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A GUIDE TO UNDP
Democratic Governance
PRACTICE

Annual Report 2010
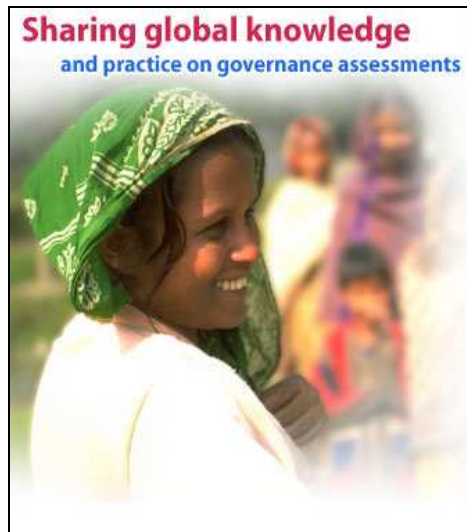
Oslo Governance Centre

Sharing global knowledge
and practice on governance assessments

**United Nations
Development Programme**
Oslo Governance Centre
Democratic Governance Group
Bureau for Development Policy

Inkognitogata 37
0204 Oslo, Norway

oslogovcentre@undp.org
www.undp.org/oslocentre

CONTENTS

1. INTRODUCTION

The year of 2010 has been one of **consolidation** and **innovation**. Following the forward looking assessment of 2008 and decisions by senior management on the future mandate of OGC, 2009 was a year where we transited from one mandate to another. In the course of this year we have had the opportunity to deliver more fully on the four mandated areas of work of the Oslo Governance Centre:

Both consolidation and innovation are necessary for OGC.

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

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

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

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

In line with decisions taken in 2008, since January 2010 OGC has operated with two focus areas or units:

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

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

And let me then highlight a few examples that can illustrate the two dimensions of consolidation and innovation, recognising that both are equally important for a centre like OGC.

The development of the Global Program on **Governance Assessments [GAP]** is an example of both consolidation and innovation. The programme now covers around 20 countries, working on a diversity of issues from different entry points – and with solid technical support from Oslo, through email interaction, country missions and regional training workshops. The development of important knowledge products in the Users' Guides series has continued. It is fair to say that this work has found its natural space in the broader context of what is happening in the assessment area globally.

Sharing global knowledge
and practice on governance assessments

At the same time the GAP team has made important innovations in areas like: developing the second generation version of the GAP Webportal; the cooperation with the UNREDD+ team in New York, making our general experience with governance assessments relevant and useful for the deforestation agenda; and moving the UNDP assessment thinking firmly into the post-conflict and fragile states area through our contribution to the governance planning exercise in Iraq.

Assessments are useful for multiple purposes, one being that of holding decision-makers accountable. But through the Analysis and Learning Unit, OGC has also been working specifically with what we term **Social Accountability**, resulting in a Guidance Note developed in close coop-

eration with the Civil Society Division in the UNDP Partnership Bureau in New York. This is about much more than what many consider to be the arena of civil society, and it is about a diversity of approaches at many different levels. What is particularly important for UNDP is to recognize that dimensions of social accountability need to be part and parcel of all the areas covered by UNDP's democratic governance practice.

One challenge facing the whole development and donor community these days is that of providing **evidence of results** from the interventions we engage in. Where we have traditionally relied on outputs to make the case, we are under pressure to present evidence of both **outcomes and impact**. While we may have arguments for the limitations of 'measuring' progress in quantitative terms in the governance area, in particular over the short term, there is no way around trying to get a better understanding of what our activities lead to.

> *We need to use the evidence from the field to improve our work.*

OGC has started work on this through the analysis of a number of DGTTF projects, working closely with the Regional Centres in Bangkok, Cairo, Dakar, Bratislava and Latin America. The first results have been published in the **DGTTF Comparative Experience Note** series. We hope this reader friendly way of communicating UNDP experiences to both staff within UNDP and the partners and donors we work with will provide a stronger platform for constructive and critical dialogue.

One important message coming from both our own analysis of results and independent evaluations of country programmes is that we need to strengthen the **political economy analysis** of the territory we operate in. Too many projects and programmes are based on a superficial understanding of what and who drives change in a particular society, and our 'theory of change' therefore is often unclear or inappropriate. The OGC Analysis and Learning Unit has therefore taken the lead in developing tools that can be used by country office staff, and this will be rolled out in training workshops in 2011 together with Regional Centres.

Communication for Development
Strengthening the effectiveness of the United Nations

I would also like to highlight one unique publication OGC has played a major role in over the past year: **"Communication for Development: Strengthening the effectiveness of the United Nations"**. This is the first concrete result of the UN Inter-Agency cooperation on Communication for Development, involving FAO, ILO, UNAIDS, UNESCO, UNICEF, WHO and UNDP, with OGC taking the lead on behalf of UNDP.
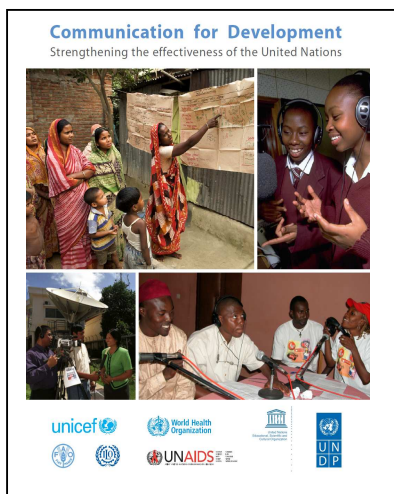
These are just highlights! There is of course much more to tell, and you will be able to find this information in chapter 2, where we have selected a number of "stories making a difference", and in chapter 3 where the annual workplan outputs have been assessed and explained, and where we present an overvciew of OGC's outreach activities. Finally in chapter 4 you will find a complete overview of all OGC knowledge products published in the course of 2010.

And allow me then a few final reflections on the state of UNDP's important democratic governance work, since this will be my last Annual Report as Director of the Oslo Governance Centre.

First of all it is clear that the **optimism** I sensed in the 'democracy community' when I started in Oslo end of 2005 has been replaced by a
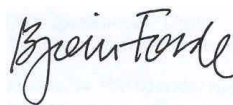
combination of frustration and pessimism. Frustration about the democratic governance agenda not always being dealt with in a serious enough and integrated manner by all agencies at all levels; and pessimism about the progress experienced in previous decades now stalling or even backsliding.

I agree that there is a need to be concerned, but I am not necessarily as frustrated and pessimistic as others.

> *The challenge to democracy is not only a global South issue.*

One reason is that the instruments we use to measure progress or the opposite are rather crude – free and fair elections, constitutional transfer of power, effectiveness of parliaments, freedom of the press, etc. While these are all important indicators, they really do not reflect many or even most of the developments taking place at grassroots level. We continue to see thousands of creative initiatives in the diverse and multi-faceted area of **social accountability**. UNDP and other multilateral and bilateral agencies play a role in some of this, but the truth is that this 'movement' is primarily supported by a rainbow-like coalition of civil society organisations and some of the new private foundations moving into the development and governance arena. This is as it should be, but we need to follow what is happening and understand why, and this is also part of what OGC is doing.

Another reason is that the backsliding or regression we see is **not only a phenomenon of the global South**. Apathy with political processes, lack of trust in those elected to public offices, corruption and misinformation is also a challenge confronting democracies in the North. It is therefore not difficult for representatives from the South to point to double standards being exercised, making it easier for them to find ways of getting around the democratic values and standards we preach in our programming. This does not mean that UNDP should move away from our present focus on the global South, but it means that we need to understand and articulate the world we operate in better.

Over the last year, the Democratic Governance Group has worked on clarifying its understanding of and approach to **building an inclusive, responsive and capable state**. This has been an important exercise for many reasons, but one is that it has highlighted the need to balance the **demand** side of citizens with the **supply** side of the authorities. Others tend to focus on one of the two, but the strength of UNDP is that we can do both. I am therefore delighted to note that a new evalution from Norway on **Norwegian Support to Democratic Governance through the United Nations** to be published later this year emphasizes that UNDP has actually delivered in a balanced way in the countries evaluated. I hope this evidence – together with other evidence of what we deliver on the ground coming out of OGC's work – will be put to full use in the future.

Bjørn Førde
Director

2. MAKING A DIFFERENCE

In the following pages you will find some of the stories about OGC activities in 2010 that we ourselves believe have made a difference, or at least made an important contribution to the work of Democratic Governance in UNDP.

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

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

By definition there is **no direct channel** from what a global Centre like OGC is doing in the area of analysis and learning, and then the world of specific governance realities and challenges at the country level. The fact that we provide input to a workshop in Iraq on governance indicators; that we help develop a publication with other UN agencies on Communication for Development; or pioneer work in the area of political economy analysis; all of this does not in and by itself result in changes on the ground that will benefit people in a tangible manner.

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

Understanding **what works** – and also what does **not** work – is an important part of this process. In 2010, in line with the new mandate, OGC embarked on the analysis of some of the investments done through the Democratic Governance Thematic Trust Fund [DGTTF]. We did this in close cooperation with Regional Service Centres in Bangkok, Cairo, Dakar and Bratislava, and we will continue this in 2011.

You will find information about this exercise both in the chapter on publications and in the overview chapter.

DGTTF Lessons Learned Series

Since it was created in 2001, the Democratic Governance Thematic Trust Fund [DGTTF] has disbursed more than USD 120 million to support small-scale and potentially sensitive interventions in various areas related to democratic governance. There is a wealth of knowledge to be gained from these projects, due to their catalytic and innovative nature and the diversity of countries – over 100 – where they have been implemented. The **DGTTF Lessons Learned Series** aims at capturing this unexplored knowledge.

After initial DGTTF project assessments were carried out, OGC partnered with UNDP Regional Centres as well as other colleagues within the Democratic Governance Group to analyze the results of DGTTF-supported interventions in the Arab States, Europe and the CIS, Latin America and Africa, conducting missions to nine countries [Cape Verde, FYR Macedonia, Mali, Nicaragua, Niger, Sudan, Tajikistan, Ukraine and Uruguay]. Thematically, the projects cover areas like local governance, e-governance and public administration reform, and citizen security.

The in-country missions and interviews with stakeholders, as well as a desk review of key documents were aimed at investigating the extent to which the projects were innovative and catalytic in the context of the country concerned, what made them succeed or fail and why.

For example, in **Ukraine** the project supporting the Crimea Integration and Development Programme introduced an integrated strategic planning approach led to a regional development strategy in Crimea. In **Southern Sudan**, a project supported a legal framework that for the first time gave traditional leaders a voice in the formal government system. In **Uruguay**, the project promoted a national dialogue on a new legal framework for defense and security, the first of its kind since re-democratization, which led to new legislation in these sensitive areas. In **Mali**, a project provided crucial support to the implementation of the African Peer Review Mechanism.

The results from the different DGTTF reviews [they are all available on our web site], pointed out that in the project design phase it is important to conduct a solid analysis of the political context and the various forces on the ground that may have implications for the success or failure of the project.

In addition to project assessments, in 2010 the OGC published the first two **DGTTF Lessons Learned Comparative Experience Notes**, on **Access to Justice** in Asia and the Pacific and **Local Governance in Complex Environments**. While the former summarizes and compares DGTTF experiences in the region building on the 2009 project assessments, the latter analyses the results of DGTTF local governance interventions in complex political contexts in the Arab States region. Both examine the contribution, challenges and limitations of these small-scale projects, encapsulating the main findings - for example, about the potentially important role that DGTTF projects can play in post-conflict fragile countries and territories to strengthen local governance and the legal framework, acknowledging that this is a contested area and a locus of conflict.

One experience is that analysis of the political context is not always good enough.
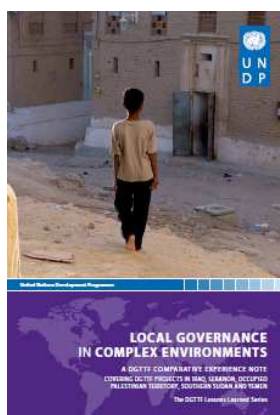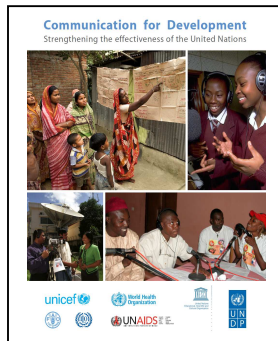
UN INTER-AGENCY PUBLICATION ON COMMUNICATION FOR DEVELOPMENT [C4D]

C4D is about establishing two-way communication systems that enable dialogue and allow communities to speak out, express their aspirations and concerns and participate in the decisions that relate to their development. It is this role in the empowerment process that helps distinguish C4D from other forms of communication.

Since 1988, the biannual United Nations **Inter-Agency Round Table** on C4D has been the primary platform for UN agencies and other organizations to exchange ideas and strategies on harnessing communication to achieve more equitable and sustainable development. UN organizations use diverse C4D approaches to achieve their objectives so participants in the 11th Round Table in Washington DC in 2009 agreed the need for a document that would describe and illustrate this diversity.

The OGC, on behalf of UNDP, agreed to take the lead and coordinate the development of a UN inter-agency publication on C4D. This publication would both showcase the application of diverse C4D approaches by UN organizations and serve as an advocacy tool to urge donors, governments and civil society organizations to incorporate C4D approaches.

Six UN organizations - FAO, ILO, UNAIDS, UNESCO, UNICEF and WHO - collaborated with UNDP to produce the first UN inter-agency publication on C4D entitled, **'Communication for Development: Strengthening the effectiveness of the United Nations'.** The publication was approved by the heads of all seven organizations in December 2010.

Part one was developed through a consensus process and presents the **common understanding of C4D** among UN organizations, while also illustrating the diversity in how it is practiced. It shows how C4D helps to reinforce many of the core principles that underpin the UN approach to development, including adherence to a human rights-based approach, national ownership, gender equality and development effectiveness.

Part two provides an **in-depth exploration** of C4D efforts within the seven organizations. It provides an overview of how C4D approaches help to achieve each organization's mandate and objectives, while also highlighting the role of C4D in promoting the core tenets of rights, equality and equity. The overview is followed by **case studies** that demonstrate C4D in practice either as part of a larger project or as a 'stand alone' project contributing to the strategic objectives of the organization as well as of the partner governments. The case studies showcase the relevance of C4D approaches in a wide range of sectors - from promoting media pluralism to strengthening the participation of marginalized and vulnerable people in decision-making processes. They can also be used to address child health issues, empower adolescents, improve livelihoods and even fight epidemics.

OGC hopes that this publication will contribute to a greater understanding of C4D among UN organizations and development actors, leading to further incorporation of C4D approaches into a more 'people-centric' development programming.

This is the first publication resulting from years of cooperation on C4D among UN agencies.

Developing the UNDP Approach to Political Economy Analysis [PEA]
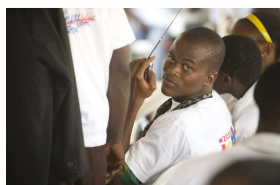
Evidence from numerous evaluations as well as academic research point to the limitations of what technical assistance can provide in spite of sophisticated tools and methodologies. This implies that investments through development cooperation are not achieving intended results. This is a challenge all development partners, including UNDP are facing.

At the 2010 Global Democratic Governance Group Community of Practice meeting held in Dakar, Senegal, under the umbrella theme of **"Building an inclusive, responsive and capable state"**, participants from HQ, Country Offices and external resource persons alike underlined the importance of understanding the political processes that enable states to be responsive, capable and inclusive, and to be in a position to promote human development and enforce human rights.

Findings of the Joint UNDP-World Bank Initiative on State Building in Fragile and Post Conflict Contexts return the same message: *In order to effectively support responsive, capable and inclusive states, we need to go beyond technical assistance, tools and frameworks*. Further, we as individual development practitioners need a more sophisticated understanding of the political processes that favor development, or impede it, in order to become better at navigating the complex environments we often find ourselves in. In other words, we need to conduct better **political economy analysis**.

The term is not new, but it has recently gained new currency among development agencies. According to the OECD-DAC policy and guidance, "political economy analysis is concerned with the interaction of political and economic processes in a society; including the distribution of power and wealth between groups and individuals, and the processes that create, sustain and transform these relationships over time".

This definition recognizes that power is essentially about relationships - between the state, social groups and individuals, or between the state, market forces and civil society. Unless we as development practitioners understand those relationships and the processes that change them, we will not be as effective in supporting the building of responsive, legitimate and resilient states.

Against this background, the OGC convened a workshop on Political Economy Analysis [PEA] frameworks in April 2010, in New York, attended by senior advisors and managers from the UNDP Democratic Governance Group, Bureau for Crisis Prevention and Recovery and the Capacity Development Group, as well as a number of Country Offices and Regional Centres.

Following the workshop, a Working Group was formed with participants from various units on global, regional and CO level to discuss how to take this work forward at UNDP, from conceptualization to implementation. As a result, the OGC is currently leading the development of UNDP's approach to political economy analysis, which will be rolled out in 2011.

Lack of adequate analysis is a problem confronting all development agencies.

[STORY 4]

SUPPORTING SOCIAL ACCOUNTABILITY

Social accountability is at the heart of UNDP's understanding of democratic governance, and of human development more broadly. Both the UNDP Strategic Plan [2008-2013] and the Global Strategy to Strengthen Civil Society and Civic Engagement [2009] prioritize fostering inclusive participation and building responsive state institutions as means to strengthen democratic governance and accountability. The civil society strategy further emphasizes support to a range of social accountability mechanisms through which citizens and CSOs can engage with state officials at various levels to bring about more responsive governance.

On a practical level, there is also a growing demand from UNDP country offices and regional centres for practical guidance on issues related to voice and accountability, social accountability and civic engagement.

Responding both to the priorities in the Strategic Plan and the Global Strategy and the demands for practical guidance from programme staff across UNDP, OGC developed the **Guidance Note on Fostering Social Accountability**. The Note provides guidance on how to incorporate the practices of social accountability into programming, illustrated by examples of how it is currently being operationalized.

To encourage adoption of social accountability principles and tools by UNDP country offices, OGC collaborated with the Regional Centre in Cairo to provide training on these issues. A training workshop on **Voice and Accountability for Improved Service Delivery** was organized in October in Cairo for UNDP staff from country offices within the Arab States region. A total of about 30 participants attended, including advisors from DGG and CS Division in New York, senior staff from the region and external experts from the Institute of Development Studies, UK, and the International Centre for Not-for-Profit Law who served as 'resource persons' for the workshop.

The training was designed to enhance both a conceptual understanding of social accountability principles and strengthen participants' analytical skills and capacities to apply social accountability principles and tools.

Participants expressed a high level of satisfaction with the training and indicated that they became familiar with and confident in the subject matter. As one participant from a difficult country environment eloquently summarized, the training helped them to '**unlearn their pessimism**' towards strengthening state-citizens relationship and promoting state accountability. Participants also developed action plans to integrate social accountability principles into their programming activities.

The workshop also served as an opportunity for OGC and the RC Cairo to engage with the resource persons as well as understand the demands from country offices and strategize on ways to move forward the social accountability agenda within UNDP. As a first step, OGC plans to develop a database of social accountability initiatives implemented by UNDP and other development actors. This database could potentially help in furthering south-south cooperation around social accountability initiatives. OGC also plans to roll out similar trainings in other regions in 2011.

Building an inclusive, responsive and capable state requires stronger state-citizen relationships.

[Story 5]

South-South Consortium looks at the use of governance indicators in Africa

How are governance indicators actually used to strengthen democratic governance at the country level? A research consortium of African think tanks, including the Institute for Democracy in South Africa [IDASA], the Institute for Democratic Governance [IDEG] in Ghana, the Institute for Research and Dialogue for Peace [IRDP] in Rwanda and the Centre for Studies on Democracy and Development [CEDE] in Mozambique, supported by the European Commission and OGC in partnership, set to explore this question.

Since the beginning of 2010, the consortium looked at Ghana, Mozambique and Rwanda, to explore specific cases of how governance indicators and evidence are used to influence policy. Results from these three country studies and their comparison aim to provide guidance to national stakeholders and donors alike on how best to strengthen national capacity for assessing governance reforms.

The research project calls for more attention to the use of governance indicators: Which national actors are using indicators successfully in pushing for democratic reform? There have been concerted efforts to increase the supply and quality of governance statistics over the past decade including the "Third Roundtable on Managing for Development Results" in 2007. The work of Paris 21, Metagora and the Trust Fund for Statistical Capacity Building also focuses on the capacity for supplying statistics, including on governance issues. There have *not*, however, been equal efforts towards strengthening the usage and application of statistical information.

By and large externally-driven governance assessments are not used by domestic actors to hold governments to account. This is not due to lack of political demand for reform from citizens at the country level, but rather lack of ownership. These indicators are primarily used in negotiations between donors and the executive branch of the recipient country, but they are typically viewed as less relevant for other key national actors such as parliament and civil society. Indicators aligned with national policy processes that lack ownership seem to suffer the same fate. In countries where national development plans and poverty reduction strategy papers are not adequately owned, indicators aligned to these strategies fail to be used effectively by national actors for demanding reform and accountability.

The starting point for the consortium was an understanding of the roles and political incentives of various national institutions and organisations, and how governance statistics can be used strategically in a national context to effectively push for reform. Based on political economy analysis, recommendations to donors and national actors have been developed, to provide guidance on how country-led approaches to governance assessments can be strengthened to increase usage.

The key findings of this innovative comparative study were presented at the European Commission in Brussels in November 2010, and the complete final study will be published in early 2011.

Without ownership, even indicators aligned with national policies are not used effectively by national actors.

[STORY 6]

IRAQ PIONEERS GOVERNANCE INDICATORS FOR A COMPLEX POST-CONFLICT SETTING

Developing governance indicators for a complex post-conflict situation like Iraq is truly ground-breaking work. There are no existing models, no ready-made assessment frameworks available globally that can be easily applied to such contexts. As such, the pioneering efforts of the Iraqi Government in developing a national governance monitoring system can provide invaluable direction to nascent efforts in other countries.

The Government of Iraq has recently completed its first National Development Plan [NDP] for the period 2010-14. It is now in the process of developing sector-level indicators to monitor the implementation of the Plan. The Governance Chapter of the NDP is clearly the hardest 'sector' for which to come up with realistic and measurable indicators. But it is arguably the most important section of the Plan: not only is good governance a pre-requisite for achieving all other sectoral goals, but it is also the key to peace and stability.

Monitoring governance in a post-conflict environment like Iraq is not without risks, but can also help build peace.

In July 2010, the OGC-based Global Programme on Democratic Governance Assessments, in close collaboration with UNDP Iraq, UNAMI and USAID, facilitated a three-day workshop attended by more than 30 high-level Iraqi officials to start identifying priority issues, specific indicators and data collection methodologies which could be used to monitor progress against the strategic goals outlined in the governance chapter of the NDP.

The process in Iraq highlighted a number of critical considerations related to the merits and possible pitfalls of conducting a governance assessment in a fragile environment such as Iraq. For example: poor governance is often the root of conflict, and monitoring governance in a post-conflict environment is therefore not without risks, as information is power. In fragile environments, it is all the more important that the data generated is not used to legitimize [or discredit] any particular ethnic/nationalistic/communal agendas.

Another key challenge is the low availability of data, as data from before 2003 is unreliable and limited, and data since 2003 has been collected only sporadically and for selected regions [data collection being impossible in conflict-torn areas]. Using multiple sources and triangulation thus holds the key to arriving at accurate conclusions.

These considerations are being taken into account to maximize the chances of success of the Iraqi governance assessment process. In a follow-up workshop in November 2010, the Iraqi stakeholders met again for three days and were able to come up with a set of about 50 indicators for the four key governance areas of the NDP, with UNDP/OGC facilitation.

This is a major achievement, notably in such a fragile context where a relevant, nationally-owned set of governance indicators can provide a strategic tool for decision-making conducive to peace and stability.

[STORY 7]

CHILE PUTS ITS DEMOCRACY TO THE TEST

Since the Chilean democracy assessment supported by OGC and International IDEA started in 2009, the country's governance assessment team composed of a consortium of four national think tanks from different ideological backgrounds and UNDP-Chile has moved forward with the establishment of a baseline of data to monitor "how democratic democracy is" in Chile.

By mid-2010 it had gone through the process of selecting a set of indicators that were accepted by both sides of the political spectrum. This resulted in the elaboration of 12 systems of indicators from various sources, with a mix of quantitative and qualitative indicators. Towards this purpose the assessment team worked to gather qualitative information on areas where no indicators were readily available, such as certain aspects of the balance of powers for example.

The team makes a point of defining explicitly what the assessment project is and what it is not: it *does not* intend to identify how democratic democracy is in Chile *in comparison* with other countries, *or* with an externally defined normative ideal. What it *does* aim at is developing a democracy assessment framework through a collective and inclusive reflection process, using the knowledge, tools and experience accumulated by International IDEA and UNDP. It has thus been following a careful step-by-step participatory process, with constant consultation of a wide range of stakeholders beyond the four think tanks, including political parties, government representatives, national and local NGOs representing different groups [notably historically marginalized groups], national and international experts, and more.

In the second half of the year, the Chile Democracy project continued its progress in the same participatory way, notably by the conduction of a national survey with particular attention given to the opinions of certain groups such as youth, women and indigenous people through focus group discussions, and a zoom-in on certain geographical areas through local workshops.

The results of the survey were presented in November 2010 and shared publicly through the national media and the website specially created by the project. They will be reflected in the upcoming publication of the final report on "Democracy in Chile at the Bicentenary". But the assessment process does not stop at the report: the aim is to use it to stimulate debate and agreements on issues identified as priorities in the report and the discussions that lead to it.

Half-way through the assessment process implementation, Chile faced a new challenge: a change of the political party in power brought some members of the consortium to the government, and vice-versa. But it did passed this test: the process continued beyond the political changes and across the political spectrum, with extensive communication on the assessment and its results – thus setting the Chilean experience as a best practice in country-led democratic governance assessments.

Chile is setting a best practice in country-led democratic governance assessments.

[Story 8]

Participatory governance assessments as a new approach for REDD+

When reducing emissions from deforestation and forest degradation [REDD] was first introduced as a financial mechanism to curb deforestation, the focus was mainly on scientific solutions. In most countries, the REDD strategy processes and discussions were led by a technocratic approach of the issue, leaving out local, often indigenous, populations living in and off the forest. Closely implicating local communities in the management of the forests in which they live is not only a matter of respecting their human rights: it is intrinsically linked to the human development of the concerned region and the preservation of the forest environment itself. An official and systematized participation from forest-dependant communities in curbing deforestation at all levels of the process – from planning, through decision making and finally to implementation – would prevent these communities from falling into poverty and at the same time ensure the sustainability of the forest.

Participatory governance assessments can bring innovative, country-level solutions to REDD+ challenges.

When implemented successfully, REDD also represents a new source of income to a government. Transparent and accountable governance has become widely accepted as one of the critical aspects for the delivery of results within REDD. In this context, strengthening governance structures through participatory governance assessments can bring an efficient solution to bridge technocracy with community participation, and act as an inclusive policy-feeding process and a tool for a forest country to become "REDD ready".

The collaboration between UN-REDD [the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries] and the OGC started in mid-2009, after UN-REDD presented its plan to build a forest governance assessment framework based on UNDP's approach to country-led governance assessments developed by the OGC. This joint work aims to design participatory governance assessments dealing with the complex inherent challenges a country faces when embarking on implementing its REDD+ strategy – with a country-specific approach.

In 2010, this UN-REDD/OGC cooperation has become more concrete. This includes: the participation of OGC in several multi-stakeholder REDD+ meetings and conferences at the global level, including meetings in London in May and in Bonn in August [for more information on these meetings please see www.un-redd.org], where the participatory governance assessments approach to REDD+ was promoted; the development of three joint papers: a short discussion note on democratic governance assessments for REDD+ as a basis for discussions in meetings with partners, a more general paper on Supporting Effective and Inclusive National Systems of Governance for REDD+, and a proposal for Country-Led Governance Assessments & Support Services for REDD+ for 2010-2015; and finally the recruitment of an UN-REDD-funded P4 Programme Officer based in OGC. Immediate plans for the first half of 2011 are to pilot participatory governance assessments for REDD+ in three forest countries.

3. Overview of OGC Outputs 2010

The following sections provide a quick overview of the outputs completed by the Centre, as planned for in the approved Annual Work Plan and the Resources Framework. Overall we are proud to be able to conclude that OGC was able to deliver on most of the intended outputs.

3.1. Office Management

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

> The new office premises have served OGC well, being close to our major partners in MFA and Norad.

Intended Outputs	Results 2010
1: Staffing Maintaining base staffing structure for smooth functioning and delivery of activities of OGC.	The new P5 adviser for governance assessments arrived at the beginning of the year, and this unit was then fully staffed. The Analysis and Learning Unit was fully staffed from mid-year when one adviser returned from maternity leave. OGC was fortunate to receive two staff members seconded from Denmark and Luxembourg respectively, one for each of the two units. One admin associate took maternity leave, being replaced by a LEAD staff member.
2: Office MAnagement Effective office management [including identification of new premises and move], and infrastructure and administrative support.	The new office premises OGC moved into in the last part of 2009 have served our purposes very well, although space is a bit tight. One challenge is that we no longer have a large enough room for seminars. Being closer to MFA and Norad has been an advantage. The IT infrastructure turned out to be a bit vulnerable, but the problems have been solved through the agreement established for IT support with UNDP in Copenhagen.
3: Outreach Outreach to DGG Headquarters, UNDP Regional Service Centres and Country Offices, as well as external partners.	Outreach included both web-based communication as well as targeted information to Regional Centres and selected country offices. Following new guidelines from New York, the website has been in the process of being reorganized, and this has taken much longer than anticipated. The website for the Governance Assessment Programme is managed by the unit itself and has also been reorganized.

3.2. Governance Assessments

With a consolidated core team and increased involvement at the country and regional level, the Global Programme on Democratic Governance Assessments has made significant progress in all aspects of its implementation. Activities at the country level, where approximately 70% of the funding goes, are overall on track, and so is its knowledge production and transfer work at the regional and global level. In addition it has begun to expand geographically and "cross new frontiers".

At **global** level, cutting-edge knowledge production and dissemination has continued in 2010, with several new products developed [see publications section of the AR], participation in the global intellectual debate on governance assessments, pro-active action to increase the relevance and outreach of the Governance Assessment Portal [www.gaportal.org], and a focus on making knowledge available in key languages. Multiple partnerships have continued to be activated meaningfully – one example is a new partnership with UNIFEM through

which funds have been allocated to support initiatives to increase the gender-sensitivity of governance indicators at the country level.

The Programme has strengthened its relations with UNDP **Regional Centres** as well as leading regional governance institutions from all regions. The first Global Programme-funded regional post was created, in Dakar. New levels of regional partnership have been explored in regions where it used to be weaker. Intra-regional as well as cross-regional cooperation have been enhanced.

At the **country** level, the Programme has continued to support successfully the 16 Programme countries selected in 2008, as well as several additional countries. Based on the experience accumulated, the observation of clear relevance of country support, and growing demand by countries, options as well as challenges for expanding the Programme to more countries have been explored.

Beyond the core activities within the three windows, the Programme has continued to work on mainstreaming assessments into sectors/themes and enhancing cooperation among beneficiaries:

Enhancing **South-South cooperation** has become a top priority for the Programme. Accumulated experience from country support has allowed to make comparisons and links between countries, and to subsequently facilitate intra-regional and cross-regional South-South support. Activities have also been engaged to support the institutionalization of South-South cooperation in different regions.

The Programme has also taken concrete steps to progress in promoting governance assessments for **new areas** which were announced at the end of 2009. These areas include **REDD+**, post-conflict and **fragile** states as well as **political economy** analysis.

> *Presently 20 countries are being supported, but demand is clearly growing, and new areas are being developed.*

INTENDED OUTPUTS	RESULTS 2010
1. FULLY FUNCTIONAL ASSESSMENTS TEAM Maintain and develop the Governance Assessments Team	The staffing of the Governance Assessments Unit was further developed in 2010. The P5 Policy Adviser on Governance Assessments recruited in 2009 took office in January 2010. So did the JPO from France. In addition, in the course of 2010: ■ OGC recruited a new Programme Specialist who supports the Global Programme at the managerial and operational level since July; ■ the UN-REDD-funded Programme Officer was recruited and joined the team in November, to work specifically on country-led governance assessments for REDD+; ■ OGC recruited the former Danish Ambassador to Kenya on secondment from the Danish MFA, who joined the Assessments Unit as a Special Adviser in September.
2. GAP ADVISORY COMMITTEE Establish a high-profile advisory committee for the Global Programme	The Global Programme constituted a multi-stakeholder Advisory Committee composed of senior members from different organizations and types of expertise related to governance assessments, representing all world regions. The GAP Advisory Committee held its first plenary meeting in New-York in November. Terms of Reference as well as the list of members are available upon request.
3. GOVERNANCE ASSESSMENT PORTAL [GAP] Maintain, develop and enhance the outreach of the Governance Assessment Portal www.gaportal.org	In 2010, the Governance Assessment Portal, launched in 2009, took major steps in the development of the contents it offers and its pro-active outreach policy. Examples of this include: ■ the launch of a news scan service, updated daily with governance assessments-related news from hundreds of sources around the world, 40% of which come from the South; ■ the systematized publication of quarterly Newsletters with high quality and relevance, as shown by increased numbers of readers; ■ an increase to 8000 contacts in the database;

- the upload of numerous new publications, assessment tools and workshop materials; and new resource pages in French, Spanish, Arabic and Russian;
- a monthly statistics updates, which reveals a constant increase in the number of visitors to the Portal over the months in 2010;
- the recruitment of a new web service providing company, and the engagement of a complete revamping process of the Portal to further increase its user-friendliness and relevance based on target audience's needs.

4. Knowledge Production and dissemination Continue to publish and strategically disseminate *Users' Guides* and other resources	Like 2009, 2010 has been productive in terms of developing knowledge and guidance on governance assessments [see full list in part 4.1 of this report]. The Assessments Unit has also put particular emphasis on making resources available in major regional languages and disseminating them strategically to target audiences through the Governance Assessments Portal but also other means such as workshops, meetings, country missions and direct communications.
5. Support to Country-Led Governance Assessment Projects Continue support to selected countries, and respond to additional countries demand	All of the 16 country projects initially selected [based on the 2008 call for proposals] have progressed significantly, with close assistance and follow-up from the team in Oslo through desk support and country missions. In July, the team held a comprehensive internal country-review meeting, to analyse each country project, decide on continuation of support, discuss the best country-support strategies, and begin to learn lessons from these experiences. In addition to the initial 16 countries, the assessments unit has been responding to increasing demand from several additional countries on governance assessments. Additional support includes: responding to demands on innovative governance assessment approaches for fragile countries such as Iraq and Yemen; a partnership with UNIFEM supporting new country initiatives to develop gender-sensitive governance indicators at the country-level.
6. Strengthening support to governance assessments at the regional level Create first regional post on governance assessments Conduct regional workshops and support regional institutions on governance assessments	The first regional post on governance assessments was successfully created in Dakar, and the Programme Officer who will work specifically on governance assessments in the West- and Central African sub-region was successfully recruited. The first regional workshop on democratic governance assessments for Latin America and the Caribbean [LAC] was successfully organized in Panama in June, thus completing the series of regional workshops begun in 2009. It stimulated great enthusiasm and increased demand for country-led governance assessments in LAC, and lead to a proposal for establishing a South-South consortium on governance assessments in the region. The comparative study conducted by a South-South African consortium and jointly supported by OGC and the European Commission on the use of governance indicators in Africa was successfully completed, and the first presentation of the study's findings took place in Brussels in November. Possibilities of concrete support from OGC to the Africa Governance Institute (AGI) were explored, and the assessments team contributed to a regional workshop on corruption indicators in Africa co-organized by the AGI in December. The assessments team contributed to several regional workshops and training events, such as a training for Arab CSOs on anti-corruption assessments in Beirut in March, or a workshop on assessing access to justice in Bangkok in November.

Details on all these activities and more are available in the 2010 mid-term and annual reports of the Global Programme.

2010 was the first year with full staffing of the Analysis and Learning Unit.

3.3. Analysis and Learning

The Unit is fully staffed and has done extensive work in the areas of DGTTF Analysis [output 1], Emerging Issues [output 3] and Training/learning Services [output 4]. The DG Programme Analysis [output 2] work got underway in August on the return of the Advisor from maternity leave. The Unit also significantly contributed to the development of UNDP policies and programmes in the area of strengthening civic engagement and social accountability [outputs 5 and 6], in collaboration with the Civil Society Division of the Partnerships Bureau and UNDP Regional Centres.

INTENDED OUTPUTS	RESULTS 2010
1. DGTTF ANALYSIS Review of selected DGTTF projects conducted in different regions (in coordination with HQ and RSC); comparative experience papers produced	Twenty-two project assessments [in Southern Sudan, Iraq, Lebanon, OPT Mali, Niger, Cape Verde, Uruguay, Nicaragua, Tajikistan, FYR Macedonia, and Ukraine] were conducted jointly in four regions with relevant Regional Service Centers and HQ. As a result of project assessments two comparative experience papers were published, one on Access to Justice in Asia and Pacific [based on project assessments conducted in 2009], and another on Local Governance in Complex Environments [based on project assessments conducted in 2009 and 2010].
2. DG Programme Analysis Clear approach to programme analysis work agreed for 2011. Support provided for UNDP Strategic Planning Mid-term review	Concept note for "democratic governance analysis" work drafted and shared with HQ and Regional Centres for comments, to prepare for full implementation in 2011. Support to UNDP Strategic Planning Mid-term review was provided by reviewing 23 reports on Assessment of Development Results from the 2008-2010 period. The review focused on highlighting trends and key challenges, comparing countries as well as regions.
3. Emerging Issues DGG is provided with knowledge about DG dimensions of new and emerging issues; support provided on inclusive, accountable and responsive state.; Political economy analysis approach tested in UNDP; Implications of Climate Change for the DG agenda investigated	OGC provided support to DGG HQ for the preparations of the DG Global Community of Practice Meeting in Dakar in February 2010. The focus of the meeting was on "Building an effective, capable and inclusive state". The support consisted of preparation of substantive background papers for all regions as well as for specific countries [Bangladesh, Afghanistan, DRC and Senegal]. OGC also published "A Guide to UNDP Democratic Governance Practice", an easy-to-read overview of what UNDP does in the practice of democratic governance. The DG Guide is available in English, Spanish, French and Arabic. OGC/DGG organized a 3-day workshop on political economy analysis [PEA] in April 2010, in New York. Following the workshop, a Working Group was formed among participants to discuss how to take this work forward at UNDP. A mapping of key climate change actors was prepared and recommendations provided for entry points for DG.
4. TRAINING/LEARNING SERVICES LEADING Strategic DG Seminar for senior managers organized; Voice and Accountability course content developed; Political economy analysis training conducted	Despite a strong concept note on elections and violence being developed for a LEADING with Regional Centre Dakar, in the end this was not implemented due to logistical complications and other priorities in the region. NORAD and UNDP organized a Workshop and Seminar on Governance and Political Economy Analysis on 22nd September, followed by a UNDP Working Group Meeting on Political Economy Analysis on 23-24 September in Oslo. OGC and the Regional Centre in Cairo organized a very successful three day workshop in Cairo 3-5 October on *Voice and Accountability for Improved Service Delivery* for participants from country offices in the Arab States region.
5. CIVIL SOCIETY STRENGTHENING AND SOCIAL ACCOUNTABILITY Guidance note provides UNDP staff strategies to operationalize social accountability initiatives involving citizen and government actors; User guide on civil society assessments provides country office with tools to conduct assessment and strengthen partnership with civil society;	OGC produced the *Guidance Note on Fostering Social Accountability*, cooperating closely with the Civil Society Division in the Partnership Bureau. The note provides practical guidance to UNDP programme staff on how to incorporate social accountability principles and tools into programming. OGC and the Civil Society Division of the Partnerships Bureau supported the UNDP Pacific Centre to review its current engagement with civil society organizations in the region and proposed strategies to strengthen civil society in the Pacific. OGC finalized the concept note and produced the introductory chapter for the comparative experience publication on *Social Accountability for Improved Governance and Achieving* the *MDGs.* OGC participated actively in the Inclusive Participation cluster of the Democratic Governance Group, supporting the finalisation of a primer on the participation of marginalised people in policy-making processes.
6. COMMUNICATION FOR EMPOWERMENT AND COMMUNICATION FOR DEVELOPMENT Booklet on C4D showcasing UN agencies approach and practice ; Revised Practical Guidance Note on Communication for Empowerment	The UNDEF funded *Communication for Empowerment* project was completed in 2010 and the *Global Report on Communication for Empowerment* was produced. The revised guidance note on *Communication for Empowerment: Developing media and civic engagement strategies in support of vulnerable groups* was produced based on the lessons learnt from the C4E project. OGC, on behalf of UNDP, collaborated with FAO, ILO, UNAIDS, UNESCO, UNICEF, and WHO and produced a joint UN publication on *Communication for Development: Strengthening the effectiveness of the United Nations.*

A total of 22 project assessments were conducted in four regions in partnership with UNDP regional service centres in Cairo, Dakar, Panama and Bratislava and corresponding assessment reports were published under the OGC Lessons Learned Series.

Region	Focus	No of projects	Countries
Africa	Public administration reform and e-governance	3	Mali, Cap Verde and Niger
Arab States	Local governance in complex environments	6	Iraq, Lebanon, OPT, Southern Sudan
Europe & the CIS	Local governance	6	FYR Macedonia, Tajikistan, Ukraine
Latin America	Citizen security	7	Nicaragua and Uruguay

In addition, Comparative Experiences Notes were published summarizing the findings of project assessments in the Arab States and in the Asia Pacific regions [assessments on Access to Justice were conducted in the Asia Pacific Region in 2009 with the Bangkok Regional Centre].

At the Global Democratic Governance Group Community of Practice [CoP] meeting held in February 2010 in Dakar, Senegal, under the umbrella theme of "Building an inclusive, responsive, and capable state", participants from Headquarters and Country Offices from all regions underlined the importance of understanding the political processes that enable states to be responsive, capable and inclusive, and to be in a position to promote human development and enforce human rights. As a follow up from CoP meeting, OGC together with the Learning Resources Centre organized a Course on **Political Economy Analysis** in April in New York. The course was intended as the first step of an internal process to increase knowledge on political economy analysis tools and work towards developing an approach that is suitable for UNDP practitioners on the ground. The course was developed by ODI/The Policy Practice and included 25 participants from the UNDP Democratic Governance and Capacity Development Groups with the Bureau of Development Policy, Regional Service Centres and Country Offices.

In addition, NORAD and UNDP organized a workshop and seminar on **Governance and Political Economy Analysis** in September, followed by a **UNDP Working Group Meeting** on Political Economy Analysis. The objective of the joint workshop with NORAD was to provide development practitioners with an opportunity and forum to engage and to learn from one another and share experiences in the area of governance and political economy analysis. Participants included practitioners from UNDP and Norad/MFA, as well as other development agencies, national counterparts, and members of the research community in Norway.

This event was followed by a working group meeting on Governance and Political Economy Analysis with the objective to lay out the final structure and contents of the UNDP PEA Practitioner's Guide focusing on political economy analysis for policy dialogue and programming; and to agree on a work plan for the development and piloting of the PEA Guide covering the remainder of 2010 and 2011. The workshop and working group meeting brought together 18 UNDP staff from Country Offices and Regional Centres. As a result of both meetings, concrete activities are

Work on PEA has received a lot of support from all parts of DGG, and there is great demand from country offices.

planned for 2011 in order to further develop capacity of UNDP staff on political economy analysis.

The major achievement in the area of **Civil Society Strengthening and Social Accountability** was the publication of the *Guidance Note on Fostering Social Accountability.* This guidance note was produced after an extensive two year consultation and review process and marks an important milestone in UNDP's emerging work in the area of social accountability, contributing to UNDP's efforts to improve state-citizen relationships and strengthen democratic governance. The note offers practical advice to UNDP programme staff on how to incorporate social accountability principles and tools into programming.

To support the adoption of social accountability principles and tools by UNDP country offices, OGC in collaboration with the Regional Centre in Cairo organized a three-day training workshop on **Voice and Accountability for Improved Service Delivery**. The training was held in Cairo in October and was attended by programme staff from seven country offices within the Arab States region as well as partners from some of the participating countries and external experts. The training was designed both to enhance a conceptual understanding of social accountability principles and strengthen participants' capacities to apply social accountability principles and tools in a given context. Participants expressed a high level of satisfaction with the training and developed action plans to integrate social accountability principles into country office programming. The workshop also served as an opportunity for OGC and RC Cairo to understand the demands from country offices and strategize on ways to move forward the social accountability agenda within UNDP.

In the first half of 2010, OGC completed the implementation of the three year UNDEF-funded Communication for Empowerment [C4E] project. The project piloted information and communication assessments in five developing countries between 2007 and 2009. OGC produced the **Global Report on Communication for Empowerment**, which synthesizes the key learning from the pilot assessments and makes the case for further promoting the C4E approach. As recommended in the report, OGC also revised the 2006 Practical Guidance Note on C4E. The note emphasizes the importance of developing media and civic engagement strategies to ensure marginalized and vulnerable groups have access to information and are able to voice opinions and inform policy processes.

Although the Communication for Development [C4D] area is now integrated into the E-Governance and Access to Information service delivery platform, OGC took the lead in fulfilling a key recommendation from the 11th UN Inter-agency Round Table on Communication for Development held in 2009 in Washington DC. OGC, on behalf of UNDP, collaborated with six UN agencies [FAO, ILO, UNESCO, UNICEF, UNAIDS and WHO] to produce the first UN inter-agency publication on C4D, entitled **Communication for Development: Strengthening the Effectiveness of the United Nations**. The publication illustrates the diverse C4D approaches adopted by various UN agencies to promote citizen participation and dialogue around decision-making processes.

The work started on C4E in 2007 came to an end with a final global report in 2010, and a new guidance note will be developed.

4. OGC PUBLICATIONS 2010

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

4.1. GOVERNANCE ASSESSMENT PUBLICATIONS

The first section covers knowledge products from the area of what the **Governance Assessment Unit** works with. This is an important part of the mandate of the work of OGC, and indications are that the various products are appreciated and used at country level.

The promotion of country-led democratic governance assessments doesn't stop at the production of knowledge. Besides making all publications freely available on the Portal [www.gaportal.org], the Programme actively uses all opportunities to disseminate them, through contacts with UNDP Country Offices but also national and regional partners, presentation and distribution of relevant publications at workshops and other events, or providing publications such as the Users' Guides as a basis for training initiatives at the regional and country level.

The country projects supported through the Global Programme also contribute to knowledge production, through the realization of mappings and research papers on governance assessments in their country as well as the development of specific assessment frameworks. [For more information on country-level knowledge production and South-South knowledge exchange see www.gaportal.org/undp-supported and www.gaportal.org/support/workshops.]

Besides its own knowledge production, the Governance Assessments team contributed to publications on governance assessments from other organizations. An example of this is the contribution to GSDRC (Governance and Social Development Resource Centre)'s response to DFID's query on the critique of governance assessments applications. [Full response paper: www.gsdrc.org/docs/open/HD699.pdf.]

Translation of Users' Guides

In addition to the translation of most assessments Users' Guides into **French and Spanish** in 2009 and early 2010, some Guides have been spontaneously translated into additional languages by partners of the Global Programme, and published. This provides evidence of the relevance of the Users' Guides series to different world regions. Additional translations include: Translation into **Arabic** of the **Users' Guide to Measuring Gender-Sensitive Basic Service Delivery** by the UNDP Regional Centre in Cairo; Translation into **Russian** of the **Users' Guide to Measuring Local Governance** by the Ukraine Office of Washington-based Pact, Inc., as part of a USAID-funded programme to promote well-informed citizen participation in civic and community-based initiatives in Belarus.

All language versions of these guides are downloadable on www.gaportal.org/view/undp_pub.
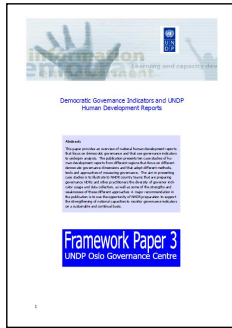
Democratic Governance Indicators and Human Development Reports:
A new paper was published which explores the use of governance indicators in National Human Development Reports [NHDR] between 2000 and 2009. With 10 case studies, this paper illustrates the diversity of governance indicators usage and data collection, as well as some of the strengths and weaknesses of these different approaches. A major recommendation in the publication is to use the opportunity of NHDR preparation to support the strengthening of national capacities to monitor governance on a sustainable and continual basis.
http://gaportal.org/sites/default/files/demgov_indicators_and_human_dev_reports_ogc10.pdf
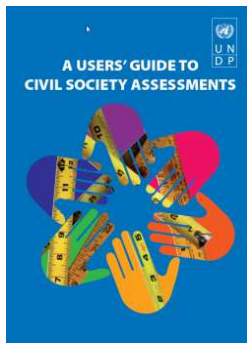
Civil Society Assessments. A Users' Guide
In continuation of the Users' Guides series, this new Users' Guide provides extensive guidance for users of civil society assessments, illustrated with specific examples. It includes a source guide of currently available civil society assessment methods, including for each a snapshot of its methodology, some details of its content, the implications for its use and an outline of its strengths and weaknesses. The Guide also presents information from assessments that have already been implemented and published. This inventory of civil society assessment tools and methodologies can serve as a resource that can be drawn on for developing new assessment tools or adapting existing assessment approaches to users' specific contexts. The Guide prepares users to inform themselves about the nature of civil society assessment and conduct assessments of their own. [The Guide will be launched in January 2011.]

Assessing Governance for MDGs: A Framework for Practitioners
The idea for this framework arose from the simple observation that *measurement influences action*. If equity, accountability and transparency in the provision of health care and education are not being measured, it is unlikely that society will take strong action to reduce the growing disparities concealed by national averages. Indeed, there is strong evidence that poor governance is one of the overarching reasons for the shortfall on the MDGs, yet there is very little guidance available for diagnosing in a systematic manner the multiple types of governance obstacles that hinder MDG achievements. This assessment framework aims to fill this gap by providing a set of tools for diagnosing and monitoring a range of governance problems that are specific to the health and education MDGs, including patterns of abuse of power such as discriminatory policies in the provision of social services, political clientelism, or state capture by economic elites. [Will be launched in early 2011.]

Parliamentary Toolkit to prevent corruption
This toolkit for parliamentarians to monitor their own performance in preventing corruption was finalized and tested in Accra, Ghana, with a group of African parliamentarians who are members of the African Parliamentary Network Against Corruption [APNAC]. Using the UN Convention Against Corruption [UNCAC] as a framework, the Toolkit poses specific questions about the role played by MPs in preventing

corruption, notably through exercising financial oversight, or through implementing internal accountability mechanisms and codes of conduct. The idea for such a Toolkit came from the realization that the important role of MPs in preventing corruption was underappreciated, and that parliamentary involvement in the formal UNCAC review mechanism needed to be strengthened. [Access the full toolkit and toolkit summary in English and French from: http://gaportal.org/tools/preventing-corruption-toolkit-parliamentarians.]
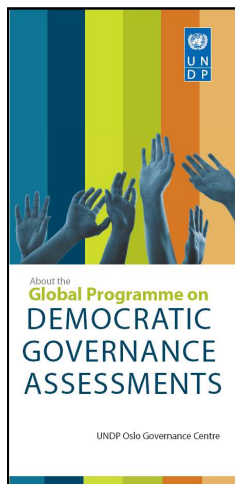
About the Global Programme on Democratic Governance Assessments

The Programme updated and re-edited its brochure in English, French and Spanish. This brochure provides a quick introduction to the strategic principles and key features of the programme, and responds to questions such as: Why democratic governance assessments? What does the programme offer? etc. The re-edited version includes and updated list of countries supported so far, major partners and key knowledge products. [See http://gaportal.org/sites/default/files/UNDPoslobrochureEN.pdf.]

4.2. ANALYSIS AND LEARNING PUBLICATIONS

The following publications represent work done by the **Analysis and Learning Unit** of OGC, including all the reports published in the **DGTTF Lessons Learned Series.**
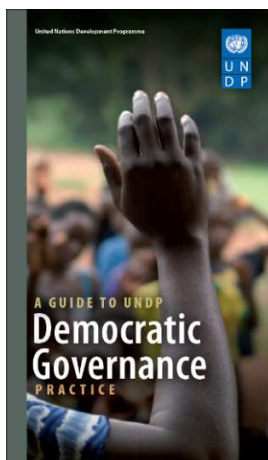
### A Guide to UNDP Democratic Governance Practice

An easy-to-read overview of what UNDP does in the democratic govern-ance practice area, this publication provides a synopsis of policies and strategies that guide UNDP's work on democratic governance; examples of our work on the ground and resources are also shared. All the areas in the three clusters of DG are covered: Inclusive participation [civic en-gagement, elections, parliaments, e-governance and access to informa-tion], responsive institutions [public administration and local govern-ance, access to justice], and international norms and standards [human rights, anti-corruption, gender and governance assessments]. The Guide also covers the Regional Centres, as well as articles on governance and human development. The Guide is available in Arabic, English, French and Spanish. http://www.undp.org/oslocentre
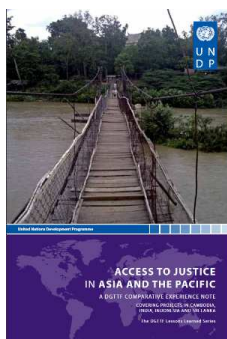
Local Governance in Complex Environments
A DGTTF Comparative Experience Note

This publication analyzes the results of DGTTF local governance projects in five complex environments in the Arab States region – Iraq, Lebanon, Occupied Palestinian Territory, Southern Sudan and Yemen. Building on individual project assessments, this Note sheds light on: Contributions of the projects to the local governance agenda; Contextual challenges; Linkages between local governance programming and broader state-building and peacebuilding processes; Relevant Lessons.
http://www.undp.org/oslocentre/docs10/UNDP_CE%20Paper_Arab_web.pdf
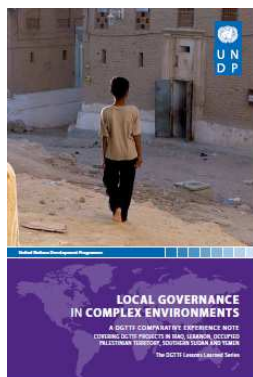
Access to Justice in Asia and the Pacific
**A DGTTF Comparative Experience Note**
This note considers four Asia-Pacific countries where access to justice programmes have been among the longest running: Cambodia, India, Indonesia and Sri Lanka. Using a series of national and regional DGTTF project assessments, it seeks to answer the following questions: How did UNDP advance access to justice in these countries and the Asia-Pacific region through the DGTTF? What were the main challenges and limitations faced? What are the key findings, and what can UNDP learn from them?
http://www.undp.org/oslocentre/docs10/UNDP_CE%20Paper_Asia_web.pdf

Mali
This report presents the findings of the review of the *project Improving governance and fighting corruption in Mali*, implemented between 2008 and 2010 with DGTTF funding. The Project has supported the implementation of the NEPAD African Peer Review Mechanism (APRM) and the anti-corruption process in Mali. The report is available in French (Executive Summary in English)
http://www.undp.org/oslocentre
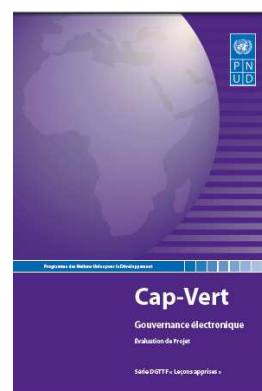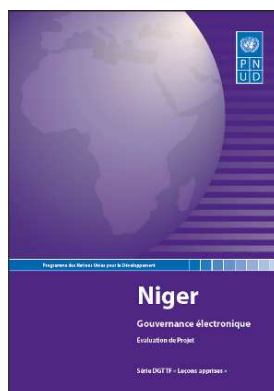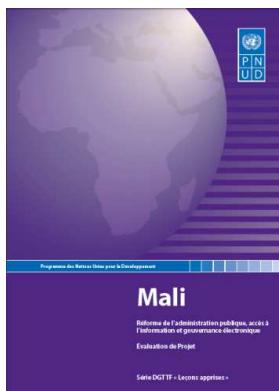
Niger
This report presents the findings of the review of the project *Electronic governance and access to information for the modernization of public administration and local development in Niger*, implemented between 2008 and 2009 with DGTTF funding. The main objective of the project was to improve public services and to increase the participatory nature of development activities at five pilot local administrations (communes).
The report is available in French [Executive Summary in English].
http://www.undp.org/oslocentre

Cape Verde
This publication presents the findings of the assessment of the project *Strengthening electronic governance for public administration reform*, implemented between 2008 and 2010 with funding from the DGTTF. The project has supported the Government's programme on public administration reform and improved service delivery. The report is available in French [Executive Summary in English.]
http://www.undp.org/oslocentre
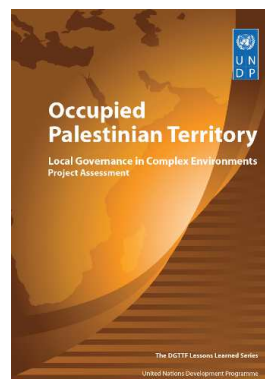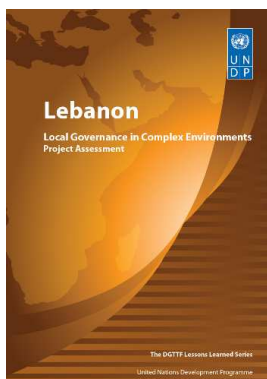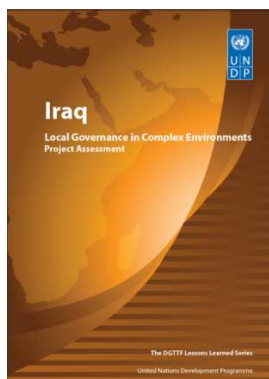
Iraq

This report presents an assessment of the project *Post-Constitutional Support to Decentralization and Local Governance Initiatives*, implemented in Iraq during 2006 and 2007 with support from the DGTTF. The most tangible results of the project were a nationwide needs assessment of the capacity of the 18 Iraqi governorates to provide services as stipulated by the Constitution of 2005, and a capacity development Action Plan based on best practices.

http://www.undp.org/oslocentre/docs10/UNDP%20Iraq%20for%20web.pdf

Lebanon

The assessment report focuses on the DGTTF-project *Promotion of Decentralization and Local Governance*, which took place during 2002 and 2003. The most tangible results of the project were the completion and validation of a policy advisory study; the initiation of a policy dialogue on local governance with local authorities; a Training was offered to representatives of 58 municipalities on strategic management; and the development of partnerships with the Ministry of Interior and Municipalities as well as local government authorities at municipal level.

http://www.undp.org/oslocentre/docs10/UNDP%20Lebanon%20for%20web.pdf

Occupied Palestinian Territory

The report reviews of the project *Promoting Local Governance Integrity in the Occupied Palestinian Territories,* implemented by the UNDP's Programme of Assistance to the Palestinian People (UNDP/PAPP). The main output of the project was the designing of a participatory tool for assessing the integrity, accountability and transparency of the local authorities.http://www.undp.org/oslocentre/docs10/UNDP%20OPT%20for%20web.pdf
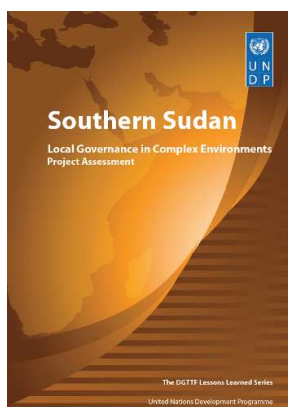
Southern Sudan

The findings presented in this report are the result of an assessment on two DGTTF funded projects in Southern Sudan in 2005 (*Support for the Development of Policies and Legislation for Responsive, Accountable and Equitable Local Government in Southern Sudan*) and 2006-2008 (*Strategy for Mainstreaming Gender Empowerment in Local Government in Southern Sudan*).

http://www.undp.org/oslocentre/docs10/UNDP%20Southern%20Sudan%20for%20web.pdf

Fostering Social Accountability: From Principle to Practice

Social accountability is at the heart of UNDP's understanding of democratic governance, and of human development more broadly. This guidance note details how the principles of social accountability are an integral part of UNDP's approach to human development. It provides an overview of definitions and the principles of social accountability and offers guidance on how to incorporate the practice of social accountability into programming.

http://www.undp.org/oslocentre/docs10/Fostering%20Social%20Accountability-Guidance%20Note-%20signed.pdf
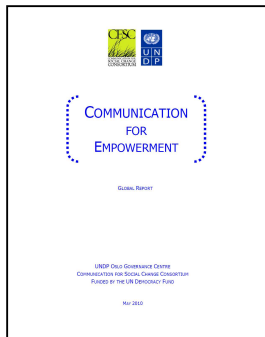
**Communication for Empowerment: Global report**

The global report presents key learning from the information and communication needs assessments piloted in Madagascar, Mozambique, Ghana, Nepal and Lao PDR through the UN Democracy Fund (UNDEF) supported Communication for Empowerment project. The report provides an overview of poor people's information and communication needs in the five pilot countries in Africa and Asia and synthesizes key learning from application of the C4E tool. It also makes recommendations to strengthen adoption and implementation of C4E initiatives.

http://www.undp.org/oslocentre/docs10/C4E-GlobalReport-Final-June2010.pdf

Communication for Empowerment
Developing media and civic engagement strategies in support of vulnerable groups

This note is a revised and updated version of the 2006 Practical Guidance Note on Communication for Empowerment: Developing media strategies in support of vulnerable groups. This note takes into consideration the findings of and lessons learnt from implementing the UNDEF funded Communication for Empowerment project. It explicitly aims to develop media and civic engagement strategies to enhance marginalized and vulnerable groups capacity and confidence to access information and communication channels. Will be available at:

http://www.undp.org/oslocentre/overview/ogc_communication_empowerment.html
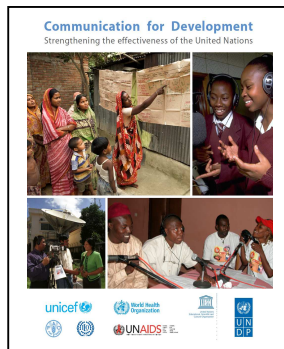
Communication for Development:
Strengthening the effectiveness of the United Nations

This is the first UN Inter-agency publication on Communication for Development that illustrates the diverse Communication for Development approaches adopted by various UN agencies to enhance citizens' participation and dialogue around policy processes. The publication is jointly produced by FAO, UNDP, UNESCO, UNICEF, UNAIDS, ILO and WHO and the publication development process was coordinated by the Oslo Governance Centre on behalf of UNDP. Will be available at:

http://www.undp.org/oslocentre/overview/ogc_communication_development.html

5. OGC Staff 2010

Bjørn Førde	Director	All year
Claudia Melim-Mcleod	Adviser – Analysis and Learning	All year
Sarah Lister	Adviser – Analysis and Learning	All year
John Samuel	Adviser – Governance Assessments	All year
Bo Jensen	Special Adviser – Secondment Denmark	Started Sep 2010
Joachim Nahem	Manager – Governance Assessments	All year
Darko Pavlovic	Manager – Analysis and Learning	All year
June Fylkesnes	Administrative Associate	All year
Torni Iren Johansen	Administrative Associate	All year
Ingvild Oia	Research Officer	All year
Javier Fabra	Programme Analyst	All year
Marie Laberge	Programme Officer	Left Oct 2010
Paavani Reddy	Research Associate	All year
Vidar Ellingsen	Programme Specialist	Started Aug 2010
Henri Schumacher	Governance Specialist – Secondment Luxembourg	Started Feb 2010
Tina Hageberg	Programme Officer UN-REDD	Started Nov 2010
Danae Issa	JPO – Governance Assessments	All year