



**GLOBAL PROGRAMME
CAPACITY DEVELOPMENT FOR DEMOCRATIC GOVERNANCE:
ASSESSMENTS AND MEASUREMENTS**

Programme Proposal 2008–2011

Strategic Plan Outcome[s]/Indicator[s]:	To strengthen national and local capacities for democratic governance, building upon the principles of the Millennium Declaration and the World Summit Outcome.
Expected Output[s]/Annual Targets:	See annexed resources and results framework.
Executing Entity:	UNDP-DEX
Implementing Agencies:	UNDP BDP- DGG [Oslo Governance Centre]
<p>Reflecting the critical outcome of the Millennium Declaration and the World Summit 2005 which highlighted democratic governance as a requirement for inclusive development and the achievement of the MDGs, countries are increasingly pressed to assess and measure their progress towards democratic governance as both end and means. A direct effect of this encouraging trend, UNDP Country Offices register a rising demand to assist national counterparts develop their capacity to engage in nationally owned and driven democratic governance assessments. In response, capacity development for country-led governance assessments and measurements are a priority in UNDP strategic plan for 2008-2011, and they are also a flagship support area for the UNDP Democratic Governance Group (DGG) and its Oslo Governance Centre (OGC). DGG's OGC has been supporting national initiatives for monitoring and measuring governance focused on the development of national governance indicators since 2003. The Global Programme on Capacity Development for Democratic Governance Assessments and measurements addresses the need to better understand various methods and approaches to assess and measure democratic governance and its links to pro-poor planning, budgeting, and delivery of the MDGs. Operationalised through country, regional and global level windows, the Global Programme thus provides a comprehensive response to related concerns and demands among national partners and develops an effective agenda for targeted support in this area.</p>	
Project Period: 2008-2011 Project Title: Global Programme on Democratic Governance Assessments and Measurement Project Code: Project Duration: 4 years Management Arrangement: DEX	Total budget: US\$ 9,962,400 Allocated resources: <ul style="list-style-type: none">• UNDP:• Other:• Unfunded budget:

Agreed by:

Signature

Date

Name and Title

Practice Director	_____	_____	Terry Jones Acting Director, Democratic Governance Group
BDP Management	_____	_____	Olav Kjørven Assistant Administrator and Director

TABLE OF CONTENTS

1. SITUATION ANALYSIS	4
1.1 Global context	4
1.2 National context	5
1.3 UNDP and Democratic Governance Assessments	7
2. PROGRAMME JUSTIFICATION	10
3. PROGRAMME STRATEGY AND OBJECTIVES	14
3.1 Country Level	13
3.2 Regional level	18
3.3 Global Level	19
4. PARTNERSHIPS	22
5. MANAGEMENT ARRANGEMENTS	24
5.1 Business Case	24
5.2 Project Organization Structure	25
5.3 Consultative Group	27
5.4 Project Execution and Support	27
6. MONITORING AND EVALUATION	28
6.1 Risks and risks mitigation	28
6.2 Reporting	30
7. LEGAL CONTEXT	30
8. BUDGET AND PROJECT WORKPLAN	30
ANNEX 1. WORK PLAN AND DETAILED BUDGET	31
ANNEX 2. Case Study: Assessing Democratic Governance in Mongolia	37
ANNEX 3. Global Program Collaborations and Synergies	39

1. SITUATION ANALYSIS

1.1 GLOBAL CONTEXT

Democratic governance is central to human development in general and the achievement of the Millennium Development Goals (MDGs), providing in particular the 'enabling environment' for reducing poverty. The critical importance of democratic governance in the developing world was highlighted at the Millennium Summit of 2000, where the world's leaders resolved to "spare no effort to promote democracy and strengthen the rule of law, as well as respect for all internationally recognized human rights and fundamental freedoms". The Summit reached a consensus that improving the quality of democratic institutions and processes, and managing the changing roles of the state and civil society in an increasingly globalized world, must underpin efforts to reduce poverty and promote human development.

An increasing number of organisations are giving greater priority to the need to assess democracy, governance and human rights as part of their development assistance programmes. Assessment tools, frameworks and global datasets enable comparisons over time and across countries and regions. However, while this data is a rich source of information for a range of analyses, it does not necessarily point to particular institutions or institutional arrangements as the cause of governance challenges, nor does it help identify appropriate operational solutions and performance improvement processes. It can thus be of only limited help in policy-making processes.

Furthermore, donor assessment tools and global databases often lack national ownership and engagement in the assessment process and rarely include the necessary elements of disaggregation to capture the impact, experiences and perceptions of marginalized, vulnerable and discriminated people in society, especially the poor and women. Such assessment tools also do not identify the capacity deficits that exist and how to address these if improvements are to be made and effectively monitored.

The Paris Declaration (PD) of 2005 has changed the parameters by which governance is to be assessed in at least three identifiable ways: through a shift from external to local or national assessments; through relying less on international experts and more on national institutions and local expertise; through the adoption of a more political, rather than a managerial approach. Thus, the PD has had major implications for the work of UNDP and other development actors as it requires development assistance to be aligned with priorities and needs as expressed in national development plans, and to focus on strengthening capacities.

Over the last decade, UNDP has gradually shifted its policy and programming support on governance from a traditional emphasis on public administration reform to a broader agenda of democratic governance for human development which entails fostering inclusive participation, building accountable and responsive state capacity and advocating and integrating well established international principles of human rights and gender equality into the technical and policy support that UNDP provides to national partners. UNDP emerging approach to democratic governance assessments is meant to support its understanding of democratic governance as anchored in the 2008-2011 strategic plan.

1.2 NATIONAL CONTEXT

There is an explosive growth in the production and use of governance “indicators” by domestic stakeholders, including state and non-state actors in developing countries, as well as international investors, donors of official development assistance, development analysts and academics. New global standards of democratic governance are emerging. Citizens of developing countries are demanding better performance from governments, and they are increasingly aware of the costs of poor management and corruption. Furthermore, scarce resources, especially resources from external donors, are increasingly being allocated to governments that will use them most effectively, and countries are asking for help in diagnosing governance failures and in finding solutions.

The role of the national statistics office in governance assessment and monitoring has increasingly been debated and explored in recent years. Many official statisticians have shied away from generating and disseminating indicators on democratic governance for various reasons, including principally for lack of existing data, a perceived and real lack of experience in this field and in some countries because of the potential sensitivity of such an undertaking. There are currently multiple initiatives addressing national statistical capacity through national statistical development strategies, e.g. Paris 21, Marrakech Action Plan for Statistics, and Regional Strategic Framework for Statistical Capacity Building in Africa. The objective is to enhance country data systems, statistical methodological rigor and analytical capacity. Within that context, it is apt to consider national statistical bureaux as likely anchor institutions for governance measurement and indicators.

Official Statistics are vital to public policy and to the democratic process itself. The range of official statistics, including in the field of democratic governance and the ways in which they are used have become increasingly important. For example, there is a growing use in developed and developing countries of statistical performance indicators. The national statistics office has an important contribution to make to both producing and coordinating the production of governance statistics and in working with others to investigate the most appropriate choice of indicators, their compilation and the setting of realistic targets for future performance that are challenging and susceptible to realistic policy intervention.

However, there are other national and sub-national actors alongside statistical offices who contribute to the evidence base on governance, producing and disseminating non-quantitative evidence using qualitative and participative methods. The challenge is to triangulate evidence and bring together official statisticians with other in-country producers and users of evidence in order to better address trends and respond to societal needs.

Countries’ willingness and interest to use and develop governance indicators is catalysed by different sets of circumstances. The following are a few examples:

- **Mongolia** is a case where a pioneering MDG-9 initiative was developed out of the hosting of an international conference on new and restored democracies (ICNRD)¹. A phase of institutionalization of the MDG-9 analysis and linkage thereof to national plans is now to be explored. See Annex 2 on Mongolia case study.
- **Zambia** is a case where a Governance Secretariat has been set up in the Ministry of Justice to monitor and evaluate the implementation of the governance commitments made in the 5th National Development Plan at a time when the country's governance is being assessed from the outside with national stakeholder involvement/coordination.
- **Malawi** is a case in which numerous donors are conducting governance assessments (e.g. Millennium Challenge Account, World Bank, a group of donors monitoring the conditions for Direct Budget Support and a number of bilateral donor initiatives). This has resulted in a huge drain on the capacities of national partners, duplication in data collection and a lack of national participation and ownership.

On a continent-wide basis, Africa is pioneering a peer review mechanism that includes an assessment of countries' democratic governance based on in-country reports. The Africa Peer Review Mechanism (APRM) has triggered the process of nationally owned democratic governance assessments which holds potential for enhancing capacity development in the future.²

Countries of various sizes and political economic legacies, but with a common claim to successful economic performance, question how to combine governance measures with development measures, how to benchmark institutional progress towards democratic governance and monitor its economic and political risks and rewards (e.g. Tunisia and China).

In this context, four challenges arise at the country level:

- 1) **conceptual** challenge for countries to arrive at a definition of governance for the purposes of measuring the quality of it and monitoring changes to it;
- 2) **political** challenge for countries to arrive at a consensus over what "ownership" of governance assessments means and its implications;
- 3) **institutional** challenge related to who is to undertake governance assessments; and finally
- 4) **operational** challenge related to the guiding principles of governance assessments.

In the latter case the issue is one of choosing one's approach to be parsimonious or holistic, analytical or catalytic for activism, methodologically cumulative or inventive, relying on secondary or primary data, costly or cost effective, etc.

Most governance assessments to date have not adequately resolved these challenges. Furthermore, it is still pre-mature to know how and if the peer review assessments undertaken in

¹ Unlike the Community of Democracies, the ICNRD process is open to all UN Member States and has encouraged countries to develop their own databases on governance indicators.

² UNDP has been very much engaged in supporting the APRM initiative, primarily through the Regional Bureau for Africa.

Africa have been able to respond adequately to these challenges. Most assessments to date serve a muddled list of purposes:

- *Taking stock of the wider political economic context of governance*
- *Identifying democratic deficits of governance*
- *Understanding the factors and drivers of policy reform*
- *Providing governments with a tool for further democratization*
- *Providing donors with a tool for governance performance-based aid allocation*
- *Providing a tool for advocacy and civic engagement by facilitating domestic debate*
- *Designing, monitoring and evaluating progress of development.*

A global programme which distils acquired knowledge on the aforementioned challenges, documents country experiences and develops tools to assist national capacity development would fill a sizeable void. There are few organizations that have a remit or an expertise in this area. UNDP is one of those very few organizations that have prioritized developing the capacities of national actors to measure and monitor the quality of governance as a critical support area in its governance programmes.

The UNDP strategic plan of 2008-2011 makes capacity development one of the drivers of development and a corporate principle.³ The strategic plan also makes enhancing national capacity for governance assessments a corporate strategic initiative on which UNDP commits to deliver. The first indicative activity for such commitment is planned in 2008 to explore a common understanding on governance assessments among UNDP and UN agencies.

1.3 UNDP and Democratic Governance Assessments

During 2006, 134 UNDP Country Offices were engaged in supporting governance programmes. UNDP's comparative advantage in the provision of support for democratic governance cooperation is due to the organization being viewed as a neutral but principled and committed partner working to apply internationally agreed norms and standards to nationally determined policies and programmes, rather than seeking to impose arbitrary conditionality. Therefore, UNDP is often invited to play an important coordination and resource mobilization role on sensitive democratic governance issues including on measuring and assessing governance.⁴

For UNDP, the value of a nationally owned governance indicator system is that it serves as a critical accountability mechanism for local stakeholders, especially the citizens of a country and non-state actors, rather than donors. A nationally owned governance assessment provides upward internal rather than external pressure for reform. And through the transparency of information stemming from it, it also provides a catalyst for greater citizen engagement in de-

³ The strategic plan represents a multi-year funding framework - a compact among donors, host governments and UNDP to implement results-oriented programmes at the country, regional and global levels.

⁴ To further strengthen UNDP's niche, in 2001, the Democratic Governance Thematic Trust Fund (DGTTF) was established as a new instrument to address UNDP's development priorities. The democratic governance work of UNDP is further supported by the Democratic Governance Practice network and the Oslo Governance Centre.

mocracy processes and for demanding greater effectiveness of governance actors. As part of UNDP assistance to supporting democratic governance in the countries in which we work, Governance Indicators provide support to nationally owned processes for assessing and monitoring democratic governance within those countries.

Research, policy development and advisory support on governance assessments has been a flagship activity of the UNDP Oslo Governance Centre since 2003⁵. For the last five years, UNDP through its Oslo Governance Centre and in partnership with selected country offices and UNDP Regional Service Centres, has been developing tools and providing support to national partners wanting to assess the quality of democratic governance in their countries⁶.

Technical support and 'seed' financial assistance to catalyze national assessment processes have been provided to more than 15 countries in most regions including Mongolia, Malawi, Tunisia, Egypt, Zambia, Afghanistan and the Philippines. The Africa Peer Review Mechanism (APRM) and the International Conference on New and Restored Democracies (ICNRD) are important entry points for UNDP to provide assistance. UNDP, for example, has actively been supporting Mongolia's follow-up of the ICNRD-5 in 2003 by providing technical support and expertise to the development of a national democratic governance indicator system.⁷

UNDP has held a number of international events and workshops bringing together a wide array of national actors, experts and donor community practitioners on the technical dimensions and policy implications of governance assessments and their impact on national ownership. UNDP has also facilitated workshops to enhance national capacity development in Mongolia (see Annex 2), Philippines, Malawi, Tunisia, Egypt and China in cooperation with UNDP country offices, national statistical bureaus, ministries and research centres in those countries.

In 2007, a training workshop on governance indicators was held for over 50 country office staff and national counterparts to present methods of developing governance indicators, assessing data ownership and sources, data quality, uses and impact on development. Also in 2007, over 80 UN senior management and bilateral donors were brought together in a seminar on governance assessments, to discuss with national counterparts the different experiences in participative nationally driven governance assessments.⁸

The Oslo Governance Centre also responds to queries on the UNDP knowledge networks and direct requests for technical assistance on integrated poverty and governance measurement methods and tools. UNDP has also produced various publications mapping sources and methods of governance assessments as well as policy and programmatic guidance on gender and poverty sensitive democratic governance assessments.

The Democratic Governance Group's (DGG) and its various thematic areas will continue to inform and strengthen the work on governance assessments. Knowledge products from the

⁵ See <http://www.undp.org/oslocentre/>. The UNDP Oslo Governance Centre is based in Oslo, Norway and is a part of the Bureau for Development Policy's, Democratic Governance Group,

⁶ See: www.undp.org/oslocentre/flagship/governance_indicators_project.html for more information on UNDP's work on governance indicators that is being carried out through the UNDP Oslo Governance Centre.

⁷ See www.icnrd5-mongolia.mn.

⁸ See www.undp.org/oslocentre/flagship/governance_assessments_paris_declaration.html

various DGG thematic areas (parliamentary development, electoral systems and processes, justice and human rights, e-governance and access to information, decentralization and local governance, public administration reform and anti-corruption) will also support future training and capacity development as set forth in this global programme.

For UNDP, governance assessments are most effective as a tool to bring about better democratic governance when they are grounded in nationally owned processes, are based on nationally and locally developed indicators and are designed with policy makers and policy reform in mind. In this regard, assessments that are disaggregated to show differences within countries across geographic areas and across social economic categories will help to make governance reforms more sensitive to poverty and gender issues and to the needs of vulnerable groups.

UNDP has a distinct approach to democratic governance assessments and indicators that emphasizes (i) national ownership, (ii) capacity development and (iii) harmonisation with national development planning instruments:

- (i) **National ownership** – governance assessments and the development of governance indicators need to be nationally owned which is achieved through an inclusive and consultative process involving government, civil society, elected representatives, and other key stakeholders about what should be assessed and how.
- (ii) **Capacity development** – governance assessments are a critical entry point and opportunity for developing the capacities of national stakeholders (including statistical offices, government and civil society) in the production and application of governance related data. This entails support to national and local participative processes of assessing and monitoring governance with a focus on building national and local capacities to collect, analyze, and share governance data.
- (iii) **Harmonisation** – nationally owned governance assessments and monitoring systems, as well as sector specific plans, must be harmonised and aligned with national development plans and related instruments where relevant such as the PRSPs, MDG progress reports, local development plans etc.

UNDP's comparative advantage in promoting and nurturing nationally owned governance assessments derives from its position as the lead UN agency on democratic governance, its focus on long term capacity development, its expertise and experience base on democratic governance, its experience with human development indicators through the National Human Development Reports, its engagement in MDG monitoring, and importantly the trust it enjoys among UN member states. In particular, UNDP has proven strengths in the following areas:

- *Facilitating and convening of national dialogues involving state and non-state stakeholders on national democracy and democratic governance assessments.*
- *Encouraging and facilitating through its relationship with government, efforts to harmonise multiple governance assessments within a country.*
- *Helping ensure that democratic governance assessments are linked with national development.*

- *Providing support to the undertaking of capacity assessments and identifying what parts of the capacity development cycle need to be strengthened. This should focus on both state and non state actors in governance data collection and governance data analysis.*
- *Brokering knowledge through electronic networks, facilitating country-transfer of knowledge, identifying lessons learned and best practices, and building communities of practice.*

2. PROGRAMME JUSTIFICATION

Understanding progress, clarifying the relevance of democratic governance for inclusive development and enhancing domestic accountability are some key positive effects of nationally driven assessments and measurements of democratic governance especially when the process by which assessments are conducted and measurements are developed is transparent, participative and sustainable over time. However, some challenges with respect to assessments and measurements require attention.

With the proliferation of donor lead governance assessments in recent years⁹ there is an increasing need to address the problem of duplication and overlap in aid disbursement which puts the burden on already strained developing country capacities. Although it is unlikely that a single unifying OECD-DAC-endorsed assessment methodology is either feasible or desirable, improved harmonisation and closer working on governance assessments are needed. A set of governance indicators agreed to by national stakeholders and institutionalised within the country, provides an initial basis for donors to harmonise their governance assessments and at the least draw on locally produced data. One set of data collected nationally to feed into these assessments will strengthen countries ability to respond and engage with donors, harmonize data collection and improve the evidence base for national as well as donor assessments.

There is a growing awareness amongst donors of the need to enhance local participation and ownership of governance assessment processes. National ownership of assessments is not a zero sum game, but rather a continuum. Some donors are promoting a more national based assessment approach including prioritising the use of local data that is available in the public domain to avoid new research and encourage triangulation of information from various local sources. For UNDP, national ownership goes beyond that to include locally driven, deliberative processes of rigorous data collection and analysis and locally driven, institutionalized systems of bringing evidence into policy. Moreover, for UNDP the processes of developing governance indicators are as important as the governance indicators themselves. An assessment process that respects the democratic principles of transparency, inclusiveness, accountability and equality can be an effective tool for bringing about better democratic governance.

With respect to measurements and indicators, a real problem that many developing countries face is a lack of reliable data on key governance issues. They have limited capacity to rigorously define indicators, collect and interpret data. Existing indicators often provide inadequate measures for assessing changes in governance or for formulating and implementing reforms in specific countries. Indicators that are sensitive to country context would help provide countries with:

- *Information for assessing key governance challenges*
- *Information and ideas for institutional reform*
- *More reliable, systematic and nuanced data for specific policy initiatives*

⁹ See the OECD draft report *Survey of Donor Approaches to Governance Assessment* (December 2007) which provides data on 38 different governance assessment tools being used by a selection of bilateral and multilateral donors.

- *Greater capacity to track changes in governance over time*
- *Disaggregated evidence for advocacy efforts*
- *Participative agenda-setting processes*

The field of governance indicators is new and in its infancy compared to the level of maturity of socio-economic indicators. Compared to the limited international standardization in the use of governance indicators, knowledge related to developing and using governance indicators at the national level is very rudimentary especially in terms of how governance indicators and variables should be defined and how the capacities of national statistical systems and participative processes can be developed to work with governance indicators in order to support country-led governance assessments.

Civic engagement has the potential to expand the knowledge base in any society by having CSOs, a professional media, academic institutions and think tanks collect and analyze a wide range of information about governance, unmet needs and unheard concerns. Evidence based policy, however, often relies primarily on official data. There is a need to make governance policy more sensitive to the perceptions of women and the poor and other marginal groups whose concerns are often not well represented in official data.

Poverty and gender sensitive governance indicators is a priority concern for UNDP and is also an area of considerable interest to national development partners. Governance indicators should include a focus on poorer groups in society and the different impacts and experiences that men and women have of government institutions and governance processes.¹⁰ The ability of countries to develop pro-poor and gender-sensitive evidence bases is crucial. How best to do that, using which approaches and processes are key questions in any national governance assessment. The Global Programme will seek to leverage the pioneering work that has been supported by the OECD Metagora project 'Measuring Democracy, Human Rights and Governance'¹¹ through its partnership with DIAL who have piloted an initiative in Latin America and Africa using household surveys on governance that are administered by the national statistics office of participating countries.¹² This work will also benefit from Paris 21 which supports National Strategies for the Development of Statistics (NSDS).¹³

The number of countries that have requested support from UNDP for assistance in developing governance indicators and indicators that can be disaggregated has been steadily increasing

¹⁰ See the UNDP Guidance Note *Measuring Democratic Governance: A Framework for Selecting Pro-poor and Gender Sensitive Indicators* at:
<http://www.undp.org/oslocentre/docs06/Framework%20paper%20-%20entire%20paper.pdf> .

¹¹ See www.metagora.org

¹² The surveys combine governance and poverty indicators. Collecting data on both objective and subjective information with regard to poverty and governance creates the possibility to monitor and relate these two fundamental dimensions which can be combined with traditional variables related to socio-economic characteristics of individuals and households (income, occupation, sex, age, ethnic group). This approach enables important disaggregation to highlight the specific characteristics or disparities between different population categories and provides for a more effective focus on the most disadvantaged or those who suffer the greatest discrimination.
See www.dial.prd.fr/dial_publications/PDF/Doc_travail/2005-12_english.pdf

¹³ <http://www.paris21.org/> Paris 21 also has several regional initiatives, including Africa, which will be important for the Global Programme to draw on.

since 2002.¹⁴ This is evidenced through the number of requests for policy and technical support made directly to the Oslo Governance Centre from UNDP Country Offices on behalf of national partners as well as proposals submitted for funding under the UNDP Democratic Governance Thematic Trust Fund (DGTTF) 15 and the UN Democracy Fund (UNDEF).

There is a real demand for support in this area but at present limited capacity by UNDP to provide assistance to all the countries that have requested it. UNDP has accorded nationally owned governance assessments a priority focus area for its democratic governance practice in the organization's strategic plan for 2008-2011 and the Global Programme will provide a solid and operational basis for expanding the number of countries that initiate a comprehensive governance assessment and monitoring system.

There is a strong need to coordinate and identify synergies with other policy support areas in UNDP for the benefit of the global programme and vice versa. As a corporate priority for the Democratic Governance Group of BDP, the global programme will seek to integrate the governance measurement approach to the individual key results areas 1) Inclusive Participation (Electoral Systems, Civic Engagement and E-Governance), 2) Responsive Institutions (Decentralization and Local Governance, Parliamentary Strengthening, Public Administration and Access to Justice), and 3) International Principles (Human Rights, Gender and Anti-Corruption). Cross cutting priorities such as the human rights based approach to development and gender mainstreaming will also guide the global programme especially with regards to country-led assessments.

There are also strong **synergies** between governance assessments and other UNDP practice areas and units as illustrated in **Annex 3** which provides an overview of this. One important element in this regard will be to adapt the governance assessment work along sector lines e.g. water, health, sanitation, transport etc. As there is an increasing focus on a sector based approach to governance in context of the national planning processes there is a need to compliment this focus with specific measurement tools for relevant sectors.

The global programme provides opportunities to link to the Human Development Report Office for policy and technical support to country offices. The annual human development reports (HDR) including the most recent on *Fighting Climate Change: Human Solidarity in a Divided World* (2007-2008) provide both guidance and justification for helping countries develop capacity for governance assessments. HDR 2002 on *Deepening Democracy in a Fragmented World*, in particular, makes the case for better analysis and national capacity to measure and benchmark democratic governance reform.

The global programme also provides opportunities to link to regional bureaux and regional centres for policy and technical support to country offices, building in some cases on regional human development reports and regional programs on governance, poverty and environmental sustainability. Case documentation and knowledge production will involve consultation and collaboration with regional centres and their regional partners, e.g. NEPAD, SADC, and ECA in Africa. The global program also envisages joint training and capacity development

¹⁴ OGC has registered a demand from approximately 5 requests in 2003 and steadily increasing to 40 COs request in 2007 (see 'Whats on Offer and Service Delivery Platform docs).

¹⁵ See www.undp.org/governance/ttf.htm

with Regional Bureaux and Centres. Exploring modalities of enhancing capacity for policy and technical support to country offices by regional centres (e.g. global programme supported JPOs) will be possible under the umbrella of a global programme.

3. PROGRAMME STRATEGY AND OBJECTIVES

3.1 WINDOWS AND OUTCOMES

Recognizing the need for more meaningful and operational tools for assessing governance, the Global Programme ultimately aims to strengthen the capacities of national actors (both state and non-state) to develop and apply methods and approaches for measuring and monitoring governance.

The strategy of the global program is anchored in a rights-based approach. The favoured UNDP approach to nationally led democratic governance assessments – which the global program is meant to support- emphasizes methods and processes that foster capacity of state and society institutions alike; such an approach enhances the provision of disaggregated governance evidence that captures discriminatory effects and thus helps in advocacy for inclusive, responsive policy. The UNDP approach to nationally driven democratic governance assessments/measurements is meant to foster domestic accountability of the state through transparency, participative, inclusive and non discriminatory methods and processes of data collection, analysis and uptake into policy.

The global programme intends to approach capacity development with a holistic strategy which goes beyond the provision of training. As initiatives of capacity development in various fields have demonstrated, building communities of practice and enhancing peer-learning tend to be effective mechanisms of capacity development. The global programme intends to do that among the country beneficiaries in the country window as well as among regions in the regional and global windows (see global programme windows below).

The Global Programme will be operationalised through three windows:

- **Country level window** which includes financing for four activities within 10 target countries (i) mapping existing governance indicators (ii) developing governance assessment frameworks (iii) collecting data and (iv) developing governance databases and applying governance indicators to development plans.
- **Regional level window** which includes financing for three activities: (i) regional based training; (ii) developing regional specific knowledge products; (iii) regional conferences...
- **Global level window** which includes financing for three activities: (i) knowledge services; (ii) capacity development; and (iii) policy development and advocacy.

The Global Programme strategy is designed to contribute to six principal outcomes:

1. Increased transparency about the overall national democratic governance situation and increased government accountability for the quality of democratic governance in the country.
2. Enhanced capacities of the national statistical system, academia and research institutes in using governance indicators.

3. Increased uptake of governance indicators in policy making processes.
4. Improved global awareness and knowledge on governance measurement methods and approaches.
5. Improved harmonisation of national and international donors based on nationally produced governance assessments.
6. Increased capacities of UNDP to facilitate and provide technical and advisory support for national partners.

The country window of the global programme provides \$460 000 to each of the 10 global programme beneficiary countries over a four year period as well as a separate fund of \$200 000 for innovative and catalytic initiatives in countries that are not part of the group of 10. The country level window amounts to \$4,800,000 over the four year programme period. The regional window of the Global Programme amounts to \$720,000 over the four year period and the global window of the global programme provides for \$1,650,000 including a range of services and technical and capacity development support for developing country partners undertaking governance assessments and monitoring.

3.1 COUNTRY LEVEL

The country level window of the Global Programme has four objectives:

1. Enhance **national ownership** through facilitating multi-stakeholder engagement on governance measurement and monitoring.
2. Support **capacity development** initiatives focused on defining and selecting governance indicators and data collection.
3. Promote the **sustainability** of national governance monitoring through supporting the development of a governance database and facilitating its institutionalization.
4. Increase the **policy relevancy** of governance indicators by promoting and supporting processes and methods that (i) enable country contextualization and (ii) increase the uptake and use of governance indicators in policy making processes.

These objectives will be met through the provision of support for four activities: (i) mapping existing governance indicators; (ii) developing governance assessment frameworks; (iii) collecting data; and (iv) developing governance databases and using governance indicators.

The country level window is expected to directly support activities in at least 10 countries over the full four year period beginning in 2008. The budget for the country level window in the matrix at the end of this document represents the contribution of the Global Programme and not the estimated cost of the activities. Meeting the costs of the activities at the national level may require additional resources to be mobilised and pooled together with the Global Programme contribution.

The country level activities will be designed and implemented through a project document between the UNDP Country Office and the national counterpart institution (NEX modality).

The Global Programme will finance activities in the project and should allow for additional resource mobilisation from partners within the country.

The project document will be designed to fit the specific country context and the needs and demands of the project partners and stakeholders and should be guided by the outputs and indicative activities set out in section 4.1. The UNDP Country Office will be the executing partner of the project and will report to UNOPS on finance and UNDP Oslo Governance Centre to ensure quality as outlined in the section on Management Arrangements.

The selection of beneficiary countries will be decided on by UNDP OGC-DGG, Regional Bureaux and Centres. Important criteria for selecting countries include:

- The government's commitment to actively support an inclusive and participatory governance assessment initiative.
- Countries that have Least Developed Country (LDC) status, especially those from the Sub-Saharan Africa and Asia-Pacific regions. LDCs should be prioritised.
- Existing UNDP support to governance assessments initiatives in the country i.e. through an existing UNDP supported governance programme or through a project supported by the UNDP Democratic Governance Thematic Trust Fund (DGTTF).
- The timing of a governance indicators initiative, for example, in relation to important political events taking place in the country.¹⁶
- Existing and future pilot countries in the 'Delivering as One' pilot initiative.¹⁷ Countries that are pilot part of the 'One UN' piloting. It would be important for UNDP to include at least one pilot country as a beneficiary country of the Global Programme.
- The level of democratic development in the country (i.e. mature democracies and democratic transitioning countries). There should be a mix.

For the selection process an invitation of becoming a beneficiary country of the Global Programme will be sent to Country Offices (CO). Final selection of countries by the Project Board, in consultation with the Consultative Group, will be based on COs demonstrating relevant factors in consideration of the criteria listed above. It should be noted that interested countries which are not selected are still eligible to be supported through the regional and global windows.

¹⁶ <http://www.undp.org/governance/ttf.htm>

¹⁷ The creation of the "Delivering as One" pilots was recommended by the Secretary-General's High-Level Panel on UN System-wide Coherence, a group of heads of state and policy makers tasked to examine ways to strengthen the UN's ability to respond to the challenges of the 21st Century. The volunteering pilot countries include: Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Viet Nam. See www.undg.org/index.cfm?P=7

OUTPUTS AND INDICATIVE ACTIVITIES AT THE COUNTRY LEVEL

The matrix below provides an overview of the outputs and activities that the Global Programme will support in each of the 10 beneficiary countries. A detailed budget for the country level window can be found in the matrices at the end of this document.

In addition to the funds budgeted for the 10 beneficiary countries, an additional fund of \$200 000 will be created to act as a fast and flexible funding mechanism for small but catalytic innovative initiatives for selected countries that are not part of the group of 10 beneficiary countries. Support for individual country requests cannot exceed \$40 000.

(i) Mapping existing governance indicators	
Outputs	Indicative Activities
Capacity assessment of country for nationally owned governance assessment initiative undertaken.	Scoping/assessment mission to country for discussions with UNDP Country Office and key national stakeholders on feasibility and desirability of initiating a nationally owned governance assessment and monitoring programme. The capacity assessment will be based on a standard framework that includes an assessment of technical capacities, functional capacities, leadership capacities, institutional capacities and resources. The capacities and capabilities of the national statistics office in producing governance statistics is an important focus for the assessment. The capacity assessment will also examine the national development planning context for determining the timing and sequencing of a governance assessment.
Research team established.	Establishment of a national research team comprised of representatives from the national statistical system, CSOs and academia who will be given specific on-site training on governance indicators and measurement methods and who will be responsible for the overall design of the indicators and data collection activities. In some countries, it will be possible to utilise an existing team rather than establishing a new team.
Existing democratic governance indicators mapped.	National research team to undertake a mapping of democratic governance related indicators currently in existence (those used by donors, those existing in the national statistical system, and indicators used by non-state actors) to understand governance indicators gaps and what exists that can be built on. Report to be disseminated and discussed amongst multi-stakeholder groups. National research team to undertake a survey of policy makers to understand the existing use of governance-related data in policymaking processes.

(ii) Governance assessment frameworks

Outputs	Indicative Activities
Governance assessment framework developed.	Priority democratic governance issues (satellite and core) identified and agreed upon through consensus and dialogue initiatives involving a series of national and sub-national workshops that bring together key stakeholder groups including academia, government officials, CSOs, elected representatives and international development agencies.
Governance indicators defined/ selected.	Based on the outcomes of the multi-stakeholder dialogues, research team to define and select indicators and to present these to the key national stakeholder groups for approval. Focus group discussions made up of different societal groups should be undertaken to inform the selection of 'satellite' indicators.

(iii) Data collection

Outputs	Indicative Activities
Data collection activities undertaken.	Data to be collected for the approved indicators using multiple methods including public surveying and use of official data. The surveying activities will need to include field work operations such as survey and questionnaire design, pilot testing, training of interviewers, data collection and data analysis. Results to be disseminated and discussed amongst national multi-stakeholder groups.
Indicators subjected to international review.	The results of the national research team's assessment need to be subjected to peer review through a technical workshop/conference of international experts together with national partners including importantly the national statistics office and representatives from organisations that comprise the national statistical system. .

(iv) Governance databases and use of indicators

Outputs	Indicative Activities
Information system developed.	An assessment will be undertaken of the existing information systems that can be utilised for 'housing' the governance indicators. All efforts should be made to utilise existing information management systems such as DevInfo to avoid the considerable costs of developing and using new software and systems.
Governance indicators presented and disseminated.	Software will need to be identified for user friendly presentation of the governance indicators. A publicly accessible website and database of democracy/governance indicators generated as part of the measurement and assessment will need to be housed and maintained in an appropriate and agreed national institution. Preparation and dissemination of regular (annual) reporting on the state of democratic governance in the country.
Uptake and use of governance indicators.	Facilitating analysis, policy debates and dialogues on the governance indicators. Facilitating the production of policy recommendations by various stakeholders in the policy process.

3.2 REGIONAL LEVEL

The regional window will evolve and will be developed in close cooperation with Regional Bureaux/ and Centres and their regional partners.

The regional level window has two primary objectives:

- Enhance understanding of nationally driven governance assessments within the regions through regional training events and regional conferences.
- Produce knowledge products responsive to regional priorities and contexts.

The regional window will focus on three activities:

- Regional based trainings
- Developing regional specific knowledge products
- Regional conferences.

The Global Programme will aspire to engage - for the delivery on these objectives – with regional think tanks and NGOs that are active in the field of assessments and measurement of various areas of democratic governance. The UNDP Oslo Governance Centre has established linkage to several such institutions, e.g. in India, Philippines, Mongolia, Ghana, South Africa. In order to further enhance ownership and sustainability, capacity development of regional institutions will be considered under this regional window. Within this window, a strategy for partnership building with clear criteria on types of institutions to partner with will be developed in cooperation with regional centres.

The Global Programme will have two regional programme officers housed by UNDP Regional Centres (locality to be determined) in the second, third and fourth years of the programme as demand increases. The first year of the Programme will be mainly engaging in advocacy in coordination with the regional centres to establish demand in UNDP offices, develop regional knowledge products and capacity development tools.

OUTPUTS AND INDICATIVE ACTIVITIES AT THE REGIONAL LEVEL

(i) Regional based training	
Outputs	Indicative Activities
Training / Sensitization courses.	Deliver training and awareness raising courses on governance measurement approaches and methods on an annual basis for targeted groups including: selected national level partners, UNDP country offices, donors, international partners such as those who will be part of the expert database and who will be providing advisory services to Global Programme beneficiary countries.
(ii) Regional knowledge products	
Outputs	Indicative Activities

Regional priority knowledge products developed.	Identify and develop knowledge products on governance measurement themes that have been prioritised in the region. ¹⁸
---	--

(iii) Regional conferences

Outputs	Indicative Activities
Regional conferences on governance assessment convened.	Convene and finance regional conferences on governance assessments which bring together regional organisations, selected national organisations, regional and global experts and donors. One meeting in each region (Africa, Asia/Pacific, Arab State, Europe/CIS, LAC).

3.3 GLOBAL LEVEL

The global level will be guided by a UNDP corporate position on democratic governance assessments and measurements captured in a Practice Note that is currently being produced by the Democratic Governance Group of BDP. Based on this Practice Note, the global program will provide three service areas (i) knowledge services (ii) capacity development and (iii) policy development and advocacy. The global window has four main objectives corresponding to each of the service areas:

1. Establish and maintain a high quality and dynamic depository of knowledge on governance indicators and governance assessment for access/use by national/international organisations.
2. Develop knowledge products (primers, guidance notes, discussion papers) on priority governance measurement/assessment themes including on sector-based governance assessments e.g. water sector, health sector, education sector.
3. Develop and make available a menu of capacity development services including training that is tailored to individual country needs.
4. Produce research and policy recommendations for a global audience of development practitioners including international agencies, academia, and international organizations on nationally owned governance assessments.

The Global programme will benefit from and build upon a network of global partners such as the OECD-DAC, the OECD METAGORA project on measuring human rights, democracy and governance, International IDEA, DIAL, Global Integrity, Global Barometer, Institute of Development Studies,, World Bank Institute, the World Governance Assessment etc. This will form the basis for a south-south network to enhance exchange of knowledge and capacity development.

¹⁸ For example, UNDP and Transparency International produced a guide to "Corruption and Governance Measurement Tools in Latin American Countries" (2006).
<http://www.undp.org/oslocentre/docs06/Corruption%20and%20Governance%20Measurement%20Tools%20in%20Latin%20American%20Countries%20-%20June.pdf>

OUTPUTS AND INDICATIVE ACTIVITIES AT THE GLOBAL LEVEL

(i) Knowledge services	
Outputs	Indicative Activities
Web portal	<p>Develop the portal as the principal depository of knowledge and resources on governance measurement.</p> <p>Create an interactive forum feature which includes online bulletin boards, debates and discussions on priority topics.</p>
Toolkits comprising practical guidance papers on priority thematic topics	<p>Develop guidelines for establishing a governance monitoring system that includes indicators across core areas of democratic governance.</p> <p>Develop practical guidance notes that document existing best practice and techniques for measurement on priority themes such as decentralisation and local governance, justice, and corruption.</p> <p>Develop guidance for assessing-monitoring governance across sectors.</p>
Case studies	<p>Write up process-focused case studies on selected countries that have designed and implemented a nationally driven governance measurement initiative.</p>
New research on priority thematic topics undertaken.	<p>Undertake research and prepare papers on new and emerging themes related to governance measurement in which the body of existing knowledge is limited or non-existent.</p>
Development of a statistical framework tool	<p>Develop a framework tool (software) for adaptation and application at the national level that can be used to store and process governance data and interface with existing systems.</p>

(ii) Capacity Development	
Outputs	Indicative Activities
Methodology and tool developed for assessing the readiness of countries.	<p>Develop a 'readiness assessment' tool based on a standardised framework that includes an assessment of technical capacities, functional capacities, leadership capacities, institutional capacities and resources.</p> <p>The capacities and capabilities of the national statistics office in producing governance statistics is an important focus for the assessment. The capacity assessment will also examine the national development planning context for determining timing and sequencing of a governance assessment.</p>
Technical assistance and advice given to national partners (government partner, national statistics office, CSOs, research team).	<p>Provide technical assistance to countries on request either directly or through facilitating the engagement of expertise external to UNDP.</p> <p>Facilitate access to short to medium term (6 weeks to 1 year) technical advisors where relevant.</p> <p>Identify external specialists and experts across all regions and maintain an updated database of expertise that can be connected to provide country level support as well as to assist in the development of knowledge products and collaborate on research/analytical papers.</p>

<p>Modular generic training programmes developed on methods and approaches for governance measurement.</p>	<p>Develop training modules to be used on an individual learning basis, or delivered in face-to-face training sessions. Training developed on basic methods, approaches and priority thematic areas, e.g. anti-corruption.</p> <p>The training programmes will have a strong focus on data collection and data analysis covering topics such as the pre-conditions for obtaining reliable and relevant data, proper survey design, pre-testing of questionnaires, conducting interviews etc. Another important focus in the training programmes will be on the use of governance data in policymaking,</p>
<p>Training of trainer courses and events.</p>	<p>Deliver training and awareness raising courses on governance measurement approaches and methods for targeted groups including: selected national level partners, UNDP country offices, donors, international partners such as those who will be part of the expert database and who will be providing advisory services to several of the Global Programme beneficiary countries.</p>
<p>Creation of a “virtual” network as basis for community(ies) of practice</p>	<p>Create a virtual interactive space as part of the portal (above) to serve as the platform for enabling national partners from the Global Programme beneficiary countries to communicate and exchange experience and advice with their peers in other countries and with partners in international and regional communities including donors, international NGOs and intergovernmental bodies. Serve the network via facilitating / moderating queries and discussions of practitioners.</p>

(iii) Policy development and advocacy

Outputs	Indicative Activities
<p>Policy recommendations on nationally owned democratic governance assessments produced.</p>	<p>Produce policy recommendations on priority issues including donor harmonization, pro-poor and gender sensitive democratic governance indicators, strengthening national ownership, increasing the use of evidence in democratic reforms.</p> <p>Strengthen understanding of the normative basis for support to nationally owned governance assessments through developing communications materials on nationally driven approaches to governance assessments and measurement.</p> <p>Participate actively in international and regional events to promote and advocate for approaches that focus on developing the capacities of national actors to measure and monitor governance.</p>
<p>Annual international conference on country led governance assessment convened.</p>	<p>Convene and finance an annual international meeting on country led governance assessments which brings together international organisations, selected regional and national organisations, global experts and donors. The annual meeting will be held in a developing country.</p>
<p>Communication materials produced and disseminated.</p>	<p>Production and wide dissemination of a range of advocacy materials in the form of leaflets, press releases and film/video materials.</p>

4. PARTNERSHIPS

UNDP has prioritised partnership building on governance assessments and measurement. This is crucially important because UNDP does not have the capacity or the specific technical expertise to be able to provide national partners with the resources that they want. Partnerships have been developed in all dimensions of governance assessment support i.e. research, policy development, advocacy, and implementation. The Global Programme will provide a much stronger basis for developing new partnerships, focusing in particular on identifying and supporting potential partners in developing countries as well as prioritizing partnerships with regional organizations.

The modalities for establishing and maintaining partnerships that support in-country assessment efforts have been flexible in nature without needing to enter into a formal Memorandum of Understanding. This flexibility enables UNDP to choose partners that are more responsive and in-tune with the country and regional setting in terms of linguistic capabilities, regional experience, familiarity with the governance issues of the county etc. At the global level, and in the area of policy development and advocacy, UNDP has worked especially closely with the International Institute for Democracy and Electoral Assistance (IDEA) and the OECD Metagora project on 'Measuring Democracy, Human Rights and Governance'¹⁹ which comprises a strong network of national implementing partners in developing countries.

The Global Programme will place a premium on fostering south-south partnerships where national stakeholders and actors can share knowledge and experiences on governance assessments. It will build on existing OGC network, e.g. in Mongolia, Zambia, Malawi, Ghana, Philippines, India, South Africa, Egypt, China, Paraguay.

Regional partnerships including the New Partnership for Africa's Development (NEPAD) and its Africa Peer Review Mechanism (APRM) will be important for the Global Programme especially at the country level (i.e. linking governance assessments to national APRM secretariats in Africa). Considering the centrality of governance assessments and indicators to this initiative and the countries in which they are operating, the Global Programme will enable UNDP and its partners in the Global Programme to reach out and engage with the APRM more substantively.

The UN 'delivery as One' pilot initiative offers an opportunity for enhancing UN cooperation on governance assessments that will serve as a basis for joint programming on governance as well as contribute to in-country efforts to improve harmonization of governance support where there are many active donors on governance. The Common Country Assessments (CCAs) of the United Nations Development Assistance Framework (UNDAF) will benefit immensely from being able to draw on a nationally driven and owned governance assessment framework with indicators.

The OECD-DAC (GovNet) has prioritised the issue of governance assessments focused on exploring policy and strategy options for improving harmonization in this field. This forum will

¹⁹ See www.metagora.org

be increasingly important for the Global Programme to outreach to donors and to build partnerships on this subject.

The table below provides an overview of key partners that UNDP expects to be involved in the Global Programme.

Research	Policy development/advocacy	Implementation
UN ECA [governance indicators in Africa]	UNDP's Bureau for Development Policy: Poverty Group, Gender Team and Capacity Development Group	UNDP's Regional Service Centres ²⁰
World Bank Institute	UNDP's Bureau for Crisis Prevention and Recovery. ²¹	UNDP Human Development Report Office ²²
Centre for Democratic Development in Ghana	UN Economic Commission for Africa (governance indicators in Africa)	UN Habitat (Urban Governance index)
Overseas Development Institute	UNIFEM (gender indicators)	Regional Development Banks [like Asian DB, African DB and Inter American DB (Datagob)] ²³
University of Essex	UNCDF (local governance indicators)	Developpement Institutions & Analyses de Long Terme (DIAL),
Afrimap ²⁴	UNICEF (child rights indicators)	InWEnt (Capacity Building International)
Indian Institute of Advanced Study	International Institute for Democracy and Electoral Assistance (IDEA)	CIVICUS (Civil Society index) ²⁵
	OECD-Metagora project	World Bank Institute
	The OECD Global Project on 'Measuring Progress of Societies' ²⁶	Afrobarometer
	OECD-DAC	Afrimap ²⁷
	OECD Development Centre	European Commission (DG Relex, DG-DEV)
	European Commission (Relex, DG-DEV)	

²⁰ UNDP's regional service centres provide on-demand advice and technical support to UNDP Country offices. They are staffed with policy advisors from the Bureau of Development Policy as well as the relevant UNDP regional bureau who have expertise on all of UNDP's practice areas including democratic governance. The Regional Service Centres will be close partners in the delivery of services to the beneficiary/target countries and are viewed as key players for the successful implementation and sustainability of the programme

²¹ See www.undp.org/cpr/

²² See <http://hdr.undp.org/en/>

²³ See www.iadb.org/dataqob/

²⁴ See www.afrimap.org

²⁵ See www.civilsocietyindex.org

²⁶ See www.oecd.org/site/0,3407,en_21571361_31938349_1_1_1_1_1_1_1,00.html

²⁷ See www.afrimap.org

5. MANAGEMENT ARRANGEMENTS

5.1 BUSINESS CASE

Democratic governance is a vital component of human development and has a central role to play in the achievement of the MDGs. Governance assessments and especially nationally owned governance assessments is a new and expanding area of UNDP's democratic governance practice.

UNDP's role in advocating for and supporting national governance assessments has grown significantly since the Oslo Governance Centre began working in this area in 2003. Between 2003 and 2007, the Oslo Governance Centre has provided sustained and ongoing support to 15 countries in addition to responding to numerous requests for knowledge resources and advice from UNDP Country Offices.

The two international conferences on governance assessments, held in February 2008 in London and in November 2007 in Bergen, Norway, highlighted that governance assessments and measurement is a priority area on many donors' agendas, particularly within the broader context of efforts to strengthen harmonization under the Paris principles on aid effectiveness. Continued technical leadership in the international community is now more needed than ever, given increased donor attention to governance assessments and given new entrants to the governance assessment field that may not understand the importance of strengthening national capacities so that governance assessments are carried out by national stakeholders themselves.

In this regard, the Global Programme is able to support the improvement and development of the new **Service Delivery Platforms** under the **UNDP 2008-2011 Strategic Plan**. The current internal and external environments and demands require UNDP to strengthen its work in the area of governance assessments and through this Global Programme the following benefits are to be expected for UNDP:

- Maintain UNDP as a leading agency in the field of governance assessments and governance measurement;
- Develop and share knowledge on innovative approaches to assessing, measuring and monitoring governance ;
- Dissemination of knowledge products to respond to the needs and demands of country offices;
- Ensure a more active global role on technical leadership and advocacy within the governance assessment community (including using the broader UN system to help shape and define the field of governance assessment).
- Increased role in sharing information on assessing/measuring governance within the community, drawing on with other knowledge sharing activities

- Finally, enhance UNDP capacity in governance assessments to better respond to the demands at the country levels, and as well as take the lead in the creation and effective management and sharing of knowledge and experience related to the policy.

5.2 PROJECT ORGANIZATION STRUCTURE

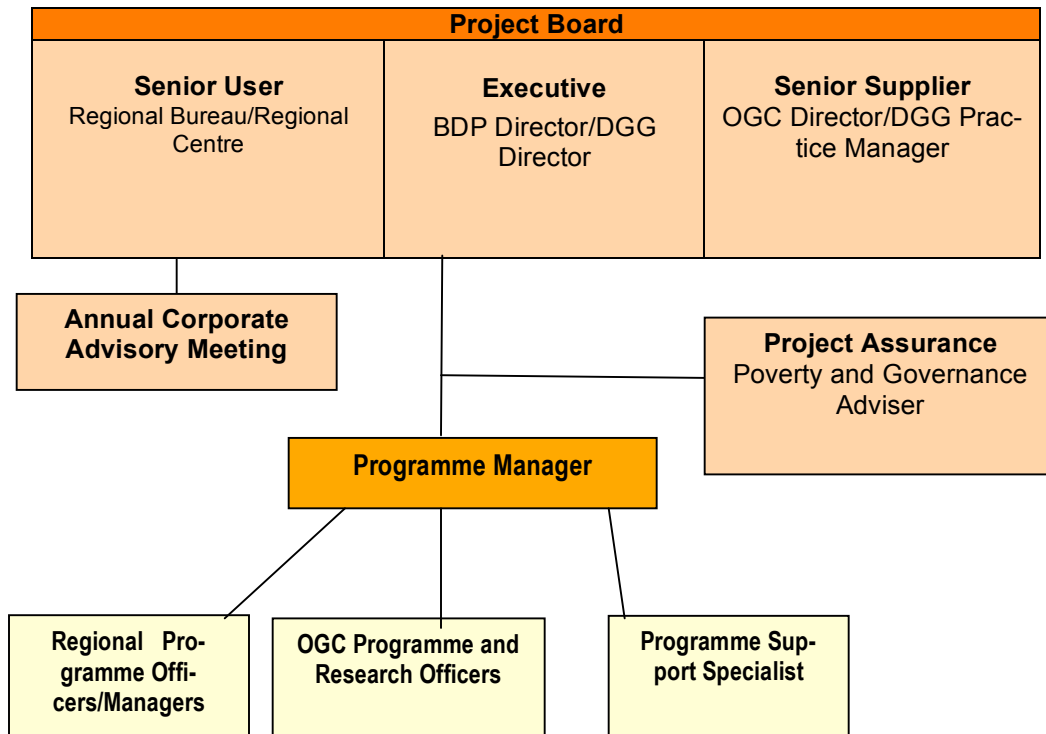
The Project Board will have the responsibilities as defined in UNDP’s Results Management Guide.²⁸ In summary, the Project Board is responsible for making management decisions on a consensus basis when guidance is required by the Project Manager, including approval of project revisions. Final decisions to be made on project activities and accountability rest with UNDP in accordance with its applicable regulations, rules, policies and procedures.

The Project Board includes the following roles:

Project Board	Role description	Responsible Party
Executive	<ol style="list-style-type: none"> 1. Overall direction and guidance; 2. Chair the board meetings; 3. Review reports and delivery of project results; 4. Review exception plans; 5. Advocate for UNDP approach on nationally owned democratic governance assessments; 6. Nurture and expand partnerships. 	BDP Director/Deputy [or DGG Director]
Senior User	<ol style="list-style-type: none"> 1. Ownership of the project from a user (beneficiary, stakeholder) viewpoint; 2. Approval of User Specifications for deliverables; 3. Attendance at Project Board meetings and reviews; 4. Prioritization of project issues; 5. Reviewing exception reports and exception plans; 6. Recommend any action on changes. 	Representative from a UNDP Regional Bureau or Centre
Senior Supplier	<ol style="list-style-type: none"> 1. Ownership of the project from a supplier viewpoint; 2. Approval of functional specifications for project deliverables; 3. Attendance at project board meetings and reviews; 4. Prioritization of project issues; 5. Reviewing exception reports and exception plans; 6. Recommending any action on changes. 	OGC Director/DGG Practice Manager
Project Assurance / Supervision	<ol style="list-style-type: none"> 1. Assurance that the project adheres to the business case, on behalf of the executive; 2. Assurance that the Global Programme is consistent with, and helps support, the UNDP Service Delivery Platform in the UNDP Strategic Plan; 3. Monitors compliance with user needs and expectations (on behalf of the Senior User); 4. Attends project board meetings and reviews; 5. Also provides supplier assurance [carried out by spot-check/audit of deliverables and outputs] 6. Ensures the technical quality of the Global Programme outputs through a review of products and deliverables. 	OGC Poverty and Governance Advisor

²⁸ See <http://content.undp.org/go/userguide/results/>

Programme Manager	<ol style="list-style-type: none"> 1. The day-to-day management of the project 2. Reports on progress to the Project Board and the donor, and to Governance Advisor in terms of assuring programme quality; 3. Coordinating with country offices regarding management of country staff working on governance assessment issues 4. Planning, monitoring and control; 5. Liaise with management in country offices on assessments in country, impact and sustainability 6. Provides direction and partial supervision of programme staff 7. Ensuring delivery of project deliverables. 	Programme Manager
--------------------------	---	-------------------



The Global Programme will be managed from the UNDP Oslo Governance Centre. **The Policy Advisor for Governance and Poverty Reduction (L5)** at the Oslo Governance Centre will provide overall leadership to ensure that the Global Programme (strategy, activities, outputs and partnerships) is consistent with UNDP's Strategic Plan, contributes to the positioning of democratic governance in development, adheres to the programme's ultimate objectives of national ownership, capacity development and uptake of governance assessment findings into policy processes, and responds adequately to users' needs and to project board's guidance.

The Global Programme team will be comprised of four staff that are recruited and explicitly devoted to the programme's coordination and technical support. In addition, there will be the possibility of financing two programme officers at two regional centers starting the second year of the programme:

1. **Programme Manager** L-4 (200 series) will be responsible for the co-ordination of the entire programme and for ensuring that Programme activities at the Country office and piloting level are implemented.
2. **Programme Officer** (ALD 3) for the country window. This position will develop the capacity of UNDP country offices to facilitate democratic governance self-assessments and the capacities of national counterparts in conducting democratic governance self-assessments as well as provide support to countries in the form of missions, e-request, desk studies, consultations, and building partnerships and inter-agency support.
3. **Research Officer** (ALD 3) for the global window. This position will manage and broker knowledge on UNDP's approach to governance assessments, emphasizing the need for ownership, country contextualization, harmonization and alignment of governance assessments.
4. **Programme Operations Support Specialist (ALD 2)** will provide all operational support relating to the programme's missions, capacity development tools, and knowledge products. The person will be responsible for providing financial reports, procurement and other operational tasks as required by the programme.²⁹ The person will liaise closely with the BDP/DGG Operations Specialist in New York and the Project Support Office of BDP.
5. **2 Regional Programme Officers** (ALD 3) will service country offices in the region on governance assessments through missions and desk-support. Harness regional expertise and help translate this into knowledge management for the global programme. These positions will come into force in years 2, 3 and 4 of the global programme as the regional demand from countries increases. The positions will be cost shared with the UNDP Regional Centres that will host the programme officers.

²⁹ The position will be funded from the UNDP Management Fee under the guidance of PSU of BDP. Larger procurement or other operational tasks of the Global Programme may be outsourced to UNOPS Copenhagen.

5.3 Consultative Group

An independent external consultative group will be established and comprised of experts (national and international) and selected donors who will be consulted on the broader context in which the work will be taken forward. The group will provide valuable experience and expertise for the implementation of the programme. The consultative group will meet physically once a year on the back of the annual international meeting. Meetings of the consultative group will be co-chaired by the OGC Director and BDP Director/DGG Director. Recommendations of the consultative group will be presented to the Project Board.

5.4 PROJECT EXECUTION AND SUPPORT

The BDP Director/Deputy is ultimately responsible for mobilizing and authorizing resources to this project. This individual serves as the Executive and Chair of the Project Board, and is responsible for the following tasks: 1) ownership of the project's business case, 2), overall direction and guidance for the project, 3) responsible for chairing Project Board meetings and reviews, 4) managing project risk, 5) reviewing exception reports and plans, and 6) delivery of project results and objectives. Operational support will be provided through the programme and its Operation Support Specialist under guidance from PSU in Headquarters. The Programme may select to outsource some operational elements (procurement or otherwise) to UNOPS.

6. MONITORING AND EVALUATION

6.1 RISKS & RISK MITIGATION

There are risks associated with the implementation of the Global Programme strategy. Most of these risks relate to activities at the country level as opposed to the regional and global levels. It will be important to include a risk analysis in the project document for the country level activities which go into depth into some of the risk dimensions presented in the table below.

Risk	Risk explanation	Risk Mitigation Measure
Global Support to the program wanes	The Global Programme depends on funds from global partners. This support may not be forthcoming	DGG and OGC will have an advocacy strategy. Presence and acknowledged contribution to OECD-DAC meetings and own events (e.g. OGC event in Bergen 2007) contribute to building support. Joint advocacy with regional bureaux is necessary. Provision of advocacy support to senior management of UNDP country offices is

		also important so that they can mobilize bilateral support on the ground. OGC Leading event in 2008 to serve that purpose.
Ability to deliver on the regional window limited	Since this is a new area of service delivery, regional bureaux and centres may not have the capacity to deliver policy and technical support	<p>The global program envisages that the regional window will provide support but joint fund raising with regional bureaux and centres will be necessary.</p> <p>The global program will raise funds for regional program officers to be posted in regional centres.</p> <p>Exploring modalities of beefing up capacity such as JPO programs supported through the global program is a necessity.</p>
Political and personnel developments (e.g. change in political leadership within the administration, or change in staff) after initiation of the programme that cause the government partner to lower the priority of the project or postpone its implementation.	The greatest risk to the programme is that the interest and engagement of the leading government partner wanes and the programme implementation suffers from unnecessary delays and a lack of momentum.	The key risk mitigation measure is to ensure that the programme is anchored in existing national/government priorities rather than sit as an independent programme. In many cases, the assessment initiative can be anchored in the national development plan in which governance is addressed as a sector with a sector strategy and the need for baselines and indicators to monitor progress.
The consultative process is hijacked by government partners to the exclusion of non state actors and NGOs.	There is a risk that the various consultative events in the programme such as consultations around the governance assessment framework, the selection of governance indicators and decisions related to the sharing of information etc will be hijacked by government. This might be more of a concern in countries in which there is a culture of closed government.	The key risk mitigation measure is to ensure that the government is fully sensitized to the fundamental importance of an open, inclusive and consensual process and to explain what this means in practice using examples of countries in which UNDP has facilitated such processes.
There is limited interest within the country (government and donors) to mobilize the necessary resources.	There is a risk that a project is initiated and there is not the donor or government interest to invest the necessary financial resources. This might be more common when resources have been pledged so that the project is initiated, but the resources are not forthcoming	This is a risk with all governance and development planning. In such cases, the UNDP Oslo Governance Centre and the relevant UNDP regional service centre will need to work with the UNDP Country Office to tap into resources outside of the specific country e.g. global and regional funding sources.
There is a change of personnel in the UNDP country office and the programme loses its mo-	Changes in UNDP personnel do occur which can cause some delays in programme implementation.	Changes to personnel in the UNDP Country Office will only have an impact on the programme in the very short term as the new person becomes more

mentum.		familiar with the programme. This negative impact of this is mitigated by back-extra back-stopping support the Country Office will receive from other parts of UNDP (Oslo and relevant regional centre) during the transition process.
Individuals in national partner organizations are trained and then they leave the organization.	This is a real risk and one that is difficult to avoid.	There is a need to be mindful of this risk when designing training programmes and selecting individuals for training. The selection criteria for access to training will be carefully elaborated and followed.

6.2 REPORTING

The project will be monitored by the Project Management Board with the assistance of the Project Management team. Quarterly progress reports will be submitted to BDP's Senior Management. Financial management and reporting will be provided by the Project (PSU) including a mid-term financial review on implementation, delivery and disbursement. Measurement will be made against the outputs as per the Results and Resources Framework. In addition:

- The project will provide regular results-based management reports to the funding agent.
- Project activities and results will be monitored and evaluated using the baseline study conducted during project inception. Indicators will be measured against the baseline and verified accordingly.
- Semi-annual progress reports will be submitted to the cost sharing partner each year in January and July. The report shall describe the Programme activities and results, and outline the rate of implementation of planned activities.
- An annual report of Global Programme income and expenditures. The report shall show the status of Programme income and expenditures at the end of each year and shall be submitted to the donor within the first six months of the year immediately following.
- A mid-final term evaluation will take place during the third year of the programme to assess the impact of the programme towards achieving its target goals, to document pilot case studies and lessons learned for wide dissemination.

UNDP and cost sharing partners will meet a minimum of once per year to discuss the annual work plan and to review the progress of Programme implementation and determine how to reorient the programme and/or utilize un-earmarked resources (if necessary). In addition, UNDP welcomes representatives of the cost-sharing partners to participate in project reviews and evaluations, and visit any of the programme activities.

7. LEGAL CONTEXT

The project will be subject to the rules and regulations of UNDP and its Results Management Guide.³⁰

8. BUDGET AND PROJECT WORKPLAN

The activities under the Global Programme will be carried out over the time period 2008 - 2011. Annex 1 provides a budget overview for the Global Programme and summarizes key outcomes, outputs, activities, timeline, responsible parties, inputs and resources. The total budget for the Global Programme is **US\$ 9,962,400**. Donors are encouraged to contribute to a pot for the entire programme rather than earmarked country or thematic contributions

³⁰ See <http://content.undp.org/go/userguide/results/>

(‘cherry-picking’). Consequently, there should be one financial report to donors rather than several reports for individual contributions.

ANNEX 1. WORK PLAN AND DETAILED BUDGET

Country Level																				
This matrix reflects the timing and cost of outputs and activities in one beneficiary/target country. The budget estimates in the 'Total Expenditure by Window/table are based on an estimate for 10 countries over the four year programme period.																				
Objectives:																				
<ul style="list-style-type: none"> (i) Enhance national ownership through facilitating multi-stakeholder engagement on governance measurement and monitoring. (ii) Support capacity development initiatives focused on defining and selecting governance indicators and data collection. (iii) Promote sustainability of national governance monitoring through supporting the development of a governance database and facilitating its institutionalization. (iv) Increase the policy relevancy of governance indicators through promoting and supporting processes and methods that (i) enable country contextualization and (ii) increase the uptake and use of governance indicators in policy making processes. 																				
Outcome Indicators:																				
<ul style="list-style-type: none"> ▪ Increased transparency about the overall national democratic governance situation and increased government accountability for the quality of democratic governance in the country. ▪ Capacities of national statistical system and non-state actors in using governance indicators developed. ▪ Increased harmonisation of national and international donors based on nationally produced governance assessments. ▪ Uptake of governance indicators in policy making processes increased. 																				
Intended Outputs	Indicative Activities	Year 1				Year 2				Year 3				Year 4				Inputs	Responsible Parties	Resources
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
Output #1.1: Mapping existing governance indicators	1.1.1 Undertake capacity assessment in target countries.																			
	1.1.2 Establish and train research team in target countries.																			
	1.1.3 Map existing governance indicators in target countries.																			
Output Indicators:																				
<ul style="list-style-type: none"> • Capacity assessment undertaken • Research team trained • Surveys undertaken 																				
Output #1.2: Governance assessment frameworks	1.2.1 Develop governance assessment framework through multi-stakeholder dialogues in target countries.																			
	1.2.2 Select and define indicators through focus groups																			
Indicators:																				
<ul style="list-style-type: none"> • # of multi-stakeholder meetings • Agreed governance as- 																				

assessment framework	and other consultative methods in target countries.																				
	1.2.3 Refine and present governance indicators to key stakeholders in target countries.																				\$30,000
Output #1.3: Data collection Indicators: • # of public surveys undertaken • International conference to review indicators and methods.	1.3.1 Collect data using public surveys, official data and existing research in target countries.																				\$40,000
	1.3.2 Subject indicators and data sources to peer review in target countries.																				\$70,000
Output #1.4: Governance databases and use of indicators Indicators: • Database identified • # of public events to disseminate governance indicators • Public website established for governance indicators	1.4.1 Develop an information system/database in target countries.																				\$40,000
	1.4.2 Present and disseminate governance indicators in target countries.																				\$50,000
	1.4.3 Uptake and use of governance indicators.																				\$50,000
Output #1.5: Innovative country initiatives supported to catalyse national activities in governance assessment and monitoring. Indicators: • # Interest and further initiatives catalysed through access to fund.	1.5.1 Establish a small fund of \$200,000 for accessing by countries (\$40,000 maximum for any country). Countries that form the 10 programme beneficiary countries are not eligible.																				\$100,000

Regional I Level

Objectives:

- (i) Enhance understanding of nationally driven governance assessments within the regions.
- (ii) Produce regionally relevant knowledge products.

Outcome Indicators:

- Enhanced understanding of methods and approaches of nationally driven governance assessments within regions.
- Cross fertilisation of national level experiences within regions.

Intended Outputs	Indicative Activities	2008				2009				2010				2011				Inputs	Responsible Parties	Resources
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
Output #2.1: Training Indicators: <ul style="list-style-type: none"> • # of training events • # of countries represented at training events 	2.1.1 Deliver training to regional clusters of countries																	\$300,000 (1 regional event each year)		
Output #2.2: Regionally relevant knowledge products Indicators: <ul style="list-style-type: none"> • #of knowledge products developed- 	2.2.1 Develop region-specific knowledge products for priority/high demand regions.																	\$170,000 (4 products over 4 years)		
Output #2.3: Regional conferences on governance assessment Indicators: <ul style="list-style-type: none"> • # of regional meetings 	2.3.1 Convene and finance regional conferences on governance assessments. One meeting in each region.																	\$250,000 (cost sharing w Regional Bureaux will be sought)		

Global Level

Objectives:

- (i) Establish and maintain a high quality and dynamic depository of knowledge on governance indicators and governance assessment for access and use by national and international organisations.
- (ii) Create an interactive 'living' knowledge hub around specialised topics for access and participation by national and international organizations.
- (iii) Develop and make available a menu of capacity development services including training that is tailored to individual country needs.
- (iv) Raise understanding and build support amongst international partners for nationally owned and driven governance assessment and measurement initiatives.

Outcome Indicators:

- Increased global awareness and knowledge on governance measurement methods and approaches.
- Improved capacity of UNDP to facilitate and provide technical and advisory support for national partners.

Intended Outputs	Indicative Activities	2008				2009				2010				2011				Inputs	Responsible Parties	Resources
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
Output #3.1: Knowledge services Indicators: <ul style="list-style-type: none"> • Web portal created • # of practical guidance notes produced • Check list developed • # of case studies produced • # of research papers produced. • Intranet system and interface developed • # of users of the intranet • # of queries and responses on the intranet. 	3.1.1 Create and maintain a web portal on governance measurement and assessment.																	\$80,000		
	3.1.2 Develop practical guidance notes on priority themes including sector based governance assessments. .																		\$240,000 (2 each year at \$30,000)	
	3.1.3 Develop a framework tool (software) for adaptation and application at the national level that can e used to store and process governance data and interface with existing systems.																		\$100,000	
	3.1.4 Develop a check list tool for guidance on establishing a comprehensive governance monitoring system.																		\$20,000	
	3.1.5 Write up case studies on selected country experiences.																		\$100,000 (4 case studies at \$25,000)	
	3.1.6 Undertake research on new and emerging themes.																		\$80,000 (1 research paper/year at \$20,000)	

Programming by Window 2008-2011

Country level window 2008-2011	Budget in USD
1. Activities for 10 programme countries \$460,000.	4,600,000
2. Catalytic funding for non-programme countries	200,000
3. Programme Officer	350,000
Total Window:	5,150,000
Regional level window	
1. Activities for 4 regions	720,000
2. Regional programme officers	200,000
Total Window:	920,000
Global level window	
1. Global level activities	1,650,000
2. Research Officer	250,000
Total Window:	1,900,000
TOTAL ALL WINDOWS	7,970,000

PROGRAMME MANAGEMENT 2008-2011

Coordination, Technical Support and Evaluation	Budget in USD
1. Programme Manager	575,000
2. Programme Support Specialist	<i>to be covered by UNDP management fee*</i>
Evaluations (mid-term and final)	350,000
Total	925,000

TOTAL BUDGET

Total Window and Programme Programme:	8,895,000
UNDP Management Fee 7% ³¹	622,650
UNDP General Management Support (GMS) 5%	444,750
GRAND TOTAL FOR PROGRAMME PERIOD 2008-2011	9,962,400

³¹ The programme support specialist will be covered through the UNDP management fee under the DEX project modality.

ANNEX 2. CASE STUDY: Assessing the state of Democratic Governance in Mongolia

Beginning in 2004, the Government of Mongolia with assistance from UNDP embarked on a process of conducting a democratic governance assessment as a follow-up to the Fifth International Conference of New or Restored Democracies (ICNRD-5) which was hosted in Mongolia in 2003.

The Mongolian assessment was a full-scale and comprehensive process that included consultations with civil society, country contextualization of methodology, capacity development of local research institutions and political institutionalization of governance indicators.

Approximately 130 indicators were developed, including a set of satellite indicators designed to capture the national characteristics of democratic governance in Mongolia. The first round of results was published in 2006³² and provided a legitimate evidence base to formulate a National Plan of Action to Consolidate Democracy in Mongolia. This Plan of Action identified the most urgent governance challenges and the reforms needed to overcome them. After extensive national consultations around the assessment results and the proposed Plan of Action, it was formally adopted by the Mongolian Parliament.

The selection of indicators in Mongolia was the result of a highly participatory process led by the Government and an independent research team, and supported by UNDP. Consultative meetings with international experts (such as International IDEA, Human Rights Centre at the University of Essex, UK and the Centre for the Study of Developing Societies, New Delhi) also played an important role in refining the conceptual framework for the assessment and the methodology for collecting data.

In addition to strong media coverage and numerous awareness-raising events, the highly participatory Mongolian assessment methodology included the following components:

- Over 100 participants of a national conference on “Democracy in Mongolia – Challenges and Opportunities” were interviewed to clarify key issues related to the research;
- Over 1000 citizens in 6 aimags and 6 districts of Ulaanbaatar were given a governance questionnaire;
- 36 focus group discussions were held and 12 free dialogues for data collection were organized in 6 aimags and 6 districts;
- The questionnaire used for surveying public opinion was also used to study and compare the opinion of parliament members.
- Other methodologies used included UN-Habitat’s Urban Governance Index (to measure the quality of urban governance in Mongolia’s capital, with a particular focus on the urban poor) and a Civil Society Index based on a methodology developed by CIVICUS.

“Satellite” indicators reflecting Mongolia’s specificities along with “core” indicators reflecting the general attributes of democratic governance (drawn from the IDEA’s State of Democracy Assessment framework) have become an important methodological novelty of the Mongolian Assessment. Satellite indicators, for instance, were developed to account for the predominant importance of social relations, traditions and customs over the rule of law in Mongolian society, given the country’s small and partially nomadic population unevenly dispersed over a large territory.

³² Government of Mongolia and UNDP, *Democratic Governance Indicators: Assessing the State of Governance in Mongolia*, Ulaan Baatar 2006
<http://www.un-mongolia.mn/icnrd5/dgi.htm>

One method used to ensure that the governance assessment would be pro-poor and gender sensitive was the use of focus group discussions with vulnerable subsets of the population, including herders, gold diggers (“ninjas”), migrants, unemployed men and women, etc.

The second phase of the project (2007-2008) aimed to institutionalize the Democratic Governance Indicators (DGIs) for enhancing the evidence base for policymaking.

Indicators are means rather than an end, and they will be useful as a tool for promoting governance reforms only to the extent that are well-embedded in a country’s long-term political process.

In this context, a subset of the 130 DGIs were selected by the local research institute, in consultation with various stakeholders, and approved by the Parliament to measure progress in achieving a 9th MDG adopted by the Mongolian government on human rights, anti-corruption and democracy (MDG 9 has 3 targets and 12 indicators).

The institutionalization of an independent monitoring and reporting system on the implementation of MDG 9 points to the real impact of the governance assessment on democratic governance in Mongolia: the opening of formal channels to direct assessment results in national policymaking processes in a systematic and sustainable manner. The results compiled by this monitoring system are also published in a chapter on MDG 9 in the statistical yearbook prepared by the National Statistical Office, and are shared and discussed in nation-wide dialogues on MDG 9-related issues.

The democratic governance assessment in Mongolia can make a significant contribution towards consolidating democracy and developing a culture of evidence-based decision-making. The bottom-up approach adopted by the national Steering Committee ensured that public opinion from diverse social groups would be reflected throughout the assessment process. Finally, the several national consultations and the active involvement of the local media were very effective in raising public awareness on governance issues. Such transparency and inclusiveness in the assessment process will make it possible for Mongolia’s governance indicator system to perform its most important function: to serve as a critical accountability mechanism for local stakeholders, especially for marginalized groups, and to provide upward internal rather than external pressure for reform.

Annex 3: Global Programme Collaboration and Synergy within UNDP

Practice Area	Bureau	Description
<i>Crisis Prevention and Recovery (Conflict)</i>	BCPR	There is a need to explore how the governance assessments and measurements described in the programme proposal can be used in a conflict or post-conflict setting. The Programme will link up with ongoing conflict analysis being done by BCPR and other UN actors (e.g. DPKO and Peace Building Commission). Specific areas to focus on for a more conflict approach to assessments could include benchmarking for peace operations and exit strategies, early warning systems and more qualitative analysis when quantitative data is not available in post conflict situations. The conflict dimension will also be taken into account when selecting the 10 programme countries.
<i>Poverty Reduction</i>	BDP	The Poverty Group's focus on inclusive growth provides an entry point for linking democratic governance assessments and measurements to pro poor and gender sensitive policies. The work on MDGs and national development strategies also provide an entry point for cooperation on governance assessments and evidence based policy-making. The HIV-AIDS governance diagnostic tools being developed by the Group are very compatible with the principles of the Programme and can potentially become part of a knowledge tool kit under the sector approach.
<i>Energy and Environment</i>	BDP	There is a need to link assessments to climate change and other environmental issues (reference HDR 2007-2008). Specific collaboration could include toolkits and guidance on carbon finance markets and revenues. This work represents a top priority on the sector approach to governance. The OGC collaboration with EEG on natural resource management provides an entry point for linking democratic governance assessments to measurements to pro poor and gender sensitive policies in this area.
<i>Gender</i>	BDP	The Global Programme has an explicit focus on gender-sensitive governance indicators hence there is a need to continue and strengthen collaboration with the Gender Group. The Group's draft Primers on gender & corruption, gender & justice, women's empowerment & gender equality in democratic governance provide entry points for identifying appropriate measurement tools. Exploring possibility to build on the gender sensitive governance indicators framework developed by OGC and on tools already developed by Gender Group (incl. these primers) in 2008. Knowledge and information exchange has already started on the Gender Equality online workspace.

<i>Capacity Development Group</i>	BDP	The Group's capacity assessment methodology provides valuable guidance on how to address capacity development for governance assessments and the 10 country support proposed in the global programme. Particular attention will need to be paid to analysing the capacity needs and where in the capacity operational cycle support is needed (various stakeholders will have different needs e.g. National Statistical Offices versus CSOs).
<i>Public Administration Reform</i>	Regional Bureau Arab States	ToRs developed for Users Guide on Public Administration Reform Measurement Tools. Working with RBAS on developing generic as well as regional guide with a particular focus on conflict.
<i>Democratic Governance</i>	BDP	As a flagship programme of the Democratic Governance Group (DGG) the work on governance assessments will explore integrated collaboration with the various thematic focus areas under DGG.
<i>-Corruption</i>		A mapping on national governance assessment tools in Africa has already been produced (with Transparency International). A Users Guide on How to Measure Corruption (with Global Integrity) is currently being developed. The Guide focuses on strengths and limitations of measurement tools on corruption, how they are used as well as "best practices" for making use of such tools for policymaking to address corruption
<i>-Justice</i>		Exploring possibility of developing a thematic users guide on measuring justice (possibly with Vera Institute) to focus on disaggregation for both formal and informal justice systems
<i>-Decentralization and Local Governance</i>		Draft Users Guide on How To Measure Local Governance being developed. Guide provides overview on application and limitations of current measurement tools (indicators, assessment frameworks etc). Collaborating closely with UN-Habitat, International IDEA and other LG partners
<i>-E-Governance and Access to Information</i>		Working on ICT-for-Development indicators to measure (1) access and use of ICTs by both citizens and governments, and (2) access to information via ICTs. Compiling governance barometers (AfroBarometer, LatinoBarometer, World Values etc.) on to portal to make them available as public goods. Close collaboration with Global Programme on governance assessment portal.
<i>-Electoral Systems</i>		Possible collaboration on minorities and elections. Also synergy with UN EAD work on a needs assessment methodology for electoral assistance.
<i>-Parliamentary</i>		Further synergy and collaboration will be explored with the Global Programme on Parliamentary Strength-

<p><i>Strengthening</i></p> <p><i>- Human Rights</i></p> <p><i>- Media and Access to Information</i></p>		<p>ening (GPSS). At present there has been focus on standards and good practices for establishing transparent and accountable parliaments (led by IPU). A self-assessment tool on this produced by IPU provides an opportunity to develop more concrete indicators or assessment frameworks for parliamentary stakeholders to use.</p> <p>HRBA principles key for governance assessment both in terms of method and process. Guide on Indicators for HRBA Programming already produced possibility of complementing this with ongoing work being done by OHCHR. Further synergies with country support to be explored with Human Rights Global Programme.</p> <p>Strong synergy and opportunities for Global Programme to engage with UNESCO led initiative on media indicators and the country pilot proposal for testing the indicators. Possibility of complementing the indicators with a thematic Users Guide.</p>
--	--	---