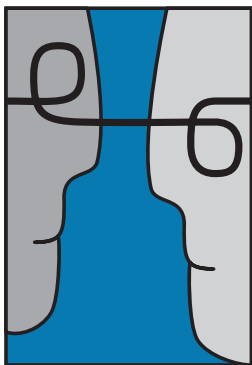
Pearls of Knowledge

Awarded by the Committee of Knowledgeables

Cash for Trash
BANGLADESH (pp 34)

A2J Community of Practice in Asia-Pacific

Community Managed Rural Energy Systems
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Indices: RBAP Country
Offices “Good Practices”
Listed by Practice Booth &
Country



Index 1: RBAP Country Offices “Good Practices” Listed by Practice Booth

CRISIS PREVENTION AND RECOVERY

INDIA

Forearmed for Surviving Natural Disasters - FOR SALE

In the wake of the tsunami, the success of the UNDP-piloted Community-based Disaster Preparedness (CBDP) approach was witnessed in the Samiyarpettai village in the state of Tamil Nadu. The fatalities in Samiyarpettai were far less compared to the adjoining villages as the villagers were well trained in emergency survival and management. “Many more of us would have been killed had we not done what we were trained for,” said Chandiran, one of the survivors.

INDONESIA

Joint UN Agency response to the immediate humanitarian needs of the tsunami affected Acehnese
OCHA, UNDP, UNAIDS, UNICEF, WFP, WHO, UNFPA, IOM and UNHCR joined together in mutual collaboration to facilitate the effective and efficient mobilisation of EUR 13 000 000 generously provided by the Government of the Kingdom of the Netherlands for immediate life saving activities in the disaster hit regions of Aceh province.

IRAN

Community-Based Information Management for the Quake-Stricken People in Bam - FOR SALE

An initiative intended to empower the earthquake-affected communities through enhanced access to information resources on disaster recovery and reconstruction programmes and projects using information, communication and technologies for participatory recovery and reconstruction planning.

LAO PDR

Resource Mobilisation and Advocacy: a true partnership - FOR SALE

Through the establishment of a local Trust Fund (UNDP: Lao UXO Trust Fund), an active advocacy policy and the development of true ownership of all stakeholders the UNDP CO in Lao has been able to mobilise USD\$30 million over the last 8 years in support of UXO activities.

MALAYSIA

Rebuilding the shattered lives and livelihoods of Malaysia’s tsunami victims: UNDP making a difference - FOR SALE

A Country Office produced 5-minute photo-essay video that vividly demonstrates results, advocates UNDP’s role in rebuilding livelihoods of poor communities in a post-Tsunami crisis setting, and supports resource mobilisation.

SRI LANKA

‘From Floods to Tsunami. Disaster - An opportunity’ Sustained engagement in disaster risk management at local level leading to national policy dialogue - FOR SALE

Using support received from UNDP India during May 2003 Floods as an opportunity, UNDP Sri Lanka has built a pool of Sri Lankan National Volunteers to work at local level and this sustained engagement in local level DRM has lead to national policy dialogue

THAILAND

Operation Coral Reef Cleanup - FOR SALE

Through the Thai government, this program ensures the continued vitality of Thailand’s fishing and tourism industries damaged by the December 26 tsunami. The program brings together local and foreign volunteers to repair damaged reefs and plans for the future of Thailand’s coastal environment.

CROSS-CUTTING, CAPACITY DEVELOPMENT AND GENDER

MYANMAR

Choice and Voice for all: Community, Governance and Women's Empowerment in Myanmar - FOR SALE

Issues of poverty alleviation, governance and gender equity are inextricable; therefore, they must be part of a coherent model. Self Reliance Groups incorporate gender issues into the community development and by giving voice to the women, the entire village benefits.

PHILIPPINES

Samar Island Caravan: Catalyzing Stakeholder Participation for Environmental Governance - FOR SALE

The Samar Island Caravan is a multi-sectoral advocacy and consensus building process that supported community-driven interest of deterring mining activities in the protected area and engaging other partners to support and elevate the advocacy to the level of national agencies

DEMOCRATIC GOVERNANCE

AFGHANISTAN

From the Aid Coordination to the National Budget – A Giant Step Forward - FOR SALE

The project evolved from a small, but well-defined aid coordination activity to a comprehensive National Budget – an instrument that contributes to the formation of development policy of the state.

BANGLADESH

Building Bridges of Confidence and Opportunity for Development - FOR SALE

The Chittagong Hill Tracts, lying in the southeast corner of Bangladesh, has a long history as an exclusive indigenous area (with 12 tribal groups) that erupted in conflict in the early 1970s over Government-sponsored 'settlement' policies which created a Bengali majority and resulted in land grabbing that led to tribal insurgency and 25 years of conflict. The CHT Peace Accord of December 1997 recognized partial autonomy of the region, including new decentralized governance structures (a Ministry of CHT Affairs, a CHT Regional Council, and three Hill District Councils unique in the country), and called for democratic elections to these institutions, a resolution of the land disputes through a Land Commission, and a withdrawal of the 530+ Army Camps into 6 Cantonments. Unfortunately, the Accord was not honored by a splinter tribal party, which has since violently fought against those who signed the Accord, and equally, has not been honored or implemented in any significant manner by the Government (either political party). In this context, UNDP foresaw a potentially significant role to 'facilitate' the building of trust between peoples, local institutions and Government, focused on development opportunity rather than political issues.

CAMBODIA

Capacity Development from the Ground-Up: Cambodia's Seila Program - FOR SALE

The Seila Program, from the word foundation stone in Khmer, aims at alleviating poverty through strengthening local governance. It has made a successful transition from a rehabilitation/post conflict project (1992-1995), to providing the single largest core support for the implementation of the decentralization reform programme in Cambodia (1996-2005).

CAMBODIA

Justice at Hand - Cambodians get a say in the reform of the National Justice system

The most comprehensive collection of first hand accounts on existing formal and informal justice systems in Cambodia.

CAMBODIA

Too Many Cooks Spoil the Broth! - S&H and Aid Coordination in Action - FOR SALE

In line with the OECD/DAC harmonization process, and the UNDG harmonization process among UN agencies,

the UN System in Cambodia and donors have come together with the Royal Government of Cambodia in a unique effort to forge partnerships and joint initiatives.

CHINA

Promoting UN conventions for human rights and integrity in governance - FOR SALE

Within the framework of key UN conventions and international norms, UNDP is supporting China to align its legislation and practices for better human rights protection and integrity in governance.

INDIA

"Bringing voice to voiceless" - FOR SALE

Kunjla Panchchi Kutchji is a popular community radio programme that UNDP supported in the low-literacy area of Kutch in Gujarat, India. The success of the initiative has helped UNDP lobby successfully for a liberal Community Radio Policy for the country.

INDONESIA

Building Partnerships for Development

UNDP is supporting the formulation of a Development Framework for the region of Papua. Through a process of meaningful engagement with local partners, UNDP is building sustainable partnerships for development.

INDONESIA

Peace and Development Analysis: A Multi stakeholder, participatory planning process for peace building in Indonesia

The "Peace and Development Analysis" (PDA) has been a comprehensive exercise to integrate conflict and peace factors into UNDP's strategy and project planning at national and sub-national levels in post-conflict environments. The PDA is based on UNDP's global conflict analysis methodology developed by the BCPR, and was adapted to address the specific Indonesian country context.

INDONESIA

Strengthening Access to Justice and the Rule of Law Project in Indonesia - FOR SALE

Utilizing a rights-based approach, the project aims to improve access to justice for disadvantaged people. To ensure sustainability, the project strongly focuses on capacity development of local partners to work on access to justice activities in predominantly conflict affected regions.

INDONESIA

Voting for the future: Supporting free and fair elections - FOR SALE

Coordinating international assistance and developing local capacity for democratic elections.

LAO PDR

Governance and E-Documentation: Practicing what we Preach - FOR SALE

Transparency and disclosure of information in the public domain is one of the important elements of good governance. This is often the kind of advice most UNDP country offices impart to national governments to assist them in participatory decision-making and facilitating greater accountability and service delivery to citizens (clients). Paradoxically, it appears that few country offices manage to fully practice what they preach, in terms of making the extra effort to disclose and share useful (and often difficult to obtain) information about ongoing programmes, projects, budget allocations, partners, and background policy and legal texts which could be accessed by not only UNDP (internal) staff, but also by all interested (external) parties.

MONGOLIA

'Localising the MDGs: Country Specific Targets and Mongolia's New 9th Goal on Democratic Governance' - FOR SALE

Mongolia has firmed up through a legislative act its commitment to the Millennium Development Goals (MDGs), with its Parliament adopting a new ninth goal -- fostering democratic governance, strengthening human rights and zero tolerance for corruption. This legislation gives an opportunity to align the national development policies with the vision and strategies agreed upon in the Millennium Declaration from which the MDGs are emanated.

NEPAL

Mediation: A Better Option for Dispute Resolution - FOR SALE

The Access to Justice Programme introduced mediation in court cases for the first time in the legal history of Nepal. The aim of the programme is to facilitate mediation practices in community and courts so that a vast majority of rural people can have access to justice especially during conflict situation.

PAKISTAN

Social audit of governance and delivery of public services - FOR SALE

The social audit process aims at informing policy makers at district, provincial and federal levels about the state of devolution.

PHILIPPINES

Bridging the Gap: Knowledge Products on Governance Volumes 1-10 - FOR SALE

Bridging the Gap: Knowledge Products on Governance (Volumes 1-10) brings into the mainstream innovative, nationally owned products and practices generated by our partners and stakeholders under the UNDP Governance Portfolio Programme from 2001-2004. It is a celebration of breakthroughs in innovative approaches and practices as critical inputs to the governance reforms in the country.

SAMOA

Justice For All

The Assisting Communities Together (ACT) project was co-funded by UNDP and the Office of the High Commissioner for Human Rights in Geneva. The project resulted in a good collaboration between 2 UN agencies, the Government of Samoa and the Samoa Umbrella of Non Governmental Organization (SUNGO). The execution was originally with UNDP but was handed over to the SUNGO office in the hope to increase SUNGO's capacity building in project management. UNDP's involvement with NGO's was a great significance in this project.

TIMOR LESTE

Introducing post-graduate training for future justice agents - FOR SALE

UNDP Timor-Leste has helped introduce standardized, post-graduate, professional training for candidates judges, prosecutors and public defenders.

TIMOR LESTE

Uniting the Justice System behind a Common Plan - FOR SALE

UNDP Timor-Leste has united the justice sector institutions – government, judiciary and prosecution service – behind a common plan, allowing for coherent justice system development in the early, formative years under a national owned mechanism called Council of Coordination.

VIETNAM

Access to Justice in Viet Nam – A survey from a people's perspective - FOR SALE

The survey was commissioned by UNDP with the hope that it could bring out additional, valuable information on people's awareness and perceptions of, as well as access to, existing judicial institutions and channels of legal information.

ENERGY AND ENVIRONMENT

BANGLADESH

Cash for Trash: Community-based Urban Solid Waste Management in Dhaka

A unique public-private partnership model which considers waste as a resource. The model demonstrates the financial viability of small-scale labour-intensive composting systems (3 tonnes capacity) with US\$ 8,800 as capital investment and payback period 23 months. This model has created jobs for the urban poor specially women, saved the waste management cost of municipal authorities and created new business opportunity for entrepreneurs.

CHINA

Energising China - FOR SALE

The China End Use Energy Efficiency Project is a 12-year umbrella programme to foster a strategic approach to developing and implementing a comprehensive and effective energy conservation policy and regulatory system and to removing institutional, technical, financial and information barriers to the widespread application of energy efficiency improvement in the major energy consuming sectors.

MALAYSIA

Achieving Zero Chloro-Flouro-Carbons (CFC): smart partnerships - FOR SALE

Smart partnerships have been forged between key stakeholders through the provision of technical and financial support, which has enabled local companies to market CFC-free products globally.

MONGOLIA

Straw Bales Make Houses Warmer in Mongolia - FOR SALE

The first straw bale house was built in Mongolia a decade ago. Since then, a number of trials have been initiated and progressively the design has improved, with corresponding level of gradual acceptance by individual consumers as energy efficient, money- saving and the most affordable construction technology available in Mongolia, as promoted by "Commercialization of Super-Insulated Buildings" project.

NEPAL

Community Managed Rural Energy Systems: Technology and social capital at work for rural development and livelihood strengthening in the remote hills of Nepal - FOR SALE

The System promotes clean, renewable, and locally appropriate energy technologies in remote areas. Communities are empowered, rural energy policy and institutional capacities developed, and financing/ implementation partnership operationalised. Issues of poverty reduction, gender empowerment, vulnerability, governance and environmental sustainability are addressed.

PAKISTAN

Building and Construction Improvement Programme-BACIP, Entrepreneur Training & Development. (ETD) - FOR SALE

Thermal efficient housing and living conditions improvement products and techniques for mountain communities in Pakistan.

RO KOREA

Environment-Friendly Agriculture in ROK - FOR SALE

Support for Integrated Pest Management (IPM) and Environment-friendly Agriculture (EFA) in ROK has had significant impact on policy formulation and new paradigm for environmental issues in agriculture by providing training over 10,000 farmers and over 600 guidance officers nation wide in its use.

SAMOA

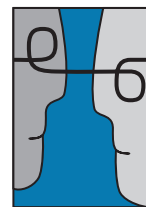
Batman to the Rescue - FOR SALE

Niue was devastated by Cyclone Heta. In addition to infrastructure damages, the natural environment was also particularly affected. Specifically, the flying foxes, pigeons and the avifauna of Niue were highly affected as their habitats were destroyed by the cyclone. Further, there was no food for these animals as all the fruit trees were damaged. In a response to save the birds, pigeons and in particular the flying foxes, a local environmentalist with the assistance of the UNDP-GEF Biodiversity project assisted by feeding the birds and the bats with fruit cans. It was the best available alternative at a very critical time.

SAMOA

Champions

The profiling of champions is a mini-programme within the overall regional programme currently executed through the Secretariat of the Pacific Regional Environment Programme and covers 14 Pacific Island Countries. It entails advance ownership by local champions to managing resources, specifically improving the management of waste, water and coastal fisheries. By profiling local champions, communities are made aware of a leader in



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resource management who they can easily identify with and thus, improve the working relationship with other local resource users in managing the resource. The champion programme aims to award outstanding person(s) who are making a positive contribution to sustainable management of resources.

SAMOA

Headless Chicken Running

The lessons learned from the NBSAP framework can be applied to improve other national plans that very often seem unsustainable and uncoordinated. The use of strategies within other national plans to achieve desired outcomes is lacking and absent in most PICs, a condition symptomatic with “headless chicken” running in an uncoordinated fashion and in all directions. In this practice, the UNDP CO in Samoa is leading the charge in advising countries to be strategic by mirroring the format of the NBSAP process when preparing other national environment plans and strategies.

SAMOA

Opening The Box - FOR SALE

UNDP CO in Samoa has initiated “Opening the Box” support to countries implementing GEF funded projects by introducing streamlining of project funds to maximize on cross-cutting benefits. This greatly improves the inter-relationship of all GEF focal areas by building partnership on substantive gains that creates availability of funds for other priority areas. Namely, projects such as NBSAP, POPs and NAPA are cooperating together to co-finance related activities beneficial to all three such as procurement of office equipment, uses of equipment, establishing the Ministry’s website etc. This evidently gives rise to the thinking outside the box where projects funds are normally managed separately from each other given that the three GEF focal areas are housed in different Ministries. In the case of Samoa, these projects are all accommodated in the Ministry of Natural Resources, Environment and Meteorology and thus provides for the opportunity to streamline funds.

SAMOA

South-South Cooperation

In strengthening south-south cooperation among Pacific Island Countries, UNDP CO in Samoa strongly encourages sharing of resources and knowledge across borders irrespective of their LDC or SIDS status. UNDP strives to use opportunities by negotiating with countries to share resources and technical expertise made available to LDC and/or SIDS countries by UN agencies and funds. In this case, UNDP CO in Samoa negotiated the participation of Niue’s POPs Team to the upcoming UNITAR training for the development of POPs National Implementation Plans (NIP). In addition, the Technical Cooperation between Developing Countries (TCDC) fund by UNDP and donors provided the opportunity for practical attachments by Policy Analyst and Planners for the Governments of Niue and Cook Islands to exchange valuable knowledge between countries experience in national planning, aid coordination and resource allocation as a viable means to advance MDG achievements.

ICT FOR DEVELOPMENT

BHUTAN

ICT4D “Are you with IT?”

It was only five years ago, when the Royal Government of Bhutan started to provide people with access to information technologies (TV and Internet) and make ICT4D as an integral part of the national development strategies. Since its initial stage of IT introduction, UNDP has been a leading partner of the Government in its ICT related policy formulation and its implementation at the various levels. ICT in Bhutan is still in its early stage of development, but the Government with UNDP support is very much convinced of the potential and needs for ICT4D for equitable and human development of the people and communities of Bhutan.

MANAGEMENT PRACTICE

AFGHANISTAN

Partnership for Private Sector Development, Afghan Business Center – Staff Empowerment in Delivery of BDS Services - FOR SALE

Equal treatment and setting expectations high for all consultants inspires performance and dedication to the Team. Team work and active involvement - Capacity building from the bottom up.

BHUTAN

M&E at the click of a mouse - FOR SALE

The UNDP-Bhutan M&E Panel is an electronic instrument designed to assemble all planning and M&E related info from national level, through UN system level, down to the UNDP universe.

FIJI

Fiji Multi-country Office Partnership & Client Service Survey: A tool to review and improve the quality and service to clients at the Country Office level. - FOR SALE

In 2003 the Fiji Multi CO management decided to undertake a Partnership and Client Services Survey (PCSS) with the aim to obtain data and feedback on how UNDP's clients and development partners at various levels appraise our role and performance as a CO and international organization.

IRAN

UNDP Iran National Project Directors Forum and NEX Manual - FOR SALE

This is a UNDP CO initiative to streamline NEX as well as to provide a platform for NPDs to converge programmes, share knowledge, exchange experience and raise concerns.

MALDIVES

Adopt-An-Island: Partnerships for Recovery - FOR SALE

The Maldives was among the worst affected countries by the tsunami. Initially the small nation of islands was largely overlooked by the international community, so to raise awareness about the situation in the Maldives, and to broaden fund-raising opportunities beyond the public sector, UNDP Maldives launched Adopt-An-Island.

PAKISTAN

Electronic Document Management System

The objective of EDMS (Electronic Document Management System) is to establish a single digitized repository for all official documents, faxes, letters and emails and it will be a Knowledge Management tool through defining its filing and directory structure according to the UNDP Practice area.

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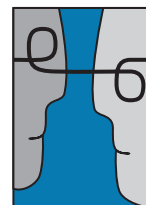
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RO KOREA

Strategic Partnership with Private Sector - FOR SALE

Through the signing of an MOU with the Federation of Korean Industries (FKI), UNDP Korea Office has initiated a partnership with the Korean private sector, and jointly organized a series of events to promote the UN Global



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Compact and Corporate Social Responsibility (CSR). It has been culminated in the first International Conference on CSR in Seoul on 7 April 2005, when more than 350 people from main Korean companies, in addition to governmental and non-governmental organizations, participated to discuss the global and national trends of CSR, the Korean government's response and good practices of selected companies.

VIETNAM

e-Registry - FOR SALE

UNDP Viet Nam's information management software to replace conventional UNDP in-out trays and a portion of hard-copy files by a web-based system.

REGIONAL CENTRE IN COLOMBO

BHUTAN

MDGs for Gross National Happiness - FOR SALE

The achievement of the Millennium Development Goals is only possible through the joint effort of the people, the Government and development partners. In order to stimulate different actors to carry out their responsibility to help Bhutan meet the MDGs by 2015, it was essential to let them know what the MDGs meant and how they could change their lives for the better. Therefore, the drafting of the first MDG Progress Report for Bhutan in 2003 was accompanied by an MDG media

FIJI

MDG Advocacy Through Arts and Schools - FOR SALE

An innovative and entertaining annual event organized with schools and the media using concert performances to raise awareness of the MDGs to the general public.

INDONESIA

Forging Partnerships to Reduce the Incidence of HIV/AIDS in Indonesia

Urgent Action is immediately required for averting a full scale HIV/AIDS epidemic in Indonesia. Using a partnership approach, the program will scale up or expand the national response to HIV/AIDS in Indonesia by involving more stakeholders at the national and provincial and local level. The program involves People Living with HIV/AIDS in collaboration with the government, bilaterals, UN agencies, national and international NGOs, community and private sector.

THAILAND

Thailand MDG-Plus Campaign - FOR SALE

Thailand exemplifies how the MDGs can be adapted and put to good use in a middle-income country that has already achieved most of the MDGs well in advance of schedule. The process to transform the MDGs into a floor instead of a ceiling for human development and ultimate commitment to these adapted goals, known locally as MDG Plus, has made the MDG Plus a mobilizing and agenda-setting theme in Thailand.

Index 2: RBAP Country Offices

“Good Practices” Listed by Country

AFGHANISTAN

From the Aid Coordination to the National Budget – A Giant Step Forward - FOR SALE

The project evolved from a small, but well-defined aid coordination activity to a comprehensive National Budget – an instrument that contributes to the formation of development policy of the state.

Partnership for Private Sector Development, Afghan Business Center – Staff Empowerment in Delivery of BDS Services - FOR SALE

Equal treatment and setting expectations high for all consultants inspires performance and dedication to the Team. Team work and active involvement - Capacity building from the bottom up.

BANGLADESH

Building Bridges of Confidence and Opportunity for Development - FOR SALE

The Chittagong Hill Tracts, lying in the southeast corner of Bangladesh, has a long history as an exclusive indigenous area (with 12 tribal groups) that erupted in conflict in the early 1970s over Government-sponsored ‘settlement’ policies which created a Bengali majority and resulted in land grabbing that led to tribal insurgency and 25 years of conflict. The CHT Peace Accord of December 1997 recognized partial autonomy of the region, including new decentralized governance structures (a Ministry of CHT Affairs, a CHT Regional Council, and three Hill District Councils unique in the country), and called for democratic elections to these institutions, a resolution of the land disputes through a Land Commission, and a withdrawal of the 530+ Army Camps into 6 Cantonments. Unfortunately, the Accord was not honored by a splinter tribal party, which has since violently fought against those who signed the Accord, and equally, has not been honored or implemented in any significant manner by the Government (either political party). In this context, UNDP foresaw a potentially significant role to ‘facilitate’ the building of trust between peoples, local institutions and Government, focused on development opportunity rather than political issues.

Cash for Trash: Community-based Urban Solid Waste Management in Dhaka - FOR SALE

A unique public-private partnership model which considers waste as a resource. The model demonstrates the financial viability of small-scale labour-intensive composting systems (3 tonnes capacity) with US\$ 8,800 as capital investment and payback period 23 months. This model has created jobs for the urban poor specially women, saved the waste management cost of municipal authorities and created new business opportunity for entrepreneurs.

BHUTAN

M&E at the click of a mouse - FOR SALE

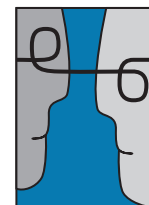
The UNDP-Bhutan M&E Panel is an electronic instrument designed to assemble all planning and M&E related info from national level, through UN system level, down to the UNDP universe.

MDGs for Gross National Happiness - FOR SALE

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ICT4D “Are you with IT?”

It was only five years ago, when the Royal Government of Bhutan started to provide people with access to information technologies (TV and Internet) and make ICT4D as an integral part of the national development



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strategies. Since its initial stage of IT introduction, UNDP has been a leading partner of the Government in its ICT related policy formulation and its implementation at the various levels. ICT in Bhutan is still in its early stage of development, but the Government with UNDP support is very much convinced of the potential and needs for ICT4D for equitable and human development of the people and communities of Bhutan.

CAMBODIA

Capacity Development from the Ground-Up: Cambodia's Seila Program - FOR SALE

The Seila Program, from the word foundation stone in Khmer, aims at alleviating poverty through strengthening local governance. It has made a successful transition from a rehabilitation/post conflict project (1992-1995), to providing the single largest core support for the implementation of the decentralization reform programme in Cambodia (1996-2005).

Justice at Hand - Cambodians get a say in the reform of the National Justice system

The most comprehensive collection of first hand accounts on existing formal and informal justice systems in Cambodia.

Too Many Cooks Spoil the Broth! - S&H and Aid Coordination in Action - FOR SALE

In line with the OECD/DAC harmonization process, and the UNDG harmonization process among UN agencies, the UN System in Cambodia and donors have come together with the Royal Government of Cambodia in a unique effort to forge partnerships and joint initiatives.

CHINA

Energising China - FOR SALE

The China End Use Energy Efficiency Project is a 12-year umbrella programme to foster a strategic approach to developing and implementing a comprehensive and effective energy conservation policy and regulatory system and to removing institutional, technical, financial and information barriers to the widespread application of energy efficiency improvement in the major energy consuming sectors.

Promoting UN conventions for human rights and integrity in governance - FOR SALE

Within the framework of key UN conventions and international norms, UNDP is supporting China to align its legislation and practices for better human rights protection and integrity in governance.

FIJI

Fiji Multi-country Office Partnership & Client Service Survey: A tool to review and improve the quality and service to clients at the Country Office level. - FOR SALE

In 2003 the Fiji Multi CO management decided to undertake a Partnership and Client Services Survey (PCSS) with the aim to obtain data and feedback on how UNDP's clients and development partners at various levels appraise our role and performance as a CO and international organization.

MDG Advocacy Through Arts and Schools - FOR SALE

An innovative and entertaining annual event organized with schools and the media using concert performances to raise awareness of the MDGs to the general public.

INDIA

"Bringing voice to voiceless" - FOR SALE

Kunjai Panchchi Kutchji is a popular community radio programme that UNDP supported in the low-literacy area of Kutch in Gujarat, India. The success of the initiative has helped UNDP lobby successfully for a liberal Community Radio Policy for the country.

Forearmed for Surviving Natural Disasters - FOR SALE

In the wake of the tsunami, the success of the UNDP-piloted Community-based Disaster Preparedness (CBDP) approach was witnessed in the Samiyarpettai village in the state of Tamil Nadu. The fatalities in Samiyarpettai were far less compared to the adjoining villages as the villagers were well trained in emergency survival and management. "Many more of us would have been killed had we not done what we were trained for," said Chandiran, one of the survivors.

INDONESIA

Building Partnerships for Development

UNDP is supporting the formulation of a Development Framework for the region of Papua. Through a process of meaningful engagement with local partners, UNDP is building sustainable partnerships for development.

Forging Partnerships to Reduce the Incidence of HIV/AIDS in Indonesia

Urgent Action is immediately required for averting a full scale HIV/AIDS epidemic in Indonesia. Using a partnership approach, the program will scale up or expand the national response to HIV/AIDS in Indonesia by involving more stakeholders at the national and provincial and local level. The program involves People Living with HIV/AIDS in collaboration with the government, bilaterals, UN agencies, national and international NGOs, community and private sector.

Joint UN Agency response to the immediate humanitarian needs of the tsunami affected Acehese

OCHA, UNDP, UNAIDS, UNICEF, WFP, WHO, UNFPA, IOM and UNHCR joined together in mutual collaboration to facilitate the effective and efficient mobilisation of EUR 13 000 000 generously provided by the Government of the Kingdom of the Netherlands for immediate life saving activities in the disaster hit regions of Aceh province.

Peace and Development Analysis: A Multi stakeholder, participatory planning process for peace building in Indonesia

The "Peace and Development Analysis" (PDA) has been a comprehensive exercise to integrate conflict and peace factors into UNDP's strategy and project planning at national and sub-national levels in post-conflict environments. The PDA is based on UNDP's global conflict analysis methodology developed by the BCPR, and was adapted to address the specific Indonesian country context.

Strengthening Access to Justice and the Rule of Law Project in Indonesia - FOR SALE

Utilizing a rights-based approach, the project aims to improve access to justice for disadvantaged people. To ensure sustainability, the project strongly focuses on capacity development of local partners to work on access to justice activities in predominantly conflict affected regions.

Voting for the future: Supporting free and fair elections - FOR SALE

Coordinating international assistance and developing local capacity for democratic elections.

IRAN

Community-Based Information Management for the Quake-Stricken People in Bam - FOR SALE

An initiative intended to empower the earthquake-affected communities through enhanced access to information resources on disaster recovery and reconstruction programmes and projects using information, communication and technologies for participatory recovery and reconstruction planning.

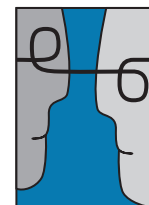
UNDP Iran National Project Directors Forum and NEX Manual - FOR SALE

This is a UNDP CO initiative to streamline NEX as well as to provide a platform for NPDs to converge programmes, share knowledge, exchange experience and raise concerns.

LAO PDR

Governance and E-Documentation: Practicing what we Preach - FOR SALE

Transparency and disclosure of information in the public domain is one of the important elements of good governance. This is often the kind of advice most UNDP country offices impart to national governments to assist them in participatory decision-making and facilitating greater accountability and service delivery to citizens (clients). Paradoxically, it appears that few country offices manage to fully practice what they preach, in terms of making the extra effort to disclose and share useful (and often difficult to obtain) information about ongoing programmes, projects, budget allocations, partners, and background policy and legal texts which could be accessed by not only UNDP (internal) staff, but also by all interested (external) parties.



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Resource Mobilisation and Advocacy: a true partnership - FOR SALE

Through the establishment of a local Trust Fund (UNDP: Lao UXO Trust Fund), an active advocacy policy and the development of true ownership of all stakeholders the UNDP CO in Lao has been able to mobilise USD\$30 million over the last 8 years in support of UXO activities.

MALAYSIA

Achieving Zero Chloro-Fluoro-Carbons (CFC): smart partnerships - FOR SALE

Smart partnerships have been forged between key stakeholders through the provision of technical and financial support, which has enabled local companies to market CFC-free products globally.

Rebuilding the shattered lives and livelihoods of Malaysia's tsunami victims: UNDP making a difference - FOR SALE

A Country Office produced 5-minute photo-essay video that vividly demonstrates results, advocates UNDP's role in rebuilding livelihoods of poor communities in a post-Tsunami crisis setting, and supports resource mobilisation.

MALDIVES

Adopt-An-Island: Partnerships for Recovery - FOR SALE

The Maldives was among the worst affected countries by the tsunami. Initially the small nation of islands was largely overlooked by the international community, so to raise awareness about the situation in the Maldives, and to broaden fund-raising opportunities beyond the public sector, UNDP Maldives launched Adopt-An-Island.

MONGOLIA

'Localising the MDGs: Country Specific Targets and Mongolia's New 9th Goal on Democratic Governance' - FOR SALE

Mongolia has firmed up through a legislative act its commitment to the Millennium Development Goals (MDGs), with its Parliament adopting a new ninth goal -- fostering democratic governance, strengthening human rights and zero tolerance for corruption. This legislation gives an opportunity to align the national development policies with the vision and strategies agreed upon in the Millennium Declaration from which the MDGs are emanated.

Straw Bales Make Houses Warmer in Mongolia - FOR SALE

The first straw bale house was built in Mongolia a decade ago. Since then, a number of trials have been initiated and progressively the design has improved, with corresponding level of gradual acceptance by individual consumers as energy efficient, money- saving and the most affordable construction technology available in Mongolia, as promoted by "Commercialization of Super-Insulated Buildings" project.

MYANMAR

Choice and Voice for all: Community, Governance and Women's Empowerment in Myanmar - FOR SALE

Issues of poverty alleviation, governance and gender equity are inextricable; therefore, they must be part of a coherent model. Self Reliance Groups incorporate gender issues into the community development and by giving voice to the women, the entire village benefits.

NEPAL

Community Managed Rural Energy Systems: Technology and social capital at work for rural development and livelihood strengthening in the remote hills of Nepal - FOR SALE

The System promotes clean, renewable, and locally appropriate energy technologies in remote areas. Communities are empowered, rural energy policy and institutional capacities developed, and financing/ implementation partnership operationalised. Issues of poverty reduction, gender empowerment, vulnerability, governance and environmental sustainability are addressed.

Mediation: A Better Option for Dispute Resolution - FOR SALE

The Access to Justice Programme introduced mediation in court cases for the first time in the legal history of Nepal. The aim of the programme is to facilitate mediation practices in community and courts so that a vast majority of rural people can have access to justice especially during conflict situation.

PAKISTAN

Building and Construction Improvement Programme-BACIP, Entrepreneur Training & Development. (ETD) - FOR SALE

Thermal efficient housing and living conditions improvement products and techniques for mountain communities in Pakistan.

Electronic Document Management System

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Social audit of governance and delivery of public services - FOR SALE

The social audit process aims at informing policy makers at district, provincial and federal levels about the state of devolution.

PAPUA NEW GUINEA

MDGS for Papua New Guinea: Assisting the Government to Draft its First National Millennium Development Goals Report - FOR SALE

In 2004, the UNDP CO Papua New Guinea embarked on the production of the first National Millennium Development Goals Report (NMDGR). The process included the provision of the services of a technical advisor and the set-up of a Technical Working Group responsible for the drafting of the report.

PHILIPPINES

Bridging the Gap: Knowledge Products on Governance Volumes 1-10 - FOR SALE

Bridging the Gap: Knowledge Products on Governance (Volumes 1-10) brings into the mainstream innovative, nationally owned products and practices generated by our partners and stakeholders under the UNDP Governance Portfolio Programme from 2001-2004. It is a celebration of breakthroughs in innovative approaches and practices as critical inputs to the governance reforms in the country.

Samar Island Caravan: Catalyzing Stakeholder Participation for Environmental Governance - FOR SALE

The Samar Island Caravan is a multi-sectoral advocacy and consensus building process that supported community-driven interest of deterring mining activities in the protected area and engaging other partners to support and elevate the advocacy to the level of national agencies

RO KOREA

Environment-Friendly Agriculture in ROK - FOR SALE

Support for Integrated Pest Management (IPM) and Environment-friendly Agriculture (EFA) in ROK has had significant impact on policy formulation and new paradigm for environmental issues in agriculture by providing training over 10,000 farmers and over 600 guidance officers nation wide in its use.

Strategic Partnership with Private Sector - **FOR SALE**

Through the signing of an MOU with the Federation of Korean Industries (FKI), UNDP Korea Office has initiated a partnership with the Korean private sector, and jointly organized a series of events to promote the UN Global Compact and Corporate Social Responsibility (CSR). It has been culminated in the first International Conference on CSR in Seoul on 7 April 2005, when more than 350 people from main Korean companies, in addition to governmental and non-governmental organizations, participated to discuss the global and national trends of CSR, the Korean government's response and good practices of selected companies.

SAMOA

Batman to the Rescue - **FOR SALE**

Niue was devastated by Cyclone Heta. In addition to infrastructural damages, the natural environment was also particularly affected. Specifically, the flying foxes, pigeons and the avifauna of Niue were highly affected as their habitats were destroyed by the cyclone. Further, there was no food for these animals as all the fruit trees were damaged. In a response to save the birds, pigeons and in particular the flying foxes, a local environmentalist with the assistance of the UNDP-GEF Biodiversity project assisted by feeding the birds and the bats with fruit cans. It was the best available alternative at a very critical time.

Champions

The profiling of champions is a mini-programme within the overall regional programme currently executed through the Secretariat of the Pacific Regional Environment Programme and covers 14 Pacific Island Countries. It entails advance ownership by local champions to managing resources, specifically improving the management of waste, water and coastal fisheries. By profiling local champions, communities are made aware of a leader in resource management who they can easily identify with and thus, improve the working relationship with other local resource users in managing the resource. The champion programme aims to award outstanding person(s) who are making a positive contribution to sustainable management of resources.

Headless Chicken Running

The lessons learned from the NBSAP framework can be applied to improve other national plans that very often seem unsustainable and uncoordinated. The use of strategies within other national plans to achieve desired outcomes is lacking and absent in most PICs, a condition symptomatic with "headless chicken" running in an uncoordinated fashion and in all directions. In this practice, the UNDP CO in Samoa is leading the charge in advising countries to be strategic by mirroring the format of the NBSAP process when preparing other national environment plans and strategies.

Justice For All

The Assisting Communities Together (ACT) project was co-funded by UNDP and the Office of the High Commissioner for Human Rights in Geneva. The project resulted in a good collaboration between 2 UN agencies, the Government of Samoa and the Samoa Umbrella of Non Governmental Organization (SUNGO). The execution was originally with UNDP but was handed over to the SUNGO office in the hope to increase SUNGO's capacity building in project management. UNDP's involvement with NGO's was a great significance in this project.

Opening The Box - **FOR SALE**

UNDP CO in Samoa has initiated "Opening the Box" support to countries implementing GEF funded projects by introducing streamlining of project funds to maximize on cross-cutting benefits. This greatly improves the inter-relationship of all GEF focal areas by building partnership on substantive gains that creates availability of funds for other priority areas. Namely, projects such as NBSAP, POPs and NAPA are cooperating together to co-finance related activities beneficial to all three such as procurement of office equipment, uses of equipment, establishing the Ministry's website etc. This evidently gives rise to the thinking outside the box where projects funds are normally managed separately from each other given that the three GEF focal areas are housed in different Ministries. In the case of Samoa, these projects are all accommodated in the Ministry of Natural Resources, Environment and Meteorology and thus provides for the opportunity to streamline funds.

South-South Cooperation

In strengthening south-south cooperation among Pacific Island Countries, UNDP CO in Samoa strongly

encourages sharing of resources and knowledge across borders irrespective of their LDC or SIDS status. UNDP strives to use opportunities by negotiating with countries to share resources and technical expertise made available to LDC and/or SIDS countries by UN agencies and funds. In this case, UNDP CO in Samoa negotiated the participation of Niue's POPs Team to the upcoming UNITAR training for the development of POPs National Implementation Plans (NIP). In addition, the Technical Cooperation between Developing Countries (TCDC) fund by UNDP and donors provided the opportunity for practical attachments by Policy Analyst and Planners for the Governments of Niue and Cook Islands to exchange valuable knowledge between countries experience in national planning, aid coordination and resource allocation as a viable means to advance MDG achievements.

SRI LANKA

'From Floods to Tsunami. Disaster - An opportunity' Sustained engagement in disaster risk management at local level leading to national policy dialogue - FOR SALE

Using support received from UNDP India during May 2003 Floods as an opportunity, UNDP Sri Lanka has built a pool of Sri Lankan National Volunteers to work at local level and this sustained engagement in local level DRM has lead to national policy dialogue

THAILAND

Operation Coral Reef Cleanup - FOR SALE

Through the Thai government, this program ensures the continued vitality of Thailand's fishing and tourism industries damaged by the December 26 tsunami. The program brings together local and foreign volunteers to repair damaged reefs and plans for the future of Thailand's coastal environment.

Thailand MDG-Plus Campaign - FOR SALE

Thailand exemplifies how the MDGs can be adapted and put to good use in a middle-income country that has already achieved most of the MDGs well in advance of schedule. The process to transform the MDGs into a floor instead of a ceiling for human development and ultimate commitment to these adapted goals, known locally as MDG Plus, has made the MDG Plus a mobilizing and agenda-setting theme in Thailand.

TIMOR LESTE

Introducing post-graduate training for future justice agents - FOR SALE

UNDP Timor-Leste has helped introduce standardized, post-graduate, professional training for candidates judges, prosecutors and public defenders.

Uniting the Justice System behind a Common Plan - FOR SALE

UNDP Timor-Leste has united the justice sector institutions – government, judiciary and prosecution service – behind a common plan, allowing for coherent justice system development in the early, formative years under a national owned mechanism called Council of Coordination.

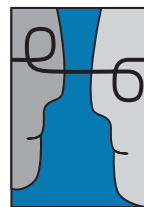
VIET NAM

Access to Justice in Viet Nam – A survey from a people's perspective - FOR SALE

The survey was commissioned by UNDP with the hope that it could bring out additional, valuable information on people's awareness and perceptions of, as well as access to, existing judicial institutions and channels of legal information.

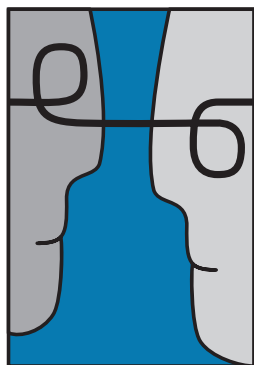
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RBAP Country Office

“Good Practices”



From the Aid Coordination to the National Budget – A Giant Step Forward

AFGHANISTAN



The project evolved from a small, but well-defined aid coordination activity to a comprehensive National Budget – an instrument that contributes to the formation of development policy of the state.

Brief Description:

Why. The project is exhibited as a 'Good Practice' since it managed to build from the scratch the Government's capacity to coordinate an aid flow for the reconstruction of the war torn country and to develop the national budget process as the central coordination mechanism of the government. What. The following key products define the project as the 'Good practice': 1. Donors Assistance Database (DAD). A Government owned and led aid coordination system used by international, national and sub-national partners in the reconstruction process; 2. A Unified National Budget founded on principles of transparency and accountability, emerged from combination of ordinary and development budgets; 3. A national team running grants and loans management and portfolio monitoring and providing professional leadership and support to the Government and its partners; 4. The National Development Framework and the Consultative Group mechanisms established for promoting a consultative process of the Government Programmes' development and implementation, and 5. Coordination of 12 National Priority Programmes of the Government. How. In the course of the project implementation the successful outputs have been achieved due to concrete implementation methods entailing the institutionalization of the methodology and best practices, building national human resources and close partnership and coordination with all the stakeholders. Lessons learned and replicability. The key lesson learned is that in order to achieve successful results of any similar project UNDP needs to build national capacity with strong traditions and commitments within the implementing agency, as well to establish clear partnership and coordination mechanisms. 'From the Aid Coordination to the National Budget – a Giant Step Forward' can be replicable in other countries provided the above lessons and each country's specifics are taken into account. At the moment a number of countries have requested UNDP Afghanistan to share the experience and help with developing similar programmes.

CO Focal Point: Karen Jorgensen

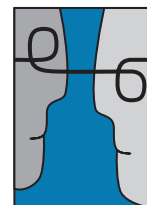
CO Focal Point Email address: karen.jorgensen@undp.org

Operational Focal Point: Abdul Bari, ACD,

Operational Focal Point Email address: abdul.bari@undp.org

Partnership for Private Sector Development, Afghan Business Center – Staff Empowerment in Delivery of BDS Services

AFGHANISTAN



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Equal treatment and setting expectations high for all consultants inspires performance and dedication to the Team. Team work and active involvement - Capacity building from the bottom up.

Brief Description:

Trying to recruit local staff with western business knowledge—from financial statement to basic accounting practices—is virtually impossible in present day Afghanistan. As a result we sought out local staff that possessed basic business skills, were talented, motivated and attempted to build business consultants in-house. This entailed providing staff with educational materials from the internet and brought in from outside, setting up in-house training sessions, presenting staff with challenging problems, letting them work out solutions to difficult business problems with guidance, as well as giving flexible schedules to allow outside enrichment. To do this effectively and efficiently, we make concerted efforts to operate both locally and globally to international standards while working within the strictures and limitations of Afghanistan and the rigid UNDP system. International consultants operate the business center as they would in any country. National staff are expected to perform to those standards as well. Every expectation is outlined and clearly presented from the very first day and every member (Intl. or Natl.) are treated equally. The international consultants often pay for team-building lunches and outside programs that inspire the dedication to the BDS team. This is entirely voluntary because the UNDP system does not permit funding these social activities from the budget. Already within three months time local staff members are capable of preparing financial statements according to International Accounting Standards and conducting client meetings. Within 2-3 years working at our BDS center, they will be ready to take over the ABC and make the jobs of international consultants superfluous.

CO Focal Point: Karen Jorgensen

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Operational Focal Point: Shafiq Qarizada

Operational Focal Point Email address: shafiq.qarizada@undp.org

Building Bridges of Confidence and Opportunity for Development



BANGLADESH

The Chittagong Hill Tracts, lying in the southeast corner of Bangladesh, has a long history as an exclusive indigenous area (with 12 tribal groups) that erupted in conflict in the early 1970s over Government-sponsored 'settlement' policies which created a Bengali majority and resulted in land grabbing that led to tribal insurgency and 25 years of conflict. The CHT Peace Accord of December 1997 recognized partial autonomy of the region, including new decentralized governance structures (a Ministry of CHT Affairs, a CHT Regional Council, and three Hill District Councils unique in the country), and called for democratic elections to these institutions, a resolution of the land disputes through a Land Commission, and a withdrawal of the 530+ Army Camps into 6 Cantonments. Unfortunately, the Accord was not honored by a splinter tribal party, which has since violently fought against those who signed the Accord, and equally, has not been honored or implemented in any significant manner by the Government (either political party). In this context, UNDP foresaw a potentially significant role to 'facilitate' the building of trust between peoples, local institutions and Government, focused on development opportunity rather than political issues.

Brief Description:

UNDP initiated 'Risk Assessment Mission', carried out jointly with the Government, and aimed at demonstrating the factual reality of reasonable 'safety and security' in the Hill Tracts, to 'reopen the door' for the donor development assistance to the region. The Report simultaneously covered a review of development needs and opportunities, and recommended a Multi-Dimensional Development Strategy for donor-wide and Government support, which eventually led to a UNDP Preparatory Assistance programme consisting of: (i) Capacity Building of the CHT Institutions to transform them into Development Agencies; (ii) Community Empowerment across an initial 6 pilot sub-districts (Upazilas) of the CHT; (iii) Region-Wide Initiatives: employment of youth; marketing; private sector investment; health and education services; environmental protection/management; gender mainstreaming; (iv) Confidence Building to address the root issues: dialogue and cooperation between ethnic groups on common development opportunities; land dispute resolution; police reform (opening the way for reduced military presence); holding of elections; promoting minority rights and cultural diversity; sports for peace; support to returned refugees and ex-combatants; etc. Gaining Government (Army) Approval: Quiet diplomacy was the key, meeting with (and through intermediaries) the inside power structure, to ensure our genuine intentions to work for development and poverty reduction. This was eventually sufficient for the Prime Minister to approve UNDP locating themselves in the CHT. Establish UNDP Infrastructure and Capacity: this was a year long process of setting up of a CHT Development Facility (CHTDF) consisting of a Unit in the UNDP Country Office, a Field Office in the regional headquarters, and Sub-Offices in the other two districts; identifying qualified (Masters degrees, NGO grass root experience, computer skills, etc.) young tribal and Bengali professionals, and eventually hiring and training (through contract with CARE) a staff of 60; assembling a large fleet of vehicles and boats for mobility and HF/VHF radio communication systems; etc. Gaining Trust of Tribal Leadership: Strong opposition (and boycott of our programme) by the tribal leadership over the issue of inclusion/exclusion of Bengali settlers in the programme was overcome with the help of a UNDP/Headquarters Mission to negotiate a politically acceptable formula (any community which has 50% of residents receiving Government aid is not eligible). Launching the Programme: A period of one year to launch and operationalize our community empowerment activities. That provided an environment that allowed electing their own development bodies (Para Development Committees--PDCs); deciding their own development priorities and assessing technical feasibility (with support of Government Line Departments); and receiving resources from the programme's Quick Impact Fund (QIF) to implement small projects (\$7,000 upper limit). In the one year, 600 communities have been engaged, and a multitude of small projects have proliferated across the Hill Tracts that have not taken place for more than a quarter century of neglect. Focus is on using this experience and the skills acquired as a basis for self-reliant and sustainable community initiatives.

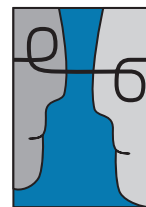
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**ASIA-PACIFIC
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Cash for Trash: Community-based Urban Solid Waste Management in Dhaka



BANGLADESH

A unique public-private partnership model which considers waste as a resource. The model demonstrates the financial viability of small-scale labour-intensive composting systems (3 tonnes capacity) with US\$ 8,800 as capital investment and payback period 23 months. This model has created jobs for the urban poor specially women, saved the waste management cost of municipal authorities and created new business opportunity for entrepreneurs.

Brief Description:

'Why' is this considered a good practice: Waste management is a priority issue for urban cities/towns and where significantly support still required. The Waste Concern project intervention could easily be ranked as one of the best practices of UNDP in the energy and environment thematic group, with a cross practice application in poverty reduction. The UN Poverty Award 2002 is the recognition for its success. UNESCAP has initiated regional replication of this public-private model for waste management is another appreciation to its interventions. Government initiative for developing 'National Waste Management policy' and entrusting a national NGO, Waste Concern for drafting the policy is another landmark for the piloting. UNESCAP selected 3 best local government service practices from Asia and Pacific region for the Commonwealth Local Government Forum to be held in Kuala Lumpur during 11-14 July 2005. The model is selected as one of the best practices. 'what' were the impacts and results: Diversifying the income opportunities of destitute and hardcore poor people (mainly waste pickers) who were involved for risky waste segregation at street-side containers or landfill site. Generated employment for urban poor women in addressing the poverty. Promotes the productive use of waste and facilitates micro-enterprises. Increased public awareness on waste management. Reduces the harmful effects of chemical fertilizer. Making cleaner and healthier communities and environment. Attracted US\$ 10 million FDI using clean development mechanism. 'how' was this implemented: The Government makes land available free of charge for waste management, communities/service provider collects, separates and turns solid waste into organic compost. Households pay a charge for waste collection and oversee the activities in their neighbourhoods and private business market the organic compost. It reduces both the cost and workload of municipalities and City Corporation for waste management. People's perception on waste has changed, more waste are segregated at source. Scattered throwing/dropping of waste has been stopped in the intervened areas. Compost with added nutrients improves the organic contents of soils and increases yields.

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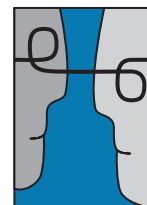
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M&E at the click of a mouse

BHUTAN



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The UNDP-Bhutan M&E Panel is an electronic instrument designed to assemble all planning and M&E related info from national level, through UN system level, down to the UNDP universe.

Brief Description:

The M&E Panel is a “good practice” because it (a) significantly saves staff time (who no longer have to run around trying to find essential documents); (b) it highlights monitoring gaps that are not mandated by UNDP’s corporate M&E guidelines, but which should be in place for effective monitoring, (c) it saves a considerable amount of paper, since all main documents are available electronically, and (d) it fosters understanding of issues and programmes across practice areas, as the information is available to all staff in the CO to consult. The M&E Panel highlighted the fact that programme indicator tracking tables were not being systematically completed, nor was the information being used by decision-makers. We therefore worked with the Government to insure that it became mandatory for programme managers to table the latest results indicators at their Steering Committee Meetings to stimulate discussion on progress toward intended results, and to take decision based on this. The final link on our RBM chain was thus made – decisions based on results indicator analysis.

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MDGs for Gross National Happiness

BHUTAN



The achievement of the Millennium Development Goals is only possible through the joint effort of the people, the Government and development partners. In order to stimulate different actors to carry out their responsibility to help Bhutan meet the MDGs by 2015, it was essential to let them know what the MDGs meant and how they could change their lives for the better. Therefore, the drafting of the first MDG Progress Report for Bhutan in 2003 was accompanied by an MDG media

Brief Description:

UNDP Bhutan helped organise the MDG awareness campaign to raise public awareness on the MDGs, targeting people at different ages. We carried out the following activities to make the MDGs understandable to all levels of society – right from policy makers to farmers to the youth, in the spirit of sharing knowledge more effectively.

- A series of MDG-related boxes (“Did you know that...”) with a focus on Bhutan was published in the weekly national newspaper Kuensel – one MDG per week for seven weeks.
- The entire MDG Progress Report was published in weekly installments over a 9 week period in the national newspaper.
- Online campaign was placed in national newspaper’s website (KOL - Kuensel Online).
- An MDG video and Song in Dzongkha (national language) was produced by a local group and aired on the national TV as well as on private cable channels.
- Sporting events to advocate the MDGs to the youth were organized (fun run; basketball tournaments; table tennis)
- Summaries and Fact Sheets in Dzongkha on the MDGs and the HDR were distributed to all members of Parliament during the National Assembly 2003.
- UN Quiz focused on the MDGs is being held every year since 2002 among Inter-High School students in the districts
- MDG calendars for 2003 and 2004 and video clip have been produced
- MDG poster competition envisioning Bhutan in 2015 among High school students of two districts in the east was organized

Why a Good Practice: UNDP-Bhutan did not conduct any survey to study its impact, but the results of the MDG campaign are visible. The Millennium Development Goals have been successfully transformed into a layman’s language, with our national partners fully aware of what they mean, thus making it easier to collectively plot the way forward. Secondly, the achievement of the MDGs is no longer seen as the responsibility of the development partners or the Royal Government alone. They are now viewed as a collective responsibility of the people and the Government, with help from development partners. Thus, people’s perception on the MDGs has changed. I would like to focus your attention on the MDG video clip song, which was produced for both radio and TV with support from UNDP. Both the radio and TV in Bhutan are nationally owned. Radio has a wider reach and is an important vehicle to make national policies known to people in remote far-flung areas. The national TV, which was introduced just six years ago, is the main source of entertainment and infotainment in the urban areas. Besides the radio, there is the bi-weekly national newspaper, as the other source of information in Bhutan. All branches of the national media were utilized in our MDG campaign.

Lessons learned and replicability: The use of a MDG video clip song in the local dialect has enabled a large section of the Bhutanese society, particularly the younger generation, to understand what the MDGs are and their role in helping to achieve them by the 2015 deadline. The song:

- was the most cost-effective method of disseminating messages to the broadest audience with least amount of time spent on actual preparation.
- can be re-used as and when required and has a lifetime of its own.
- can be easily replicated by other country offices.

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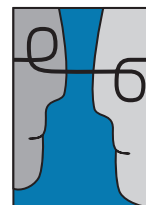
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ICT4D “Are you with IT?”

BHUTAN



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It was only five years ago, when the Royal Government of Bhutan started to provide people with access to information technologies (TV and Internet) and make ICT4D as an integral part of the national development strategies. Since its initial stage of IT introduction, UNDP has been a leading partner of the Government in its ICT related policy formulation and its implementation at the various levels. ICT in Bhutan is still in its early stage of development, but the Government with UNDP support is very much convinced of the potential and needs for ICT4D for equitable and human development of the people and communities of Bhutan.

Brief Description:

Information era of Bhutan started in 1999 when the Government introduced TV Program and Internet services for the first time in the country's history. UNDP Bhutan has been instrumental in convincing the Royal Government of Bhutan in taking advantage of ICT for equitable human development. In 2003, the new Ministry of Information and Communications (MoIC) was created. UNDP has been supporting the MoIC and other relevant institutions by providing technical assistance at three different levels: policy and legislation; institutional capacity building; and grassroots level experimentations. At the policy level, UNDP supported the MoIC in developing the Bhutan ICT Policy and Strategies (BIPS), which has been approved by the Council of Ministers. UNDP also assisted the MoIC in preparing ICT Act, which will be discussed at the next National Assembly. At the institutional level, UNDP collaborates with the MoIC and other relevant Ministries to make more government's documents and application forms to be accessible on-line. UNDP also supported the Department of Planning to develop the Gewog Profile Information System (GPIS), which provides on-line access to the data/information of all 201 Gewogs (sub-districts). UNDP is also a focal point for donor coordination in ICT4D, and issues periodic newsletter of ICT4D to update the government agencies, donors, media, academic institutions and other interested development practitioners on the progress of ICT in Bhutan. At the grassroots level, the MoIC and a local Government with UNDP support have just launched four multi-functional tele-centers in one of the remotest districts of Bhutan. It aims at creating several sustainable tele-center models facilitating increased people's access to information at the village level. As for public awareness raising, ICT4D poster featured by the Crown Prince has become one of the most popular posters in Bhutan. UNDP supports in the area of ICT have been highly appreciated by the Government as it provides relevant policy advice with international experiences as well as practical opportunities for field experimentation.

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Capacity Development from the Ground-Up: Cambodia's Seila Program

CAMBODIA



The Seila Program, from the word foundation stone in Khmer, aims at alleviating poverty through strengthening local governance. It has made a successful transition from a rehabilitation/post conflict project (1992-1995), to providing the single largest core support for the implementation of the decentralization reform programme in Cambodia (1996-2005).

Brief Description:

The Seila programme was established in 1996 as a pilot in decentralized planning, financing and management of rural development. With the support of UNDP and donors, the Seila programme has evolved over the years in its focus, orientation, and geographic coverage. Starting in 1996 with the pilot implementation of local level planning and investments in 4 communes in 2 provinces, the Seila programme now covers all of Cambodia's 24 provinces comprising 1,621 communes. The Seila /Partnership for Local Governance programme is acknowledged as one of UNDP's success stories due to a number of good practices and factors, to wit:

- Structured participatory development planning and implementation of community projects that matched identified priorities with local needs, fostered local ownership and support. These participatory bottom-up processes played a key role in the reconciliation process by bringing conflicting groups in communities to discuss development concerns, identify priorities and solutions, and implement projects together. This helped build confidence and mutual trust shattered by the history of conflict and violence in Cambodia's society.
- Establishment of development committees at the village, commune and district levels at the earliest stages of the reconciliation process provided an appropriate framework for restoring state authority in war-torn areas and facilitated the integration of former opposition leadership in official governance structures.
- Despite the high risks associated with the programme both in its design and the volatile political and economic environment within which Seila is implemented, the donors lead by UNDP, took a long-term view and adopted a flexible approach in the allocation of resources. This allowed an experimental process oriented design of the project, revising and reacting to emerging issues and challenges in a timely and decisive manner.
- Concepts are refined in light of experience, processes and procedures adapted in a flexible manner according to local conditions. Government staff and communities learn by implementing the activities under the guidance of advisors. This has helped design national and provincial management and execution systems based on international standards. They are now being used by 10 donors to deliver support in a harmonized manner amounting to an annual US\$ 40 million.
- A multi-pronged approach that combines development of concepts, structures, design and delivery of investment and services. This approach was key to developing the capacity of the Government and the communities for planning and management of local development by translating policy concepts and project priorities into programmes and investments projects. It provided the mechanism for testing the implementation feasibility of decentralized planning, financing and implementation of rural development; and for developing and refining the requisite regulatory procedures. Without the demonstrated feasibility of implementing a decentralized local development approach under the Seila programme, a national decentralization reform program would have taken a much longer time to be adopted by the Royal Government.
- Seila developed and implemented systems and procedures that promoted transparency and accountability among the various partners. These included: formalized procedures for the flow of funds from the national level to the local implementing agencies; accounting procedures for the use of fund; procedures for bidding and contracting small local infrastructure; contracts between the project and the ministries and provincial authorities for the delivery of services; formulation for the allocation of funding among provinces and the preannouncement of these allocations.
- Development of broad-based partnership with various stakeholders. These arrangements included various modalities ranging from project implementation through the Seila structure and system, information sharing, participation in local committees, and contracting of services. Seila's capacity building activities included various

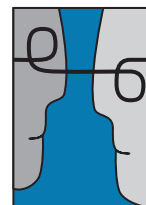
stakeholders such as NGOs and small private contractors for rural infrastructure. These partnerships are important in developing much needed local capacity, enhancing complementarity of initiatives at the local level, and leveraging the project activities through the mobilization of resources.

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Justice at Hand - Cambodians get a say in the reform of the National Justice system

CAMBODIA

The most comprehensive collection of first hand accounts on existing formal and informal justice systems in Cambodia.

Brief Description:

The research study on the interfaces between formal and informal justice systems is a good practice because: - Rural poor, women and indigenous people, have an opportunity to learn about their rights, analyse their main problems and conflicts, evaluate the justice services, and propose recommendations to improve the access to justice. In this way, they contribute to the ongoing National Legal and Judicial Reform Process, and strengthen democracy. - The initiative reaches out to the most disadvantaged and excluded communities, for example the indigenous communities in Mondulkiri using plain language and visual support materials to connect with the audience and empower members of the community to make short presentations on grievances encountered. - It also evaluates the supply of justice services including the Judiciary, the police, governmental authorities, alternative dispute resolution mechanisms, and community based conflict resolution mechanisms, considering customary law applied by indigenous peoples in Cambodia. - The research team combines international and national expertise, researchers and government counterparts. - The research study has an interdisciplinary approach, using different tools and techniques for the field research. - Action oriented research to inform the design of pilots of local systems of justice that will lead to policy change for legal recognition of local justice mechanism complementing the formal justice systems.

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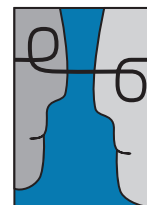
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Too Many Cooks Spoil the Broth!

- S&H and Aid Coordination in Action

CAMBODIA



ASIA-PACIFIC
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In line with the OECD/DAC harmonization process, and the UNDG harmonization process among UN agencies, the UN System in Cambodia and donors have come together with the Royal Government of Cambodia in a unique effort to forge partnerships and joint initiatives.

Brief Description:

In June 2004, and in line with the OECD/DAC harmonization process, the UN Country Team in Cambodia decided to join the World Bank, the Asian Development Bank and DFID's joint planning exercise for the preparation of new country strategies. The initiative resulted in a common assessment of the country development challenges and risks; created an opportunity to compare programmes identifying gaps, avoiding duplications and building synergies; reduced transaction costs holding joint consultation meetings with all stakeholders (government, donors, civil society, and private sector) and future joint monitoring meetings; and established "partnership principles" in working together and with the government and civil society. Building on the new Government's "Rectangular Development Strategy for Growth, Employment, Equity, and Efficiency", a tool to implement its political platform and to meet the Cambodia Millennium Development Goals (CMDGs), the partners agreed that this represented the basis for the development of their own country programmes. As an extension of the teamwork that had been developed through the joint strategy process, the identification and elaboration of agency projects and programmes was undertaken in an open and consultative manner, with the agencies freely sharing information and giving particular attention to effective division of labor as well as potential synergies through collaborative action. In the same spirit of better coordination and cooperation, the Royal Government of Cambodia and its development partners agreed in 2004 to establish 18 Technical Working Groups (TWGs) at the sector/thematic level. These TWGs are each chaired by the Government, co-facilitated by donors and have a wide participation. To ensure coordination among the 18 joint TWGs, a "Government – Donor Coordination Committee (GDCC)" has been established to provide policy guidance, to set priorities, monitor progress in the various sectors, and to propose measures to solve problems raised by the TWGs. The TWGs report back on a quarterly basis to the GDCC, which in turn informs the Consultative Group on a six-monthly basis on progress achieved in reaching the CG set priorities, in line with the Cambodia MDGs. The efforts described above have had the following key-results: Stronger relationships and trust The Government and 12 development partners (including the UN) agree on a Partnership Agreement establishing partnership principles in line with the Rome Declaration in December 2004 Shared analysis leading to agreement on how best to support Government development efforts Enhanced sharing of information leading to real complementarity, selectivity, and division of labor Clear and consistent messages to Government Improved intraministerial communication Reduced transaction costs for the Government as well as other stakeholders/development partners Better programming as a result of joint, informed expertise (including combined outreach to other stakeholders/development partners) Country-led example of harmonization

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Energising China

CHINA



The China End Use Energy Efficiency Project is a 12-year umbrella programme to foster a strategic approach to developing and implementing a comprehensive and effective energy conservation policy and regulatory system and to removing institutional, technical, financial and information barriers to the widespread application of energy efficiency improvement in the major energy consuming sectors.

Brief Description:

Chinese Government has been paying close attention to energy conservation efforts and decoupling of energy consumption and economic growth has been realized in China in last years. UNDP China has been contributing to this process through several UNDP/GEF supported projects such as the Green Lights, the Refrigerator, Township and Village Enterprises (TVEs) projects. One of lessons learnt from those projects is that those specific products energy conservation efforts just touched an angle of the huge iceberg of barriers to energy efficiency improvement. It was hard to achieve without inter-ministerial coordination and regulation enforcement and market transformation. Based on those, Chinese Government set up more ambitious targets for further energy conservation and energy efficiency improvement for major energy intensive sectors (industry, building and transportation). The Government came up with a proposal to UNDP for support of a flagship project End Use Energy Efficiency Project (EUEEP) to set up and implement the roadmap towards energy efficiency improvement. The proposal was to design a 12-year umbrella programme instead of project to foster a strategical approach to developing and implementing a comprehensive and effective energy conservation policy and regulatory system and to removing institutional, technical, financial and information barriers to the widespread application of energy efficiency improvement in the major energy consuming sectors. The first phase of the project with the budget of USD 17,000,000 was approved and started the implementation. The project has the following features: Inter-ministerial Coordination: From the very begin of the concept development, most of governmental, associations, research institutions and private sector which have connections with energy were mobilised to participate in the process. Shift from products to policies: It is still designed to be fitted into GEF OP 5: removal of barriers, however, the strategy here is no longer target specific products such as lights and boilers, but the legal system and market environment for those main energy consuming sectors.

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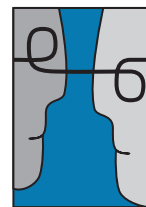
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Promoting UN conventions for human rights and integrity in governance

CHINA



ASIA-PACIFIC
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Within the framework of key UN conventions and international norms, UNDP is supporting China to align its legislation and practices for better human rights protection and integrity in governance.

Brief Description:

China's development and integration highlights the increasing importance of the norms, conventions and standards that have been established by the UN system. It calls for a collective, coherent and integrated UN system response to the national priorities and needs within the framework of the MDGs and UN reforms. UNDP very much takes up these concerns with an emphasis on rights-based approaches and issues of equity. In the past few years, UNDP/China has intensified its work to promote international norms, conventions and standards. Through advocacy, policy dialogue, capacity building, networking and partnering, UNDP has provided support to China in the process of ratifying, implementing and promoting key UN conventions, including by enhancing the relationship between China as a state party to the various instruments and the international monitoring mechanisms established by these instruments. Our efforts have generated increased awareness and support among UN agencies, Government line ministries and the civil society in the preparation of the new UNDAF for 2006-2010. In the new UNDAF, UN norms and conventions are recognized as a cross-cutting theme that reflect core UN values and should affect the way UN agencies address country programme outcomes.

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Fiji Multi-country Office Partnership & Client Service Survey: A tool to review and improve the quality and service to clients at the Country Office level.



FIJI

In 2003 the Fiji Multi CO management decided to undertake a Partnership and Client Services Survey (PCSS) with the aim to obtain data and feedback on how UNDP's clients and development partners at various levels appraise our role and performance as a CO and international organization.

Brief Description:

A PCSS team was established in the CO. Headed by the DRR and comprised of 1 representative from each of the 3 functional units with the task to directly work and coordinate. • PCSS to identify and contract an experienced independent market research firm. This firm to design the exercise including the contents of the survey in full consultation with the PCSS team. • To be an essential tool for assessing how the Fiji CO is doing in terms of building partnerships and servicing our clients. The survey will identify and measure the CO strengths and weaknesses in creating an enabling client-oriented environment. • It was expected the PCSS would obtain feedback on and assess roles and performance of the CO in the following aspects where: • A) UNDP is delivering services to clients • B) UNDP works with others in partnership to promote development. • More specifically, the PCSS was to rate and provide feedback on the Fiji CO on the following broad areas: o Overall effectiveness o Efficiency o Providing information o Relevance and focus of UNDP programmes o Meeting country priorities o Technical competence o Interpersonal skills o Timely response o Personnel management o Substantive reporting o Financial reporting o Knowledge of countries/region o UNDP as a valued partner o Sustainability of UNDP interventions/programmes o UNDP in providing development assistance compared to other multi and bi-lateral partners. • This whole process was then carried out again the following year to measure any change. Why a good practice: From the analysis of results UNDP Fiji CO was able to find out • Where we were in terms of service delivery • Set our goals and targets for the upcoming year, where we could improve • Use this information as baseline data for following years to see if we were improving.

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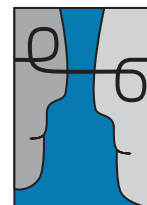
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MDG Advocacy Through Arts and Schools

FIJI



BEST USE OF "LOCAL/
TRADITIONAL" KNOWLEDGE



ASIA-PACIFIC
KNOWLEDGE FAIR
April 27, 2005
Bangkok

An innovative and entertaining annual event organized with schools and the media using concert performances to raise awareness of the MDGs to the general public.

Brief Description:

The UNDP Fiji Country Office, in collaboration with the UN CT, used a major national annual cultural event, called Tadra Kahani (a combination of Fijian and Hindi, meaning "dream story"), as awareness raising tool on MDG's. The Tadra Kahani is about school children expressing a development or socio-economic theme using creative arts in dance and music. In the course of preparing for the event, the students also learn about the issues surrounding the theme. The involvement of parents, the media (through FM radio and TV and newspapers) in the month leading up to the event and afterwards in broadcasting the event has lead to a country-wide awareness amongst the general public on the MDG's and related issues of governance and human rights. It is considered a best practice because of the following reasons:

- Reaching a large audience through radio, tv and major cultural event for relative low cost (sponsorship contribution amounting to around \$10,000)
- Making the MDG's meaningful to people's own situation
- Opportunity to reach out to schools all across the country
- Demonstrating that MDG advocacy can be fun and entertaining
- It is a joint UN CT effort, bringing the CT together in preparation and showing that achievement of MDG's is a UN issue.
- It creates a strong and continuing bond between UN and the community, schools, the media and general public. Creates a growing generation of young people very familiar with the MDGs

This model of using a major cultural event, having partnerships with the organizers, the participants and the media is not unique to Fiji and can be easily replicated in other countries. Lessons learned from the two events that have been held so far are:

- Preparation of the event is as important an advocacy tool as the event itself. By going out to the schools to brief the students and teachers on the issue of MDG's, involving also the media, the impact on the awareness is already considerable.
- The media can be effectively mobilized to be a tool for advocacy, with limited financial consequence, as long as it has elements of fun and entertainment.
- The school children's expression of an MDG theme sometimes brings out important perspectives on the MDG's which are overlooked by policy makers and planner. For instance, one school used road killings of school children as an expression of the MDG Goals on child mortality.
- Using dance and art shows that MDGs can be fun, and it is sometimes and effective and emotional way to highlight a serious issue.

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“Bringing voice to voiceless”

INDIA



Kunjali Panchchi Kutchji is a popular community radio programme that UNDP supported in the low-literacy area of Kutch in Gujarat, India. The success of the initiative has helped UNDP lobby successfully for a liberal Community Radio Policy for the country.

Brief Description:

A) Context: Information and awareness levels in Kutch are very low. Lack of connectivity is a major impediment to development and poverty makes it difficult for the villagers to take full advantage of television. A survey conducted during 1998-1999 indicated that radio is the most popular medium in the region. The Kutch Mahila Vikas Sangathan (KMVS) is an independent organization of rural women working towards developing women's capabilities and harnessing their collective strength. The organization, which has more than 10,000 members and is a recipient of UNDP support under the "Community-based Pro-poor Initiatives Programme" of the Government of India, works to develop local leadership. When a local survey indicated that radio was a suitable medium for expansion of literacy as well as to build an information network, UNDP provided funding support to the KMVS to launch a weekly radio programme 'Kunjali Panchchi Kutchji'. Loosely translated, the title means "flying with the crane", the crane being the fictional central character of the programme. B) Initiatives: "During these four years of radio programming and communicating with the people of Kutch, we have learnt many things. We realized radio's affinity with oral, non-literate cultures; how it can easily reflect and generate debate on local concerns, needs, priorities and issues; why this highly localized programming brings pluralism into our broadcast culture; its power to enhance a sense of self respect and how a radio programme in the local language affirms local cultural identities. These kinds of programmes are participatory in contrast to the alienated spectatorship on the part of the audience in mainstream media," says Latabhen, a local woman of Kutch. The weekly programme is a runaway success enjoying high listenership. Some of the issues raised on the radio programme are women's leadership and governance, girl's right to education, female foeticide, harassment of brides for dowry, unnatural deaths and suicides of women, pressure on women to produce boys, maternal mortality and disregard for natural environment, cyclical drought and lack of water resources," says Preeti Soni, Project Coordinator. The group has developed the capacity to produce the programmes themselves, and has established their own production studio, which cuts their costs to increase sustainability. The UNDP-supported community radio programme in the remote Kutch area of the Indian state of Gujarat, laid the ground for the systematic advocacy by the India UNDP Country Office for a progressive, and enabling Community Radio policy that would facilitate more poor communities using this medium for social empowerment. The advocacy strategy included a workshop series that allowed policy and decision-makers from the Government to interact, for the first time, directly with community-based groups and other advocates and practitioners of community radio. C) Mainstreaming and upscaling: The advocacy process led to a greater appreciation on the part of the government of the significance of this medium for the poor for giving expression to their voices. The result has been that the federal Ministry of Information and Broadcasting has approved the new policy for Community Radio which is now due for clearance by the Union Cabinet. The Government of India has duly acknowledged UNDP's role in formulation of the new policy, which will allow Community Radio to flourish on a large scale in India. With the new policy on the anvil that is estimated to open the door to over 4,000 new community radio stations (from around six today). CR has also been identified as a tool for last-mile connectivity in the Government supported larger initiative Vision 2007 to make every village a knowledge centre. D) Policy impact and scalability: Now that the new Community Radio policy has been approved by the nodal Ministry (the Ministry of Information & Broadcasting), UNDP has been requested to support the Ministry in the next steps in operationalising the policy.

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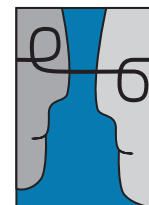
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Forearmed for Surviving Natural Disasters

INDIA



BEST PERCEIVED
DEVELOPMENT IMPACT



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In the wake of the tsunami, the success of the UNDP-piloted Community-based Disaster Preparedness (CBDP) approach was witnessed in the Samiyarpettai village in the state of Tamil Nadu. The fatalities in Samiyarpettai were far less compared to the adjoining villages as the villagers were well trained in emergency survival and management. "Many more of us would have been killed had we not done what we were trained for", said Chandiran, one of the survivors.

Brief Description:

A) The Context: Samiyarpettai village is a "living" example of how a community can survive the worst disaster if people are prepared and trained to deal with such crises. Providentially, in October 2004, barely a couple of months before the Tsunami struck on December 26 2004, the villagers had been trained under the UNDP-Government of India Disaster Risk Management (DRM) Programme with active support from the District Collector's office. This one factor alone resulted in the saving of countless lives. Compared to many other neighboring worst affected villages, Samiyarpettai villagers lived to tell the tale. Samiyarpettai is just one of the hundreds of villages that is the focus of the Government of India and UNDP supported Disaster Risk Management (DRM) initiative being implemented in 169 most multi hazards prone districts of the 17 selected States during 2002-2007. The initiative builds on the experience in community-based disaster preparedness gathered over the last decade, particularly following successive earthquakes in Latur (Maharashtra, 1993), Uttarkashi (Uttaranchal, 1997) and Bhuj (Gujarat, 2001) and the 1999 super cyclone in Orissa. The main objectives of the programme are: 1. Multi-hazard preparedness and mitigation plans for disaster risk management at State, district, block, village and ward levels in 169 districts of 17 selected most hazard prone states and 38 cities for comprehensive Urban Earthquake Vulnerability Reduction. 2. Networking knowledge on effective approaches, methods and tools for disaster risk management, developing and promoting policy frameworks at State and National levels 3. Capacity building to institutionalize the system for disaster risk management in the Ministry of Home Affairs 4. Environment building and education programme in disaster reduction and recovery in most hazard prone states Working with the poor and marginalized communities, the focus of the UN is to facilitate the rapid recovery of the affected populations in a way that leads to the sustainable reduction of disaster risks and expands the opportunities for development. It also ensures the mainstreaming of issues pertaining to long-term vulnerability reduction, sustainability and environmental conservation. B): The initiative: Community empowerment is at the heart of the Government of India-UNDP Disaster Risk Management Programme for reducing vulnerabilities of people to recurrent natural disasters. The approach promotes community involvement in disaster preparedness and strengthens preparedness through a process of decentralized planning. The training given to the Samiyarpettai villagers specifically in the areas of search, rescue and prevention from drowning, resulted in keeping the death toll down to 24. In the adjoining village of Pudupettai, a little less than 2 km away, the death toll was as high as 92. If basic training could save 68 precious lives in one small area, one can imagine the benefits of training on a more extensive scale. The initiatives taken at the village level included constitution of Village Disaster Committees, elaboration of Village Disaster Management Plans, training the teams on search and rescue and First Aid, conducting mock drills and teaching villagers about higher safe spots and to prevent drowning using empty barrels and banana stems. Promoting appropriate and low cost alternate housing technologies are major mitigation priorities under this programme. The promotion of local building materials and technologies takes into account indigenous knowledge of communities. Capacity building of local construction institutions is being enhanced through comprehensive training of masons and upgrading their skills by providing them additional livelihood opportunities and benefits to practice within the local construction industry. C) "the Why" - Why this is considered a good practice: While building Early Warning Systems are essential to prevent and reduce massive damage, simple disaster preparedness at the local community level is the need of the hour. It spells the difference between death and disaster or life and hope. Analyses of response to past disasters have highlighted reaching out to the victims within the critical period during

an emergency as a major requirement to protect people and assets. UNDP-supported initiatives in the aftermath of successive major disasters in the recent past, including the Dec 2004 tsunami, the 1999 Super Cyclone in Orissa and the devastating earthquake in Gujarat in 2001, demonstrated the effectiveness of the community-based approach to disaster risk mitigation and vulnerability reduction. Integration of community-based disaster preparedness and mitigation plans in development plans prepared by the communities and local governments, and strengthening of local capacities and institutions, have proved to be successful in mitigating the impact of subsequent disasters. This approach focuses on women in reducing vulnerabilities resonates well with the UNDAF- India priorities of strengthening decentralization and promoting gender equality. D) The "What" - Impact: The recent experiences during the Tsunami on 26 December 2004, which hit Samiyarpettai village in Cuddalore district of Tamilnadu, showed that such a strategy adopted is very effective in saving lives. Villagers from Samiyarpettai had received training under UNDP- GOI Disaster Risk Management Programme which included developing survival skills, establishment of search and rescue teams, mock drills, and general disaster awareness training. 22 lives were lost in the disaster while in neighboring villages, like Pudukuppam, the death toll was much higher. In the wake of the recent tsunami, the India Country Office of UNDP deputed trained professionals from India with expertise in areas such as information management and coordination support in relief and recovery operations, to UNDP offices in other tsunami-affected countries such as Maldives , Sri Lanka and Indonesia.

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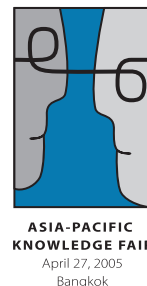
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Building Partnerships for Development

INDONESIA

UNDP is supporting the formulation of a Development Framework for the region of Papua. Through a process of meaningful engagement with local partners, UNDP is building sustainable partnerships for development.



Brief Description:

UNDP was requested by the local and central government to provide assistance based on priority needs determined by key stakeholders in the light of local realities, perceptions and aspirations – a challenge and an opportunity not least because Papua is home to over 250 groups of indigenous peoples. Historically, many external development actors have supported development in Papua by flying-in experts for a short time to assess and make recommendations. There has also been a tendency to use non-Papuan-based organizations to conduct donor-led surveys. Sometimes local organizations have been included to the extent of filling in questionnaires – unfortunately not always as equal development partners with special knowledge and capacities. While this approach may be because of seemingly limited professional capacities in Papua, the approach is likely to contribute to a further decline of local capacities. UNDP took the decision early on to partner with Papua-based NGOs and universities to conduct an assessment and further engage in discussions of the findings with stakeholders through a series of consultations. The process of engagement has included providing technical assistance to the partners to further develop their capacities. Engaging with local stakeholders as equal partners throughout the process has ensured that local knowledge and experiences are informing the preparation of appropriate development support, and that there is broad ownership of the strategies agreed upon. Based on the UNDP-supported assessment, a group of local government, academia, and civil society representatives are now working (with facilitation support from UNDP) towards developing a Framework for providing development assistance for Papua. UNDP and other development partners will be able to identify areas within the Framework where they can provide the most strategic support. The local government is also using the assessment and the framework as inputs into the development of the government's strategic planning document for Papua – an example of UNDP's support adding value to a key local planning process. Because of the trust and partnerships developed, the UNDP has been requested to assist the government with the coordination of external and internal development actors in Papua. Key Lessons A key lesson learned is that by engaging meaningfully with local stakeholders from the outset of the process, UNDP can develop real partnerships. Furthermore, by tapping into existing expertise in the country office, UNDP can respond to a range of development issues in the same region, which may otherwise be difficult when UNDP programmes operate independently from each other.

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Forging Partnerships to Reduce the Incidence of HIV/AIDS in Indonesia

INDONESIA

Urgent Action is immediately required for averting a full scale HIV/AIDS epidemic in Indonesia. Using a partnership approach, the program will scale up or expand the national response to HIV/AIDS in Indonesia by involving more stakeholders at the national and provincial and local level. The program involves People Living with HIV/AIDS in collaboration with the government, bilaterals, UN agencies, national and international NGOs, community and private sector.

Brief Description:

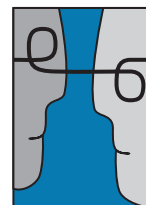
Although the HIV prevalence in Indonesia is less than 1%, the epidemic is rapidly spreading in some populations and areas. The epidemic is primarily driven by injecting drug use and commercial sex; however, there is a consensus by all partners working in the HIV/AIDS response that there needs to be a targeted and intensified response if Indonesia is going to halt and begin to reverse the spread of HIV/AIDS infection. Based on the recognized work of UNDP in the past on preparing the National Strategy on HIV/AIDS, multiple stakeholders approached UNDP Indonesia to develop a comprehensive program to build sustainable partnerships for HIV/AIDS. Therefore, UNDP Indonesia in collaboration with UNAIDS, recruited a team of consultants to lead consultations with key partners working in HIV/AIDS, including people living with HIV/AIDS, community based organizations, UN agencies, bilaterals, National and International NGOs, private sector and Indonesian Government to develop "The Indonesian Partnership Fund for HIV/AIDS". The Fund is being established as one of the mechanisms for the Government of Indonesia to expand the national response to the epidemic by increasing program effectiveness and coverage. The fund will support the implementation of the National HIV/AIDS Strategy 2003-2007 to build sustainable partnerships for HIV/AIDS. Its goals are to prevent and limit the spread of HIV, to improve the quality of life for people living with HIV/AIDS and to alleviate the socio-economic and health impacts of the epidemic on the people of Indonesia. The UK Government is the first donor to pledge a total of £25 million over 3 years (2005-2007) to the Indonesian Partnership Fund, which will be administered by UNDP in collaboration with the National AIDS Commission and with technical assistance from UNAIDS. Lessons Learned: A key lesson learned was to consult closely with all the key stakeholders (i.e. the bilaterals, who have significant programs in Indonesia) and address their issues and concerns and work together to reach a viable and sustainable solution. HIV/AIDS has become a priority for the UN agencies in Indonesia. Leadership and commitment from the senior management and Country Team (Heads of UN Agencies), appointing key focal points in the UN Agencies who can dedicate their time and energy to advocate and design HIV/AIDS programs that can be integrated in the work of the UN system. The five priority areas are: 1. Individual risk of sexual transmission of HIV reduced; 2. Individual risk of HIV transmission among injecting drug users and sexual transmission to their partners reduced; 3. Awareness of general population, particularly young people, increased of their vulnerability to HIV/AIDS infection and discriminatory behaviors towards people living with HIV/AIDS; 4. Access and quality of care, treatment, and support for people living with HIV/AIDS improved with a focus on increasing voluntary counseling and testing (VCT), treatment for opportunistic infections and community based care and support; and 5. Capacity to prioritize and allocate resources for HIV/AIDS strengthened through operationalisation of the '3 Ones' framework at national, province and district levels.

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Joint UN Agency response to the immediate humanitarian needs of the tsunami affected Acehnese

INDONESIA

OCHA, UNDP, UNAIDS, UNICEF, WFP, WHO, UNFPA, IOM and UNHCR joined together in mutual collaboration to facilitate the effective and efficient mobilisation of EUR 13 000 000 generously provided by the Government of the Kingdom of the Netherlands for immediate life saving activities in the disaster hit regions of Aceh province.

Brief Description:

The unpredicted and unprecedented disaster suffered in Aceh in North Sumatra required an immediate coordinated response from the UN family. While the logistic obstacles were vast, there was the added challenge faced by the UN Agencies in minimizing the time and resources required to move financial resources from the donors through the UN agencies and into the field. To this end, the participating UN agencies developed a single channel for the funding of the myriad different activities of the agencies in the field such as psychosocial counseling by UNFPA, emergency telecommunications by UNICEF & WFP, public health campaigns by WHO, rubble clearance by UNDP and more. One agency, UNDP, was nominated as Administrative Agent and became the focal point for finalisation of the detailed agreement, receipt of funds from the donor, prompt disbursement to the UN Agencies and ongoing consolidation of financial and narrative reporting. The donor had one agreement and focal point to deal with instead of nine. Equally for the agencies, there was substantially less lead up time in their dealings with the donor while they were still able to implement the projects according to their own rules, regulations and policies. Transparency and accountability was maintained while the pressing need for timely assistance in the field was addressed.

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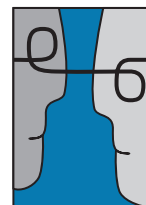
Peace and Development Analysis: A Multi stakeholder, participatory planning process for peace building in Indonesia

INDONESIA

The “Peace and Development Analysis” (PDA) has been a comprehensive exercise to integrate conflict and peace factors into UNDP’s strategy and project planning at national and sub-national levels in post-conflict environments. The PDA is based on UNDP’s global conflict analysis methodology developed by the BCPR, and was adapted to address the specific Indonesian country context.

Brief Description:

Violent conflict in Indonesia is a feature of the development landscape both in its “vertical” (Aceh and Papua), and “horizontal” (Malukus, Kalimantan and Sulawesi) expressions. Conflict erupted at a time of social, economic and political transformation following the economic crisis of 1997 and the fall of the New Order. The sudden loss of executive control and the introduction of substantive institutional change (e.g. decentralization processes, democratization, etc) allowed latent conflicts to spill into different kinds of regional violence. While different conflicts are rooted in comparable problems (i.e. forty years of New Order rule which led to a striking debilitation of social institutions, absence of institutions to regulate such tensions and redistribute resources in a fair and equitable manner) and, have erupted during Indonesia’s uneasy political, economic, social and cultural transition of the post New Order period, less is understood about the specific factors, which influence differing levels of conflict across the archipelago and, above all, the priorities for affected communities via a vis development, reconciliation and peace-building. Similarly, little is known about the entry points to support sustainable peace processes, priorities for strategic responses, the key institutions to work with and the levels at which support should be provided to address root causes. UNDP/CPRU in collaboration with key partners at national and sub-national levels, undertook the PDA process to enhance its understanding of the conflict and development context and engage all stake-holders in the definition of priorities. This PDA process was designed to: (1) Enhance multi-stakeholder consensus on priorities for supporting sustainable peace through development in target areas and nationally; (2) Strengthen national capacity for conflict analysis and applying conflict-sensitive development approaches; (3) Improve knowledge of peace-building dynamics relevant to development programme design and implementation; and (4) Develop, customize and test methodologies and tools for peace-oriented development priority setting and planning in Indonesia and globally. The PDA process was undertaken through three main pillars of activities in close collaboration with national and provincial universities, civil society and local/national government: • Multi-stakeholder consultative PDA Workshops to facilitate stakeholders to reflect on past experiences of conflict and peace, as well as to identify future visions and scenarios and prioritize key areas for action; • Thematic assessments to complement the PDA workshops by providing more specific contextual information undertaken in the areas of governance, social cohesion, gender, youth, media, natural resource management and local economic development; Qualitative and quantitative research aimed at providing a more comprehensive understanding of conflict and peace dynamics at national and sub-national levels. Activities through Provincial Advisory Groups comprised of government and civil society that guided the PDA process in each province, and acted as key consultative stakeholder groups. The preparatory phase for the PDA workshops included over 150 interviews, focus group discussions conducted with local stakeholders, three district-level PDA workshops bringing in community-based organizations and district government. These were followed by Provincial Level Workshops and a National PDA workshop in December 2004. Workshops build on each other both in terms of participants and, above all, in gaining an understanding of conflict and peace from the bottom up. An underlying objective across all pillars was to build capacity for conflict and peace analysis of key institutions at national and sub-national levels and to create spaces for dialogue facilitated by local stakeholders. Capacity building support included the provision of technical assistance to all institutions partnering in the PDA process, training and “on the job” development as well as institutional support to link the PDA process and outcomes more effectively to the role and future activities of these



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institutions. Key lessons include: Participatory processes and capacity building for planning contribute, in themselves, to peace and development in post-conflict contexts when properly conducted; Identification of development priorities by stake-holders can lead to greater ownership of UNDP programmes; There is no “Blue Print” global tools need to be adapted to local realities to ensure outcomes reflect local priorities and processes fit into context; Capacity building for conflict analysis is essential to build institutional commitment to conflict prevention; UNDP can use the PDA process to build donor understanding and consensus and enhance harmonization of responses. Codification of lessons learned and replicability The CPRU team has been working with BCPR and other Country Offices in codifying the lessons learned from this exercise and sharing experiences with donors through the CPR network. Lessons learned are being written up in a series of articles for UNDP practices areas, in a resource manual to be produced with BCPR and in a series of studies to be published with the Government of Indonesia. The methodology has already being shared with CO in the Pacific and the Caribbean regions, conflict centers in over six universities and CDA practitioners.

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Strengthening Access to Justice and the Rule of Law Project in Indonesia



INDONESIA

Utilizing a rights-based approach, the project aims to improve access to justice for disadvantaged people. To ensure sustainability, the project strongly focuses on capacity development of local partners to work on access to justice activities in predominantly conflict affected regions.

Brief Description:

The project has identified poor and disadvantaged groups in 40 villages across 5 predominantly conflict-affected provinces in Indonesia and is assessing the key factors obstructing their access to justice. The assessment will provide a basis for the development of a longer-term programme for UNDP and partners to improve access to justice for poor, marginalized and conflict-affected communities. Under a rights-based approach, understanding the roles, responsibilities, capacities and obstacles faced by both duty-bearers and claim-holders helps to clarify how access to justice can be improved in even the most challenging settings. Through its participatory approach, the Access to Justice project is bolstering people's awareness of justice services. The project is guided by the principles of participation, accountability, non-discrimination, equality and attention to vulnerable groups, empowerment, linkages to human rights standards, progressive realization of rights and non-retrogression. Multi-disciplinary teams of seven local researchers with either academic or NGO backgrounds - reflecting ethnic, religious and gender diversities are working in each province. A primary focus of the project is on the capacity development of our provincial team members and building up of networks in each of the provinces, and on developing a community of practitioners to engage in access to justice activities in the future programme and beyond. This approach is adopted in order to ensure long term sustainability and impact beyond the life of the project. Small-scale pilot projects aimed at either reducing one or more obstacles that currently prevent people from accessing justice, or alternatively strengthening resolution mechanisms that already enjoy some degree of success are also being developed. This activity could be termed as one of the most important activities in this Project - especially under a rights programming framework - as it brings together duty-bearers and claim-holders on a common platform to dialogue on what activities best suits the demands of the communities in accessing justice mechanisms. The main purpose of these small-scale projects is to experiment with different approaches to find those with the greatest chances of succeeding in the longer-term Access to Justice Project. The methodology and tools developed for this project are already being adapted by other country offices in the region and discussions are underway on replication of access to justice activities in other provinces in Indonesia

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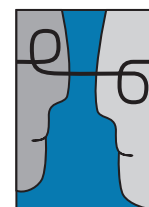
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Voting for the future:

Supporting free and fair elections

INDONESIA



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Coordinating international assistance and developing local capacity for democratic elections.

Brief Description:

Indonesia held its legislative elections and the first and second rounds of its direct presidential elections in 2004. In response to the government's request for UNDP support in conducting these elections, a programme of activities was designed with various key Indonesian partners as well as representatives of the donor community. The programme activities not only related to the short-term objective of conducting successful legislative and presidential elections in 2004 but also to the longer-term objective of building a sustainable institutional capacity within relevant institutions to ensure successful future elections. Activities were grouped into four main categories: 1. Providing technical support to the national and sub-national election commissions to assist in the management and implementation of the elections, as well as to help the establishment of internal processes and procedures that are sustainable, effective and efficient. 2. Supporting KPU in conducting voter information campaigns and supporting voter education activities in close collaboration with civil society organisations to ensure not only the availability of factual orientation regarding voting procedures but also to convey to the public the value of voting and the right of individuals to vote according to their own convictions. 3. Supporting KPU-accredited civil society organisations in monitoring the election process and the elections themselves as a means of establishing an integrity safeguard, discouraging fraud, intimidation and violence and increasing the legitimacy of the final result. 4. Providing support for the coordination and management of international resources to the election process, including the facilitation of international observers. At the request of the Government of Indonesia, UNDP provided support to the coordination of international assistance. This included the organisation of donor coordination meetings, which were chaired by UNDP and the Coordinating Ministry of Economy and to which all the international community were invited. Regular biweekly donor working group meetings were also organised, focusing on specific technical issues such as voter education and election monitoring. In cooperation with The Asia Foundation, National Democratic Institute and IFES, UNDP established the International Observers Resource Centre. The IORC facilitated the work of an average of 560 international monitors fielded by different embassies and international organisations for each of the three elections. Support included facilitating coordination between national and international monitors and providing briefings and information. Regular programme meetings were held among the main programme partners - the Coordinating Ministry of Economy, the KPU and UNDP. The total budget of the programme was approximately USD 35 million. The programme was funded by contributions from ten bilateral donors, together with support from the EU and UNDP.

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Community-Based Information Management for the Quake-Stricken People in Bam

IRAN



An initiative intended to empower the earthquake-affected communities through enhanced access to information resources on disaster recovery and reconstruction programmes and projects using information, communication and technologies for participatory recovery and reconstruction planning.

Brief Description:

Following the devastating earthquake of 26 December 2003 that struck the south-eastern city of Bam in Iran, killing more than 320,000 people, under conditions that the affected families felt pressured to take decisions on the rebuilding of their houses without having proper information and knowledge, while the authorities and donors had expressed urgent need for feedback from communities about their real needs and responses to the proposed initiatives, there was an immediate need for a sound information exchange and dissemination system for this purpose. To this end, production of a bi-weekly community newsletter for Bam - with a circulation of 10,000- was initiated by UNDP. Under this ongoing project, some 52 young local volunteers, who were identified and are being trained continuously on reporting and journalism by UNDP, are involved in the whole process of producing the newsletter from preparing reports to its distribution throughout the affected area. The newsletter not only provides information to communities about government policies and all aspects of the recovery and reconstruction processes, but also allows the community to voice their concerns about the process. In addition, it acts as a medium for dissemination of successful community-driven initiatives and has also provided a platform for cultural expression by the people. It also helps all the actors and beneficiaries in the area to access the required information like job opportunities, people's entitlements, safety and risk reduction messages with different subjects such as health, shelters, etc. One big challenge was the issue of ownership of the newsletter. Some counterparts intended to adopt it as their formal information tool, which was rejected internally owing to the involvement of a foreign donor country (Switzerland). After some discussions on the issue of adopting the newsheet, the Bam Municipality undertook its production. It has now allocated an office for the production of the newsheet, and some IT kiosks for its regular distribution. The initiative has stimulated some actors to start their own and sectoral news sheets and bulletins as a result of the good impact of the newsletter.

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UNDP Iran National Project Directors Forum and NEX Manual

IRAN

This is a UNDP CO initiative to streamline NEX as well as to provide a platform for NPDs to converge programmes, share knowledge, exchange experience and raise concerns.

Brief Description:

The UNDP Iran NEX Manual was updated and translated into Persian language in mid 2004. In September, UNDP, in collaboration with the Ministry of Foreign Affairs and the Management and Planning Organisation and other government counterparts associated with national execution of UNDP-assisted projects, organised the first meeting of the National Project Directors of ongoing and pipeline projects. The first forum meeting discussed various aspects of project formulation and implementation under the National Execution (NEX) modality and provided an opportunity for UNDP to hear the stakeholders' feedback. In its deliberations, the Forum focused on issues related to programme formulation and delivery, roles and responsibilities of various parties, and other pertinent issues. It also provided an opportunity for the participants to share their experiences related to the implementation of UNDP projects. The first NPD Forum was important in the sense that it provided a platform for the stakeholders as well as UNDP to raise their concerns about and address such issues as lack of active consultative/participatory process in the formulation stage of the projects, the need for a project management support system within the Government, the slow process in project implementation in some cases, failure to consult stakeholders (down to the community level) and to sufficiently factoring in local conditions and input during project formulation stage, etc. Motivated by the success of the first forum, UNDP organised a second NPD Forum in March 2005. The second meeting focused on ATLAS, where the participants voiced their feedback on its advantages as well as what they viewed as its shortcomings. In further consultation with the Government counterparts, it was agreed that the NPDs Forum was a useful means to discuss and address project-related issues, a platform to establish networking among NPDs, and a check-point to monitor progress. The Forum was therefore recommended to become incorporated in the national execution mechanism. To that end, the UNDP Country Programme Action Plan (CPAP) 2005-2009 gave a legal mandate to the Forum by making it a formal entity to assist the tripartite Country Programme Committee (CPC) oversee programme management and implementation, and monitor results.

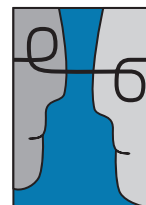
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Governance and E-Documentation: Practicing what we Preach



EASE OF REPLICATION ELSEWHERE

LAO PDR

Transparency and disclosure of information in the public domain is one of the important elements of good governance. This is often the kind of advice most UNDP country offices impart to national governments to assist them in participatory decision-making and facilitating greater accountability and service delivery to citizens (clients). Paradoxically, it appears that few country offices manage to fully practice what they preach, in terms of making the extra effort to disclose and share useful (and often difficult to obtain) information about ongoing programmes, projects, budget allocations, partners, and background policy and legal texts which could be accessed by not only UNDP (internal) staff, but also by all interested (external) parties.

Brief Description:

Transparency and disclosure of information in the public domain is one of the important elements of good governance. This is often the kind of advice most UNDP country offices impart to national governments to assist them in participatory decision-making and facilitating greater accountability and service delivery to citizens (clients). Paradoxically, it appears that few country offices manage to fully practice what they preach, in terms of making the extra effort to disclose and share useful (and often difficult to obtain) information about ongoing programmes, projects, budget allocations, partners, and background policy and legal texts which could be accessed by not only UNDP (internal) staff, but also by all interested (external) parties. The Governance team of the Lao PDR Country Office on the other hand, had in late 2004 taken the initiative to ensure greater transparency and information dissemination on UNDP/GoL Programmes and Policies through e-documentation. In recognition of the design, layout and appropriate content of the revamped and user friendly governance website, the CO was awarded a "10" or perfect score according to the Balanced Score Card (BSC)-- the only Asia-Pacific Country Office to receive this rating and only one of 12 COs worldwide. The key features of the website (<http://www.undplao.org/democratic%20governance.htm>) include alignment of the programmes and projects according to UNDP service lines with succinct one-page summaries of the key projects, including highlights of achievements, allocated budgets and project partners and donors. In addition, the full project documents are accessible online as most of the project newsletters and updates. Given the paucity of recent information/analysis available on Lao PDR, the website also features a number of valuable studies, working papers, and reports on public administration, decentralization, and the legal sector, among others. Such a high level of disclosure and dissemination of relevant material on-line has not only reduced the need for producing additional paper copies within the office, but has also facilitated the quality of programme delivery by, for example, reducing the amount of time required for international consultants to complete their assignments since much of the background/desk study materials could be accessed in soft copy well in advance. While it is still premature to gauge the impact of the new website on resource mobilization, there is every indication that the donor commitments for UNDP/GoL programmes in 2005 will increase significantly, partly attributable to significantly enhanced content on the website, which serves as the first point of entry/impression for existing and new donors alike. This website could not have been developed without the dedicated support of the Public Information and Communication Team within the CO that worked very closely with the Governance Team in refining the design, layout, and content of the materials. However, as with any other website, there is still room for improvement and plans are underway to develop a mechanism to register client feedback as well as a 'search' function to speedily enable users to find exactly what they are looking for.

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Resource Mobilisation and Advocacy: a true partnership

LAO PDR

Through the establishment of a local Trust Fund (UNDP: Lao UXO Trust Fund), an active advocacy policy and the development of true ownership of all stakeholders the UNDP CO in Lao has been able to mobilise USD\$30 million over the last 8 years in support of UXO activities.

Brief Description:

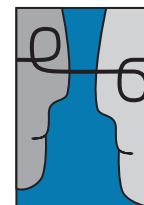
The role of UNDP in mine action is to establish mechanisms to provide donor co-ordination, to support resource mobilisation efforts, to provide technical assistance and training in support of national mine action capacities, and to assist national and local authorities in: Establishing and sustaining national Mine Action Centres responsible for coordinating, prioritising and assuring the quality of mine action operations; Implementing Landmine Impact Surveys and utilising the outcomes to develop national strategic plans; Setting up or launching information management systems; Creating national legislative frameworks; Developing partnership strategies. Resource Mobilisation Strategy UNDP Lao developed a Resource Mobilisation Strategy to provide an overview of the issues and challenges that affect resource mobilisation efforts for the UXO Sector as a whole, and to formulate recommendations on the most appropriate actions required to not only sustain but also increase funding levels. The RM Strategy developed would be continually reviewed as the sector develops further and as the requirements of other operators and new partners become known. Partnership Challenges In looking at the challenges faced in the mobilisation of resources to support the UXO sector in Laos, a common issue-specific analysis accounting for the various stakeholders concerned, including UNDP, the donors, UXO Lao, and the Government of Lao PDR was developed in the RM strategy. UNDP Lao CO RM and Advocacy Approach; Quarterly donor meetings/ briefings in Vientiane and Bangkok to update donors on activities; Utilising visits to international meetings and or workshops to visit donor capitals; Strong public Information campaign (supported by the PI office within the UNDP CO); Production of advocacy materials (books/ flyers/ videos/website); Collaboration with UNDP BCPR Mine Action team and the resource mobilisation experts in NY; External management and financial audits of activities and close follow up on all audits to provide confidence to donors; Annual Donor field visits at the head of development agency level and Ambassador level (plus ad hoc donor field visits as required); Timely reporting to all donors; Playing the true role of honest broker between the government and the donors; Transparency and openness with donors (creating a team environment and ownership)

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Achieving Zero Chloro-Flouro-Carbons (CFC): smart partnerships.



MALAYSIA

Smart partnerships have been forged between key stakeholders through the provision of technical and financial support, which has enabled local companies to market CFC-free products globally.

Brief Description:

As a party to the Montreal Protocol, Malaysia has committed to a target of zero CFC by 2010. To achieve this target, the government, UNDP Malaysia, UNOPs has been working with local Small and Medium Enterprises (SMEs) to change business practices. Malaysia industries were encouraged to join the Montreal Protocol and use new machinery that produces CFC-free products. The success story is in the continued interest, commitment and expanding numbers of SMEs that are participating in this programme. With CFC-free products, several locally operating companies have expanded their sales to international markets. This is an example of how environmental friendly services and products can affect the 'triple bottom line' (social, environmental and economic) of a particular company, and change the way businesses works. The project clearly demonstrates that environmentally and socially responsible businesses can be profitable and create new market opportunities.

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Rebuilding the shattered lives and livelihoods of Malaysia's tsunami victims: UNDP making a difference.

MALAYSIA

A Country Office produced 5-minute photo-essay video that vividly demonstrates results, advocates UNDP's role in rebuilding livelihoods of poor communities in a post-Tsunami crisis setting, and supports resource mobilisation.

Brief Description:

The 26 December tsunami was Malaysia's worst ever natural disaster, striking poor coastal fishing communities of Kedah and Penang. Among others, some 6000 fishermen were affected with more than 3000 boats being damaged or destroyed. The CO mobilized some limited resources through BCPR to help tsunami victims. Based on a participatory assessment, the CO chose to use these resources to procure locally made fishing boats, nets and related gear. Such assistance contributes towards income-generation and rebuilding the livelihood of the poor fishermen, their families and communities. It is the emergency relief efforts of other (non-UNDP) agencies that tend to grab the headlines when humanitarian crises break. UNDP's role, which tends to occur in a media-scarce environment, may be less glamorous but has greater impact from a development perspective. The production of this photo-essay video helps to demonstrate this. The video enhances an understanding of impact and response, and captures the emotions of people. It helps foster partnerships with government, NGOs, community and the media. Through this communication tool, the work of UNDP as an effective development partner is made visible. It advocates UNDP's role in post-crisis recovery and shows UNDP's comparative strength in facilitating the transition from emergency relief to development. This photo essay is easily replicable with minimal production costs and high potential benefits.

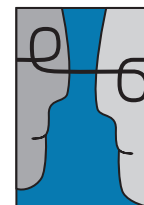
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Adopt-An-Island: Partnerships for Recovery



MALDIVES

The Maldives was among the worst affected countries by the tsunami. Initially the small nation of islands was largely overlooked by the international community, so to raise awareness about the situation in the Maldives, and to broaden fund-raising opportunities beyond the public sector, UNDP Maldives launched Adopt-An-Island.

Brief Description:

The December 26 2004 tsunami affected one-third of the population in the Maldives: leaving thousands homeless and many others with lost livelihoods. The Government and the international community moved quickly to deliver emergency aid, however, much external support is now needed to help the nation regain the development momentum that had propelled this country forward in previous years. Through Adopt-An-Island, the private sector, civil society, governments or individuals can directly support communities in the Maldives to get back on their feet. UNDP has identified community-based projects on some of the worst affected islands. Support can be matched directly to critical recovery projects like the reconstruction of a home, jetty, or the rebuilding of damaged fishing boats. Adopt-An-Island supporters can see exactly where their contribution goes and can also see, first-hand, the results. UNDP Maldives provides all supporters with a colorful semi-annual and annual progress report with information about the communities they are assisting, and details of the recovery activities made possible through their support. In the wake of the tsunami, UNDP believes that assisting the Maldives to regain its development momentum requires a holistic approach that starts with helping people return to their homes and rebuild local infrastructure. These efforts must be dovetailed with efforts aimed at assisting people to regain their incomes. UNDP's recovery strategy in the Maldives addresses is focused, three of these are covered by Adopt-An-Island: Shelter reconstruction (part of Adopt-An-Island); Infrastructure rehabilitation (part of Adopt-An-Island); Restoration of livelihoods (part of Adopt-An-Island); Disaster risk reduction; Planning and coordination support to the Government. Adopt-An-Island was launched in early February 2005. Initially Adopt-An-Island was targeted specifically to the Private Sector and was focused on shelter reconstruction. However, in April 2005 the initiative was broadened to accept donations from the public sector and individuals in three areas of UNDP's recovery work (shelter, infrastructure, and livelihoods).

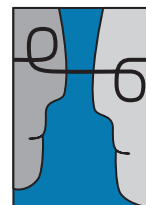
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'Localising the MDGs: Country Specific Targets and Mongolia's New 9th Goal on Democratic Governance'



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MONGOLIA

Mongolia has firmed up through a legislative act its commitment to the Millennium Development Goals (MDGs), with its Parliament adopting a new ninth goal -- fostering democratic governance, strengthening human rights and zero tolerance for corruption. This legislation gives an opportunity to align the national development policies with the vision and strategies agreed upon in the Millennium Declaration from which the MDGs are emanated.

Brief Description

The Parliament of Mongolia has endorsed on 21st April 2005 a historic resolution on the Millennium Development Goals (MDGs), thus renewing and demonstrating country's firm commitment to the Millennium Declaration signed by the President of Mongolia in September 2000 and related responsibilities to achieve MDGs by 2015. Through this legislative act Mongolia set a new 9th goal on "Fostering Democratic Governance and Strengthening Human Rights", with three additional country specific targets to respect and abide by the Universal Declaration of Human Rights: ensure freedom of mass media and access to information; mainstream democratic principles and practice into life; and create an environment of zero-tolerance for corruption. The resolution is an outcome of a Special Session on MDGs for newly elected members of the national legislature, organized on November 2nd, 2004 by UNDP Mongolia in collaboration with the Parliament Secretariat. During this parliamentary session, local issues of aligning the MDGs to the country specific conditions, a need to monitor their implementation, and creation of a broad based partnership achieving the MDGs were discussed in detail. Also, the CO shared other country the global best undertake MDGs costing exercise with the state annual budget process. It was noted that without active involvement of parliamentarians, achieving MDGs may be impossible. Following this session a group of Parliament Members from across the party lines initiated a bill on the Mongolia specific MDGs, which now has been realized in the abovementioned legislative act. With financial help and technical expertise of UNDP and other UN agencies, the Government of Mongolia has led the process of preparing its first national MDG report which was launched by the President of Mongolia Mr. N. Bagabandi, in October 2004. The launch was followed by extensive advocacy activities aimed at raising awareness at all levels of the society, including general public, youth, policy makers and government officials. Now, UNDP Mongolia is supporting the Government of Mongolia's initiatives to achieve MDGs, including further alignment with the Economic Growth & Poverty Reduction Strategy (EGPRSP) monitoring and evaluation, its costing and budgeting, and localization. Full implementation of the 9th MDG is being assisted through our ongoing support to the National Human Rights Action Programme (NHRAP), the National Programme for Combating Corruption (NPCC) and the formulation of the National Plan of Action for Consolidation of Democracy (NPACD), including piloting of country-specific Democratic Governance Indicators (DGIs), that could be replicated in many countries as follow-up to the 5th International Conference of New or Restored Democracies (ICNRD), held in Ulaanbaatar, Mongolia, 10-12 September 2003.

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Straw Bales Make Houses Warmer in Mongolia

MONGOLIA



The first straw bale house was built in Mongolia a decade ago. Since then, a number of trials have been initiated and progressively the design has improved, with corresponding level of gradual acceptance by individual consumers as energy efficient, money- saving and the most affordable construction technology available in Mongolia, as promoted by "Commercialization of Super-Insulated Buildings" project.

Brief Description:

Being one of the coldest countries in the world, Mongolia encounters problems for heating the offices, apartments and buildings. Heating of buildings during the harsh winter, cool spring and autumn requires tremendous amount of funding – eating out almost 50% of annual budget of state organizations and substantial amount of individual households' income. Also Mongolia's per capita emission is closer to that of North European which in of itself poses a national challenge. Wheat straw, as an insulation material for buildings has increasingly gained attention. With proper baling techniques applied, baled straw have demonstrated an improved level of heat retention in homes with 50% annual fuel savings and proven decreases recorded for the carbon dioxide emissions and resultant reduction in air pollution generated from the reduced quantities of coal needed for heating. It is proven to have saved fuel consumption two or three times higher compared with the houses built with conventional materials.

The acceptance of energy efficient straw bale housing technology was a daunting task of the project at the beginning. Managing the negative images of public perceptions surrounding strawbale housing (SBH) technology such as vulnerability to fire, rodents, humidity were hardest during the implementation of the project. However, persistent public awareness campaigns and related demonstration activities have yielded a growing change in public acceptance levels for SBH technology.

Presently, the project has received 84 applications from the families to build straw bale houses and 13 families have already contracted with the project, with construction of 6 houses in progress.

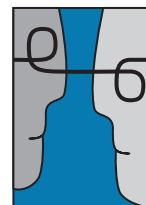
Why this is considered a good practice and what its main impact was. concrete and verifiable results..

- Research conducted in 2003 confirmed that SBH showed fuel savings of 50-70% and related GHG emission reduction
- SBH technology utilizes well the residue of wheat straws that become available every autumn in Mongolia
- SBH are cheaper, warmer and more comfortable when compared to houses built with conventional technology and the number of SBH constructed each year has progressively increased.
- It makes affordable housing accessible to low income groups.
- In the long run, as greater demand is generated, it has the potential to make a significant impact on the reduction of air pollution in urban areas, and related health risks associated with it.
- Funding mechanisms made available through the lending institutions, with supplementation from donor funds through the project

Lessons learned and replicability: What were the key lessons learned and how easy would it be to replicate the good practice elsewhere.

- The importance of refining the technology before its application, is a lesson well learnt, as consumers would like not only an affordable house but also one that is durable.
- The infrastructural support for the supply of straw is critical for consumers and for the construction industry

- Research must be done in time, to measure energy efficiency levels before acceleration of SBH house construction
- The SBH technology is replicable elsewhere subject to adequate planning and research.



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Choice and Voice for all: Community, Governance and Women's Empowerment in Myanmar

MYANMAR

Issues of poverty alleviation, governance and gender equity are inextricable; therefore, they must be part of a coherent model. Self Reliance Groups incorporate gender issues into the community development and by giving voice to the women, the entire village benefits.

Brief Description:

When UNDP Myanmar began the Human Development Initiative (HDI) in 1994, major humanitarian challenges were poverty reduction at community level in rural areas. As the HDI was designed under an Executive Board mandate that stipulated that all aid must go directly to the grassroots, UNDP Myanmar responded by implementing community-based projects; constructing schools, providing sanitation and clean water and focusing on livelihoods. These attempts to aid communities in need were essential first steps. But over time UNDP began to realize that some segments of the villagers were slipping through the cracks. UNDP Myanmar resolved to put decision making into the hands of community at large, in order to redress these incongruities. At the same time UNDP Myanmar also acknowledged that an organization cannot simply “give” voice, or “empower” marginalized people-, willingness to participate and feelings of social strength must originate within social actors themselves. UNDP began addressing this issue by encouraging the very poor to form affinity associations called Self Reliance Groups (SRGs). Composed mostly of poor women, these groups pool savings and eventually invest in their own small income-generating activities. These groups experience social empowerment and begin to assertively articulate their needs. UNDP Myanmar combined this very localized form of community based organization with a slightly larger one: the community –wide Village Assembly. In these community wide forums, townspeople now come together on more equal grounds to debate the priorities of the village. With help from UNDP, villages survey themselves to determine their own capacities and requirements; the people then come to an agreement on their collective needs and on what methods they will employ to address them. In this way, communities feel ownership of development projects and everyone feels ownership of their communities. Most importantly, Myanmar people themselves, through exercising choice and voice in their daily lives, are able to reap the rewards of their hard work.

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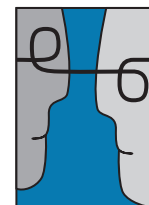
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Community Managed Rural Energy Systems: Technology and social capital at work for rural development and livelihood strengthening in the remote hills of Nepal



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NEPAL

The System promotes clean, renewable, and locally appropriate energy technologies in remote areas. Communities are empowered, rural energy policy and institutional capacities developed, and financing/implementation partnership operationalised. Issues of poverty reduction, gender empowerment, vulnerability, governance and environmental sustainability are addressed.

Brief Description:

The system consists of micro-hydro electricity, biogas (attached to toilet), solar-home system and improved cooking stoves (ICS) operational in remote areas to provide urgent energy needs of the people (lighting, cooking, heating, health, communications, enterprise through rural energy technologies). A salient feature and a 'good practice' in energy technology provision is social capital formation (community mobilization, capacitation) as a necessary ingrained feature of the Rural Energy Development Programme (REDP) initiated since 1996 with UNDP support. This is the key reason for the success and continuation of the programme despite the current conflict. The programme covers 25 out of the 75 districts of the country. National efforts are underway to replicate to other districts. Over 140 Systems are operational benefiting 200,000 rural people with 50 per cent being the women beneficiaries. Community mobilization process ensures inclusion of the disadvantaged groups. Village level micro-enterprises fostered by energy system, namely, agro-processing mills, carpentry, photo-studio, cable TV, tailoring, weaving-knitting, woodcarving, dairy, tea stalls, poultry-raising and fresh vegetable production, have been directly helping in employment promotion and sustainable livelihoods. The saving and credit systems have so far accumulated a total sum of NPR 22,103,095 and have invested NPR 48,123,663 (US\$ 1 = approx. NPR 70) and strengthened rural multiplier effects. Access to light and information technology such as TV, has increased children's school enrollment rates, study hours by 2-3 hours and educational performance, reduced firewood collection burden of girl children and increased community awareness on issues beyond village boundaries. Toilet attached biogas plants, in addition to providing clean energy for cooking (and lighting) has significantly reduced indoor air pollution of poorly ventilated rural kitchens and improved village sanitation. In places where biogas plants are not easily feasible ICSs have a positive gender dimension through reduced indoor air pollution. Additionally, the ICS and biogas plants reduce household firewood requirement, and conserve local forests. Key lessons are (i) technology promotion and social capital formation go together, (ii) an appropriate energy-mix to address the multiple needs of rural people is important, (iii) lack of upfront capital means that rural people requires external support through grants and/or loan, (iv) in the context of Nepalese hills micro-hydro based systems, on the average, including transmission is cost-effective and has up-scaling potential (US\$ 2000 vs. US\$ 4000 for on-grid transmission), (v) private partnership for energy services, service delivery is crucial, and (vi) favourable policy and institutional mechanisms should be promoted. The formulation of national rural energy policy supported by the Energy Thematic Trust Fund validates these lessons. Similarly, provision of funding by the World Bank (US\$ 5.5 million) to up-scale the REDP in over 150 villages attests its success. Global knowledge sharing is supported through academic exchanges with the University of Flensburg, Germany and participation in expo-fairs.

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Mediation: A Better Option for Dispute Resolution

NEPAL



The Access to Justice Programme introduced mediation in court cases for the first time in the legal history of Nepal. The aim of the programme is to facilitate mediation practices in community and courts so that a vast majority of rural people can have access to justice especially during conflict situation.

Brief Description:

The existing formal justice system in Nepal is agonizingly slow and too expensive for the poor people. The reforms are vital for making the rule of law a reality and building public trust in the legal system as an integral part of good governance. Even more so relevant now with efforts continuing to resolve the crisis growing out of conflict between the government and insurgents that has simmered for ten years. The situation is even worse for people living in the high hills, distant Mountainous and Terai regions where accessibility to a district court is restricted by its geographical remoteness, illiteracy and poor financial conditions. In such cases there usually is a Mukhiya or Badghar, 'village chief' who becomes the judge and gives a verdict, even though he may have very less knowledge in legal matters. This practice often led to criminal cases also being handled by a civilian. On the one hand, there was a need to keep this practice on going but the challenge was to enforce the practice based on sound principles. As per the identified needs, the Programme organized community mediation-training programmes in four districts; Kaski & Mustang in 2002 and Bardia & Solukhumbu in 2003. The trainings were on best practices of conducting mediation, legal education and capacity building of the people in understanding the cases. The guidelines for community mediation were made. During 2002-2004 more than 500 community people (basically backward ethnic groups i.e. Tharus, Sherpas, Thakalis and Bhotas) were trained on local conflict mediation skills. The programme was successful in urging the district courts to promote community mediation by letting the two disputing parties settle their disputes outside the court. This practice reduced the feeling of winning or loosing, the threat, pressure upon judges during conflict situation was eased, and justice was done when the poor people got a chance for fair settlement than a harsh verdict. One of the major achievements of the mediation programme in court cases is that the Supreme Court of Nepal has amended the District Court Rules (Fourth Amendment) 2003, that has institutionalized possibility of mediation in cases under trial in District Courts of Nepal. In 2002 as well as in 2003 and 2004, there were more cases of mediation and settlements than the targets. In total, in the last three years, over 4650 cases were mediated and 2833 cases were settled through the mediation process under this Programme. The total number of beneficiaries was 15000. The total Programme cost in 3 years was US\$ 6,72,191. During the programme period of 2002-2004, about 650 judges, lawyers, staff of courts and quasi-judicial bodies, retired judges and administrators were trained on court referred case mediation. Even after the closure of the mediation programme, many cases were mediated and amicably settled by the lawyers of the Programme districts without grants from UNDP. A Mediation Centre has been established, as an NGO, at the national level to promote mediation practices in different sectors in Nepal. Preparation of a draft umbrella law on mediation is also underway and expected to be finalized by 2005-6.

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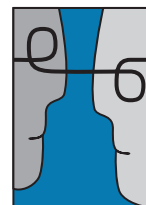
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Building and Construction Improvement Programme-BACIP, Entrepreneur Training & Development. (ETD)

PAKISTAN



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Thermal efficient housing and living conditions improvement products and techniques for mountain communities in Pakistan.

Brief Description:

Why: • All studies so far been conducted report reduced consumption of fuel wood and timber. Average saving of 60 percent of fuel wood per household annually – 2.8 tones of fuel wood per year • Among other fuel-efficient products, the roof hatch window in Gilgit can be cited as one of the most efficient technology that has lowered firewood and heating expenses • Women development has occurred through increased improvement in women's awareness, their role as resource persons, commission agents and increased comfort level and convenience in performing household chores and reduced work load. • Products are said to be economically viable and studies indicate that there is a lot of potential for wide scale replication of the products. **What:** • Fuel efficient stoves save energy and less biomass resources used for cooking and heating and water heating. • Light roofs with improved construction techniques saves 60% of timber for construction and thus natural biomass resources are conserved. • Thermal efficient housing construction techniques (insulation) lead to lower energy use, particularly fuel wood. (up to 70%) • Use of Galvanized iron wire for wall reinforcement as direct replacement of timber reinforcement for house construction in mountain (hence up to 100% reduction of timber use). • Improved lighting, ventilation, warmth, and hygienic in-house environment. **How:** • The GEF (Small Grants Programme) has provided funds to BACIP for training and development of Entrepreneurs. • The community participates in participatory research, development, extension, training and replication of the Interventions. • The BACIP programme of the Aga Khan Planning and Building services, Pakistan provides the technical research, intervention development & extension, training. **Lessons Learned:** • Significant impact of BACIP products is expected on improved health, poverty alleviation and environmental conservation.

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Electronic Document Management System

PAKISTAN

The objective of EDMS (Electronic Document Management System) is to establish a single digitized repository for all official documents, faxes, letters and emails and it will be a Knowledge Management tool through defining its filing and directory structure according to the UNDP Practice area.

Brief Description:

Why: ·Management of important files and its archival was awesome and daunting job. ·It was cumbersome to find information at right time when required. ·There was a dire need to have a effective “Knowledge Management” tool. ·In conventional filling system it was difficult to have a single location for all documents, letters and faxes. ·Audit control on manual filling system was not possible, for instance who accesses file lately, security rights and file attributes. **What:** ·System automated the main registry functions. ·Established standard directory structure which will reflect UNDP main underlying themes. ·Searching tools is available which can search through date, author and subject fields to get information quickly when required. ·System facilitates to implement a “Knowledge management” and “Knowledge products” effectively. ·System is web-based and remotely access able. ·Accountability with revision history, last accessed by, file attributes and access rights is available. **How:** ·CO has implemented EDMS software which is web-based and off the shelf software. Software has been tailored according to the need of the organization. ·Hands on training have been provided to the concern staff prior to the deployment of the software. ·User Manual is available on Intranet. **Lessons Learned:** ·High level of commitment of all level of staff towards adopting the new practices is expected. ·Documentation of the development of the system is highly recommended to leave behind as institutional memory. ·Some staff member feel anxiety and stress while adopting new software. Therefore comprehensive training and understanding prior to implement of the software is required. ·Orientation of the products for new staff is vital to have same understanding across the organization

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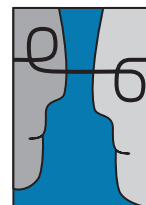
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Leave Management System

PAKISTAN



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Leave Management System (LMS) was deployed with the objective of automation of work flow of attendance and leave record. Over the past five years the software is working excellently and its features are not included in ATLAS so far.

Brief Description:

Why: Automate and digitize the staff members attendance record, routing applications for sick and annual leave. What: Software generate crucial report related to the leave records which were used to be calculated manually. Workflow and routing of applications for sick and annual leave are automated. System generate email for the concern supervisor as a reminder to sign the Application. System maintain log of all leave taken, monthly leave report, leave monitor status report and attendance record card. How: CO has implemented Leave Management Software which was developed in MS Access server-client software. The computerized system provides a secure environment where each user has to log on using a distinct identity. This leads the user to an environment specific to only his concern and nothing beyond that. Hands on training have been provided to the concern staff prior to the deployment of the software. User Manual is available on Intranet. Lessons learned High level of commitment of all level of staff towards adopting the new practices is expected. Documentation of the development of the system is highly recommended to leave behind as institutional memory. Some staff member feel anxiety and stress while adopting new software. Therefore comprehensive training and understanding prior to implement of the software is required. Orientation of the products for new staff is vital to have same understanding across the organization

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Online Hiring System

PAKISTAN

Online Hiring System is not only automate the job posting and short listing but also provide us the job archival and applications data bank for the future retrieval when required. System has been adopted successfully in the CO and its features are not included in ATLAS so far.

Brief Description:

Why: ·There was a greater need for knowledge worker/professionals than ever before. ·It was observed that one couldn't always locate the right candidate when processing hundreds of paper based applications.
What: ·Job posting with complete description and details instantaneously. ·Short listing and grading of candidates is quite fast and easy. ·Job advertising can be scheduled. ·Cost saving as compare to advertise in News media. ·Powerful search and filter facility to seek targeted candidates. ·Scheduling of interview is automated and have a facility to send electronic interview call letters. ·Standardization of resume is achieved.
How: ·CO has implemented real time web based software for online hiring sytem. ·Hands on training have been provided to the concern staff prior to the deployment of the software. ·User Manual is posted on Intranet. Lessons Learned ·High level of commitment of all level of staff towards adopting the new practices is expected. ·Documentation of the development of the system is highly recommended to leave behind as institutional memory. ·Some staff member feel anxiety and stress while adopting new software. Therefore comprehensive training and understanding prior to implement of the software is required. ·Orientation of the products for new staff is vital to have same understanding across the organization.

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Social audit of governance and delivery of public services

PAKISTAN

The social audit process aims at informing policy makers at district, provincial and federal levels about the state of devolution.

Brief Description:

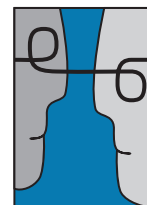
Why': • Devolution was introduced in Pakistan in 2001. The devolution reform in Pakistan, envisaged in the Local Government Ordinance 2001 is a far-reaching reform process, intended to empower citizens, improve delivery of public services, facilitate sustainability of local development initiatives, and to add to public sector resources through community mobilization of resources that most importantly will ensure community ownership. • The devolution process requires that monitoring information should be available frequently and there should be sound evidence for making policy decisions. • The social audit provides evidence for measuring the performance and impact of devolution in the country. The findings are based on citizens' feedback, information obtained from service providers and consultation with elected representatives at the local levels in all the provinces. • The findings of social audit provided a baseline for assessing improvements in key indicators of citizen experience of delivery of public services in health, education, water and sanitation, police, access to justice and local government. • Findings of social audit are used by National Reconstruction Bureau (NRB) for policy discussions and actions related to devolution. What: • The baseline social audit in all districts of Pakistan was undertaken in 2002-03 in collaboration with NRB to assess overall satisfaction of citizens with the devolution and public services. • The social audit covered about 57,000 households and included information from service facilities and service providers. • The 2002-03 social audit provided a baseline of citizens satisfaction with a range of public services including roads and transport; sewage and sanitation; garbage disposal; gas supply; electricity supply; health services; education; water supply; police; courts; and local government. • The second social audit cycle was initiated in 2004 to provide a basis to measure the performance of devolved system in Pakistan. The social audit process is being undertaken as part of overall activities of the Devolution Trust for Community Empowerment (DTCE) project for monitoring the state of devolution in Pakistan. How: • The social audit is anchored within NRB, which is the national think tank on reforms including devolution and police reforms. • A partnership has been forged among key donors to support the process. UNDP (Pakistan and PARAGON) and UNESCO provided seed money for the pilot audit in 10 districts. It was replicated in all the districts with funding from Canadian CIDA to establish the 2002 baseline. • The 2004 cycle of social audit is being undertaken with support from key partners under DTCE project to provide a basis of comparison with the baseline. Lessons learned and replicability: • Social audit is a long and complex exercise that is currently being undertaken with donor funding through international sub-contract with CIET International. There is a high cost involved in conducting this exercise, which requires reliance on donor funding unless national capacities are built to conduct this exercise. • The results of social audit are often sensitive and can have strong political implications in terms of regional and sub-regional variations of results and findings. This often delays sharing and dissemination of results.

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MDGS for Papua New Guinea: Assisting the Government to Draft its First National Millennium Development Goals Report



PAPUA NEW GUINEA

In 2004, the UNDP CO Papua New Guinea embarked on the production of the first National Millennium Development Goals Report (NMDGR). The process included the provision of the services of a technical advisor and the set-up of a Technical Working Group responsible for the drafting of the report.

Brief Description

The production of the first National MDG Report (MDGR) for PNG, a milestone for Pacific Island nations, was the result of a considered national effort. Initially, the lack of resources and data available for the production of such a report was seen as a major hurdle. However, through the work of the Technical Working Group (TWG) and knowledge sharing with relevant institutions at the national and provincial level, this obstacle was addressed through an orientation on the process and working with whatever data was available. Additionally, the report gives a fair idea of what kind of data is actually missing. Moreover, the report was able to accurately capture development trends significant for the achievement of the MDGs in PNG and gives a comprehensive status of each of the MDGs in the country.

The MDGR highlights the progress being made by the country towards the attainment of the MDGs, with its purpose being two fold: for public information and social mobilization. A Comprehensive Report compliments the MDGR and will greatly benefit the MDGR users who require information that is more detailed, particularly policy makers and planners at the national and provincial level as well as those who will be involved in the implementation of the MDGs. The MDGs are clearly part of the national development agenda through their alignment with Papua New Guinea's National Medium Term Development Strategy (MTDS) and other sectoral plans and policies.

UNDP made available the services of a technical advisor to guide and coordinate the work of the TWG. The TWG produced a series of Discussion Papers based on workshops and consultations with a broad range of stakeholders from PNG Government, NGO's, other institutions and donor agencies. The TWG also refined the list of tailored national targets included in the MTDS. An MDG steering committee was established to guide the TWG. All activities were carried out in partnership with UN agencies represented in PNG, i.e. UNDP, UNICEF, WHO, UNFPA and UNAIDS.

The MDG Report has been endorsed by the National Executive Council (NEC) and is currently in print. It can be downloaded at www.undp.org.pg/mdg.html

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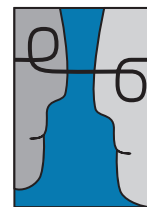
Acting Head of Programmes Dirk Wagener

Bridging the Gap: Knowledge Products on Governance Volumes 1-10

PHILIPPINES



BEST DESIGN / PACKAGING



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Bridging the Gap: Knowledge Products on Governance (Volumes 1-10) brings into the mainstream innovative, nationally owned products and practices generated by our partners and stakeholders under the UNDP Governance Portfolio Programme from 2001-2004. It is a celebration of breakthroughs in innovative approaches and practices as critical inputs to the governance reforms in the country.

Brief Description:

It is a compendium or storehouse of more than 120 knowledge resources, innovations and best practices generated and disseminated by the UNDP Governance Portfolio in the Philippines from the period 2001-2004. It bridges gaps in knowledge as well as celebrate a number of innovative policies, products and practices that address reforms in governance processes, namely in the areas of electoral and political reform, judicial reform, anti-corruption, economic management and civil service reform, decentralization and local governance, legislative reform, right to development, globalization and corporate citizenship and governance review. It also strengthens partnerships by actively sharing knowledge products among and within partners from national and local governments, civil society organizations, media, academe, people's organizations, women's groups among others. It builds knowledge according to the "5Bs" or namely baselines, benchmarks, blueprints, best practices and benefits in the promotion and advocacy of critical reforms in the country. For easy distribution and access, Governance Knowledge Products are made available in CD-ROM form and used recyclable materials designed and produced by poor urban women. This knowledge product was made possible through a US\$ 4,000 budget (or US\$ 18 per set) and was recently launched during the 2004 UNDP Democratic Governance Retreat held in Manila, Philippines. A plan to make these knowledge products available on-line is underway.

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Samar Island Caravan: Catalyzing Stakeholder Participation for Environmental Governance

PHILIPPINES



The Samar Island Caravan is a multi-sectoral advocacy and consensus building process that supported community-driven interest of deterring mining activities in the protected area and engaging other partners to support and elevate the advocacy to the level of national agencies

Brief Description:

Samar Island holds substantial biodiversity and natural resources in the Philippines being the biggest lowland tropical rainforest, where a third is considered a primary forest, and as such is home to a number of globally significant species and habitats. It also holds one of the largest deposit of bauxite (for aluminum production) in South East Asia, which has likewise brought about incessant interests for exploration from the mining sector. Unfortunately, these deposits are located within the forest areas, which often turns any attempt of development into heated issues of debate and authority struggles between varying interests of affected communities, the local government, the mining industry and other major cause groups. The UNDP, through the Samar Island National Park (SINP) project team, from the GEF-supported Samar Island Biodiversity Project (SIBP), was instrumental in catalyzing support to a series of advocacy events to ensure that mining activities and other resource extractive industries are kept off the protected area. With the harsh impacts of these activities in the early 80's such as flooding that led to massive destruction of major parts of the island, engaging communities to become active partners in the program was uncomplicated. Multi-sectoral stakeholders who were mobilized to support the collective resolve of pursuing biodiversity conservation in Samar Island included civil society groups (local NGOs, community-based / people's / faith-based organizations), legislators (Congressmen in the three provinces of Samar Island) and the protected area & wildlife sector of the Environment ministry. The highlight of the process was the Samar Island Caravan, characterized by a street parade / mass demonstration participated by students, teachers, women and members of the affected communities, together with the major groups of stakeholders. This launched the series of dialogues and other advocacy activities that yielded signed Executive Proclamation for the SINP by President Macapagal-Arroyo and the issuance of local ordinances against mining. These results could well be attributed to the unified purpose and political will among stakeholders after having understood the implications of the issue and the decision required of them. The process has effectively generated common understanding, call to action and fervent participation among affected stakeholders. The impact of the efforts was far reaching, considering that this was a community-based initiative that yielded a national governance response. It is a strategy that can well support Environmental Governance initiatives in other unique protected areas.

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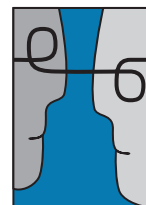
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Environment-Friendly Agriculture in ROK

RO KOREA



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Support for Integrated Pest Management (IPM) and Environment-friendly Agriculture (EFA) in ROK has had significant impact on policy formulation and new paradigm for environmental issues in agriculture by providing training over 10,000 farmers and over 600 guidance officers nation wide in its use.

Brief Description:

Support for Integrated Pest Management (IPM) and Environment-friendly Agriculture (EFA) in the Republic of Korea (ROK) has had significant impact on policy formulation and new paradigm for environmental issues in agriculture. With a chemical-intensive strategy for food production, the country is one of heaviest users of pesticides in the world but this is now changing rapidly. 1) UNDP helped introduce IPM and EFA to policy-makers, researchers, extension officers and farmers alike, training more than 10,000 farmers and over 600 guidance officers nationwide in its use. 2) Dissemination of the results of farmers' trials and of the integration and harmonization of technologies and activities on agriculture to national and local policy-makers encouraged the formulation of a strategy combining food security with environmental preservation. 3) ROK became the first Asian nation to adopt a pesticide and fertilizer reduction policy and 4) established a commercial natural enemy production system. 5) Current targets call for reducing the use of pesticides and fertilizer by 40 per cent by the year 2013 under the Sustainable Agriculture Promotion Act legislated in 1997. More than ten years experiences are now available for continued capacity building and development of agricultural production framework in pursuit of food safety, quality and environmental sustainability at both national and local levels.

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Strategic Partnership with Private Sector

RO KOREA



Through the signing of an MOU with the Federation of Korean Industries (FKI), UNDP RO Korea has initiated a partnership with the Korean private sector, and jointly organized a series of events to promote the UN Global Compact and Corporate Social Responsibility (CSR). It has been culminated in the first International Conference on CSR in Seoul on 7 April 2005, when more than 350 people from main Korean companies, in addition to governmental and non-governmental organizations, participated to discuss the global and national trends of CSR, the Korean government's response and good practices of selected companies.

Brief Description:

The Republic of Korea has been suffered from lots of corruption cases in the public and private sectors, as it has mainly focused on developing its economy for the past several decades. However, people's expectations for transparency and anti-corruption have recently been arising in line with its advanced economy status. The private sector has had to shift itself to be more clean, transparent and corruption-free. Under the situation, Corporate Social Responsibility (CSR) has been getting an important issue in the Korean society since 2000. UNDP RO Korea Office has tried to build a partnership with the Federation of Korean Industries, which is an umbrella organization, consisting of more than 400 main Korean companies, since 2000. At first, their interest in the partnership with the UN system and the global agenda (MDGs) has been almost none, but thanks to continuous sharing of information for more than one year, and change of social environment, the FKI finally wanted to sign an MOU with UNDP RO Korea Office. Since the MOU signed on February 2005, the FKI and UNDP RO Korea Office jointly organized the first learning forum on the Global Compact on 21 February 2005; an international conference on CSR on 7 April 2005; and another international conference on environmental management on 19 April 2005 at FKI. At the events, UNDP RO Korea Office briefed on the UN Global Compact, MDGs, and partnership for development programme, to encourage the participation of the Korean companies in the global initiatives. It is our hope that at least 50 Korean large companies would join the UN Global Compact in a near future. In the meanwhile, the Korean society announced the "National Compact for Transparent Society" on 9 March 2005, when the President, top-level politicians, heads of business associations, CEOs of Korean business conglomerates, heads of civil society organizations, media joined together for the endorsement of the Compact. Through the Compact, the Korean society is developing action plans to be implemented by public and private sectors, and CSOs respectively, to support build a clean and transparent society. FKI and UNDP RO Korea Office will continue to promote the UN Global Compact, so that the Korean network of the UN Global Compact would be launched in Korea soon, and then as many as Korean companies would participate and contribute towards development programmes for the achievement of MDGs around the world.

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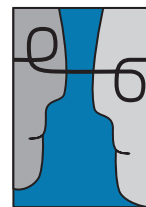
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Batman to the Rescue

SAMOA



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Niue was devastated by Cyclone Heta. In addition to infrastructural damages, the natural environment was also particularly affected. Specifically, the flying foxes, pigeons and the avifauna of Niue were highly affected as their habitats were destroyed by the cyclone. Further, there was no food for these animals as all the fruit trees were damaged. In a response to save the birds, pigeons and in particular the flying foxes, a local environmentalist with the assistance of the UNDP-GEF Biodiversity project assisted by feeding the birds and the bats with fruit cans. It was the best available alternative at a very critical time.

Brief Description:

The fruit bat is the only native land mammal found on Niue and it has significant importance to the biodiversity of Niue. The feeding programme was carried out in the backyard of the local environmentalist's house. This initiative helped the flying foxes and other avifauna, which had lost not only their natural habitats but also source of food. The local environmentalist was awarded with an Award of Recognition from the Bats International Organization for his efforts in saving the flying foxes. This feeding methods applied in this best practice could be used by other small island countries who may encounter devastating impacts caused by natural disasters.

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Champions

SAMOA

The profiling of champions is a mini-programme within the overall regional programme currently executed through the Secretariat of the Pacific Regional Environment Programme and covers 14 Pacific Island Countries. It entails advance ownership by local champions to managing resources, specifically improving the management of waste, water and coastal fisheries. By profiling local champions, communities are made aware of a leader in resource management who they can easily identify with and thus, improve the working relationship with other local resource users in managing the resource. The champion programme aims to award outstanding person(s) who are making a positive contribution to sustainable management of resources.

Brief Description:

The IWP project is practicing profiling of champions that serves to inform the public of particular person(s) who are involved in the sustainable management of resources. These people play an active role in supervising and coordinating vital activities of managing resources most important to them. They personify environmental projects within communities and are effective in coordinating efforts with other resource users such as the Deputy Director for Environment in Vanuatu, Mr. Russell Nari and local chief Manoa Kaun of Louni Village, one of several villages that make up the community of Crab Bay, on Vanuatu's Malekula Island. This programme has resulted in remarkable changes in attitudes of local people that will sustained current efforts to manage resources after the project funds ceases.

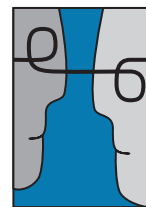
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Headless Chicken Running

SAMOA

The lessons learned from the NBSAP framework can be applied to improve other national plans that very often seem unsustainable and uncoordinated. The use of strategies within other national plans to achieve desired outcomes is lacking and absent in most PICs, a condition symptomatic with “headless chicken” running in an uncoordinated fashion and in all directions. In this practice, the UNDP CO in Samoa is leading the charge in advising countries to be strategic by mirroring the format of the NBSAP process when preparing other national environment plans and strategies.

Brief Description:

By providing policy advice, UNDP Samoa is endeavoring to support Government's to redesign their approach to developing national plans/strategies by using more strategic tools that resonate positive impacts to ensure project sustainability when funding ceases and improving national coordination to achieve desired outcomes. These tools are: (a) Strategy for securing financial resources whereby a strategy outlining sources for funding particular activities of a plan; (b) Communication strategy for upfront planning and preparation to effectively communicate a project's purpose and outcomes with the public. It consists of stakeholder analysis that identifies the target group for raising awareness and more importantly researching interest groups and opinion leaders who will carry the message. Simplification of message for all audience is important and this is reflected in Niue's approach whereby public awareness campaigns were identified as inception phase activities. The use of billboards to raise awareness of POPs in Niue is a great example of using both English and Indigenous language; (c) Strategy for monitoring national plans/strategies that provides a clear and concise process on how Government Ministries and stakeholders intends to monitor the performance of a national plan. This strategy will also identify each players role and responsibilities in the implementation of certain activities; (d) Strategy for national coordination entails the use of National Task Team framework as the official mechanism for coordinating national plans/strategies activities. A prime example is found in Samoa's Persistent Organic Pollutant (POPs) Project acceptance in principle to integrate these plans in their National Implementation Plan (NIP). This will provide clear direction as to the level of commitment and support of Governments to sustain project activities that are recommended in national plans/strategies.

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Justice For All

SAMOA

The Assisting Communities Together (ACT) project was co-funded by UNDP and the Office of the High Commissioner for Human Rights in Geneva. The project resulted in a good collaboration between 2 UN agencies, the Government of Samoa and the Samoa Umbrella of Non Governmental Organization (SUNGO). The execution was originally with UNDP but was handed over to the SUNGO office in the hope to increase SUNGO's capacity building in project management. UNDP's involvement with NGO's was a great significance in this project.

Brief Description:

Overall the project has provided excellent educational materials to the people as it has reinforced that Human Rights education is a vital part of daily lives. The prevailing issues of Human Rights today and its impact to societies vulnerable groups was addressed through these small scale activities, which can have a valuable impact on people's daily lives and set human rights in a Samoan context.

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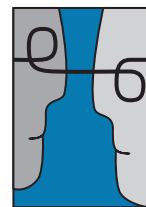
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Opening The Box

SAMOA



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UNDP Samoa has initiated “Opening the Box” support to countries implementing GEF funded projects by introducing streamlining of project funds to maximize on cross-cutting benefits. This greatly improves the inter-relationship of all GEF focal areas by building partnership on substantive gains that creates availability of funds for other priority areas. Namely, projects such as NBSAP, POPs and NAPA are cooperating together to co-finance related activities beneficial to all three such as procurement of office equipment, uses of equipment, establishing the Ministry’s website etc. This evidently gives rise to the thinking outside the box where projects funds are normally managed separately from each other given that the three GEF focal areas are housed in different Ministries. In the case of Samoa, these projects are all accommodated in the Ministry of Natural Resources, Environment and Meteorology and thus provides for the opportunity to streamline funds.

Brief Description:

Streamlining the use of limited funds among all environmental projects with the Ministry of Natural Resources, Environment and Meteorology strengthened cooperation between projects. This practice improved greatly the coordination of funding activities that have cross cutting benefits (cost sharing, synergies between donors, synergies between programmes, achievements beyond initial target) and made funds available for other priority activities as in the case of NBSAP funding Invasive Species for the NIASAP. Two examples: NBSAP Add On partnership with the POPs and NAPA projects to co-finance website for the Ministry’s Clearing House Mechanism. Another example looks at the NAPA project pairing up with the CBDAMPIC project to launch the Climate Change Awareness Day. It is important to note that coordination of this type is manageable at the context of small island states.

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South-South Cooperation

SAMOA

In strengthening south-south cooperation among Pacific Island Countries, UNDP Samoa strongly encourages sharing of resources and knowledge across borders irrespective of their LDC or SIDS status. UNDP strives to use opportunities by negotiating with countries to share resources and technical expertise made available to LDC and/or SIDS countries by UN agencies and funds. In this case, UNDP CO in Samoa negotiated the participation of Niue's POPs Team to the upcoming UNITAR training for the development of POPs National Implementation Plans (NIP). In addition, the Technical Cooperation between Developing Countries (TCDC) fund by UNDP and donors provided the opportunity for practical attachments by Policy Analyst and Planners for the Governments of Niue and Cook Islands to exchange valuable knowledge between countries experience in national planning, aid coordination and resource allocation as a viable means to advance MDG achievements.

Brief Description:

The upcoming UNITAR training for Samoa's POPs NIP will invite 2 participants from Niue's POPs project who are at the similar stage with Samoa's NIP. This practice ensures that training benefits for LDC countries may be extended to other Pacific Island Countries who are not LDC such as Niue but have similar projects such as the POPs. This also supports the exchanging of knowledge, lessons learned and challenges and their possible solutions among countries who would not have had the opportunity to do so given their status recognition as a Non-LDC.

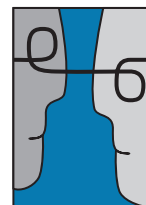
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'From Floods to Tsunami. Disaster - An opportunity' sustained engagement in disaster risk management at local level leading to national policy dialogue

SRI LANKA

Using support received from UNDP India during May 2003 Floods as an opportunity, UNDP Sri Lanka has built a pool of Sri Lankan National Volunteers to work at local level and this sustained engagement in local level DRM has led to national policy dialogue

Brief Description:

After the severe floods and landslides disaster in May 2003, when UNDP Sri Lanka received support from UNDP India in the emergency response, a pool of national Sri Lankan UN volunteers were built to engage in DRM at the local levels. This has been the only significant bottom-up approach to DRM in the country, and when the Tsunami struck on Dec 26, 2004, UNDP Sri Lanka was well-placed to support the response of the Government of Sri Lanka at both the national and local levels. To have built upon a recent disaster and to have used it as an opportunity, in the absence of supportive national policy, is the good practice. The numerous outputs of the National UNVs working at the local levels- lessons learnt workshops, district/divisional disaster preparedness plans and establishment of disaster management centers are evidence of the positive impacts. Even the fact that the interest to pro-actively anticipate and prepare for a disaster was sustained is a big achievement and an important turning point. Using the Trac resources received from UNDP BCPR and with the guidance of the BCPR RDRA, an incremental approach to disaster risk management was adopted. Starting from a modest 3 month project, UNDP Sri Lanka's involvement in DRM after the Floods has grown to a \$ 1.3 million DRM programme (mobilized from donors) in a span of less than 18 months. The seed money of USD 300,000 received from BCPR was again instrumental. These efforts ensured that when the Tsunami struck Sri Lanka on 26 December, 2004, UNDP was able to immediately mobilize support in-country at both national and local levels and played a key-role till other agencies like OCHA came in. The major lessons learnt is that every disaster can be turned into an opportunity and lessons learned from it; further, in the absence of a concrete national policy, a bottom-up 'local level engagement' in DRM will generate sufficient momentum and pressure to initiate and sustain a meaningful national policy dialogue

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Operation Coral Reef Cleanup

THAILAND



Through the Thai government, this programme ensures the continued vitality of Thailand's fishing and tourism industries damaged by the December 26 tsunami. The program brings together local and foreign volunteers to repair damaged reefs and plans for the future of Thailand's coastal environment.

Brief Description:

The tsunami blanketed areas of coral reef with sand and land-based backwash. Some of this coral is in danger of being killed off. The majority of Thais to be adversely affected by coral reef degradation are poor people whose livelihoods depend on coastal fishing and tourism industries – both of these depend in part on healthy coral eco-systems. UNDP provided funding for a volunteer clean-up operation which has attracted the attention of divers from all over the globe. UNDP also provided heavy equipment and training on how to effectively remove debris from stricken areas. An assessment mission following the tsunami concluded that a fast response by way of coral reef cleaning was needed. The clean-up operation expanded to one of rehabilitation, which in turn will lead to another project to “remap” Andaman coastal areas in terms of socio-economic and environmental sustainability. The programme has solidified positive relationships between UNDP and the Department of Marine and Coastal Resources, and at the local level with the Phuket Marine Biological Marine Research Centre, the main implementing body. UNDP's chief role has been one of financier, coordinator, and provider of expertise. The greatest lesson learned has been the importance of “fast response” during environmentally catastrophic situations. The Thai government has lauded UNDP Thailand for the speed in which this program was implemented. While the programme is ongoing, it will be used as a case study to determine the needs of reefs damaged by natural disasters. It has also been beneficial to the Thai government and UNDP on the need for public awareness to garner international support. This programme could be replicated anywhere coral reefs have suffered damage due to naturally occurring disasters.

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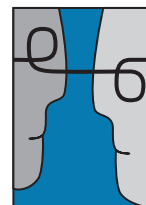
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Thailand MDG-Plus Campaign

THAILAND



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Thailand exemplifies how the MDGs can be adapted and put to good use in a middle-income country that has already achieved most of the MDGs well in advance of schedule. The process to transform the MDGs into a floor instead of a ceiling for human development and ultimate commitment to these adapted goals, known locally as MDG Plus, has made the MDG Plus a mobilizing and agenda-setting theme in Thailand.

Brief Description:

UNDP's support to Thailand's MDG Campaign has had a real and measurable impact on the development discourse in Thailand. Achievements include: Cabinet approval of the first MDG Report and the Thai-specific MDG-Plus targets contained therein, thus re-prioritize and refine Government development planning; Creating ownership of the MDG process across a wide range of line ministries, think tanks, academic institutions, NGOs, and UN Agencies, by appointing "MDG Cluster Champions" to convene and lead consultations on MDG targeting and policy implications in the five main sectors covered by the MDGs. Improved development planning at the provincial level by applying the MDG framework as a broad-based and results-oriented strategic planning tool. A reinvigorated national response to HIV/AIDS after a period of complacency and inaction, making a discernible impact in shaping the Government's remarkable policy shift on HIV/AIDS; A revised national poverty line to better capture the real extent and distribution of poverty; Government decision to re-design and streamline Government socio-economic, demographic and labour surveys; Implementation of DevInfo, a statistical and database package to monitor human development; A new vision for Thailand's contribution to Goal 8, as an emerging donor and active leader in regional cooperation.

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Introducing post-graduate training for future justice agents



TIMOR LESTE

UNDP Timor-Leste has helped introduce standardized, post-graduate, professional training for candidates judges, prosecutors and public defenders.

Brief Description:

The Timor-Leste justice system is in a human resources crisis. The key issues are a shortage of technical (legal, managerial and clerical) and language skills. Most lawyers in Timor-Leste are educated in Indonesia. The district court judges, prosecutors and public defenders were all recent graduates from Indonesian faculties, when appointed by the UN administration (UNTAET) in 2000, without any professional experience, on a temporary basis, after a brief training course. These court actors have gained valuable hands-on experience in their functions, in the new Timor-Leste's courts. But their education and legal language is decreasingly relevant. In the Timor-Leste system, a Judicial Training Centre (JTC), sorting administratively under the Ministry of Justice, is responsible for providing post-graduate professional training for judges, prosecutors and public defenders. In the beginning of the project the JTC was partially inactive for lack of a legal framework, curriculum and trainers. Getting things in motion in JTC as early as possible was a matter of strategic importance. The first task was to introduce a legal framework. In August-September 2004, the project assisted the Ministry of Justice in drafting two decrees, the legal framework to activate JTC, and submitting them to the Council of Ministers. The decrees in question were: • Decree Law 6/2004 - Organic Law for the Judicial Training Centre, which organizes the institution, and • Decree Law 15/2004 on Recruitment and Training for Access to the Careers of the Magistrates and Public Defenders, which makes JTC graduation a condition for appointment. Between September-November 2004, the JTC offered preparatory training in legal Portuguese and basic legal principles. A subsequent evaluation would regulate access to the first class of trainees undergoing a full, 2 ½-year training programme, which started in early 2005 under Decree Law 15/2004. The project staff assisted the Executive Committee of JTC in drafting the preparatory programme. Ordinary training at JTC consists of three parts: first a one-year curriculum at JTC; then a six-month practical training period under mentoring in an institution, followed by one year on provisional appointment, leading up to permanent appointment. There will be consecutive evaluation processes along the way. A total of 61 trainees started the preparatory training, of which 40 passed and had access to the full, ordinary training programme, which started in January 2005. As a matter of policy, the JTC favors the use of Portuguese. Many trainees had difficulties in accompanying the classes for lack of language skills. To help alleviate the problem, the project provided all trainees with language-training books, legal and language dictionaries, and offered to set up extra-curricular language classes. As such, JTC plays a crucial role in standardised quality control. In addition to training contemporary court actors, the JTC should eventually become self-sustainable and prepare future personnel.

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Uniting the Justice System behind a Common Plan

TIMOR LESTE

UNDP Timor-Leste has united the justice sector institutions – government, judiciary and prosecution service – behind a common plan, allowing for coherent justice system development in the early, formative years under a national owned mechanism called Council of Coordination.

Brief Description:

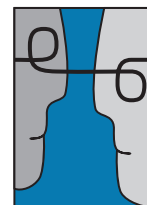
As Timor-Leste became the world's youngest independent country on 20 May 2005, its 1m people had no traditions of statehood whatsoever. An entire state apparatus – president, parliament, government and judiciary – is being introduced from scratch. In the period 2000-2002, the UN administration of East Timor (UNTAET) set up embryonic institutions for the new country. The international community was mainly preoccupied with the government and civil service. The executive was therefore evolving faster than the accountability mechanisms (legislature and judiciary). In this setting, a first “best practice” by UNDP was to detect, at an early stage, a growing imbalance between the constitutional powers, and to realize that the justice system needed increased support. A second “best practice” relates to how the support was increased: The justice system in Timor-Leste includes three constitutionally separate institutions – the courts and prosecution on one hand, and the justice ministry on the other, often referred to as the “three pillars” of the justice system. UNDP early realized that justice delivery would be heading for chaos if these three set different priorities and introduced incompatible routines. Instead of launching separate projects – one for the courts, one for the prosecution service, and another for the justice ministry – UNDP set about to unite the “three pillars” behind a common development plan. For complicated reasons, that unification was not an easy task, so preparations were meticulous: three participatory assessment missions were fielded, and a nine-month campaign of shuttle diplomacy was launched, whereby UNDP went to the “three pillars”, one-by-one, with a series of proposals to address concrete problems of mutual concern. By mid-2003, the “three pillars” agreed it would be easier to sit down together and discuss things directly. The good proposals were assembled and made into a UNDP project document. The justice minister, chief judge and prosecutor-general agreed to form a Council of Coordination (CoC) to act as the steering committee of the project, and in general to coordinate donor support and policies for institutional development. The council has since matured into an effective coordinating body. As a result, there is now a clear sense of direction in the sector. The government's policy for sector development has the full backing of the courts and prosecution. There is no longer any doubt which languages, or laws, to use in legal affairs. Compulsory, standardised training has been introduced for judges, prosecutors and public defenders. The prisons service is aiming for international standards. A uniform case management system is being designed for all the involved in a legal matter – from police, to prosecutors and defenders, all the way up to the courts.

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Access to Justice in Viet Nam – A survey from a people's perspective



VIET NAM

The survey was commissioned by UNDP Viet Nam with the hope that it could bring out additional, valuable information on people's awareness and perceptions of, as well as access to, existing judicial institutions and channels of legal information.

Brief Description:

Covering a sample of 1,000 people across Viet Nam, the survey commissioned by UNDP in 2003 (analysed and reported on in 2004) provided some unique, disaggregated data on the Access to Justice - situation in the country. The survey shows that legal awareness and access to key judicial institutions is generally low, and that there are great disparities in A2J between different groups in society. At the same time, it indicates that people's perceptions of the ongoing legal reforms are generally positive. The results of the survey were very timely released as Viet Nam put the final touches to the Legal Systems Development Strategy (LSDS) and prepared for the drafting of the Judicial Reform Strategy – and served as a key basis for UNDP's advocacy and policy dialogue with the Government in this connection. The publication of the survey report also coincided with the finalisation of the CCA and the UNDAF, and thus could help substantiate the arguments of these two documents in an area (governance) that is otherwise suffering from an acute need of data and indicators. The survey can serve as a best practice for other similar initiatives in other governance areas in Viet Nam as well as in neighbouring countries, where A2J is still perceived to be a politically sensitive area and opportunities for donor interventions are few.

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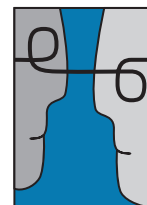
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e-Registry

VIET NAM



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UNDP Viet Nam's information management software to replace conventional UNDP in-out trays and a portion of hard-copy files by a web-based system.

Brief Description:

e-Registry is a web-based application, installed on the Intranet. All incomings (emails, faxes, letters) received by Registry, are routed to staff via e-Registry for action or for information. User who takes actions on incomings can record the results of his/her processing of each incoming to the system. He/she can also attached outgoing correspondences related to the incoming for easy reference. User can search incomings (and related outgoing) within his/her security level by web-based queries, with conditions such as: sender, date, routed to a specific staff or Unit, by file name, etc. Unit Heads can view status of processing of all incomings in his/her units. Senior Managers can view status of processing of all incomings in the office. Registry controls the flow of incomings, maintains the list of user names and levels of security, defines the routing paths in the office, and routes incomings to users.

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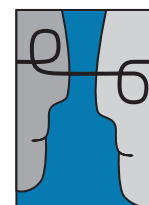
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Appendix: “Good Practices” sellers and buyers

Seller	Title	Practice Booth	Buyer
First Place - 8 cheques			
Indonesia	Strengthening Access to Justice and the Rule of Law Project	Governance	Afghanistan
			Bangladesh
			India
			Lao PDR
			Malaysia
			Nepal
			Sri Lanka
			Timor Leste
Second Place - 6 cheques			
Maldives	Adopt-an-Island	Management	Bangladesh
			Bhutan
			China
			PNG
			Samoa
			Thailand
Third Place - 5 cheques			
Bhutan	M&E at the click of a mouse	Management	Iran
			Lao PDR
			Maldives
			Pakistan
			Sri Lanka
Vietnam	E-Registry	Management	China
			India
			Indonesia
			Iran
			Myanmar
Bangladesh	Building Bridges of Confidence and Opportunity and Opportunity for Development	Governance	Cambodia
			Timor Leste
			Vietnam
			Thailand
			Thailand
Others - 4 cheques			
Afghanistan	From the Aid Coordination to the National Budget	CPR	Nepal
			Pakistan
			Philippines
			Mongolia
Bangladesh	Cash for Trash	Energy & Environment	Fiji
			India
			Mongolia
			Samoa



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Seller	Title	Practice Booth	Buyer
Others - 3 cheques			
Cambodia	Capacity Development from the Ground-Up: Cambodia's Seila Program	Governance	Nepal
			Sri Lanka
			Timor Leste
Fiji	Fiji Multi-Country Office Partnership & Client Service Survey	Management	Cambodia
			Iran
			Vietnam
Pakistan	Social Audit of governance and delivery of public services	Governance	Bhutan
			Fiji
			Lao PDR
Others - 2 cheques			
China	Energising China	Energy & Environment	Maldives
			Mongolia
China	Promoting UN conventions for human rights and integrity in governance	Governance	Myanmar
			Vietnam
Iran	Community-Based Information Management for the Quake-Stricken People in Bam	CPR	Afghanistan
			Bhutan
Nepal	Community Managed Rural Energy Systems	Energy & Environment	Cambodia
			RO Korea
Nepal	Mediation: A Better Option for Dispute Resolution	Governance	Indonesia
			Myanmar
Philippines	Bridging the Gap: Knowledge Products on Governance	Governance	Bangladesh
			Fiji
Philippines	Samar Island Caravan: Catalyzing Stakeholder Participation for Environmental Governance	Cross-Cutting	Afghanistan
			Samoa
Lao PDR	Governance & e-documentation	Governance	Indonesia
			Pakistan
Others - 1 vote			
Fiji	MDG advocacy through arts and schools	RCC	Philippines
Iran	UNDP Iran National Project Directors Forum and NEX Manual	Management	RO Korea
Lao PDR	Resource Mobilisation and Advocacy: A true partnership	CPR	Malaysia
Malaysia	Rebuilding the shattered lives and livelihoods of Malaysia's tsunami victims	CPR	RO Korea
Mongolia	Parliament Adopts MGDs Plus MDG9	RCC	China
Myanmar	Choice and Voice for all	Cross-Cutting	PNG
RO Korea	Environment-Friendly Agriculture in ROK	Energy & Environment	Malaysia
Samoa	Opening the box	Energy & Environment	Philippines
Sri Lanka	From Floods to Tsunami	CPR	PNG
Thailand	Operation Coral Reef Cleanup	CPR	Maldives
	Total Submitted cheques		72
	*note: Cheques not submitted by DPRK		



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