



*Empowered lives.
Resilient nations.*

United Nations Development Programme

DEMOCRATIC GOVERNANCE AND DIVERGING PATHWAYS TO MORE INCLUSIVE SOCIETIES

2013 YEAR IN REVIEW

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UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in more than 170 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

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FOREWORD FROM THE DIRECTOR



We live in an era of unprecedented and rapid changes. The global balance of power is shifting. A majority of the world's population now lives in cities. Major progress has been made in terms of reducing extreme poverty. At the same time, the world is also facing increasingly complex and interrelated development challenges. Competition is intensifying around natural resources, and inequalities are widening between and within countries. Today, 75 percent of the world's population lives in societies where income is less evenly distributed than two decades ago.

Sharp degrees of exclusion lead to frustration and threaten stability, particularly in a globally connected world where aspirations for progress and participation have risen. For development to be sustainable over the longer term, it must offer economic, social and environmental benefits. For it to be inclusive, it must uphold people's rights. Democratic governance is fundamental to this process. More countries indeed recognize that the overall quality of governance matters, even as they take diverse development paths based on national priorities.

While the Millennium Development Goals address mainly social and economic priorities, the international deliberations on a post-2015 development framework have featured strong calls for the new agenda to include a prominent emphasis on governance.

Within this challenging and exciting environment, UNDP's Democratic Governance Group presents its 2013 global report, 'Year in Review—Democratic governance and diverging pathways to more inclusive societies'.

This report presents the key achievements and results from initiatives supported by the Democratic Governance Group in 2013. It shows intensive activities in the major pillars of our democratic governance work, from well-run parliaments to accessible formal and customary justice systems, to measures for combating corruption. It reveals how we are anticipating a future where democratic governance, as a set of values and principles, is ever more widely understood as integral to development as a whole.

I would like to take this opportunity to thank our donors and other partners who make UNDP's democratic governance support successful. They enable us to assist programmes that concretely and effectively respond to many different needs in a wide variety of countries at varying stages of development and in different development settings.

Through our governance work in over 170 programme countries and territories around the world, we hope to have made a difference in the lives of people, women, men and children, providing them hope for a better future.

**Patrick Keuleers, Director a.i.
Democratic Governance Group, UNDP**

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INTRODUCTION

Democratic governance is defined as a set of values and principles that underpin state-society relations, allowing people — in particular the poor and marginalized — to have a say in how they are governed, in how decisions are made and implemented. It also means that people's human rights and fundamental freedoms are respected, and that they can hold their leaders to account, thus aiming to make governing institutions more responsive and accountable, and respectful of international norms and principles. Countries that respect democratic governance values and principles also ensure that mechanisms are in place for people to be protected from arbitrary action by state actors, as well as powerful corporations. Hence, democratic governance is not synonymous with a particular system of government; it is a way of governing that can be practised in a variety of political systems.

UNDP is committed to helping countries eradicate poverty and significantly reduce inequalities and exclusion. Central to this process are systems of democratic governance that meet citizen expectations for voice and development, and the rule of law and accountability, as well as public institutions that provide universal access to basic services.

As one of the world's largest multilateral providers of democratic governance assistance, UNDP plays an instrumental role in assisting developing countries to strengthen systems and institutions. This report presents the 2013 achievements of initiatives supported by UNDP's global Democratic Governance Group in three areas: fostering inclusive participation, supporting responsive institutions and upholding international principles. These areas are still related to the structure of the UNDP Strategic Plan 2008–2013. The report highlights global, regional and national activities supported by the Group, including those funded through the Democratic Governance Thematic Trust Fund.

The Group helps UNDP coordinate and harmonize democratic governance assistance across more than 170 countries and territories. It enables a regular flow of information to track emerging issues, provides top experts on demand, and cultivates new knowledge and analysis widely used inside UNDP and by our partners. In being able to analyse and learn from experiences in countries around the world, we can pioneer innovations — such as a series of national initiatives on youth and democratic governance that shaped a new global strategy that is now being implemented across the organization. The 2013 report therefore has a specific focus on youth-related activities.

UNDP's programmes cover many major elements of democratic governance systems and institutions, as this report demonstrates. Sections 1-3 each begin with an initiative that is illustrative of the area of governance being discussed, and is followed by results from other countries.

The first section, on inclusive participation, profiles achievements in the areas of elections, parliaments, e-governance and civic engagement, and youth empowerment in particular. Highlights include our global partnership with the Climate Parliament, which helps 200 legislators from 10 countries advance climate change policies. In 2013, we also supported a highly participatory and successful process in Tunisia that culminated in agreement on a new Constitution with broad protections for an array of human rights.

The second section looks at responsive institutions, covering local government and local development, public administration and public service excellence, rule of law and access to justice. Among other results, it presents the story of one of our many successful national legal aid programmes, in the Republic of Moldova. Beneficiaries, the number of legal aid lawyers and budgets have all multiplied several times over since UNDP assistance began. We are now focusing on helping to strengthen outreach to vulnerable youth.

A third section details our contributions to international principles as these are translated into national development in the areas of human rights, anti-corruption actions and gender equality. It chronicles, among other achievements, our regional support to anti-corruption measures in Asia and the Pacific, and Africa. The impact of these efforts include, for example, reaching 100 million people in Asia and the Pacific with messages around stopping corruption, and assisting with Africa's first continental meeting on extractive industries, illicit financial flows and repatriation of stolen assets.

UNDP, given its long and extensive experience in developing countries, is ideally positioned to act as a global and regional collector and disseminator of knowledge on democratic governance. A fourth section of the report details current examples of knowledge dissemination across all aspects of our work on democratic governance. A fifth section showcases UNDP's contributions to the process shaping the post-2015 development agenda. A final section summarizes lessons learned, as part of our continued focus on expanding the frontiers of what we know and applying it to how we operate. The conclusion of the report sets the tone for the way forward, under UNDP's new 2014–2017 Strategic Plan.

Participants at Youth and Development Forum, Tunisia, March 2014 (Photos: UNDP Tunisia)



I. INCLUSIVE PARTICIPATION

Inclusive participation is fundamental to realizing sustainable development gains for all. UNDP seeks in particular to remove barriers to participation for people most affected by poverty or inequality — who are mostly women, youth, minorities, indigenous peoples and people with disabilities.

UNDP works with countries to strengthen core systems and institutions that sustain and deepen inclusive participation. In 2013, through global, regional and national programmes, we supported 68 countries in managing their electoral cycles, spanning the time before, during and after elections. Our efforts helped to ensure, for example, that over 43 million people registered to vote in these countries.

UNDP efforts helped to ensure that over 43 million people registered to vote in 68 countries supported by UNDP governance programming.

Assistance to parliaments helps them work in a representative manner; legislate for sustainable, inclusive development; and keep governance processes open and accountable. We assist in building essential management and legislative capacities, and improving outreach and dialogue with constituents and civil society. UNDP currently works on parliamentary strengthening in 68 countries.

Since information and communication technology (ICT) enables governments and civil society to broaden participation in many directions, UNDP helps countries develop strategies and build capacities to effectively deploy it.

MAIN STORY: PARLIAMENTARIANS VOTE TO CARE FOR THE CLIMATE

Parliaments can accelerate transitions to clean, renewable energy through policy and regulatory reforms that guide new incentives and investments. The Parliamentary Action on Renewable Energy programme is a partnership between UNDP and the Climate Parliament, a global cross-party network of parliamentarians. Through the programme, 200 legislators from 10 countries are working together and within their respective national institutions. They exchange knowledge about the benefits of renewable — among them lower costs, increased energy security and reduced greenhouse gas emissions — and develop strategies to advance systematic uptake.

Over half the members of the programme belong to cross-party Climate Parliament groups in their respective national parliaments, with new groups forming in 2013 in **Jordan, Morocco, Senegal, Tanzania** and **Tunisia**. During the year, members asked 64 parliamentary questions in committees and plenary



Millions of Afghan women and men cast their ballots in Presidential and Provincial Council elections on 5 April 2014. (Photo: UN Photo/Fardin Waezi)

I. INCLUSIVE PARTICIPATION

sessions. They met with ministers and prominent actors in government and energy industries, and drew attention to climate and energy issues, including through media outreach. They also supported concrete measures such as increased budgetary allocations, new laws and regulatory frameworks to advance sustainable energy use.

In **India**, members successfully advocated adoption of an incentive for wind power generation, funded with a new government allocation of \$130 million, as well as the issuance of \$157 million in tax-free bonds to expand renewable energy. India's renewable energy targets and associated budget were both doubled in its most recent Five Year Plan.

Morocco's parliamentarians helped shepherd through a reduction in the value added tax on solar panels and other imported renewable energy equipment, while members of **Tunisia's** Constituent Assembly passed a constitutional commitment to protect the climate.

Members in other countries are pushing to implement existing legislation, such as the law providing for a Sustainable and Renewable Energy Development Authority in **Bangladesh**, and the recent Renewable Energy Law in **Senegal**. In **Tanzania**, legislators are mobilizing around a drive to assign 20 percent of government offshore natural gas revenues to rural renewable energy generation.

At a regional meeting in **Africa**, 25 parliamentarians from 18 countries drafted a resolution recognizing the threat of climate change and encouraging the move to renewables. It was adopted by the Pan-African Parliament and circulated by the African Union to all 54 member states.

To reach beyond the programme's core group of legislators, UNDP and the Climate Parliament in 2013 issued a how-to guide on crafting advocacy and policies related to renewable energy.¹ Offering basic information on different technologies, examples of policy best practices and different strategies for improving energy legislation, the guide was distributed to over 16,000 parliamentarians worldwide.

2013 GLOBAL RESULTS

The electoral cycle

- UNDP helped the **African Union Commission** produce an election observation methodology based on the electoral cycle. Emphasizing extending observation beyond just polling days, it is consistent with approaches taken by other international election observation organizations. Commission teams engaged earlier and for a longer period in recent elections in



Ms Wafa Bani Mustafa, MP, Jordanian Parliament (Photo: Climate Parliament)

¹ *Renewable Energy for Parliamentarians: How-To Guide*, at http://www.agora-parl.org/sites/default/files/renewable_energy_user_guide_final_0.pdf.

Madagascar, Mali and Zimbabwe. Assistance with electoral needs assessments, conducted jointly with the Electoral Assistance Division in the Department of Political Affairs, aided elections in **Kenya** and **Rwanda**. **Mozambique** developed specifications to introduce a new voter registration system.

- In the wake of a 2012 Independent Thematic Evaluation that called UNDP “irreplaceable” in its elections work, but recommended strengthening sustainability and cost-effectiveness, we joined the **European Commission** and over 200 representatives from election management bodies for in-depth discussions on sustainable electoral processes. Recommendations, presented in a summary report and a matching e-learning course, now inform guidance and policies used by UNDP and integrated UN electoral assistance teams. Other new guidance has been developed by UNDP to steer institutional and contextual analysis to tailor electoral assistance to national requirements, and discussions are ongoing with Department of Political Affairs on how best to assist electoral management bodies in conducting assessments in between electoral needs assessment missions.



Joint EC-UNDP Task Force on Electoral Assistance Thematic Workshop, April 2014 (Photo: UNDP)

I. INCLUSIVE PARTICIPATION

- **Jordan** in 2013 adopted its first national strategy on political reform, with UNDP assistance. An inclusive process to develop the strategy engaged young people, civil society, local community groups and political parties — as well as the general public through an opinion poll. The Independent Election Commission has begun resolving legal issues as part of a move towards more transparent and accountable elections. A review of the legal framework for political parties resulted in steps to boost the active participation of women.

Parliaments

- In **Somalia**, the federal Parliament functioned for its first full year in 2013, and UNDP assisted members in holding their initial oversight sessions. UNDP helped develop a reorganization plan for the parliamentary administration, human resources and infrastructure, based on a capacity assessment, and helped bring 45 young Somali professionals into the administration. Constituency outreach sessions in different regions fed into a major national dialogue, Vision 2016, which agreed on key political milestones for the next few years. UNDP also offered civic education to 940 young men and women, coupled with mock elections so they could practice what they had learned. Youth dialogue forums provided opportunities to meet and identify common concerns, such as limited employment. Six districts agreed to prioritize youth inclusion in planning and programming.
- UNDP support helped the Parliament in **Morocco** to develop a new Strategic Plan, including a focus on communications and outreach. Implementation is moving forward with plans to promote youth participation and better engage with youth civil society organizations.
- Youth parliaments can be highly effective in helping young people learn skills for political participation. UNDP in 2013 helped create the first such body in the **State of Palestine**; over 23,000 young men and women voted in elections for the 132 members. Specialized training for young women activists groomed skills for political dialogue and policy advocacy.
- In the **Democratic Republic of the Congo**, UNDP engaged with youth in two provinces to establish operating models for youth parliaments, and held forums for regular exchanges between youth groups and government representatives. Workshops have given young participants opportunities to reflect on issues such as the importance of social dialogue and successful citizenship practices, and to learn by doing through sharing personal experiences.

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E-governance

- UNDP in 2013 joined the World Bank, the Organisation for Economic Co-operation and Development, and the Inter-American Development Bank as one of four official multilateral partners in the Open Government Partnership. The Partnership has **64 participating countries**, and supports governments and civil society in working together to use ICT to make governance more open, accountable and responsive to citizens. UNDP plays a role in five working groups on access to information, transparency and extractive industries, fiscal transparency and open budgets, legislative openness and open data.
- A UNDP partnership with Motorola Solutions encourages investments in mobile apps and other technologies to advance sustainable development. In 2013, the International Network of Social Innovators for Human Development was launched; it serves as a platform for people all over the **world**, including entrepreneurs and policy makers, to regularly exchange the latest ideas.
- In **Kyrgyzstan**, UNDP helped develop a national e-governance plan aimed at applying ICTs to make decision-making more transparent and effective, and improve public service delivery. An e-participation platform is being designed to ensure broad citizen awareness of new e-services.



Youth empowerment

- Youth are an increasingly essential part of UNDP programming, as recognized in our 2014–2017 Strategic Plan. In 2013, we finalized discussions on our first global youth strategy. Developed in response to the worldwide call by young men and women for meaningful social, economic and political participation, the strategy defines some of the challenges they face and, aligned with the Strategic Plan, recommends ways for UNDP to help empower youth economically and politically, and tap their contributions to building resilience.
- In **Uzbekistan**, a UNDP project has helped strengthen youth participation by encouraging social innovation and volunteerism. For the first time, a website matches volunteers with opportunities for service, and features a social innovation gateway, where young people can learn how to apply the concept to contribute to their communities. Training on social innovation led to the formation of youth groups that were given mini-grants to implement projects. One group developed simple software allowing public schools to alert parents to the poor performance of their children through

I. INCLUSIVE PARTICIPATION

Social Innovation project, Uzbekistan (Photo: UNDP Uzbekistan)



SMS and emails. Another persuaded the country's largest supermarket chain, Korzinka.uz, to sell eco-bags at its checkout points and disseminate anti-plastic bag messages. After youth used social media to promote tourism, the Ministry of Tourism integrated its own website with social media networks, aided by young volunteers.

- Community participation in local governance in **Angola** is still weak, particularly for youth. After years of destabilizing conflict, many are both excluded and 'exclude' themselves. A DGTTF-supported project organized meetings of over 900 young people in four provinces and 12 municipalities to discuss the importance of their role in the future of their communities and country. Radio programmes promoted further awareness. Three youth associations were established in two provinces, and training was held for local authorities and civil society organizations on inclusive participation.
- UNDP in **Mongolia** helped draft a civic education curriculum for youth, along with related textbooks and teaching manuals, and a teacher-training course. Twelve youth groups were established, and after members were trained on civic engagement they developed projects to solve practical problems they faced, such as insufficient snow removal blocking transport to school. Workshops, television broadcasts and online debates helped promote an understanding of democracy; the DemoCrazy Facebook page drew youth into discussions on topics such as human rights, social justice and gender equality. Young activists organized a seven-day human rights campaign that was the first of its type, and turned to social media to tap into other campaigns around ending violence against women, and upholding the rights of LGBT.
- An unprecedented survey and outreach campaign among youth in **Madagascar** has influenced the development of a new national youth strategy and action plan. Nearly 4,500 youth in 62 municipalities were asked about

Organized by young activists, Mongolia's seven-day human rights campaign was the first of its type in turning to social media to tap into other campaigns around ending violence against women and upholding LGBT rights.

their major concerns. Active outreach involved a variety of tactics: TV and radio spots, online and social media, text messaging and even workshops in Internet cafes. A national dialogue held to discuss the survey results raised the visibility of youth in national development and fuelled political momentum around updating the youth strategy. SMS has begun to take off as a communications tool, having been used recently to monitor elections and manage threats from natural disasters.

- In the **Eastern Caribbean**, a project helped the Caribbean Youth Think Tank cultivate a better understanding of citizen security as a significant youth issue, and develop plans for research on major threats to physical security, the long-term effects of child abuse and the impact of domestic violence on families. A project in **Mexico** trained young leaders from three municipalities to conduct participatory citizen security assessments. This resulted in three youth action plans with a series of projects for implementation in 2014.

COLLABORATING ON CONSTITUTIONAL REFORM

In **Tunisia**, UNDP supported the National Constituent Assembly as it led a peaceful and participatory constitutional drafting process throughout 2013, engaging people from across the political spectrum and the country. Mechanisms to collect citizen and civil society input allowed 80 members of parliament to meet with over 6,000 Tunisians citizens in all 24 provinces, and in more focused exchanges with women's and youth groups. Training for over 200 civil society groups facilitated their consultations with another 24,000 people. UNDP assistance also helped strengthen the Constituent Assembly's social and economic policy-making and institutional capacities.

In early 2014, the Assembly adopted a new democratic Constitution by an overwhelming majority. It is considered one of the most forward-looking in the world, with broad commitments to human rights.

Through partnerships with leading civil society groups from across the **Arab States**, UNDP hosted a regional consultation in 2013 on protecting economic and social rights in post-revolutionary constitutions. One hundred key actors in constitutional processes in **Egypt, Iraq, Libya, Morocco, Tunisia** and **Yemen** attended, along with experts from **Brazil, Ecuador, Kenya** and **South Africa** — the latter countries are all well known for participatory drafting processes and an emphasis on rights.

With social justice and freedom key issues in the recent upheavals in the Arab region, the meeting considered measures to protect marginalized groups, and to foster greater equity and social cohesion, with an emphasis on past success in other developing countries. Attendees exchanged experiences in participatory constitution-making, and constitutional provisions on economic and social rights. Tools such as social pressure and strategic litigation were debated as means to uphold constitutional commitments. The event reached 1.8 million people through social media, and was streamed live and broadcast on television in Egypt.

II. RESPONSIVE INSTITUTIONS

Achieving democratic governance does not rest only on the existence of venues for voicing public opinion, ensuring respect for human rights and public engagement in decision-making that affects people's lives. In all polities, effective democratic governance also depends largely on a capable public administration at national and subnational levels, equipped to provide accessible, high-quality public services, as well as on institutions that can ensure the rule of law.

Strong and responsive public service institutions have a profound effect on the opportunities available and the quality of life of all people. UNDP works with countries to strengthen institutions at the national and local levels towards the goal of providing universal access to services essential for human development. In 2013, UNDP focused on a few priorities for global assistance to achieve high-quality public administration: the restoration of core government functions in the wake of conflict, the integration of gender equality measures across different dimensions, and the incorporation of the rule of law in assessing the quality of public services. A new Global Policy Centre on Public Service Excellence was established in Singapore, hosted by the Government of Singapore.

Support to local governance is particularly important. Closest to citizens, it is often the point where people connect to services, and where equitable access begins. Locally appropriate solutions can respond to development problems that are emerging, or have persisted over time. There can be many opportunities for people to directly participate in local decisions, and to foster new models of citizen engagement.

In 2013, UNDP support improved access to justice and legal aid for over 4 million people in 72 countries.

UNDP works with local governments on building the capacities they need to deliver services, such as planning, financial management and public engagement, and with citizens so they understand how to hold governments accountable. We encourage innovation in adapting to changing conditions and public expectations, including through applying new technologies.

A major portion of UNDP's support for responsive institutions assists with judicial and security systems that are independent, fair and accessible. These uphold democratic governance, and bring inclusive, sustainable development within reach. UNDP's rule of law, access to justice and legal empowerment portfolio comprises global, regional and national programmes that respond to diverse national needs. In 2013, UNDP support improved access to justice and legal aid for over 4 million people in 72 countries.



UN Under-Secretary General and UNDP Associate Administrator Rebeca Grynszpan addresses the 2nd World Forum on Local Economic Development (Photo: UNDP ART)

MAIN STORY: MOLDOVA BUILDS LEGAL AID BRIDGES TO YOUTH

Legal aid helps many more people than it used to in the **Republic of Moldova**, due in part to ongoing UNDP assistance. Since 2008, the number of beneficiaries has quintupled, while the number of legal aid lawyers has doubled. The legal aid budget increased three-fold during 2009–2013.

One of the most recent measures has entailed building stronger links between legal aid services and vulnerable youth, a process aided by a UNDP project. The project has also sought to empower vulnerable youth in claiming their rights.

Regular meetings between legal aid providers and youth have led to the creation of referral systems to ease access. The results of a capacity assessment have guided measures to improve services, starting with training for legal aid lawyers and staff. The training covers issues such as making services youth-friendly, and initiating strategic litigation to protect the social and economic rights of vulnerable youth.

All cases involving youth are now monitored, with results reported to the National Legal Aid Council; the project helped establish a module for collecting data disaggregated by age, gender, disability, ethnicity and other categories. Anyone can now go on the council's revamped website and use these figures to generate a real-time picture of how well the system responds to different groups.

The project has mobilized young people around key themes that could be pursued through strategic litigation. Three youth groups, working closely with legal aid experts, initiated nine cases linked to concerns such as HIV-related discrimination, disparities in access to housing for the Roma, violations of the social rights of people with disabilities and unequal access to pre-school for low-income people.

While these cases work through the courts, the youth groups have also held regular meetings and disseminated information on rights for nearly 2,300 vulnerable youth. They have helped several hundred youth access legal aid and, in some cases, restore rights that had been violated.

Even as it moves to improve its own legal aid system, Moldova has been active in sharing its experiences with other countries. A 2013 event on widening access to justice and legal aid brought together people from legal aid institutions, bar associations, civil society organizations, youth groups and academic institutions in 11 countries in Europe and the Commonwealth of Independent States. New UN legal aid principles adopted by the UN General Assembly were introduced; Moldova has begun piloting these to assess access to its judicial system.

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UNDP convened representatives from 15 countries around the globe, including Moldova, to develop guidance on implementing the principles, summarized in a publication launched at the 2014 UN Commission on Crime Prevention and Criminal Justice.

2013 GLOBAL RESULTS

Local governance and development

- In **Indonesia** in 2013 published its first participatory governance assessment of its work under the REDD+ initiative, a UN partnership to conserve and sustainably manage forests, and reduce emissions from deforestation and forest degradation. Findings indicated weaknesses in subnational governance, and a lack of information on law enforcement and forest-related crimes. National policy makers welcomed the chance to deepen REDD+ effectiveness, and agreed to make better governance central to the next strategic forestry plan. A new forest governance index gauges quality nationally and in 11 heavily forested provinces. It guides planning and monitoring.
- In **Yemen**, UNDP documented and presented alternative options for local government systems to the National Dialogue Committee. The latter selected federalism as a system of decentralized governance, a choice intended to ensure greater inclusion, reduce inequality and improve service delivery. The Constitutional Drafting Committee is now developing specific statutes to guide implementation of the new system. UNDP is supporting the Government in assessing the current capacities of public services and local governments, and initiating capacity development exercises for local governments selected as pilots for the new federal system.
- In **Guyana**, a project with the Ministry of Local Government and Regional Development has offered the first opportunities for young people to intern in local government institutions, following a training period on leadership, advocacy, policy-making and project development. Through a partnership with Guyana's leading telecommunications firm, GT&T, the project set up ICT hubs in the country's six regions so that youth at large can share and call attention to concerns in their communities.



Discussion with country offices on corporate strategy for integrated local governance and local development (Kiev, 13-15 Nov 2013; photo: UNDP)

II. RESPONSIVE INSTITUTIONS

- In **Colombia**, UNDP worked with the Ministry of Information and Communication Technology to launch a national innovation centre. It explores how to scale up successful local governance and development initiatives and meet increasing demands for improved public services. **Kenya's** new Digital Information Centres for Innovation and Development support the exchange of knowledge linked to extending basic services to rural communities.
- Funding for the Social Contract Centre in **Egypt** helped provide training to youth in Fayoum Governorate, one of the country's poorest areas. They learned communication, leadership and advocacy skills, and participated in community sessions in 12 villages that assessed basic development services, such as for health, education and water. Local authorities responded to some of the gaps identified by changing personnel in health centres, for example. This has given young people confidence to aim higher; they are now advocating with governorate officials to improve regional water and sanitation infrastructure. Well received even in Egypt's current transition period, the project pilots a new model in the country of building on youth participation to advance good governance and accountability for basic services.
- UNDP brought municipalities, civil society groups and youth together in the **State of Palestine** to learn about social accountability tools defining whether or not municipalities meet their responsibilities. Youth led a first-of-its-kind community scorecard exercise in four locations in the West Bank and Gaza, and orchestrated a public campaign on fighting corruption.

Traditional dancers celebrate the launch of the Interim Jubba Administration in Somalia.
(Photo: UN Photo/David Mutua)



Public administration and public service excellence

- UNDP led a comprehensive review of past UN support for public administration in post-conflict countries. The findings and recommendations build on seven country case studies, and were summarized in a report called *Restore or Reform? UN Support to Core Government Functions in the Aftermath of Conflict*.² The report was approved in March 2013 by the Policy Committee of the UN Secretary-General. It underlines the importance of closer coordination among UN entities and the World Bank. UNDP is now leading that process by engaging with the Bank on a diagnostic tool to rapidly evaluate core government functions.
- Based on pilot work in the **Philippines, Sierra Leone and Ukraine**, UNDP, in partnership with Sweden's Folke Bernadotte Academy, issued a guidance note and new toolkit to help governments assess respect for the rule of law in public institutions. The note and toolkit use major interna-

2 Online at http://www.undp.org/content/dam/undp/library/crisis%20prevention/UNDP_CG_RestoreorReform_2014v2.pdf.

tional rule of law standards and principles, such as legality, accessibility and the right to be heard, and the right to redress, to measure the quality of administration. In the pilot countries, the assessment resulted in concrete proposals for reforms or new policies to remedy problems detected. For example, in Sierra Leone, an assessment of the National (Civil) Registration Service in Freetown revealed problems with accessibility, as the Service is only based in the capital with no district offices or vehicles for mobile registration and delivery of ID cards. The Service is now part of a national debate on decentralization and/or deconcentration of government functions.

- The Centre for Public Service Excellence, a partnership between UNDP and the Government of **Singapore**, had its first full year of operations in 2013. The Centre operates as a forum for convening policy makers, experts and practitioners, academics, UNDP managers and civil society representatives from around the world to share their ideas. It issued a series of horizon-scanning papers to scope out global trends in public service and administration reform, with links to the post-2015 agenda, and hosted events on leadership, public service innovation, social innovation and design thinking, and the complexities of development for small island states. The Centre was able to establish partnerships with Singaporean Universities and international research consortia to leverage existing knowledge on what really works in public service, and to act as a catalyst for new

Attendees gather for the Women, Excellence and Public Service conference, organized by the UNDP Global Centre for Public Service Excellence and featuring women leaders from Malaysia, Singapore, South Africa and Vietnam. (Photo: UNDP Global Centre for Public Service Excellence)



II. RESPONSIVE INSTITUTIONS

thinking, strategy and action and collaboration. After its initial year, the Centre will expand this collaboration, undertake joint research and produce evidence on key themes, namely, motivation, leadership, foresight and innovation in public service.

- For the first time, **Azerbaijan**, assisted by a UNDP project, has a legal framework allowing young people to serve as interns in its civil service, acquiring skills to help them launch careers. UNDP trained a cadre of young people on leadership and management, communication and other skills, and worked with national ministries on new regulations to set up the internship programme. Azerbaijan also has a new results-based monitoring and evaluation system for its national youth programme, and is developing a youth inclusiveness assessment tool to guide policy-making.
- In **Yemen**, UNDP provided a comprehensive options paper on civil service reform that was discussed as part of the national Dialogue Conference on the structure of government, administrative system and organization of the civil service. Civil service reform is one aspect of the broader topic of public administration reform. The option paper was followed up with programming missions and policy support, which are currently ongoing. The experience shows UNDP's ability to engage in a supporting role in high-level national policy debates and then to provide follow-up technical support for implementation.

Seventh Annual Conference of the International Association of Anti-Corruption Authorities (IAACA), Panama, 2013 (Photo: UNDP)



Rule of law and access to justice

- Seed funding for projects to increase legal aid for vulnerable groups resulted in the establishment of a network of paralegals in one region of **Tajikistan**. It worked so effectively that the central Government has committed to expanding it. In **Armenia**, UNDP helped the Public Defender's Office assess barriers to legal aid services and consider recommendations to remove them. Access to legal aid services increased for people with hearing disabilities in **Kazakhstan** through a new mobile app.
- Growing knowledge of the social and economic consequences of pre-trial detention in **Africa**, developed in part through UNDP's collaboration with the Open Society Foundation and local partners in **Ghana, Guinea and Sierra Leone**, fed into the development of regional standards on the issue by the African Commission on Human and People's Rights. The standards define conditions of police custody and aim at reducing pre-trial detentions.
- A project in **Togo** helped modernize the judicial system and improve human rights protections, building on the passage of the 2013 Law on Legal Aid. Dozens of judges and prosecutors took part in court management training, and a computer database now registers and tracks all inmates. Enhanced legal aid services in some areas have freed prisoners who were unjustly detained. Peer education groups in three prisons sensitized nearly 2,500 prisoners on HIV and AIDS, and connected several hundred to individual counselling and testing.
- A UNDP project making links between youth and the justice system in **Belize** has trained criminal justice personnel and helped develop a standardized approach to dealing with young people in conflict with the law. Community presentations have encouraged marginalized young people to understand their legal rights, while life skills and vocational training have provided youth on remand with hope and tools to negotiate a better future.
- In five **Caribbean** countries, including Belize, UNDP help collect evidence on legal aid availability for survivors of sexual and gender-based violence. UNDP's partnership with UN Women and the UN Office on Drugs and Crime (UNODC) in **Asia-Pacific** generated country-level data from **India, Thailand and Viet Nam** on sexual violence cases in the criminal justice system. This helped identify regional trends and frame national and regional recommendations for action.



Women participate in a legal empowerment focus group in Ghana. (Photo: UNDP/Patrick Nimo)

III. INTERNATIONAL PRINCIPLES

Internationally agreed principles underpin UNDP's mandate and all forms of its support for development that is inclusive, sustainable and resilient to risk. Equality, participation, transparency, non-discrimination and accountability are foundational principles, connecting a body of economic, political, social, civil and cultural rights established by the United Nations.

UNDP supports the strengthening of national systems to protect, respect and fulfil human rights, such as through new legislation and the development of dedicated institutions. We help governments comply with international and regional commitments and recommended actions, including those under the Universal Periodic Review process. Our programmes also assist and empower civil society organizations and marginalized groups as they seek to claim their rights and hold governments accountable.

Over 100 countries now have national human rights institutions, and UNDP and the Office of the High Commissioner for Human Rights work closely together to support their growth and effectiveness through an International Coordinating Committee. With the Committee increasingly active in representing national institutions at the international level, assistance in 2013 focused on helping it to finalize a new strategic plan to improve governance and strengthen key partnerships

Equality, participation, transparency, non-discrimination and accountability are foundational principles, connecting a body of economic, political, social, civil and cultural rights established by the United Nations.

Greater integrity in public institutions improves governance, both nationally and locally. Based on the principles in the UN Convention against Corruption, UNDP helps roll out standards and build capacities to tackle corruption, and bolsters legislative and public awareness and oversight over them. Community engagement can be highly effective in holding local governments to account for better service delivery.

UNDP is fully committed to faster progress in reducing gender inequality and promoting women's empowerment, recognizing both women's human rights and their significant contributions to development. We help in reducing barriers to participation in governance and all forms of decision-making. We advocate that justice systems, in laws and legal practices, take a strong stand in ending all forms of violence against women.



An inflatable sculpture by British artist Alan Parkinson on display at the United Nations office in Geneva challenges diplomats, UN officials, school children and communities to think more creatively about how to make the work of the Human Rights Council better understood and applied around the world. (Photo: UN Photo/Jean-Marc Ferré)

MAIN STORY: A STAND AGAINST CORRUPTION IN AFRICA AND ASIA

Almost all countries in **Asia-Pacific** have signed the UN Convention against Corruption; nearly 60 percent now have a national anti-corruption strategy. Yet, implementation remains a challenge.

As a trusted partner mandated to uphold international principles, UNDP is instrumental in encouraging countries across the region to sustain the battle against corrupt practices, which take a huge toll on development. In 2013, for example, UNDP collaborated with the Government of **Malaysia** and UNODC to convene 70 high-level officials from 20 countries to develop common guidelines for national anti-corruption strategies, filling a long-standing gap in the region.

Nepal conducted a capacity assessment of its anti-corruption agency based on a methodology pioneered by UNDP, leading to a new institutional development plan. **Myanmar**, having ratified the UN Convention against Corruption and adopted a new anti-corruption law in 2013, turned to UNDP for assistance with a capacity analysis mapping next steps. Priorities include setting up an anti-corruption agency and conducting a self-assessment under the Convention.

Across Asia-Pacific, as part of a global initiative, 15 countries took part in the UNDP/UNODC ‘Zero Corruption, 100% Development’ campaign on International Anti-Corruption Day, with a focus on the roles of women and youth. The campaign reached an estimated 100 million people in the region through marathons, radio talk shows, student essays, online discussion and concerts, amplifying awareness of the destructiveness of corruption and how each person has a role in stopping it.

As part of a global initiative, 15 countries across Asia-Pacific took part in the UNDP/UNODC ‘Zero Corruption, 100% Development’ International Anti-Corruption Day campaign focusing on the roles of women and youth.



Grassroots women participate in anti-corruption campaign in Las Brumas. (Photo: UNDP)

UNDP’s anti-corruption work in **Africa** has included encouraging national and regional civil society organizations to develop capacities and plans for monitoring the continent’s booming extractive industries. As an initial step, they contributed to the **African Union’s** Agenda 2063, a strategic agreement on natural resource governance. The African Union Anti-corruption Board used UNDP technical expertise in hosting the first continental meeting on extractive industries, illicit financial flows, repatriation of stolen assets and regional enforcement of the Union’s Anti-corruption Convention.

UNDP helped the Conference of African Ministers of Public Services develop and adopt the Anti-corruption Strategy for the Service, with concrete measures for improving and monitoring accountability. A new manual on forensic audits was endorsed by over 19 anti-corruption commissions across the continent, and adopted by the African Union Anti-corruption Board as a training tool.

Training guided by UNDP allowed senior authorities from 19 countries to learn about integrating African Charter values and public service principles in national development management bodies. Fifty-two officials from anti-corruption agencies across Africa participated in training on anti-corruption measurement tools and methods.

2013 GLOBAL RESULTS

Human rights

- UNDP helped national human rights institutions in **Afghanistan**, **Bangladesh** and **Nepal** to conduct capacity assessments and take measures strengthening their abilities to uphold human rights at the level of both legislation and implementation. Partnerships with civil society groups in **Moldova** supported the creation of a National Human Rights Council comprised of five leading human rights experts, three of whom are women, to monitor follow-up on the Universal Periodic Review recommendations.
- UNDP worked with the **African Commission on Human and People’s Rights** in developing its new strategic plan, aiming for a smarter, more coherent organization that can, among other goals, back effective application of the state reporting procedure to ensure compliance with the African Charter.
- With the UN Working Group on Business and Human Rights and the Government of Colombia, UNDP co-hosted **Latin America’s** first Regional Forum on Business and Human Rights, which engaged more than 400 people from companies, governments and civil society organizations in 17 countries. We took part in the UN Global Compact’s 3rd Annual Business Forum for Latin America, which featured constructive dialogues between private sector and indigenous leaders.

III. INTERNATIONAL PRINCIPLES

Latin America's first Regional Forum on Business and Human Rights engaged more than 400 people from companies, governments and civil society organizations in 17 countries.

- As a member of the **UN Network on Racial Discrimination and Minorities**, UNDP contributed to new guidance, issued by the UN Secretary-General, on how the UN system as a whole can address issues of discrimination and protection, in line with the Universal Declaration on Human Rights and other key standards. Other forms of inter-agency collaboration supported the participation of people with disabilities and indigenous peoples in global post-2015 discussions.
- Full enforcement of **El Salvador's** new Access to Information Law began in 2013, and UNDP sought to develop the capacities of young people to use it. Workshops for students, women's groups and journalists taught them their rights under the law. A guide for journalists has been widely disseminated by the National Press Association. A mixture of online and offline tactics spread the word among youth at large: campaigns, public murals, social media, a theatre festival — and The Hackathon. The last inspired young programmers, designers and promoters of access to information to develop apps helping people exercise their right to know. The best ideas were presented to the new Access to Public Information Institute. In the first year of the new law, 55 central government institutions received over 7,000 requests for information.

Anti-corruption

- UNDP helped six transition countries — **Colombia, Iraq, Liberia, Myanmar, Nepal and Tunisia** — implement anti-corruption measures stipulated in the UN Convention against Corruption. Colombia, for example, developed its first overarching anti-corruption policy. In 2013, UNDP provided technical support to 17 national anti-corruption agencies to develop their capacities to prevent corruption, including by conducting risk assessments and strengthening institutional integrity.
- Thirty-six countries drew on UNDP assistance to integrate anti-corruption measures in MDG-related initiatives in education, health and access to water. In the **Philippines**, UNDP has partnered with a local civil society organization, Integrity Watch Group, on training monitors to scrutinize public financing of water services. In **China**, UNDP joined the Northwest Normal University and the China Integrity Education network in mapping corruption risks across the education sector, covering issues such as procurement, student enrolment and asset management. Policy recommendations have been shared with the Ministry of Education and the Central Disciplinary Committee of the Communist Party.

YOUTH ENGAGEMENT IN ANTI-CORRUPTION EFFORTS

Youth engagement in anti-corruption efforts is a source of fresh ideas and a way of reducing tolerance for corruption now and over the long term. In **Thailand**, UNDP and Khon Kaen University have backed the Youth Anti-corruption Network, which involves 6,000 students from 90 universities. They advocate for stopping corruption through activities to raise awareness and propel investigations of alleged fraud — the World Economic Forum in 2013 recognized it as a ‘Creative for Good’ best practice. In **Africa** and **Latin America**, UNDP helped train over 80 young leaders on social accountability mechanisms and tools to prevent corruption.



Thai youth gather for International Anti-Corruption Day. (Photo: UNDP)

- A UNDP-assisted regional analysis of four cases of upholding accountability in water governance — in **Chile, Colombia, Mexico** and **Brazil** — has been widely shared across Latin America and the Caribbean, including in regional meetings on the UN Convention against Corruption and on integrated water resources management. Through a partnership between UNDP, the Global Center for Development and Democracy, and the Latin American Institution of Leadership and Public Management, a new course on public sector corruption risk prevention and management was launched in 2013, drawing 175 participants from across the region.

III. INTERNATIONAL PRINCIPLES

- Pilot projects in **Brazil, Nepal, Nicaragua, the Philippines** and **Uganda** empowered more than 2,300 women to carry out anti-corruption activities at the grass-roots level related to monitoring budgets, land titles, water supplies and health services. In Nicaragua, over 40 women began participating in local commissions reviewing corruption cases related to identification documents. Fifty women in one district of Uganda were trained on land titling. They have already helped around 150 women register or start the registration process to secure land titles in their names for the first time.
- In **Serbia**, UNDP trained young journalists in investigative reporting in various areas including corruption. Innovative partnerships with non-governmental groups allowed them to provide internships to the journalists, which provided space to pursue leads and produce independent reports. These were widely distributed through social media, but also picked up by conventional media outlets, and resulted in several government actions. For instance, criminal complaints were opened on the alleged misuse of funds by the National Museum, and the sale of unlicensed medical equipment. Two new online systems have improved reporting on corruption in health care and provided the first completely secure platform for whistleblowers.



Organized by UNDP Sudan in partnership with the Faculty of Fine and Applied Art of the University of Sudan, a weeklong exhibit displays student submissions to a drawing contest celebrating the 2013 Anti-Corruption Day. (Photo: UNDP Sudan)

Women are key players in Bangladesh's ICT initiatives that enhance people's access to key services and information. (Photo: UNDP Bangladesh/A21)



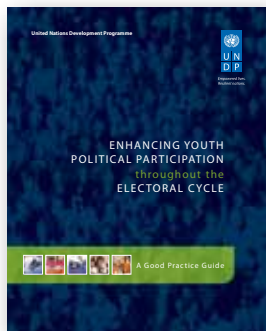
Gender equality

- UNDP helped form a network of women parliamentarians in the **Arab States**; in 2013, they adopted the Algiers Declaration on Arab Women's Political Participation, with 14 points of action including constitutional and legal reforms, temporary special measures to boost women's participation in elected bodies, and public education to challenge gender stereotypes.
- Election-related training improved skills of women candidates in the **Caribbean** and **Central America** as well as in the **Arab States**. A new United Nations-wide policy on ensuring that electoral assistance promotes women's participation in elections and politics builds on UNDP inputs.
- In **Egypt, Libya** and **Tunisia**, UNDP partnered with UN Women to develop a method for guiding gender-sensitive development data collection at the local level. Gender-focused research assessing women's political and legal empowerment includes an examination of their participation in local political institutions, institutional and cultural barriers, and access to legal services.
- In **Croatia**, UNDP supported the Government in drafting a new law providing comprehensive reparations to victims of sexual violence committed during the war. Assistance to survivors in **Montenegro** has helped them gain greater awareness of their rights and options for services under new domestic violence and legal aid laws; training for legal aid service providers has shed light on how to treat survivors in a sensitive manner. A legal commentary on the domestic violence law received official sanction and was distributed to judicial institutions.

IV. NEW KNOWLEDGE: A GLOBAL RESOURCE

With its nearly universal presence, long history of partnerships and expert networks, UNDP is in a unique position to generate and share insights on democratic governance. Our expertise across diverse development settings allows us to tailor knowledge to the specific, often varying needs of countries.

Through publications, e-discussions, and forums for dialogue and debate, we encourage people to identify common concerns and consider solutions, including through those tried and proven effective, and with particular emphasis on exchanges among developing countries. Many of our knowledge products are the first of their type, and we apply our experience in advocacy and awareness-raising to give them a broad reach.



ELECTIONS

UNDP in 2013 conducted its first survey of programming strategies to foster youth participation in elections, and issued *Enhancing Youth Political Participation through the Electoral Cycle: A Good Practice Guide*. It identifies key entry points and surveys effective actions from around the globe. Two new guidebooks on the electoral participation of women outline general principles to assist electoral management bodies, and help identify and prevent threats of election-linked violence against women.

The study *How Much Progress Have We Made?* analysed the political participation of women in subnational governments in Latin America and the Caribbean. It was launched and widely debated at the second Ibero-American Summit of Gender Local Agendas, which convened 800 gender specialists from 23 countries. The study probes issues such as preconditions for women's access to elected offices and the effectiveness of affirmative action measures.



PARLIAMENTS

With the World Bank Institute, International Monetary Fund, Commonwealth Secretariat and Revenue Watch Institute, UNDP organized a global seminar for members of parliament and extractive industry representatives where they shared perspectives and discussed issues related to managing extractive operations, such as contracts, and budget and fiscal rules.

UNDP and the Global Organization of Parliamentarians against Corruption produced guidance on a self-assessment tool that helps legislators generate accurate data on the effectiveness of parliamentary procedures in preventing



Model UN Security Council convened in Azerbaijan, October 2013. A DGTTF-supported project on youth participation and governance inspired this initiative, along with a commitment from the Government of Azerbaijan to host the First Global Forum on Youth Policy in Baku in 2014. This exemplifies the catalytic effect of DGTTF investments. (Photo: UNDP Azerbaijan)

IV. NEW KNOWLEDGE: A GLOBAL RESOURCE



corruption. The tool was widely shared at the 2013 Fifth Global Conference of Parliamentarians against Corruption, and has been used in training for legislators in the Caribbean and Europe.

UNDP continued partnering with the National Democratic Institute, International Institute for Democracy and Electoral Assistance (IDEA), the World Bank Institute and other organizations on AGORA, the leading global knowledge platform on parliamentary development. A revamping of the website in 2013 made it more interactive and easier to navigate. Page views doubled, with more traffic across different features of the site.

A partnership with the UN Department of Political Affairs helped develop the UN's Constitutionmaker website. UNDP strategic guidance on constitutional support drew on experiences in 14 countries.

E-GOVERNANCE

In Istanbul, UNDP convened 60 representatives from government, civil society and the private sector, and 30 of its own Country Offices to explore links between ICT, governance and conflict prevention. The meeting explored new frontiers in using technologies such as mobile phones that play increasingly critical roles in preventing and responding to crisis.

The Working Group on Gender, of the Broadband Commission, chaired by UNDP, launched its first report, *Doubling Digital Opportunities*. It provides detailed evidence on how women are going online at slower rates than men, causing a digital divide. The research made links to economics, pointing out, for example, that more women and girls using technology could boost global GDP by billions of dollars.

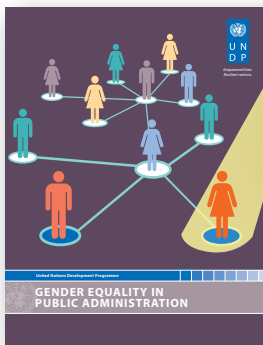


A UNDP report, *From Connectivity to Service Delivery*, highlighted how ICT innovations open room for citizen participation, electoral support and service delivery. *The Promise of Open Data in Brazil: Fostering Participation, Building Local Capacities* provides critical insights for policy makers on the promises and challenges of open data, and suggests how it can augment democratic governance. The report describes the Brazilian Open Data portal, initiated in 2012 to allow public access to raw data from public agencies.

PUBLIC ADMINISTRATION

UNDP prepared its first global *Gender Equality in Public Administration* report in 2013. Building on 13 in-depth policy case studies, the report details the complex barriers to women within many systems of administration, and calls for specific actions to reduce these. Comprehensive policy recommendations cover issues such as gender-sensitive constitutions and laws, targets for leadership positions and the generation of sex-disaggregated data.

Regional research papers on democratization and peacebuilding in Africa over the last 50 years, and prospects for the coming 50, were among the UNDP con-

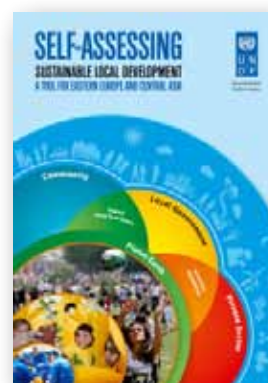


tributions to the African Union negotiations on Agenda 2063, on democracy, governance and peacebuilding. UNDP helped revive the African Management Development Institutes Network, and is now supporting regional research on the capacities of public service providers. The inaugural meeting of the East Africa Local Governance Forum of Ministers and Permanent Secretaries established it as a forum for regular knowledge exchange.

LOCAL GOVERNANCE

UNDP in 2013 issued two new tools to support the capacities of local governments in Europe and Central Asia. *The Programming Handbook for Sustainable Local Development* helps assess entry points, with detailed advice on management structures, monitoring and scaling up successes. It features 48 case studies from the region. The *Self-Assessment Tool for Sustainable Local Development* helps connect subnational planning and actions to overarching national policies. It guides a process of evaluating and developing consensus on local priorities. Thirteen localities in three countries piloted use of the tool.

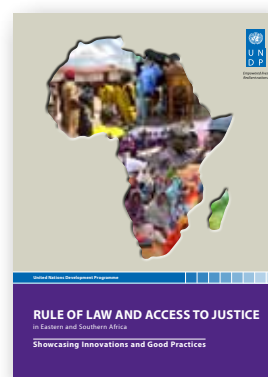
The study *Exploring the Dynamics of Youth Political Participation in Local Governments in Latin America* surveys experiences in four municipalities in four countries. It raises important questions that have already cropped up in policy debates, including on how openness to youth participation fosters their commitment and engagement, which is then further reinforced as they see their perspectives reflected in political processes.



RULE OF LAW AND ACCESS TO JUSTICE

UNDP has helped galvanize increasing attention to the judiciary in Africa, including through the publication *Rule of Law and Access to Justice in Eastern and South Africa*, which showcases innovations and good practices in Botswana, Burundi, the Democratic Republic of the Congo, Kenya, Malawi and Uganda. Discussion papers — such as *Rule of Law and Access to Justice in Sub-Saharan Africa: Rethinking the role of law and justice in Africa's development* — have highlighted links between the law and legal empowerment, and sustainable, inclusive development, and called for more equitable access to justice for marginalized groups.

Globally, UNDP published an issue brief on links between the rule of law and development, looking towards the post-2015 development agenda. We worked with national partners and UNODC to develop the *Handbook on Early Access to Legal Aid in Criminal Investigations and Proceedings*. We further partnered with UNODC on regional workshops for Arab and Asian countries on conducting integrity assessments of the judiciary in line with UN Convention against Corruption. An e-discussion on the issue informed debates at the Convention's Conference of States Parties. Since quality evidence and analysis underpin effective judicial reform, in 2013 UNDP issued two publications 'Why, What and How to Measure? A User's Guide to Measuring Rule of Law, Justice and



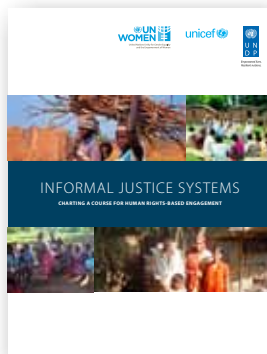
IV. NEW KNOWLEDGE: A GLOBAL RESOURCE

Security Programmes’ and ‘Guidance Note on Assessing the Rule of Law Using Institutional and Context Analysis’.



To build evidence for legal empowerment programmes, UNDP surveyed 10 case studies from seven countries of initiatives to overcome legal obstacles that undercut the ability of poor people to carry out fundamental and critical tasks such as setting up businesses and protecting property rights. The study, *Legal Empowerment Strategies at Work: Lessons in Inclusion from Country Experiences* summarized lessons learned; its findings were discussed at the Global South-South Expo in 2013. Another study, *Accessing Justice: Legal Aid in Central Asia and the South Caucasus* compiled useful experiences from six countries in improving access to legal aid services among poor and marginalized groups.

An earlier UNDP project to help Croatia set up a witness and victim support system was widely recognized as effective. Successful strategies from it were integrated into a Council of Europe recommendation on witness protection. To disseminate these more broadly, a report, *Development of a Witness and Victim Support System: Lessons Learned*, analyses how to address challenges of vulnerability and exclusion, and support judicial systems to bring justice to victims.



In Latin America, UNDP convened people from nine countries to share practical experiences in linking formal and indigenous justice systems. Discussions were guided by *Informal Justice Systems: Charting a Course for Human-Rights Based Engagement* – a tool devised by UNDP, UN Women and the UN Children’s Fund (UNICEF).

TRANSITION

UNDP partnered with the Foundation for the Future in 2013 to convene more than 20 leading think tanks from six Arab countries along with experts on transition from Indonesia, Myanmar and South Africa. They discussed the role of think tanks as progressive forces supporting democratic transition, including by generating new knowledge and high-quality data. An online directory of Arab States think tanks produced after the meeting is one of the first of its kind, aimed at encouraging the continued development of capacities and further knowledge exchange.

The publication *Gender Equality in Political Transitions* reviewed nearly 70 important writings on democratic transitions from a gender perspective, combining them into a one-stop reference for policy makers, academics, gender activists and others. It features experiences from five regions of the world, with a focus on the early involvement of women in uprisings and revolutions.

HUMAN RIGHTS

The guide *Promoting the Human Rights of Persons with Disabilities in Europe and the Commonwealth of Independent States* compiles extensive

research on barriers to people with disabilities across the region. It describes examples of effective policies and programmes, including measures linked to the Convention on the Rights of Persons with Disabilities, and elaborates on the intersections between disability, gender and minority rights. A second study focuses on Central Asia, highlighting the key contributions of National Human Rights institutions to the growing inclusion of people with disabilities in mainstream society. It looks at successful examples of inclusion through social policy, health, education and employment initiatives, underscoring their potential for societies overall.

UNDP hosts the UN Practitioner’s Portal on Human Rights-Based Approaches to Programming, which is a one-stop shop for knowledge exchange and resources on mainstreaming human rights. It had over 50,000 page views in 2013. An e-discussion on human rights, peace and development is being used by the UN System Staff College to develop a new learning module on the nexus between human rights and conflict prevention.

ANTI-CORRUPTION

New publications include *Capital Flight from Selected Least Developed Countries: Methodology, Results and Issues for Investigation at Country Level*. It recognizes that capital flight is a critical constraint to growth, poverty reduction and human development, and describes a methodology to estimate it as a contribution to policy debate on stemming illicit financial flows. Two related reports drill into the specifics of experiences in individual countries.

Other publications touch on connections between anti-corruption measures and issues such as development effectiveness, the post-2015 agenda, the UN Convention against Corruption, and anti-corruption assessments by parliamentarians. UNDP, with UN REDD, sponsored the REDD+ Corruption Risk Assessment Guide as a resource for national training in countries including Bhutan, Bangladesh, Democratic Republic of the Congo, Kenya, Nepal, Peru and the Philippines. A UNDP e-discussion on preventing local corruption related to REDD+ was widely disseminated through other networks, including at the UN Environment Programme and the International Institute for Sustainable Development. In Latin America, a guidance note on engaging indigenous peoples in combating corruption related to REDD+ was used for training nine indigenous peoples’ organizations.

Latin America’s first regional forum on preventing corruption in REDD+ gathered 65 representatives from eight countries to consider tactics for integrating anti-corruption measures in national REDD+ strategies. Participants learned from successful initiatives in countries across the region, and took part in joint problem-solving on issues such as financing, anti-corruption tools, public information for accountability and partnership with social actors.



V. TOWARDS DEMOCRATIC GOVERNANCE IN THE POST-2015 WORLD



*MyWorld survey at work in Kazakhstan.
(Photo: UNDP Kazakhstan)*

Parallel to international deliberations on a post-2015 development framework and set of sustainable development goals to follow the MDGs, UNDP has coordinated the most extensive public discussions ever on the future of democratic governance. It has encouraged broad consultation, debate and new thinking. Inclusive outreach has brought in people who might not otherwise participate, among them indigenous communities; children and youth; LGBT; entrepreneurs and small-business owners; displaced persons; people with disabilities; and women.

The UN MY World survey, spearheaded through a UNDP partnership, has collected over 2 million votes from more than 190 countries on top development priorities, with ‘honest and responsive governance’ being among the ones receiving highest attention. The survey was mainly conducted online, but also involved teams of researchers interviewing marginalized people in poor rural areas and slums.

Global thematic consultations feeding into intergovernmental negotiations on the post-2015 agenda included one on democratic governance co-facilitated by the Office of the High Commissioner for Human Rights and UNDP, and supported by the Government of Germany. Regional events, expert meeting and e-discussions culminated in a final global session hosted by the Pan-African Parliament. Participants representing an array of constituencies helped frame discourse around issues such as inequality, the contributions of governance institutions to achieving development objectives, regional and global governance, and new forms of public-private partnerships. A report on the outcome of that process is available.

As a follow-up, UNDP, the UN Peacebuilding Support Office, UNICEF, the World Bank and the Institute for Economics and Peace convened experts and statisticians for a meeting on accountability in cases of conflict, violence and disaster. The meeting produced a comprehensive framework of targets for potential goals on conflict and violence, governance, justice and rule of law, and disasters.

V. TOWARDS DEMOCRATIC GOVERNANCE IN THE POST-2015 WORLD

Other recommendations on goals and targets came from a dialogue on increasing access to justice and reducing violence to improve the lives of poor and marginalized people. UNDP worked with Denmark, Mexico, Senegal and Turkey to bring together participants from both low- and middle-income countries. They stressed approaching justice from a people's perspective, and emphasizing elements such as independence, impartiality, transparency and respect as critical for fair and just development.

UNDP also facilitated discussions between the Inter-Parliamentary Union, the Commonwealth Parliamentary Association and similar groups examining the integration of democratic governance issues in the post-2015 agenda and parliamentary capacities required to monitor achievement of post-2015 goals.

UNDP joined Transparency International and UNODC for a discussion on governance and anti-corruption bottlenecks impeding MDG progress. The event highlighted growing consensus on integrating transparency and accountability measures in development policies to prevent wasting resources. Participants called for building on existing frameworks, such as the UN Convention against Corruption and regional instruments.

As part of coordinated UN support for the intergovernmental Open Working Group on Sustainable Development Goals, UNDP contributed an issue brief on conflict prevention, post-conflict peacebuilding, and the promotion of durable peace, the rule of law and governance. The brief affirms governance and the rule of law as integral to sustainable development, and details issues such as equitable and accountable justice systems, basic services, combating corruption, and addressing drivers of conflict such as transnational organized crime, trafficking and illicit financial flows.

In addition, advisers in the UNDP Democratic Governance Group participated in a series of debates, panels and workshops on the positioning of governance in the future development agenda.

The UN MY World survey, spearheaded through a UNDP partnership, has collected over 2 million votes from more than 190 countries on top development priorities, with 'honest and responsive governance' being among the ones receiving highest attention.

Brittany Trilford, Activist and Youth advisor at CIVICUS Alliance, delivers a keynote address at the opening of the 2014 Economic and Social Council Youth Forum. (Photo: UN Photo/Devra Berkowitz)



VI. LESSONS LEARNED AND THE WAY FORWARD

NO SINGLE MODEL FOR SUCCESS

As an organization focused on knowledge and continued progress in supporting democratic governance, UNDP seeks to routinely learn from its bank of programmatic experiences around the world, its world-class experts and the diverse development actors we help convene to map ways forward. Some recent lessons are highlighted here, cutting across different democratic governance programme areas.

As a backdrop, UNDP's 2010 Human Development Report, *The Real Wealth of Nations*, looked back at 20 global and over 600 national human development reports. It identified a number of developing countries that have made remarkable gains over the past 20 years, and in doing so, revealed an enormous diversity of economic and governance pathways to human development. The report also showed that many countries have made great gains in health and education despite only modest growth in income. At the same time, there were countries with consistently strong economic performance that have failed to make impressive progress in life expectancy and overall living for their populations.

LESSONS ON SUSTAINING MOMENTUM

Democratic governance support requires close attention to both political and technical considerations and realities. Understanding the right balance is key to achieving the most meaningful impact.

Fostering buy-in and trust and implementing a rights-based approach to development that includes socio-economic analysis and support can consume energy and resources and be difficult to measure and monitor, but is indispensable in achieving sustainable change.

Programme planning could do more to ensure the flexibility that may be required by political shifts, such as those linked to elections.

UNDP could be less risk averse in working with political institutions. Strengthening institutions, and their related systems and processes, is critical for political transitions in particular, where inclusion — or the opposite — is critical to how institutions evolve.

Progress towards human development involves changes in power relations. Development thus requires careful reading of the institutional and political factors that promote or block progress and include or exclude poor and



Photo: UN Photo/Rick Bajornas

VI. LESSONS LEARNED AND THE WAY FORWARD

marginalized people. Too often, development has tended to focus on technical assistance alone rather than on the enabling or disabling environment in a country or sector, or across sectors. The application of UNDP's methodology for institutional and context analysis should become a standard practice at the outset of country programming or project design.

In times of significant political instability, projects may need to shift focus to civil society organizations and communities as target groups.

Public awareness campaigns and consultative processes are important, but to make them meaningful, programmes also need to advocate for policy or other changes to support the integration of the views expressed.

Regional dialogue processes can be key to advancing complex democratic governance issues such as decentralization or transparency; UNDP is well positioned to convene them, both in terms of its substantive knowledge and its impartiality.

New technologies have proven effective in establishing channels of communication between ordinary people and government that help fight corruption, broaden transparency and accountability, and improve political participation. They have empowered stakeholders by giving them a louder voice in the public sphere to influence policy and decision-making, and even to act as catalysts for transformative change.

Stressing transparency, accountability and integrity can be more effective in mobilizing people than a call for fighting corruption.

A focus on human development concerns such as education and water gives a human face to anti-corruption efforts. This encourages buy-in, which can deepen when results are seen in daily life. A challenge remains, however, in linking sectoral efforts to broader development strategies to avoid piecemeal approaches.

More mechanisms are needed to integrate human rights across UNDP planning and programming processes. Greater impetus and UN-wide importance has been infused into this area of work through the United Nations Secretary General's 'Rights Up Front' initiative and action plan, which UNDP is committed to. The Rights Up Front initiative will require additional work in terms of training and sensitization and advisory services to field managers. UNDP will deepen its interventions in order to support organizational preparedness, particularly in dealing with the safeguarding of human rights in evolving crisis situations.

When working on public administration in the immediate aftermath of conflict, there has often been too strong a push for systemic reforms and not enough focus on rapid support to restoring the basic functionality of existing systems. What has been promoted is a best practice, technical, merit-based model of public administration rooted in modern western approaches. The prevailing theory of change was that the opportunity of the post-conflict moment could be

The application of UNDP's methodology for institutional and context analysis should become a standard practice at the outset of country programming or project design.

used to bring in widespread reforms based on best practices that would lead to more efficient and effective public services, which would in turn lead to more peaceful and stable states. This model has failed, as it misunderstood the highly political nature of public administration.

Public administration is not just a mechanism for delivering services, but a key arena within which the political settlement is negotiated. For this reason, in a post-conflict environment, key core public administration functions need to be discussed during peace processes and included in peace agreements.

LESSONS ON INCLUDING YOUTH

Engaging youth in project planning and implementation acknowledges and respects the right of youth to participate, and helps tailor activities more effectively to actual youth needs.

Young people have a desire to be politically engaged, but need to be convinced of the credibility of institutions and the sustainability of initiatives in which they are involved.

Opportunities to interact through online and traditional media — from radio to television to Twitter — can be strong incentives for youth participation. Online and offline tools in combination may be required to reach marginalized communities.

Civic organizations can be a key entry point for young people to begin participating in local governance. When youth engage with local authorities, continu-



Celebrating International Youth Day, UNDP FYR Macedonia (Photo: UNDP FYR Macedonia)

VI. LESSONS LEARNED AND THE WAY FORWARD

ous follow-up is needed to sustain the support and openness of authorities, while ongoing mentoring of youth helps them steer a steady course in advocating their causes.

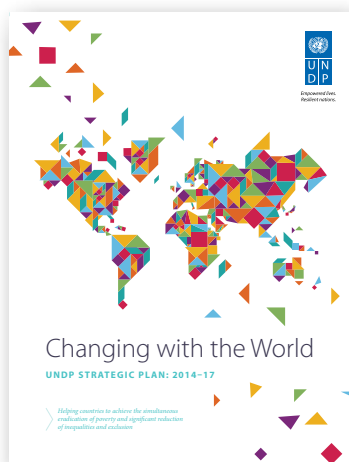
Social auditing can help youth organizations build capacity and learn about a variety of issues linked to democratic governance. Legal rights and access to legal information can be other entry points to youth engagement, opening up space for activism and empowerment.

Youth participation should be mainstreamed across all types of democratic governance support. Committed leadership and coordination among UN organizations could spearhead a holistic approach.

LESSONS ON HARNESSING GLOBAL KNOWLEDGE

To assess the impacts of globally generated democratic governance knowledge, more needs to be done to institute follow-up mechanisms, and better monitoring and reporting. Strong partnerships with actors in different national contexts who might benefit from knowledge products could increase their range. Within countries, more engagement with UNDP regional offices could raise the visibility of democratic governance products; closer links among global, regional and country offices could help routinely define relevance and applicability.

Global policy support has not yet fulfilled its potential in providing tailored advice to countries. Under the new UNDP Strategic Plan, a set of pilot projects will aim to devise innovative ways to combine global-to-country policy advisory services with impact assessments.



THE WAY FORWARD

UNDP's new 2014–2017 Strategic Plan, 'Changing with the World', aims to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion. The plan introduces a new way of doing business that will result in a leaner and more cost-effective organization, with a sharpened strategic focus on seven high-level outcomes, compared to 34 previously.

Two of these outcomes are directly related to democratic governance systems and institutions. As opposed to the service line approach that characterized the previous strategic plan, a development solutions approach will harness UNDP's combined technical expertise to address specific policy and programme challenges in an integrated manner. This will allow us to work smarter, capitalizing on the many connections inherent to the development process, and maximizing impacts from the resources entrusted to UNDP. Staff will no longer be grouped along service lines, but will be organized in larger units with multiple types of experts.

The Strategic Plan defines ‘inclusive and effective democratic governance’ as one of UNDP’s three core areas of work. It emphasizes the incontrovertible links between democratic governance and the other two areas — sustainable development and building resilience to reduce risk.

To accompany the new Strategic Plan, UNDP has also embarked on a comprehensive restructuring process involving the dismantling of the Bureau for Policy Development, and the Bureau for Crisis Prevention and Recovery, and the creation of a new Bureau for Policy and Programme Support. Teams with overlapping mandates that existed in the earlier bureaux will be merged to ensure economies of scale, unity of command, and policy and programme support. This will result in the presence of a solid, consolidated team of governance, peacebuilding and conflict prevention professionals. It will operate in an integrated fashion, working in different development contexts, including crisis, conflict and transitions, and under the single leadership of a chief of profession.

The reorganization, which is still ongoing, also involves the decentralization of policy and programming support functions, and the consequent strengthening of the five main regional policy hubs in Addis Ababa, Amman, Bangkok, Istanbul and Panama.

The dogmatic approach to democratization based on a standard set of mainly procedural democracy incentives (elections, for example), which dominated the discourse of the 1990s, is making room for a more nuanced approach. It is now widely acknowledged that a single model of governance should not be imposed as part of a global development agenda. Governance varies across contexts and cultures. Each country faces specific challenges, and there are different approaches, visions, models and tools available for each to achieve sustainable development. This explains why UNDP’s new 2014—2017 Strategic Plan focuses on *inclusive and effective democratic governance*, thus highlighting the need for governance reforms. Rather than just a focus on procedures it also addresses the processes and systems that are needed to deliver development dividends to the people.

Expectations for democratic governance are now at a historic high. In many countries, leaders, people, systems and institutions are rising to the challenge of new aspirations. As shown in many examples throughout this report, UNDP’s democratic governance programmes pursue inclusion as a foundation for development that is both fair and sustainable.

The challenges remain acute and many deficiencies persist in many corners of the world. But with a new Strategic Plan that has inclusive and effective democratic governance firmly anchored in its seven outcomes, UNDP stands ready to support UN Member States and civil society actors in ensuring governance solutions are embedded in the answers to today’s complex development problems.

Governance varies across contexts and cultures. Each country faces specific challenges, and there are different approaches, visions, models and tools available for each to achieve sustainable development.

ANNEXES

ANNEX I: RESOURCES (IN USD)

	CONTRIBUTION	DONOR PARTNER
DEMOCRATIC GOVERNANCE THEMATIC TRUST FUND	9,889,505	
Open /Unearmarked	5,418,502	
	881,954	Luxembourg
	4,273,504	Norway
	27,174	Estonia
	135,870	Austria
	100,000	UNDP
Inclusive Participation	6,623	
Elections	6,623	European Commission
Responsive Institutions	1,356,852	
Access to Justice	1,356,852	Germany
International Principles	3,107,528	
Anti-corruption	77,328	United States
Global Assessment Programme	130,000	UN Women
COST SHARING CONTRIBUTION	4,605,203	
Inclusive Participation	4,103,029	
Parliaments	60,000	UN Women
	80,000	Latvia
	46,300	IPU
	25,000	International IDEA
E-Governance	50,000	Motorola Solutions
	100,000	Motorola Foundation
Elections	12,500	International IDEA
	71,250	UN Women
	3,657,979	SIDA
Responsive Institutions	82,991	
Access to Justice	428	Denmark
	82,563	Danida
International Principles	419,183	
Anti-corruption	110,742	Liechtenstein
Human Rights	32,475	MDTF/JP
Oslo Governance Centre	275,966	Luxembourg
EC-BDP GOV FUND	1,086,484	
Responsive Institutions	1,086,484	European Commission
TOTAL	15,581,192	

ANNEX II: FINANCIALS (IN USD)

	OPENING BALANCE	REVENUE	OTHER REVENUE/ ADJUSTMENTS	TOTAL AVAILABLE RESOURCES	EXPENDITURES	CLOSING BALANCE
DEMOCRATIC GOVERNANCE THEMATIC TRUST FUND	28,059,283	9,889,505	264,172	38,212,960	22,030,266	16,182,694
Open/Unearmarked	13,482,113	5,418,502	2,590,522	21,491,137	11,069,219	10,421,918
Inclusive Participation					8,815,568	
Responsive Institutions					1,172,872	
International Principles					1,080,779	
Service Lines	9,876,089	4,471,003	731,359	15,078,451	10,951,079	4,127,372
Inclusive Participation	7,165,290	6,623	709,229	7,881,142	4,410,261	3,470,881
Responsive Institutions	694,641	1,356,852	12,339	2,063,832	1,742,669	321,163
International Principles	2,016,158	3,107,528	9,791	5,133,477	4,798,149	335,328
COUNTRY OFFICE AND REGIONAL INITIATIVES	4,701,081	0	-3,057,709	1,643,372	9,968	1,633,404
COST SHARING CONTRIBUTION	2,653,357	4,605,203	2,158,621	9,417,181	1,911,197	7,505,984
Inclusive Participation	1,295,685	4,103,029	508,458	5,907,172	1,139,596	4,767,576
Responsive Institutions	461,820	419,183	1,168,099	2,049,102	304,529	1,744,573
International Principles	898,852	82,991	479,065	1,460,908	467,072	993,836
CPR TRUST FUND	1,452,738	0	-273,914	1,178,824	970,738	208,086
Inclusive Participation	1,452,738	0	-273,914	1,178,824	970,738	
EC-BDP GOV FUND	0	1,086,484	190,629	1,277,113	1,005,178	271,935
Responsive Institutions	0	1,086,484	190,629	1,277,113	1,005,178	271,935
TOTAL	32,165,378	15,581,192	2,339,508	50,086,078	25,917,379	24,168,699

ANNEX III: KNOWLEDGE PRODUCTS

Elections

Enhancing Youth Political Participation through the Electoral Cycle: A Good Practice Guide

http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/electoral_systemsandprocesses/enhancing-youth-political-participation-throughout-the-electoral/

How Much Progress Have We Made? An Analysis of Women's Political Participation in Subnational Governments in Latin America and the Caribbean

<http://www.regionalcentre-lac-undp.org/images/stories/DESCENTRALIZACION/herramientas/Study%20on%20Womens%20Political%20Participation%20in%20Subnational%20Governments.pdf>

E-Governance

Doubling Digital Opportunities

<http://www.broadbandcommission.org/Documents/working-groups/bb-doubling-digital-2013.pdf>

From Connectivity to Service Delivery

<http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Access%20to%20Information%20and%20E-governance/From%20Connectivity%20to%20Service%20Delivery%20-%20Case%20Studies%20in%20E-Governance.pdf>

The Promise of Open Data in Brazil: Fostering Participation, Building Local Capacities

<https://www.undpegov.org/OD-Brazil>

Public Administration

Global Equality in Public Administration

http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/public_administration/gepa.html

Local Governance

The Programming Handbook for Sustainable Local Development

<http://www.eurasia.undp.org/content/rbec/en/home/ourwork/democraticgovernance/local-sustainable-development/>

The Self-Assessment Tool for Sustainable Local Development

<http://europeandcis.undp.org/blog/2013/12/23/the-self-assessment-local-development-planning-and-quality-of-life/>

Exploring the Dynamics of Youth Political Participation in Local

<http://www.regionalcentre-lac-undp.org/en/our-knowledge-products>

Rule of Law and Access to Justice

Rule of Law and Access to Justice in Eastern and South Africa

http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/access_to_justiceandruleoflaw/rule-of-law-and-access-to-justice-in-eastern-and-southern-africa/

Rule of Law and Access to Justice in Sub-Saharan Africa: Rethinking the role of law and justice in Africa's development

http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Access%20to%20Justice%20and%20Rule%20of%20Law/Edited%20Volume%20of%20Discussion%20paper_The%20Role%20of%20Law_Uploaded.pdf

Handbook on Early Access to Legal Aid in Criminal Investigations and Proceedings

http://www.unodc.org/documents/justice-and-prison-reform/eBook-early_access_to_legal_aid.pdf

Why, What and How to Measure? A User's Guide to Measuring Rule of Law, Justice and Security Programmes

<http://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/why--what-and-how-to-measure--a-users-guide-to-measuring-rule-of/>

Guidance Note on Assessing the Rule of Law Using Institutional and Context Analysis

http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/access_to_justiceandruleoflaw/guidance-note-on-assessing-the-rule-of-law-using-institutional-a/

Legal Empowerment Strategies at Work: Lessons in Inclusion from Country Experiences

http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/access_to_justiceandruleoflaw/legal-empowerment-strategies-at-work/

Accessing Justice: Legal Aid in Central Asia and the South Caucasus

http://www.eurasia.undp.org/content/rbec/en/home/library/democratic_governance/accessing-justice--legal-aid-in-central-asia-and-the-south-cauca.html

Informal Justice Systems: Charting a Course for Human-Rights Based Engagement

http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/access_to_justiceandruleoflaw/informal-justice-systems/

Transition

Gender Equality in Political Transitions

<http://www.gaportal.org/resources/detail/gender-equality-in-political-transition-an-annotated-bibliography-0>

Human Rights

Promoting the Human Rights of Persons with Disabilities in Europe and the Commonwealth of Independent States

<http://www.by.undp.org/content/dam/belarus/docs/BRC%20PWD%20Report.pdf>

Anti-Corruption

Capital Flight from Selected Least Developed Countries:

Methodology, Results and Issues for Investigation at Country Level

[http://www.google.com/url?sa=t&trct=j&q=&esrc=s&frm=1&source=web&cd=1&ved=0CB4QFjAA&url=http%3A%2F%2Fwww.undp.org%2Fcontent%2Fdam%2Fundp%2Flibrary%2FDemocratic%2520Governance%2FAnti-corruption%2FIssue%2520Brief%2520A%2520snapshot%2520of%2520illicit%2520financial%2520flows%2520from%2520eight%2520developing%2520countries%2520\(final\).docx&ei=m_8MVPuwJlJ8oQTBx4LADg&usq=AFQjCNF66rVL56vZCObVLgF8rgQKInAyBA&sig2=VWO6BStFz4O8eAceiA9qnA&bvm=bv.74649129,d.aWw](http://www.google.com/url?sa=t&trct=j&q=&esrc=s&frm=1&source=web&cd=1&ved=0CB4QFjAA&url=http%3A%2F%2Fwww.undp.org%2Fcontent%2Fdam%2Fundp%2Flibrary%2FDemocratic%2520Governance%2FAnti-corruption%2FIssue%2520Brief%2520A%2520snapshot%2520of%2520illicit%2520financial%2520flows%2520from%2520eight%2520developing%2520countries%2520(final).docx&ei=m_8MVPuwJlJ8oQTBx4LADg&usq=AFQjCNF66rVL56vZCObVLgF8rgQKInAyBA&sig2=VWO6BStFz4O8eAceiA9qnA&bvm=bv.74649129,d.aWw)



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