

United Nations Development Programme: An Analysis Of The Impact Of The Structure On The Efficacy Of Its Democratic Governance Projects

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Chapter 1: Introduction

In the modern political world the international community and domestic citizens expect states to practice good governance, or at least to strive to improve the quality of governance in order to meet the needs of their people. This expectation involves a wide variety of governance components, including democratic elections, respect for human rights, and strong economic development. Today foreign aid with the purpose of improving governance is the “most common and often most significant tool for promoting democracy.”¹ Many types of actors promote democracy: non-governmental organizations , such as the National Endowment for Democracy in Washington, DC; divisions of established democracies, such as the United States Agency for International Development and the United Kingdom’s Department for International Development; regional and international financial institutions like the Inter-American Development Bank, the African Investment Bank, and the World Bank;² and international institutions such as the United Nations which includes several institutions within the United Nations. The very existence of this large, varied, and growing community implicitly supports this new expectation of good governance.

Of all these institutions, the United Nations (UN) is a particularly interesting case. The UN is a universal institution, with member states that do not practice democratic governance, yet it is promoting this non-universal practice through democracy assistance. Within the UN, several agencies provide democratic assistance, including the Department of Political Affairs and the Electoral Assistance Division, Office of the High Commissioner for Human Rights, UN Office for Project Services, UN Development Fund for Women, UN Volunteers, UN Capital

1. Thomas Carothers, *Aiding Democracy Abroad: The Learning Curve* (Washington, D.C.: The Carnegie Endowment for International Peace, 1999), 6.

2. All three of these banks help finance UNDP democratic governance projects.

Development Fund, UN Centre for Human Settlements, and the United Nations Development Programme (UNDP).³

UNDP is the largest democracy assistance organization within the UN, spending \$1.3 billion for democracy promotion alone (about a third of the UNDP budget is for democratic governance projects), and democracy promotion is the UNDP's fastest growing activity.⁴ UNDP has had democratic governance projects in 127 countries around the world since 1992, and as a program has worked on democracy promotion longer than any other organization within the UN with the exception of the Department of Political Affairs. The project budgets range from less than 800 USD to several million USD. Given the size and ubiquitous nature of UNDP's projects, they are under-studied by the academic community. Indeed, this thesis is the first centralized collection and cross-case analysis of all UNDP democratic governance projects.⁵ In order to fill this gap, this paper asks, "What does UNDP do in their democratic governance projects, and how successful are they?" Given the prevalence of democracy assistance programs around the world, and the UNDP's growing role in this field, this is a timely and important study.

Compared to the literature specifically on UNDP democracy promotion, the larger international democracy assistance literature is fairly rich, debating the merits and disadvantages of international democracy promotion. Thomas Carothers, a well-respected scholar of democracy, argues that international democracy assistance most often has a slightly positive effect, though

³. Richard Ponzio, "UNDP experience in long-term democracy assistance," in *The UN Role in Promoting Democracy: Between Ideals and Reality*, ed. Edward Newman and Roland Rich (New York: United Nations University Press, 2004), 209.

⁴. United Nations Development Programme, "How does UNDP do it?," *The United Nations Development Programme: Suriname*, <http://undpsuriname.org> (accessed November 15, 2011).

⁵. I know of three scholarly works, at least in English, that discuss UNDP democratic governance projects somewhat extensively: Ponzio (2004), Murphy, and Santiso (2002).

outcomes can be negligible or negative.⁶ Carothers suggests that, “the role of outsiders in political transitions is inevitably limited, uncertain, and complicated, even where democracy is advancing and external involvement is welcomed.”⁷ The most difficult cases for democracy assistance are in semi-authoritarian countries, where the regime claims to be democratic but lacks key democratic elements, such as free and fair elections. Given that some of these states are the world’s primary oil producers, other national governments, such as the United States, have strong interests that dilute their pressure for democratic governance. Carothers argues that, because semi-authoritarian governments are highly centralized, traditional models of international democracy assistance are ineffective⁸ UNDP does not have the same political or economic interests as a state, and therefore theoretically can work for the best interests of the host state alone. However, UNDP’s model for democracy promotion assumes that the country has started a transition to democracy , including in notorious authoritarian states such as Saudi Arabia or Syria. This assumption is highly problematic for the potential success of the projects. It is worth asking, in fact, whether UNDP should engage in democracy promotion at all, given that it is a universal organization and acts on every request as funding allows, regardless of the host country and its governance.

Peter Burnell, a democracy assistance expert at the University of Warwick, holds a different view of the role and efficacy of democracy assistance. Burnell separates democracy promotion into two categories: negative promotion and positive promotion. Negative promotion

6. See Carothers (1999).

7. Thomas Carothers, “Struggling with Semi-Authoritarians,” in *Democracy Assistance, International Cooperation for Democratization*, ed. Peter Burnell (Portland: Frank Cass Publishers, 2000), 213.

8. Ibid., 224.

includes tools such as sanctions (or the threat of sanctions) on trade relations or financial aid, including less extreme sanctions such as political or economic conditionality with foreign aid. Positive promotion includes democracy assistance, where the external actor provides support, incentives, and advice to the host country in order for them to govern better. Burnell tacitly implies that positive promotion is the better route. Burnell argues that a state making the transition to democracy is in need of some kind of “soft” “humanitarian intervention”, and therefore in more need of help to make a complete transition rather than be punished for their mistakes.⁹ He defines democracy assistance very widely, stating that, “democracy promotion could include all manner of development assistance designed to advance the social, economic and other conditions that experts believe would be beneficial to democracy.”¹⁰ He also makes a “distinction...between democracy promotion at the level of disseminating values and ideas on the one side, and on the other side more ‘nuts and bolts’ technical co-operation programmes”, though he does not assign a normative evaluation of either type of democracy promotion.¹¹ This benevolent view of democracy assistance aside, Burnell warns of similar problems to Carothers, such as the importance of not working in country without a strong domestic drive for democracy in the host country.¹² He elaborates on the risk of external democracy assistance, and warns that the external actor may not act in the host country’s interests: “democracy promoters determine the choice of ‘partners’ and dominate the relationship, even though one consequence could be

9. Peter Burnell, “Democracy Assistance: The State of the Discourse,” in *Democracy Assistance: International Cooperation for Democratization*, ed. Peter Burnell (Portland: Frank Cass Publishers, 2000), 14-15

10. Ibid., 11.

11. Ibid., 29.

12. Ibid., 9.

that democratic outcomes are not fully authentic and take root only with great difficulty.”¹³ In summary, despite the aforementioned potential pitfalls, Burnell argues that positive democracy assistance is important, and both technical assistance and more abstract assistance such as ”disseminating values and ideas” are legitimate projects. Given that UNDP only does positive democracy promotion (UNDP funds all democratic governance projects unconditionally), and provides both technical and conceptual assistance, Burnell would likely support UNDP’s work.

Edward Newman, a peacebuilding, human security, and international organization scholar, argues that the relationship between domestic and international factors in democratization processes is complex and unclear. He discusses the pros and cons of UN democracy assistance, and argues that the UN’s greatest advantages are its network and its legitimacy. The UN’s network throughout the world is extensive through its many UNDP offices. The UN also has the advantage of having skills and experiences in diverse world situations. For example, the UN can “organiz[e] security and peacekeeping in post-conflict societies” where “governance/democracy issues are a component of conflict settlement or peace-building.”¹⁴ Newman also points out that the UN has universally recognized legitimacy which, combined with the requirement of an invitation from the host country government to provide democracy assistance, means there are fewer “tensions with national sovereignty”.¹⁵ He explains that the UN’s “legitimacy also derives from the perception that there is less likelihood of mixed

13. Ibid,

14. Edward Newman, “UN democracy promotion: comparative advantages and constraints,” in *The UN Role in Promoting Democracy: Between Ideals and Reality*, ed. Edward Newman and Roland Rich (New York: United Nations University Press, 2004), 194.

15. Ibid., 195.

or ulterior motives behind UN democracy assistance compared with national efforts.”¹⁶ Yet Newman acknowledges the shortcomings of the UN, starting with the UN’s smaller budget and fewer technical resources, which can curtail the size, scope, and length of missions (and consequently the mission’s efficacy). The UN must also work through governments, and therefore cannot support the political opposition, nor can the UN criticize the government for undemocratic behavior.¹⁷ With these drawbacks in mind, Newman argues that “[t]he United Nations...has tended to be mostly involved in the lesser-developed countries and in those with the most challenging political situations...This is partly why the record, in terms of having a substantial impact on building democracy, has been modest: the task has been so formidable.”¹⁸ Furthermore, “local conditions and circumstances ultimately determine if a society embraces democratic forms of governance – and not an external actor.”¹⁹ Overall, according to Newman, the UN only has a modestly successful track record with democracy assistance, but they also take every request, regardless of its predisposition for success, and the factors that determine this success are largely outside of the UN’s control.

Finally, Richard Ponzio, an expert on international peacebuilding and political development argues that UNDP makes significant contributions to democracy building.²⁰ Although he warns the “mixed performance on the ground, donor dependency, and the high risk

16. Ibid.

17. Ibid.

18. Ibid., 198.

19. Ibid.

20. Ponzio (2004) is one of two articles directly studying UNDP democratic governance projects (the other being Santiso (2002)), though he does not explore the projects themselves in-depth.

nature of aiding democracy (particularly in post-conflict environments) combine to caution those initiating new projects,” these attributes are not specific to UNDP.²¹ He states that while “external actors such as the UNDP can only succeed when favorable domestic circumstances exist for democratic change within a programme country,” UNDP has a unique brand of democracy assistance, focusing on the long-term and development of the host country.²² He writes that, “UNDP’s emerging comparative advantage, among a myriad of electoral assistance providers, lies in helping countries establish independent and permanent electoral bodies through long-term institutional capacity development.”²³ Ponzio does not mention that UNDP is not accountable to taxpayers the same way as a national government is, and this allows UNDP to take risks that governments cannot. Ponzio expands on Newman’s arguments while moving towards the optimism of Burnell, arguing that UNDP’s democracy promotion is important for long-term political development, especially in the situations that need the most assistance.

This literature highlights several key issues. First, as highlighted by Newman, the UN is not a national government. The UN’s perceived neutral standing in the world gives it legitimacy for international assistance; that is, the UN does not have the same colonialist connotation as a national government in either Europe or the United States. The UN, in an effort to “maintain national peace and security”, is freer of political self-interests and can work more directly to the benefits of its member state, addressing one of the problems raised by Carothers.²⁴ Furthermore,

21. Ponzio, 209.

22. Ibid.

23. Ponzio, 217.

24. United Nations, “Charter of the United Nations,” *United Nations*, <http://www.un.org/en/documents/charter/index.shtml> (accessed February 16, 2012).

the UN's status as a universal institution does not allow it to discriminate between its cases, and therefore works with all governments. As pointed out by Newman, this could be problematic, but it also means that UNDP takes on the cases that no other organization or democracy promotion programme can or will take on – even if these cases need the most help.

A second issue highlighted by these authors is that democracy must be domestically grown. Newman argues this complicates democracy promotion work, as many of the key factors are outside of the control of the external institution. Burnell focuses on a different perspective, arguing that external democracy aid could harm the natural growth of the democracy movement, and thus the assistance remains artificial without long-term effects. However, Burnell, Newman and Ponzio seem to agree on the conclusion that, given the right domestic factors, external democracy assistance can be beneficial for a government's trajectory to democracy.

A third problem, which is much more subtle within the Ponzio article, is the potential of misuse of aid. Democratic governance projects, especially within the UN, can attract millions of dollars in aid in a very short period of time, and in a state where corruption is already problematic, there is an incentive to work with an international institution for personal gain without making genuine change. As highlighted by all scholars, without government support and commitment in the democracy promotion, these projects will never create sustainable and quality self-governance. This is a particular problem for UNDP. UNDP is not accountable in the same way as a national government, and in the spirit of positive democracy promotion does not place any conditions on its aid to host countries. This problem is potentially compounded by the fact that UNDP must take all project proposals with good faith, as long as there are sufficient resources. While this has benefits, as highlighted by Ponzio and Newman, this also leaves open

the possibility that less than sincere governments could invite UNDP, but not make genuine changes.

With these debates in mind, this paper examines UNDP democratic governance projects, their real and potential problems, and to what extent these projects are successful. Before evaluating UNDP, it is important to understand its ‘nuts and bolts’. In Chapter 2 I describe UNDP as an institution, and identify some potential problems regarding its role in democracy promotion: specifically its structure, its operational definitions of democracy, its funding mechanisms, its evaluation system, and its work in democratic governance. In Chapter 3, I address UNDP’s democracy assistance in countries that have not already started democratic transitions by comparing UNDP’s work in democratic and authoritarian states, concluding that there is only a very slight difference between the projects hosted by these two types of regimes. In Chapter 4, I examine the 20 available self-evaluations of UNDP projects, and conclude, in line with the existing literature, that the best indicator of success for a project is a strong working relationship between UNDP and the host government. Finally, I conclude with a summary of my findings, as well as potential questions for UNDP and international democracy promotion in the future.

To address these issues, I collected the project documents (and when not available, relevant web pages) from the 127 countries that have received or are receiving UNDP democratic assistance between 1992 and 2011. Overall, I collected information for 1,682 projects from around the world. I read the documents and recorded the years of the project, the primary donors (the convention is to not list donors who gave less than \$100,000 USD/Euros), and the primary activities in the project, using key words and phrases that were repeated throughout that particular document as well as project documents in other countries. The

projects can be found listed by country in Appendix 1, along with the years of operation and the primary donors. In total I created 47 categories of activities from these key words, and listed more than 250 distinct donors. I broke down the 47 categories into 5 broader categories based on UNDP's literature: Government Capacity Building; Economic Governance; Human Rights, Judicial Capacity Building, and the Rule of Law; Information, Communication, and Civil Society; and Security. I also collected information depending on their region and regime type in an effort to detect patterns in UNDP's work. Finally, I collected, read, and analyzed the 20 available final project evaluations in an effort to determine to what extent UNDP's democratic governance projects are successful.

Chapter 2: The UNDP and its Democratic Governance Program

UNDP is a large, decentralized institution within the UN. While this decentralized structure allows UNDP to gain deeper local knowledge of the countries where it operates, its lack of consistency and strict formal policies across different bureaus creates a lack of structure within the institution, which consequently leads to ambiguous results in its projects. This chapter is divided into four parts that demonstrate the effects of UNDP's decentralized structure: first, I discuss UNDP's structure, and show how UNDP's extreme decentralization provides potential opportunities for host governments to abuse UNDP by taking advantage of UNDP's legitimacy but without making genuine changes; second, I explain UNDP's expansive funding mechanisms and I argue that this mechanism, coupled with UNDP's evaluation system, creates a severe accountability problem that complicates attempts to determine the success of any given project; third, I show how UNDP's operational definition of democracy is much broader than other actors in the field, and I argue that this sprawling definition in theory not only strains UNDP resources, but also offers another opportunity for abuse; and lastly, I describe the projects themselves, highlighting UNDP's breadth of democracy promotion activities, which shows in practice UNDP's strained resources, ample opportunity for abuse, as well as a conflation of democracy and development.

The Structure of UNDP

The parent institution of UNDP, the UN, in general is very decentralized, which partially explains the logic behind UNDP's diffused structure. The UN has six principle organs which are fairly independent from each other: the International Court of Justice, the General Assembly, the Economic and Social Council, , the Secretariat, the Trusteeship Council, and the Security Council. UNDP is a subsidiary organ of the General Assembly, focusing on issues related to

development. UNDP was established in 1965 after a wave of decolonization, when for the first time developing countries constituted a majority in the UN General Assembly. These developing countries wanted technical assistance for addressing their poverty, and thus formed UNDP as an executive board within the General Assembly.²⁵ This executive board is based in New York with representatives from 36 member states who serve on a rotating basis, and it oversees UNDP's activities and ensures UNDP's responsiveness to the needs of host countries. This institutional history gives UNDP the global reputation of being an advocate for developing countries, a perception important for its legitimacy in democracy assistance.

Although the headquarters are in New York, UNDP has a wide network throughout the world to support its projects. UNDP has five regional bureaus that give advice, manage programs, connect the offices within that region, and are primary coordinators for UNDP regional initiatives. In addition to these regional bureaus, there is a country office for every country program, which in many cases is initiated by the host government. These country offices focus on fostering democratic institutions within the country and working with the government at the national level. Finally, UNDP also has local offices in many of their host countries where they work on capacity building and supporting marginalized citizens. This deep network of global offices with overlapping jurisdictions is one of UNDP's greatest assets, ensuring that the staff of a given bureau is familiar with the specific issues in the local area, country, and region. UNDP's network also exhibits breadth. In total, UNDP works in 177 of the 193 UN member states in five main areas: Democratic Governance, Poverty Reduction, Crisis Prevention and Recovery, Environment and Energy, and HIV/AIDS. In particular, UNDP

25. Stanley Meisler, *United Nations: The First Fifty Years* (New York: The Atlantic Monthly Press, 1995), 224.

projects often are working towards the Millennium Development Goals, providing resources to governments as they build their local capacity, and helping host countries receive and use aid effectively.

UNDP has always valued human rights as a focus for its activities, and to some extent has always seen democracy as one way of ensuring human rights. This focus became more obvious after the end of the Cold War, prompting UNDP to start electoral assistance activities.²⁶ When UNDP began democratic governance projects in 1991 they were short-term electoral assistance projects in Sub-Saharan Africa, many of them in post-conflict states after a peacekeeping mission.²⁷ These projects, perhaps because they were exclusively in difficult situations, were largely unsuccessful, but UNDP decided to expand the project activities to broaden their horizons by including more general democracy promotion projects not necessarily associated with elections.²⁸ For example, they began doing more Government Capacity Building projects in the former Soviet Union, particularly Kazakhstan. However, democratic governance did not become an official focus area for UNDP until 1997, when the 1996/1997 UNDP Annual Report, “Governance for Sustainable Human Development” touted “good governance” as a way to support “sustainable human development.”²⁹ After this report, the number of democratic governance projects that UNDP was overseeing in a given year dramatically increased. The

26. Newman, 193.

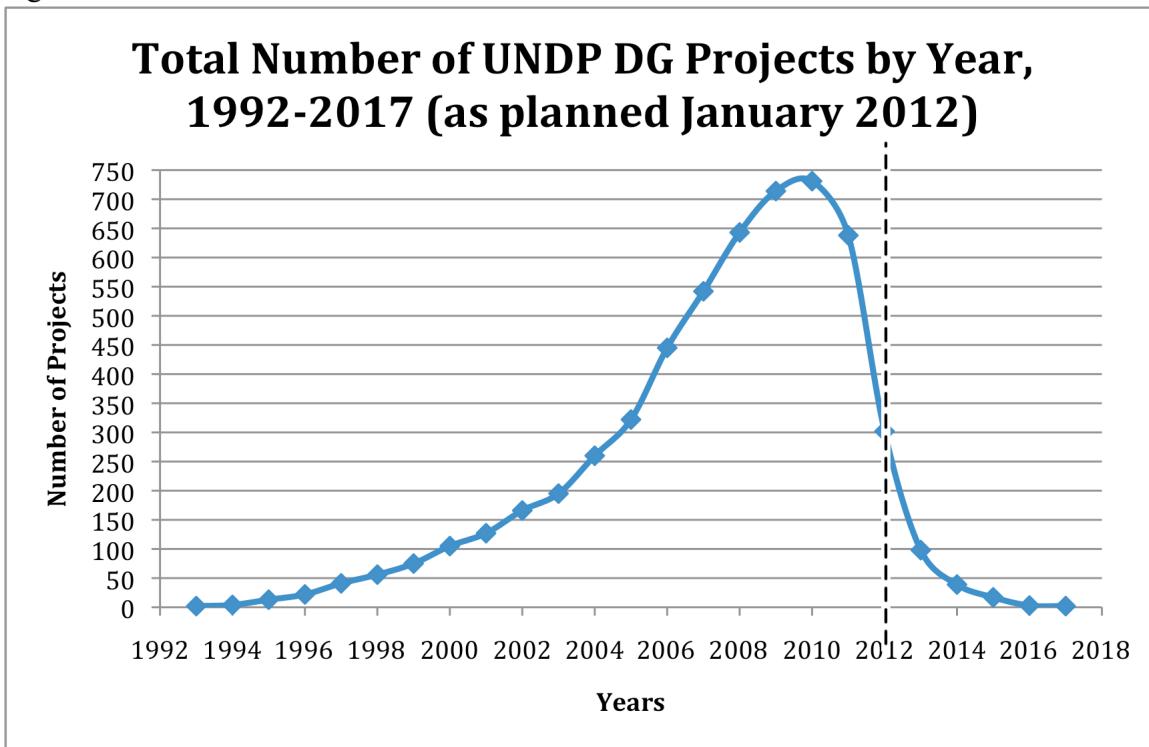
27. Nigel D. White, “The United Nations and Democracy Assistance: Developing Practice within a Constitutional Framework,” in *Democracy Assistance: International Co-operation for Democratization*, ed. Peter Burnell (Portland: Frank Cass Publishers, 2000), 77.

28. Ponzio, 209.

29. United Nations Development Programme, “Governance for sustainable human development: A UNDP policy document,” *The United Nations Development Programme*, <http://mirror.undp.org/magnet/policy/> (accessed December 4, 2011).

exponential growth of UNDP can be seen in Figure 2.1, which shows the total number of democratic governance projects in a given year.³⁰

Figure 2.1



30. Information in this chart is collected from my independent research and data collection, aggregated from 127 country program websites.

It is interesting to note the slowing rate of project growth in 2008, and the sharp drop off in 2010. Because this information is aggregated from several sources, this drop off is not apparent in the UNDP materials, and therefore I have no knowledge of an official comment. One potential explanation for the slowdown and drop off is the Global Recession – as will be explained later, UNDP relies on voluntary contributions, and in difficult economic times donors are less likely to be generous. Given that every year up to 2012 is a combination of projects carrying over from previous years as well as projects started in that year, this drop off of the start of new projects in 2008 and 2009 mean that there are fewer projects carrying over into 2011 and 2012. This theory would be supported by the UN announcement in 2011 to cut their budget across all departments in response to the economic crisis.³⁰ Whether this is a sufficient explanation will become evident in the coming years if the number of UNDP democratic governance projects begin rising again. Another, more sinister explanation is that UNDP had too many fundamental problems with an ambiguous success record to warrant continued funding. However, I was unable to find any evidence that this was the cause behind the decrease.

UNDP documents state that it works closely with host governments to design projects that fit the country's needs, and, in the case of democratic governance projects, the host government itself must propose all projects.³¹ UNDP and the host government together decide on a country program action plan (CPAP) for five-year cycles, which is often guided by the UN-wide United Nations Development Assistance Framework (UNDAF). Within this CPAP, the government proposes democratic governance projects for which it wants UNDP assistance. Although the General Assembly and the Economic and Social Council decide the overarching policies for UNDP, UNDP internally approves projects, and only rejects proposals when there is a lack of funding.³²

There are two problems worth noting in the context of project selection. First is a troubling comment made in an off the record interview of a scholar familiar with UNDP democratic governance projects in struggling democracies. He wanted to maintain his anonymity in order to give more forthright comments about his experiences. This scholar claimed that UNDP had ways of getting specific projects proposed that would benefit their own reputation. I found several examples of UNDP running proposal-writing workshops, especially in civil society development projects, as well as several notices posted on UNDP country websites calling for project proposals. The claim was that UNDP would use these workshops to teach potential project proposers how to write about projects that would be particularly successful for UNDP, although not necessarily useful for the country, and then when UNDP received these proposals at a later time, it would accept the project. If this allegation were true, UNDP's reputation as a neutral organization working only for the best interests of the country

31. United Nations Development Programme, "How does UNDP do it?".

32. Ibid.; Newman, 195.

would be sullied. I found this account intriguing, but unfortunately UNDP is rather secretive about its project proposal and selection process, so I was unable to substantiate that claim. The second potential problem with the project selection is that it is based primarily on written agreements, but does not necessarily require action on behalf of the host government. UNDP is required to act on all proposals as long as the resources are available, and the various agreements and plans are really only pieces of papers that are honored at the discretion of the host government. As will be discussed later in this chapter, this loophole, i.e. only having to write documents but not necessarily act on promises, is not closed with evaluations or conditionality on future aid, so there is no penalty for insincere democratic governance projects. These unnecessary projects theoretically stretch UNDP resources even thinner, detracting from efforts in other countries. However, because of the lack of evaluations in especially suspicious projects, this theory is difficult to prove. Further analysis on this concept will be given in Chapter 3.

To conclude, UNDP has a very decentralized structure with a wide global network of UNDP offices, a potential benefit for understanding particular political situations in a given country. UNDP invests a lot of resources in democratic governance, but the combination of being a universal organization that cannot reject project proposals combined with the lack of a strong identity of a more centralized organizations translates to questionable project results.

The Funding Mechanisms and Evaluation Systems of UNDP

An important piece of the UNDP democratic governance puzzle is its funding mechanisms, as the donors and donations shed light on how UNDP executes its project and the variety of donors (or lack thereof) imply the sincerity of a host government. UNDP is mostly funded through voluntary contributions from UN member states, though technically any actor –

NGO, corporation, other international institution, or individual – can give to UNDP.³³ These contributions go to core funding, also known as the Target for Resource Assignment from the Core (TRAC) funding, and have totaled about \$1 billion annually for the past decade. TRAC funding is distributed in three ways, and it is designed to give more money to poorer governments who put in the sweat equity for the development plans of their country. “TRAC 1” funding is given to every program country as determined by UNDP’s Executive Board using the country’s population size and the country’s gross national product per capita, helping to ensure that the poorest countries in need of the most financial assistance have more weight in the resource allocation process. “TRAC 2” funding is based on the quality of the CPAP, and the country can receive an additional 200% of their TRAC 1 funding, giving countries a strong financial incentive to put effort into the writing and planning of the CPAP. “TRAC 3” funding comprises about 5% of the budget and is withheld by UNDP for emergencies. The resources available from TRAC 1 and TRAC 2 are constant over the five-year program cycle, and in the case that not all funds are used, the country can use them for another project.

UNDP also has four non-core funding options. One is third party co-financing, in which a government, an international financial institution, or a private actor can give funds to specific projects and/or programs. Under this category there are also several trust funds, such as the Post Conflict and Recovery Thematic Trust Fund, as well as the Democratic Governance Thematic Trust Fund (DGTTF). The DGTTF, which is managed by UNDP, was established in 2001 in order to fund especially innovative democracy projects, and gives UNDP flexible funding quickly for their projects. Thus far, the DGTTF has funded 736 democratic governance projects,

33. Complete donor information for UNDP democratic governance projects with a start date between 1992 and 2011 can be found in Appendix 1.

and has raised \$125 million for UNDP democratic governance projects.³⁴ Another type of non-core funding is program country cost sharing, in which the host country allocates its own funds to an UNDP-sponsored project. This particular funding option is common in many wealthier authoritarian countries, such as Saudi Arabia or China; the projects are partially subsidized with TRAC 1 funding, and they are not accountable to a third party donor for the remainder of the funds. This option also ensures that UNDP will not reject a project proposal, since the government can guarantee the resources are available. This is not to say that program country cost sharing is only used for sinister purposes – for example, Brazil, a thriving democracy, has over 100 democratic governance projects, most of which are funded through TRAC 1 funding and government cost-sharing. The final two funding mechanisms are parallel financing, when donors support a UNDP project but administer the resources individually, and “providing development services,” in which UNDP requests reimbursement from the host government for any extra overhead.³⁵ Overall donor contributions to UNDP can be seen in Figure 2.2, and donations to specific UNDP Democratic Governance projects can be seen in Figure 2.3.³⁶ UNDP is by far the largest funder of democratic governance project, particularly after 2006. UNDP’s funds for these projects come from their overall budget, which is in turn funded by donations. Given that democratic governance projects is a large portion of the UNDP budget,

34. United Nations Development Programme, “Democratic Governance Thematic Trust Fund – UNDP Democratic Governance Group,” *United Nations Development Program* (accessed November 15, 2011).

35. United Nations Development Programme, “How does UNDP do it?”.

36. The financial information in Figure 2.2 is from UNDP’s annual reports, 2005-2010; the donors and projects in Figure 2.3 is from the aggregated project information that I collected in my database. The Y-Axis is “Number of Projects Funded” because, suspiciously, several project documents do not list specific monetary amounts for each donor, while this way I could incorporate more projects from a wider variety of countries.

the donors shown in Figure 2.3 are also, essentially, helping to support the democratic governance program. It is also worth noting that Sweden, the Netherlands, Norway, and the UK – four of the six donors in Figure 2.2 – are also in the Top 10 UNDP democratic governance project donors in Figure 2.3. This overlap in donors suggests that UNDP's primary financial supporters are also very supportive of the idea of democratic governance and that donors are more focused on UNDP's potential advantages with democratic governance, and are less concerned with the opportunities for abusing UNDP democratic governance program.

Figure 2.2

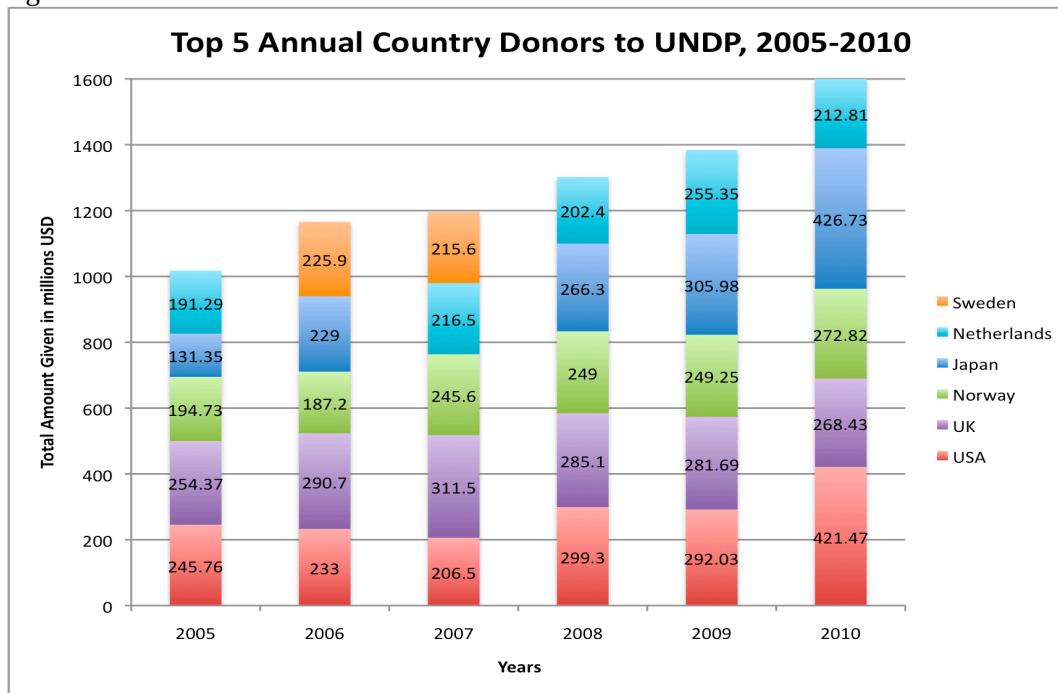
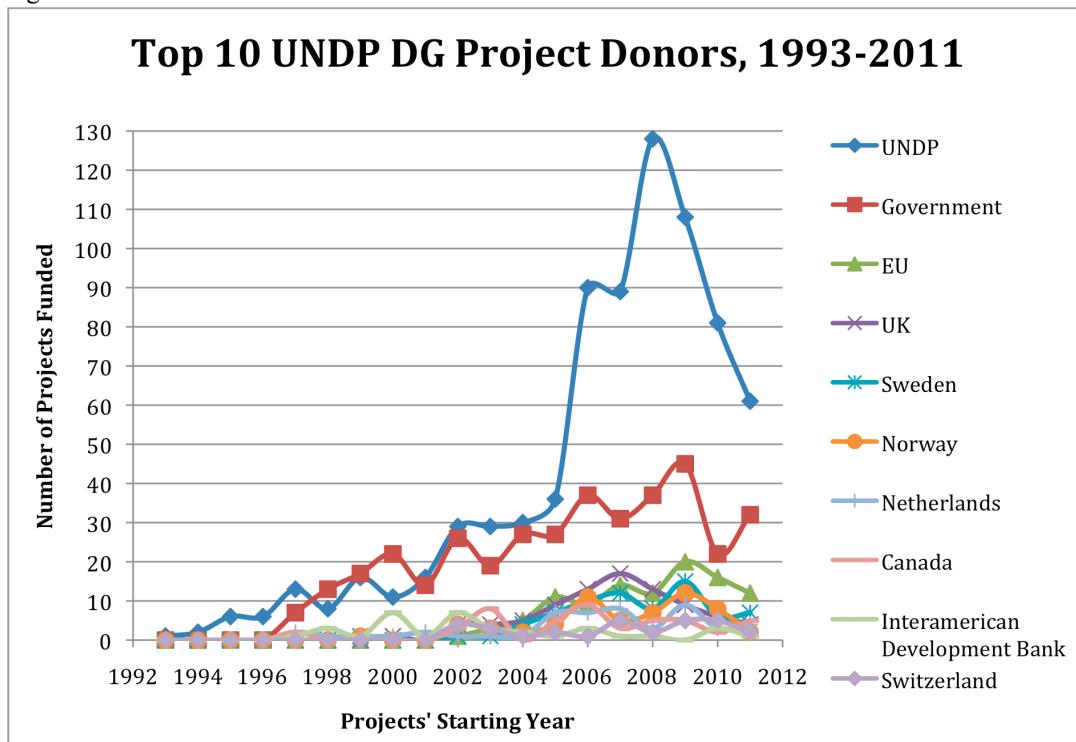


Figure 2.3



Given the wide variety of funding sources, many of which are directly controlled by UNDP, it seems that UNDP genuinely wants to help program countries fund their projects, regardless of the host country's financial situation. This flexibility is admirable and necessary, given that UNDP often undertakes the most difficult democracy projects where governments may not be in a position to fund their own expensive projects. However, as mentioned when discussing the country cost-sharing funding option, this system is also open to abuse. The near-guarantee of some type of funding, especially if a country puts effort into writing a strong and compelling CPAP, is a further incentive for countries to pursue UNDP democratic projects without the intention of improving their governance. Furthermore, there is an incentive to exaggerate the budget, since the government essentially is allowed to keep the extra money. Theoretically, these lax regulations would deter donors, which is somewhat supported by UNDP

being the top project donor in Figure 2.3, as well as UNDP being the primary overall distributor of funds through TRAC funding and the thematic trust funds.

These issues of transparency and accountability are compounded by UNDP's problematic and diffused evaluation system. In terms of evaluating projects, there is no standardized or mandatory evaluation mechanism for UNDP democratic governance projects. The UNDP offices are subject to audits, but the projects have no evaluation requirement, and there is no penalty for choosing not to be evaluated. The UNDP website explains its evaluation process and mechanism to support “country-led democratic governance assessments that help countries to assess their needs, monitor their progress and achieve their goals.”³⁷ This system works if the government is honest and genuine about its desire to improve, but in other cases this is essentially a “get-out-of-jail free card” – in the case that the host government is not sincere about wanting to improve their governance but wants the democratic governance projects for other reasons (such as domestic signaling, for example), theoretically the host government can ensure that the project is completely ineffective and there will be no independent evaluation to call their bluff. Besides the fact that evaluations are optional, when evaluations are conducted, they are country-led. This potentially undermines the independence of the assessments since countries would have an incentive to highlight the good and hide the bad in order to maintain domestic legitimacy or to keep (or ensure in the future) foreign aid. Furthermore, given that UNDP is decentralized with limited resources and no strong central power, combined with UNDP's inability to criticize governments, it would be fairly easy to gloss over a failed project.

37. United Nations Development Program, “About us: UNDP and Democratic Governance,” *United Nations Development Programme*, http://www.undp.org/governance/about_us.shtml (accessed November 23, 2011).

UNDP itself also has an incentive to focus on its achievements in order to solicit more donations and to keep its global legitimacy, and perhaps not coincidentally has set up the democratic governance evaluation system to be an internal process at the Oslo Governance Centre (OGC). The OGC is funded by the DGTTF (which is funded and managed by UNDP), and “works to position UNDP as a champion of democratic governance.”³⁸ The OGC has two branches: the Analysis and Learning Program, which strives to share lessons and best practices of UNDP, and the Governance Assessment Portal (GAP), which is the primary evaluating agency. Countries can go to the GAP for tools on self-assessment, such as building your own evaluation rubrics, allowing the criteria to be specific or vague, and setting the bar as high or low as the government would like. The GAP also publishes previously created country rubrics as examples. There are 67 assessment frameworks for democratic governance projects (albeit some are country specific), making any self-evaluation a daunting task. The GAP further emphasizes UNDP’s view on evaluation, writing that it will only assess countries that “want to assess their own performance on governance,” and vaguely defending this view by asserting that assessment is a “global initiative,” not a government’s obligation.³⁹

Given this relaxed and diffuse evaluation system, the aforementioned problems with project selection and project funding suggests that anyone can have democratic governance projects even if democracy is not the primary objective.

It need not be this way. UNDP could take every project proposal but still encourage sincere proponents of democracy by bolstering the evaluation system, which in no way would

38. United Nations Development Program, “Oslo Governance Centre: Democratic Governance: UNDP,” *United Nations Development Programme*, <http://www.undp.org/governance/oslocentre.shtml> (accessed November 23, 2011).

39. Ibid.

detract from its democratic governance projects – indeed, it would probably increase their legitimacy, since governments with non-democratic intentions would not want to be exposed in the evaluation and therefore would not apply, while semi-sincere governments would put more thought into their proposals in an effort to earn a stronger evaluation in the future. However, for whatever reason, UNDP does not take advantage of this option, and the combination of liberal project acceptances, flexible funding sources, and relaxed evaluation mechanisms call into question UNDP’s legitimacy as an international democracy promoter.

Operational Definitions of Democracy

Today, UNDP has hundreds of democratic governance projects in 127 countries around the world with a wide variety of activities.⁴⁰ Throughout its website, which is consistent with its most recent annual reports, UNDP lists key focus areas within democratic governance that represent UNDP’s operational definition of democratic governance. These areas include these sixteen points:

40. United Nations Development Programme, “UNDP Annual Report 2010/2011: Democratic Governance,” *The United Nations Development Programme*, http://www.undp.org/annualreport2011/democratic_governance.html (accessed November 23, 2011).

- Access to information and e-governance
- Access to justice and rule of law
- Advocacy
- Anti-corruption
- Capacity development
- Civil engagement and opportunities to participate in decision making
- Electoral systems and processes
- Human rights
- Increased accountability
- Local governance
- Parliamentary development
- Partnerships
- Policy advice and technical support
- Public administration
- Sharing of experiences and good practices
- Women's empowerment

In addition, UNDP hopes to reorient its operational definition and its focus in the coming years

on three key areas, which potentially overlap with the already existing focus areas:

1. Fostering inclusive participation
2. Strengthening accountable and responsive governing institutions
3. Grounding democratic governance in international principles.⁴¹

Of these nineteen focus areas, ten of them are given more elaborate explanations regarding their impact on democratic governance (see Appendix 2). Many of these areas are related and none are mutually exclusive, but it is fair to say that this is a long list of “key focus areas” and an expansive operational definition. However, it seems that UNDP operationally has an even broader definition of what constitutes democratic governance activities In my review of the repeated usage of phrases in UNDP'S project documents, I identified 47 types of activities, some of which overlap with the sixteen focus areas, some of which are tangentially related, and some

41. United Nations Development Programme, “United Nations Development Programme (UNDP): Governance Assessment Portal,” *United Nations Development Programme*, <http://www.gaportal.org/organizations/united-nations-development-programme-undp> (accessed November 23, 2011).

that are simply puzzling (such as agriculture support, environmental efforts, or even urban planning). These categories have been broken down into five main categories, as can be seen in

Table 2.1.

Table 2.1

Broad Category	Includes Minor Categories:
Government Capacity Building	<ul style="list-style-type: none"> • Municipal and Local Governance • Institutional and team Capacity building (including Deepening Democracy) • political/operational capacity building • service delivery • confidence building measures • accountability/transparency • electoral assistance/support • Election Observation • electoral institution /staff capacity building • electoral legislation • Party formation assistance/pluralizing measures • general policy advice, EU ascension • parliamentary/national assembly capacity building • Infrastructure and Furbish office spaces • national legislation reform • Public Administration Reform • Constitution assistance • Decentralization
Economic Governance	<ul style="list-style-type: none"> • Public Finance/assets and aid management and taxes • Economic reforms/ economic growth/ trade reform • Private sector development • agriculture • environment
Human Rights, Judicial Capacity Building and Rule of Law	<ul style="list-style-type: none"> • minority's rights • disability rights • judicial capacity building and reforms, Rule of Law • human rights • anti-corruption measures • women's rights, gender mainstreaming • Assistance for sexual abuse victims • access to justice • Anti-poverty, development, and MDGs • IDP support
Information, Communication, and Civil Society	<ul style="list-style-type: none"> • E-governance and access to information • ICT infrastructure and capacity building • Media/PR capacity building • urban planning • development of civil society • data • Youth • Health and HIV/AIDS • National Human Development Report
Security	<ul style="list-style-type: none"> • border and customs management • anti-organized crime /drug measures • civil service/ police reform • national security, demilitarization, conflict resolution • Crisis prevention

This long list of quite varied focus areas and activities illustrates the expanse of UNDP's definition, and how UNDP resources are thinly spread in promoting democratic governance. This straining of resources seems to be unnecessary, as UNDP's definition of democracy is much broader and less specific than other actors in the field, such as scholars, democracy assessment agencies, and other international democracy supporters.

Scholars all include slightly different activities in their definition of democratic governance, but UNDP's concept of democratic governance is broader and more vague than any other definition. There is a general consensus that there are "thick" definitions and "thin" definitions and that generally there is a scale for describing the degree of democracy for a given regime. For example, Larry Diamond summarizes the "thin" definition as the ability for people to choose their leaders "by means of regular, 'free and fair' elections."⁴² He contrasts this with a "thicker" definition, such as respect of positive and negative human rights, "the right of all adult citizens to vote and to run for office..., genuine openness and competition in the electoral arena..., legal equality of all citizens under a rule of law..., an independent judiciary..., due process of law..., institutional checks on the power of elected officials..., real pluralism in sources of information and forms of organization independent of the state..., [and] control over the military and state security apparatus by civilians."⁴³ Another definition provided by Burnell gives the "ideal backdrop to a sustainable democracy," specifying, "an effective state characterized by good governance, an institutionalized multi-party system populated by strong, democratic political

42. Larry Diamond, *The Spirit of Democracy: The Struggle to Build Free Societies Throughout the World* (New York: Henry Holt & Co., 2009), 21.

43 Ibid., 22.

parties, a vibrant democratically-oriented civil society, and a flourishing market economy.”⁴⁴

Both these scholars have specific and high standards for what activities would build democracies, and in comparison to the list of 47 activities, UNDP seems unfocused and sweeping. This lack of precision leads to questionable projects that potentially are not the best use of UNDP resources.

UNDP also seems unfocused in comparison to the agencies that give democracy indicators. This is odd and seems particularly wasteful, since most of the scholarly work in assessing the efficacy of international democracy promotion uses these indicators, essentially showing UNDP its scorecard ahead of time and giving it the opportunity to focus its resources in particular areas. In particular, there are four main organizations that produce democracy indicators: Freedom House, Polity, ACLP, and the Economist Intelligence Unit. Freedom House scores political rights and civil liberties on a 7 point scale, with 1 being the most democratic and 7 being the least democratic. In order to achieve a score of 1 in the Political Rights score (assuming that is the score a democracy promoting agency is targeting), the country must have “a wide range of political rights, including free and fair elections. Candidates who are elected actually rule, political parties are competitive, the opposition plays an important role and enjoys real power, and minority groups have reasonable self-government or can participate in the government through informal consensus.”⁴⁵ In order to achieve a score of 1 in the Civil Liberties score, countries must respect “freedom of expression, assembly, association, education, and religion. They have an established and generally fair system of the rule of law (including an independent

44. Burnell, 28.

45. Aili Piano, “Survey Methodology,” in *Freedom in the World 2009: The Annual Survey of Political Rights and Civil Liberties* (New York: Freedom House, 2009), 881.

judiciary), allow free economic activity, and tend to strive for equality of opportunity for everyone, including women and minority groups.”⁴⁶

Polity provides two scales for their measurement, which is usually used in tandem – 0 to 10 for democracy, with 10 being the most democratic, and 0 to -10 for autocracy, with -10 being the most autocratic. The two scores are added together for the 21 point scale. Polity defines a perfect democracy has having “institutionalized procedures for open, competitive, and deliberate political participation; chooses and replaces chief executives in open, competitive elections; and imposes substantial checks and balances on the discretionary powers of the chief executive.”⁴⁷

ACLP perhaps has the thinnest definition of democracy, as it scores dichotomously either as autocracy or democracy based on whether the national leadership of a country has changed via multiparty elections. The EIU, conversely, has a very thick definition of democracy, with five core dimensions and 60 subcomponents that are combined into a single democracy indicator on a scale of 0 to 10. A “Full democracy”, defined as having a score of 8-10, is defined as a country where “not only basic political freedoms and civil liberties are respected, but these will also tend to be underpinned by a political culture conducive to the flourishing of democracy. The functioning of government is satisfactory. Media are independent and diverse. There is an effective system of checks and balances. The judiciary is independent and judicial decisions are enforced.”⁴⁸ UNDP clearly has a much wider definition of democracy, but it also begs the

46. Ibid, 882.

47. Polity IV, “Global Report 2011: Conflict, Governance, and State Fragility,” *Center for Systemic Peace*, <http://www.systemicpeace.org/> (accessed February 15, 2012), 9.

48. The Economist, “Democracy Index 2011,” *The Economist Intelligence Unit*, <http://www.eui.com> (accessed February 21, 2012), 31.

question whether some or many of its miscellaneous projects have any clear connection to building democracies.

UNDP's definition is also much broader and more vague than other democracy promotion agencies. For example, national governments often have their own democracy promotion programs, such as the United States Agency for International Development (USAID). USAID claims that they have been promoting democracy and giving technical assistance in this field for over 50 years, and confine their five goals to the following:⁴⁹

- Strengthening the Rule of Law and Respect for Human Rights
- Promoting More Genuine and Competitive Elections and Political Processes
- Increased Development of a Politically Active Civil Society
- More Transparent and Accountable Governance
- Promoting free and independent media

To be sure, these categories overlap with and are similar to UNDP's categories, and perhaps these categories are more inclusive than UNDP terms, but the difference is still striking: 5 focus areas vs. 19 focus areas. The emphases on vague terms such as "capacity building" and "knowledge sharing" are notably absent in USAID's definition. Moreover, the more focused objectives for USAID seem to match the scoring agencies and the scholarly world much more closely than UNDP, suggesting that other democracy promotion agencies gear their activities to be in line with the rest of the democracy community. While it is not in the scope of this paper to compare USAID and UNDP, USAID's comparatively more precise focus would suggest that USAID is more efficient with its resource allocation and therefore would have more successful results. The striking contrasts in these definitions implies that UNDP's large diffuse structure, combined with its inability to discriminate in project selection, its flexible funding sources, its

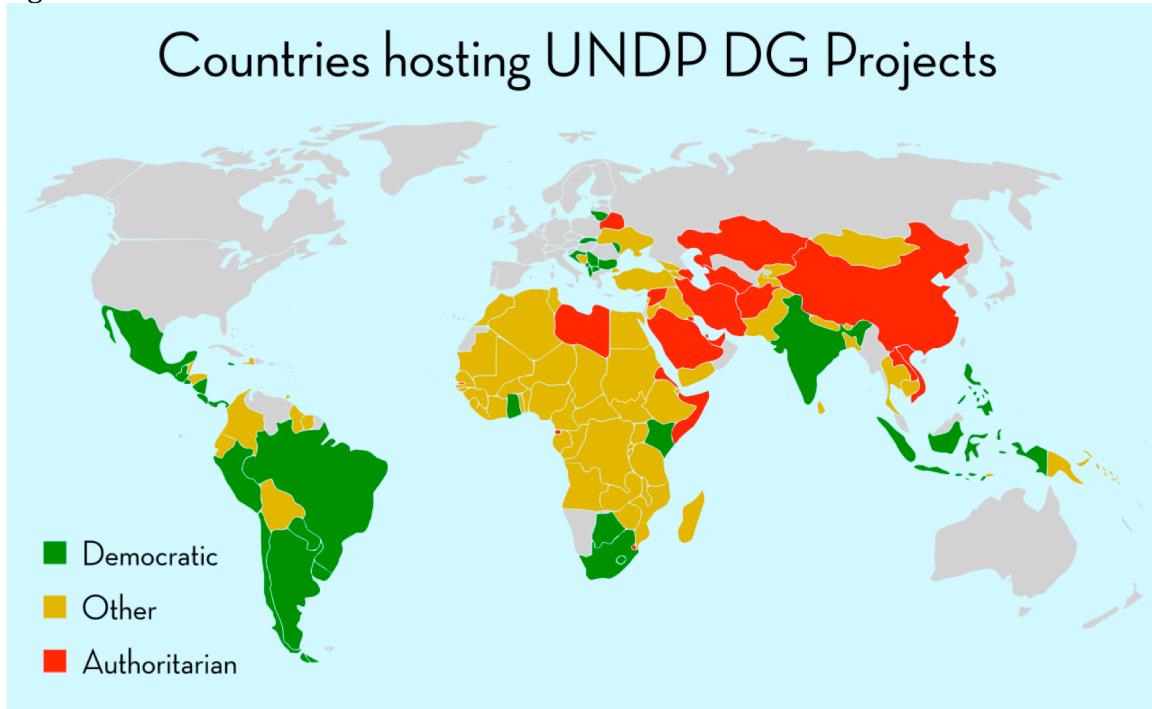
49. United States Agency for International Development, "USAID Democracy and Governance," *United States Agency for International Development*, http://www.usaid.gov/our_work/democracy_and_governance/ (accessed February 22, 2012).

impotent evaluation mechanism, and its inflated definition of what encompasses democratic governance translates to inefficient use of UNDP resources and questionable project results.

UNDP Democratic Governance Projects: An Overview

This section explores in more depth UNDP's democratic governance projects themselves, in terms of what activities are most prevalent, what methodology is used to achieve these activities, where they are in the world, and what regime type are the host governments. The purpose of these more in depth explanations is to show how thin UNDP spreads its resources by broadly defining democratic governance. It is also interesting to note regional variations regarding project types and participants, which could potentially mean higher government commitment is expected in certain regions than in others.

Figure 2.4



Because UNDP is a universal organization, it has projects all around the world, and in every regime type. Figure 2.4 shows every UNDP democratic governance project host country

in the world from 1992-2011 by regime type: green countries are democratic, defined for the purposes of this project as having a Polity IV score of 8 or higher; red countries are authoritarian, defined as having a Polity IV score of -6 or lower; yellow countries are host countries with a Polity IV score between -5 and 7; and grey countries were not hosts.⁵⁰ The Sub-Saharan Africa region has the most number of host countries, and Latin America has the most number of projects (though that is mostly because Brazil has the most number of projects with 124). The number of projects per country varies from 1 to 124.

Latin American host countries of UNDP projects are considerably more democratic than their counterparts in the rest of the world. This is partially a product of Latin America having more established democracies, but notably the Latin American authoritarian regimes, such as Venezuela or Cuba, do not have UNDP democratic governance projects. This is in sharp contrast to Eastern Europe and the former Soviet Union. In this region, most of the democratic countries are not hosts to UNDP democratic governance projects, but the authoritarian countries, such as Belarus, do host (several of) them. Again, this variation might be partially explained by the fact that most of the former Soviet Union democracies have been absorbed by the European Union and are no longer in need of UNDP's help. While I have no satisfactory theory to explain this regional variation, a potential possibility is the difference in donors. Most of the Latin American projects are in part funded by the Inter-American Development Bank, whereas Eastern Europe and the former Soviet Union do not have any such consistent donor. Given UNDP's decentralized structure and lack of follow-up with evaluations, perhaps the Inter-American Development Bank provides an overarching check on UNDP democratic governance projects in

50. The information shown in this map is a cross reference of the list of countries with UNDP democratic governance projects, collected from the individual UNDP country websites, and the Polity IV scores.

Latin America. This check would make it much more difficult to propose, fund, and “execute” insincere projects, forcing Cuba and Venezuela to forego these projects.

As mentioned before, I found 47 categories of projects based on key words in the project documents. Usually a project had multiple objectives, some of which were rather disparate; so one project could fall into multiple categories. I then broke these 47 categories into 5 larger subcategories as can be seen in Table 2.1. Of these 47 categories, there are a few that I would like to highlight because it is hard to imagine a direct mechanism for how these projects promote sustainable and autonomous democratic governance, and I would hypothesize that these activities in particular are straining UNDP’s finite resources.

The first category is “Infrastructure and Furnish office spaces,” under “Government Capacity Building.” This is usually a component of other, larger projects, though it is also its own rubric, and these independent projects are particularly suspicious. None of these projects explained how they were building democracy. For example, the vast majority of Tajikistan’s 48 democratic governance projects are constructing government buildings or buying furniture for the now finished buildings. These projects are usually under \$1,000, and are less than a year long, but have also been going on since the mid-1990s and also require the attention of the UNDP-Tajikistan office staff. In relation to other countries, Tajikistan has fairly extensive evaluations for all its projects except democratic governance projects. Given that Freedom House has categorized Tajikistan as “not free” and these projects are, in reality, UNDP or other donor (Canada, Japan, and Sweden are also common donors in Tajikistan) subsidized construction projects, it seems that the purpose of these projects is more about the ability to say democratic governance projects exist, as opposed to making real changes in the quality of governance.

A second and third category that are worth mentioning are “agriculture” and “environment,” under “Economic Governance.” These two could not be combined because, in most cases, they were not linked. In a few, but not the majority, the objectives were included in projects with economic development goals, such as eco-tourism or sustainable farming.

Admittedly, there are very few of these projects, and they were predominantly in Eastern Europe. While perhaps an argument could be made about the importance of taking care of the environment for a better quality of life, UNDP did not make that argument, and nevertheless it would still be debatable whether this contributed to sustainable democratic governance. Again, it is also notable that none of these projects have been evaluated.

A final trend across several activities – specifically “assistance for sexual abuse victims”, “anti-poverty, development, and Millennium Development Goals,” and “Health and HIV/AIDS” – is the conflation of development with democracy. Furthermore, there is little evidence from the project documents that these projects are focused on government-oriented solutions to these problems. All of these activities, especially if there is a need for them in the host country, are important, but perhaps they would be better suited under other UNDP categories, such as “Fighting Poverty” or “Halting and reversing HIV/AIDS”. At the surface, this seems to be a nominal categorization game – the government takes a project that is strictly development but categorizes it as democratic governance for propaganda purposes. If one of the supposed benefits of working with UNDP is increased sharing of knowledge and best practices, then it is not only misleading for these projects to be considered democratic governance projects, but it is also a disservice to the projects and the project-staff. This disservice, in theory, would undermine the efficacy of the projects, since the host government and UNDP could be making mistakes during the project that could have otherwise been avoided.

To conclude, UNDP's decentralized structure is reflected in its projects – they are everywhere, but are not consistent in regional terms, nor are the projects necessarily directly related to democratic governance. The end result has two implications– it is easy for a government to acquire UNDP democratic governance projects, the flexible funding allows these projects to be viable, the project activities do not necessarily have to have a clear causal mechanism for better quality governance, and there is no way to expose insincerity with evaluation mechanisms. On the other hand this approach might provide developing countries a buffer to make mistakes while attempting to become more democratic. Which implication predominates in practice requires further study, and potentially the trend falls along political ideological lines. An exploration of this hypothesis will take place in the next chapter.

Chapter 3: Authoritarian and Democratic regimes

Given the broad range of regimes that UNDP interacts with, this chapter explores the hypothesis that there is a significant difference between projects in democratic and authoritarian countries. It is rather puzzling why some authoritarian regimes would invite UNDP to do Democratic Governance projects, and furthermore why these projects find funding from international donors. A potential answer to why UNDP is invited is that within UNDP's broad definition of democratic governance, authoritarian countries will choose projects that are not really "democratic governance" but rather public administration, whereas democratic countries will be more likely to pursue truer democratic governance projects. Given the opportunity to assist in cases that in other scenarios might be politically unpopular with their citizens, international donors seem to give repeatedly without qualms to several of these authoritarian countries.

I define an authoritarian regime as having a 2011 Polity IV score of -5 or lower. I chose this cutoff because it gave enough variety in terms of the types of regimes, projects, and donors without muddying the waters with significantly different cases. There are twenty countries with a 2011 Polity IV score of -5 or lower with UNDP democratic governance projects, which are listed with their 2011 Polity IV score in Appendix 3. Of these countries, Equatorial Guinea and Syria confirm that UNDP has or had Democratic Governance projects in their countries, but provide no further information. Looking at the fine-grained 47 categories of activities shown in Chapter Two , the only categories that had no authoritarian government hosts can be seen in Table 3.1. It is expected that authoritarian governments would not choose electoral assistance activities. Furthermore, it is not surprising that they would not want to decentralize power, and therefore they exclude decentralization projects, minority rights projects, and party formation

assistance. I assume that a large security apparatus, or fear of said apparatus, partially explains the absence of confidence building measures and crisis prevention. What is a little surprising is the exclusion of assistance for sexual abuse victims, IDP support, and health and HIV/AIDS. These projects were highlighted in the previous chapter as suspicious projects, in that there was no direct causal mechanism for democratic governance capacity building. Theoretically, these are the types of projects that authoritarian governments would gravitate towards. However, given the large number of suspect projects and the small sample size of 18 cannot be necessarily considered representative of the general projects, these exclusions do not completely undermine my hypothesis.

Table 3.1

Broad Category	Minor Categories Excluded:
Government Capacity Building	<ul style="list-style-type: none"> • confidence building measures • Election Observation • Party formation assistance/pluralizing measures • Decentralization
Economic Governance	
Human Rights, Judicial Capacity Building and Rule of Law	<ul style="list-style-type: none"> • minority's rights • Assistance for sexual abuse victims • IDP support
Information, Communication, and Civil Society	<ul style="list-style-type: none"> • Health and HIV/AIDs
Security	<ul style="list-style-type: none"> • Crisis prevention

The most common activity by far was institutional capacity building with 12 of the 20 authoritarian governments hosting such projects. This is not particularly surprising – following the logic that authoritarian governments want to centralize power into a few hands, these types of projects would strengthen the central and national government. These projects are also common in the general project dataset, with over half of the host-countries having at least one such project. Surprisingly, the second, third, and fourth most common projects in authoritarian host countries

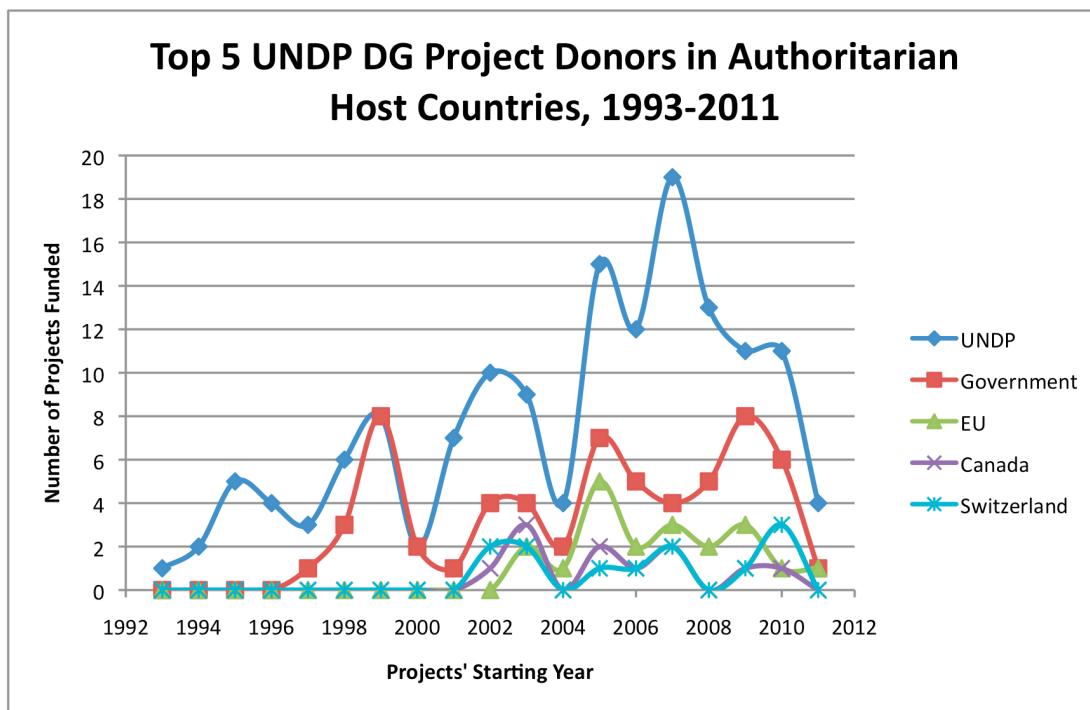
were judicial capacity building and Rule of Law projects (9 hosts), local governance projects (8 hosts), and civil society projects (8 hosts). Percentage-wise, these results do not deviate from the norm, but theoretically strengthening local governance projects would undermine the supposed goal of centralizing authority, while strengthening the rule of law would undermine the government's ability to be corrupt. While it is possible these projects do not make meaningful changes in these cases, it is difficult to assess because none of them have been evaluated. The most surprising element here are the 8 authoritarian governments that have hosted the development of civil society projects. The civil society projects include NGO support, national university support, community participation and communication, and election education. In theory, an authoritarian government would not want the development of civil society, since a stronger civil society often translates to the demise of an authoritarian regime. A potential answer to this puzzle will be discussed later in the chapter.

Another interesting trend is the funding sources for these projects. My hypothesis suggested that reputable donors would not want to give to authoritarian governments because of corruption concerns as well as deliberately ineffective project activity selection and execution, and therefore the majority of projects would be funded solely by UNDP and the host-government. Considering the lack of accountability and evaluation mechanisms in UNDP, theoretically donors would only have an aversion to funding projects in authoritarian countries if they had reason to believe the projects were not an efficient use of resources. The top 5 UNDP Democratic Governance Project donors for authoritarian host countries can be seen in Figure 3.1, which clearly shows that UNDP and the host government are the top donors by considerable amounts.⁵¹ In 9 of the countries – Bahrain, China, Gambia, Iran, Kazakhstan, Kuwait, Libya,

51. Information for this chart is collected from the relevant project documents.

Saudi Arabia, and the United Arab Emirates – their projects are either entirely funded by UNDP TRAC 1 funding, or funded by a combination of the UNDP funds and government funds, which follows my hypothesis. According to the Government Assessment Portal, none of the 20 authoritarian countries have chosen to be assessed. Therefore, by funding their own projects or finding funds for the projects from unconditional sources, these governments are able to control the efficacy of their projects with minimal international interference.

Figure 3.1



Of the remaining 9 countries, 3 countries – Belarus, Swaziland, and Somalia – do not state their funding sources. The remaining 6 countries – Afghanistan, Azerbaijan, Eritrea, Laos, Turkmenistan, and Vietnam – have funding from many different donor countries, most prominently the EU, Switzerland's SDC, Canada's CIDA, as well as Britain's DFID, and the United States' USAID. These cases run counter to my hypothesis, though in some cases adding nuances to the term “authoritarian” allows some of these cases to support my theory. Some of

these country situations, such as Afghanistan, Laos, or Vietnam, are particularly politically delicate and sensitive to neo-colonialism. In these situations, UNDP's neutral legitimacy renders it the ultimate instrument for international actors promoting democratic governance. This hypothesis is supported by the comparatively larger number of projects than the first nine countries, as well as the much more varied donor sources. I have no satisfactory explanation why donors perceive countries such as Eritrea or Turkmenistan to be different from countries like Gambia or Kazakhstan. Even when considering donor country strategic concerns, it is difficult to argue that certain countries, such as Laos, are more important than oil-producing Kuwait. It is clear that my revised hypothesis only holds for about 12 of the 17 authoritarian countries with data.

While UNDP's presence in countries like Afghanistan can be explained, their invitation to work in some of the other authoritarian countries is much more puzzling: Why would authoritarian governments invite UNDP to implement democratic governance projects, and why do these projects not vary on the surface from projects in democratic countries? A possible explanation is that authoritarian governments, in order to stay in power and preempt dissent, must constantly evolve.⁵² Counter-intuitively, therefore, an authoritarian government has the incentive to claim it is a sort of democracy (or at least claim it is not authoritarian) in order to consolidate power. By claiming to their domestic audience that it is a democracy, the government risks fewer protests. This is also a potential reason for the popularity of development of civil society projects – such projects potentially are the most obvious to their domestic audiences, and therefore the most effective at signaling. Furthermore, it is not clear that NGOs,

52. Jay Goodliffe and Darren G. Hawkins, "Explaining Commitment: States and the Convention against Torture," *The Journal of Politics*, April 27, 2006 <http://www.jstor.org> (accessed December 12, 2012), 361.

especially those that receive special attention in the UNDP projects, are completely independent from the government. Therefore, any project strengthening NGO capacity would be a backdoor to strengthening government capacity. Nevertheless, government claims that they are striving to improve democracy can also serve to build a base of supporters who will not oppose human rights violations in the name of upholding the integrity of the government.

UNDP serves as a mechanism to strengthen this system. The host government can always point to UNDP as evidence that it is working toward better governance. The government is only bound to report the outcome of the project if it chooses, and therefore it can make this choice strategically after considering the costs (such as unintended consequences and the potential change of the status quo) and the benefits of the project’s “success”.⁵³ There is a strong incentive for the projects to be successful only enough to preserve credibility but have enough shortcomings to warrant inviting UNDP again for a similar project. This is of course is speculation, since these projects do not have evaluations.

Applying this same logic to the democratic countries is less clear. For the purposes of this project, I am defining a democratic country very strictly; that is, it must have a 2011 Polity IV score of 8 or higher. The reason for this severity is to limit the number of projects – although Polity IV defines a democracy as having a score of 6 or higher, more than 50 of the countries with UNDP democratic governance projects would have been included. It is, however, worth noting that there are many more democratic countries than authoritarian countries with UNDP democratic governance projects, which would generally suggest that countries that invite UNDP are sincerely wanting to improve their governance. Even with this narrower definition, there are

53. Oona A. Hathaway, “Why do Countries Commit to Human Rights Treaties?” *The Journal of Conflict Resolution*, August 2007, <http://www.jstor.org/stable/27638567> (accessed December 20, 2011), 590.

33 democratic countries that host UNDP democratic governance projects, which can be seen in Appendix 3. The hypothesis is that democratic governments are more likely to make “sincere” project choices, attracting more donors (and different donors than the authoritarian countries) and less likely to fund their own projects.

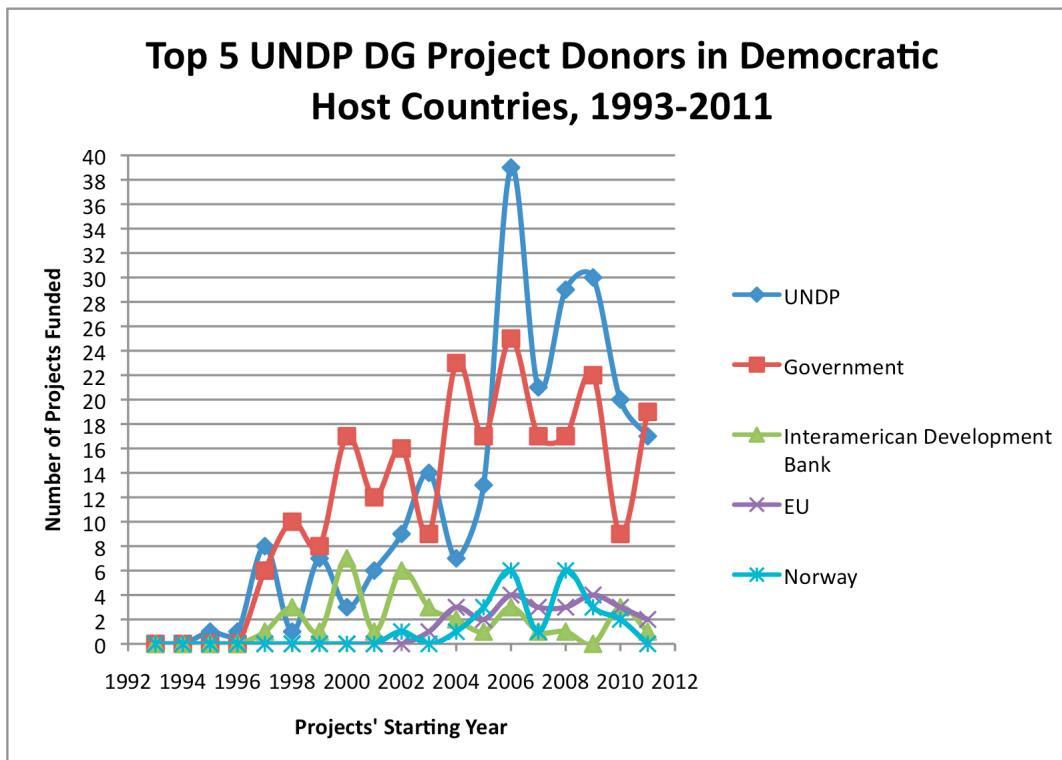
Because of the larger number of host-countries, which includes Brazil with 124 projects, the democratic countries include almost every activity. The only activity with no host government is constitution assistance, which is uncommon in the general country dataset in any case. Supposedly the reason behind this is that these countries are already democratic, and therefore already have a working and established constitution. Three of the five top projects in democratic countries are the same as in authoritarian host governments: Institutional Capacity Building has 25 hosts, Municipal and Local Governance has 20 hosts, and Development of Civil Society is 18 hosts. The fourth and fifth most common project types – “Human Rights,” and “National Security, Demilitarization, and Conflict Resolution” both had 15 hosts – are slightly different than in their counterparts under authoritarian regimes. This seems rather logical, given that the authoritarian governments are more likely to want to hide their human rights abuses from the world, and are also more likely to have a larger and stronger security apparatus, and therefore would not need help with national security.

The top five donors for UNDP Democratic Governance Project Donors in democratic host countries can be seen in Figure 3.2.⁵⁴ As Figure 3.2 indicates, there is also a large variety of donor types within the democratic regimes, but the donors themselves do not differ drastically from the authoritarian governments. For example, a large number of Brazil’s and Guatemala’s projects are funded by the government and UNDP, whereas Albania has a much more varied

54. Information for this chart is collected from the relevant project documents.

donor base with several countries within the European Union, the World Bank, and Japan. This variation suggests that donors, contrary to my hypothesis, are not more likely to give to projects hosted by a democratic country.

Figure 3.2



In order to more formally test my conclusions that there was no significant difference between regime types in terms of project activities, I ran a regression analysis of the Polity IV scores of 116 of the host countries (the remaining 11 do not have a Polity IV score) against the 47 project activities, their GDP per capita, and their region. The results did not provide new information, but are included in Appendix 4.

Given that there does not seem to be a significant difference between donor types for authoritarian and democratic countries, and the top five most prevalent projects tend to fall in line with the most prevalent projects in the larger dataset, it is interesting to note where there is a

20% or more difference in project hosts by regime type. These differences can be seen in Table 3.2. While the Security projects were already discussed above, the other four types of projects

Table 3.2

Activity	Democratic % Participation	Authoritarian % Participation
Municipal and Local Governance	60	40
Anti-poverty, Development, MDG's support	39	15
Security	45	10
Decentralization	25	0
Health and HIV/AIDs	27	0

also suggest, although not statistically significantly because of the very small sample size, a fundamental difference in the type of democratic governance projects between authoritarian and democratic regimes. Municipal and Local Governance projects as well as decentralization projects both work to strengthen the balance of power away from the central government, such as the President, Prime Minister, or Parliament. A decentralized government is less efficient simply because of its slower decision making process and potential lack of uniformity, but it also gives more power to the voice of the people by allowing for more input and localization for policies and legislation. Such a system would significantly detract from an authoritarian regime, which can explain these project types' relative unpopularity with authoritarian host countries. With a closer look at the project objectives in the municipal and local governance for the authoritarian host governments, the emphasis tends to be towards capacity building and policy formulation, potentially for greater efficiency at the local level. The other two types of projects – Anti-poverty and Health – were two project types highlighted as not having a direct causal mechanism to increasing democratic governance capacity. According to my hypothesis, these types of projects should have been more prevalent in authoritarian societies, so in this regard my hypothesis is wrong. While the project documents for these projects do not outline this relation,

it can be argued that both are geared towards better service delivery to their citizens, a phenomenon that is usually more associated with democratic governments. Services delivery creates a stronger, more trusting relationship between citizens and a government through vertical accountability. While vertical accountability is not impossible in an authoritarian regime, it is usually less prevalent since the regime is not reliant on its people to stay in power in the next election.

To summarize, although there is no significant difference between the most prevalent projects and the donor types hosted in authoritarian or democratic countries, there are two subtle suggestions that imply there is a small but important difference between the two. First, despite authoritarian countries being defined much more liberally, there are still fewer authoritarian countries with UNDP democratic governance projects than democratic countries with UNDP democratic governance projects. Brazil's 124 projects aside, on average democratic governments also host more projects than authoritarian governments. Quantity does not always translate to quality, but in this case I think quantity does, to an extent, signal sincerity. While it is possible that this is a reflection of there being more democracies than authoritarian regimes in the world, it is still remarkable that democratic regimes strive to improve governance by hosting democratic governance projects, whereas authoritarian countries tend to keep UNDP at a distance. Second, the differences in the percentages of host countries for certain types of projects suggest that democratic and authoritarian governments use UNDP democratic governance projects differently. Democratic countries are more concerned with the well being of their citizens as a form of good governance, even if these projects are not necessarily "democratic governance projects" in strict terms. Conversely, authoritarian governments are more concerned with a more efficient bureaucracy and, at least judging from the realm of UNDP

democratic governance projects, are less involved with the well being of their citizens. Besides this potential nuance in suggested objectives, the donors and activity types were not significantly different. However, these differences are only descriptive of the objectives outlined in the project documents, and do not discuss the success (or lack thereof) of the final project outcome. This concept will be explored in the next chapter.

Chapter 4: UNDP's relative success in achieving their project goals

Thus far, this paper has demonstrated that UNDP defines democratic governance very broadly. It does democratic governance projects across all regime types in every region of the world. Moreover, the type of work and donors are similar regardless of regime type (though with a subtle, important difference of intent: potentially, democratic governments may have an intent to empower their citizens, while autocratic governments may have a tendency to want to strengthen their institutions). One would expect that at the very least, the governance needs of an authoritarian country would be different than the needs of a democratic country by virtue of the nature of the regimes, though the analysis in Chapter 3 did not produce significant results. The purpose of this chapter is to explore potential variations regarding the achievement of project goals by examining the project evaluations to determine the underlying characteristics of a “successful” and “less successful” project.

Systematic, thorough, and honest evaluations are one of the most important pieces of a democratic governance project because they show failures as well as victories. Both outcomes are important to understand so that the same country (or another country that wants to emulate the project) knows what to repeat in the future, and what to revise. Unfortunately in democracy assistance projects, regardless of whether it is technical assistance or disseminating ideas, the outcomes of a project may not be immediately visible. This causes, at least in UNDP democratic governance projects, a strong focus on measureable outputs as opposed to more nebulous outcomes. UNDP evaluations unfortunately seem to be at times less than honest, naming most projects a “success” and skirting around the failures. Given that one of UNDP’s goals is to promote knowledge sharing and best practices, this lack of transparency is robbing the host governments of an opportunity to truly improve in the future. Unfortunately there are too few

evaluations to be fastidious, so this point is important to keep in mind when assessing the evaluations.

Before delving into the evaluations themselves, it is important to better understand the fundamental basics of UNDP's evaluation mechanism. The UNDP project evaluation mechanism is different than other organizations, in that it is optional and at the discretion of the host government. There does not seem to be a penalty for lack of project evaluations, since, of the over 1,600 projects, only 20 have published final project evaluations on their websites. If a host government chooses to be evaluated, there are a few different kinds of evaluations they can choose. The evaluation agency, as was discussed in Chapter 2, is the Oslo Governance Centre, an institution ran and funded by UNDP, has three primary types of project evaluations: the Governance Assessment Portal, independent evaluators, and the Delivering as One initiative. The Governance Assessment Portal, discussed earlier, provides evaluation rubrics and other tools for countries to independently assess their progress. Every project evaluation designs its own rubric, so cross-evaluation of different projects is very difficult. These evaluations are often separate projects, distinct from any specific democratic governance project, and the final reports are usually not published. Only 15 of the 127 countries chose to be evaluated in this program. Artificially, they seem to vary widely in terms of region, Polity IV score, and economic level, as seen in Table 4.1, and without the project evaluation narratives it is impossible to analyze much farther.⁵⁵ Although this evaluation option is at an impasse unless the final reports are released, it is interesting to see which countries choose to be evaluated, as well as their generally high Polity IV score.

55. The region and Polity IV score are both from the Polity IV website. The GDP per capita is from the World Bank Website.

Table 4.1

Country Name	Region	2010 Polity IV Score	GDP per capita (2010, USD)
1. Angola	Sub Saharan Africa	-2	5,900
2. Barbados	North America	NA	23,600
3. Bhutan	Asia and Pacific	3	6,000
4. Chile	South America	10	16,100
5. Djibouti	Sub Saharan Africa	2	2,600
6. Egypt	North Africa and Middle East	-3	6,500
7. FYR Macedonia	Europe	9	10,400
8. Indonesia	Asia and Pacific	8	4,700
9. Mexico	North America	8	15,100
10. Mongolia	Asia and Pacific	10	4,500
11. Morocco	North Africa and Middle East	-6	5,100
12. Nicaragua	North America	9	3,200
13. Nigeria	Sub Saharan Africa	4	2,600
14. Senegal	Sub Saharan Africa	7	1,900
15. Tajikistan	Asia and Pacific	-3	2,000

The second type of project evaluation uses independent evaluators. The independent evaluators are contracted by UNDP to conduct an evaluation at the close of the project. Usually, however, the independent evaluators are not completely independent, since they are also employed as country experts in the country UNDP office. Of the 20 projects included in this type of evaluation, I found only 2 that commissioned independent evaluators who were not part of the UNDP project team.

Finally, the Delivering as One Initiative is a new program within the UN, and is not specific to UNDP or democratic governance. Established in 2005 and piloted beginning in 2007, the program strives to make the UN more efficient and coherent. Eight countries volunteered for this program – Albania, Cape Verde⁵⁶, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Viet Nam – which includes rigorous evaluations by the UN of all activities, including UNDP

56. Note that Cape Verde does not have any UNDP Democratic Governance projects.

democratic governance projects. In the case of the governance projects evaluations under the Delivering as One Initiative, the OGC still plays a large role in the evaluation process.

There are two problems across the range of these evaluation options. First, in at least the first and third type of evaluation, UNDP is essentially evaluating itself through the OGC. Given the plethora of organizations that have democratic governance promotion projects, and therefore stiff competition for project funding, as well as their own reputation on the line, UNDP has a large incentive to not declare any given project “unsuccessful,” or to even push evaluations in a given country. Although one would assume that donors would prefer projects with an evaluation component, or at least request an evaluation to determine how their donations are spent, this does not seem to be the case given how few projects and countries are evaluated. This makes it difficult to assess the “success” or lack thereof in any given project.

The second issue is a potential endogeneity problem. Because evaluations are not mandatory, and are not always planned before the start of the project, the more suspicious countries with UNDP Democratic Governance projects (such as China or Saudi Arabia) will choose to never be evaluated, at least publicly, and if a project goes poorly the country can choose to not have an evaluation. Furthermore, since the evaluations are always at the end of the project, not in 10 or 20 years when ostensibly the greatest effects will be visible, a host government that is being evaluated has the incentive to choose objectives that will most likely be successful immediately, as opposed to a more risky project that might have a higher payoff for the quality of governance in the country. Therefore, in theory, the projects that are evaluated are most likely hosted by the most sincere governments, and also the most successful. In order to compensate for these two problems, I will assess the evaluations based on the degree of achievement of the project’s objectives as stated in the original project document.

For this chapter I will focus on the final project evaluations completed by the evaluators contracted by UNDP (both those that are completely independent as well as those employed by UNDP). The reason for this choice is that this is the most complete paper trail of the three mechanisms, and the evaluations are focused on single UNDP Democratic Governance projects. As stated above, this includes 20 projects spanning across 10 countries, which are outlined in Table 4.2. I have read these project evaluations and compared these narratives of “success” in order to find when and how UNDP is most successful. Based on these assessments, I have divided the projects into three groups – those that achieved all goals according to the original project document, those that achieved some goals but not others, and those that did not achieve any goals of project or had severe problems. Given the uncertain independence of the evaluators writing the reports, I assessed the projects in relation to their initial project objectives, as well as the relative “success” when compared to the other available evaluations. These divisions are also shown in Table 4.2 according to color code: green for the projects that achieved all goals, blue for the projects that achieved some goals, and red for projects that did not achieve goals or had severe problems.

Two hypotheses may explain project variation: the first is project type, since some project types are easier to accomplish than others. This would be indicated by the project activity, as well as region of host government. The second is that projects with more resources are more likely to succeed. The indicators I am using for this trend are specific donors, regime type, length of project, the primary implementer of the project, the budget of the project, and the economic level of the country. It is notable that these evaluations are always conducted at immediately the end of a project (and therefore only measuring short term effects), and that every project measures only outputs, not outcomes. I also never found any questioning in the

evaluations as to why a specific project was necessary or why a particular objective was included. Nor did I find any discussion of the methodology for accomplishing the objectives, which was particularly obvious in the third category of projects. Throughout the rest of this chapter, I will refer to the projects by their project name with the host country in parentheses.

Table 4.2

Name of Country	Name of Project
1. Angola	Support to the Process of Reform and Modernization of the Justice in Angola
2. Azerbaijan	Capacity Building for the State Social Protection fund Project
3. Azerbaijan	Modernization of Customs Service in Azerbaijan
4. Belarus	Enhancing Border Management in the Republic of Belarus BOMBEL 1
5. Belarus	Capacity Building of SALW Stockpiles Management and Security, Phase I
6. Georgia	Promoting Dialogue and Capacity for Effective National Electoral Processes in Georgia
7. Jamaica	Strengthening Community Safety through Local Government Capacity Building
8. Jamaica	Jamaica Violence Prevention, Peace, and Sustainable Development Program
9. Kazakhstan	Support to the Government of Kazakhstan's social and economic rehabilitation and Reform Programme
10. Kazakhstan	Capacity Building of the Human Rights Commission under the President of Kazakhstan
11. Kazakhstan	Capacity Building for Long-Term Planning and Policy Formulation
12. Kazakhstan	Management Reform and Effective Governance
13. Kazakhstan	Support of Kazakhstan's Accession to the World Trade Organization
14. Kazakhstan	Technical Assistance to the Parliament
15. Lebanon	UNDP Programme Support to Governance Reform in Lebanon (collection of 3 projects: Implementation of Institutional Development Strategy, Fiscal Reform and Administration, and Assistance to Economic Policy)
16. Lebanon	Capacity Building for Fiscal Reform and Management Project
17. Montenegro	Capacity Development Programme (CDP)
18. Rwanda	Programme for Strengthening Good Governance
19. Vietnam	Strengthening the Capacity of the Vietnam Lawyers Association
20. Vietnam	Strengthening Local Government Capacities for Planning, Budgeting and Managing Public Resources.

Green = met project objectives

Blue = partially met project objectives

Red = project severely problematic

I will start with evaluating the first category of projects, i.e. the projects that I assessed accomplished all their goals (and the ones highlighted in green in Table 4.2). There are four of these projects: Capacity Building for the State Social Protection fund Project (Azerbaijan), Promoting Dialogue and Capacity for Effective National Electoral Processes in Georgia (Georgia), Management Reform and Effective Governance (Kazakhstan), and Programme for Strengthening Good Governance (Rwanda). I assessed that these projects were successful relative to the other 16 projects based on the degree they accomplished their goals as stated in the project document, though within these four projects there is also a variation of the “success” of the project. In my opinion, Rwanda’s project Programme for Strengthening Good Governance is by far the most successful and most impressive – it was an ambitious project that seemed to make genuine, tangible achievements. Over the course of the project, the Rwandan Government and UNDP strengthened the capacity of the Rwanda Ombudsman Office as well as the National Human Rights Commission, increasing by 42% the number of corruption complaints received and investigated by the office;⁵⁷ established youth groups under the National Unity and Reconciliation Commission, and organized workshops for the teachers who would head the youth groups on peaceful conflict mediation and long-term development strategies; made institutional changes at the parliament for greater analysis of their policies; created new media regulations for a freer press, trained government officials about appropriate uses of the media, and created a partnership between the media and the Ombudsman Office to fight corruption; and created and passed a law granting women at least 30% of the positions in decision making

57. It might seem like a small detail, but this was the only project evaluation that measured changes in outputs numerically.

organs.⁵⁸ The other projects were much smaller in scale, sometimes setting their goals very low so it would have been nearly impossible to not be “successful.” Nevertheless, they are included in this grouping because they did achieve the goals they set out in the initial project document.

Of the initial hypotheses I started with, it does not seem that the type of project or the region of the host government plays a significant role in dictating project success. According to my categories, the Capacity Building for the State Social Protection Fund Project (Azerbaijan) would fall under information communication technology projects, the Promoting Dialogue and Capacity for Effective national Electoral Processes (Georgia) would fall under electoral assistance, and the other two would be categorized as national government capacity building projects. Although three of the four host governments are in the Former Soviet Union region, it is also notable how many of Kazakhstan’s projects are categorized as “unsuccessful”, as well as Azerbaijan’s other project. Therefore, although this is a very small sample size, based on the evaluations available, it does not seem that region or project type indicates success.

The budget of the project and the economic level of the host government also does not seem to be a strong indicator of project success. The wide variation can be seen in Table 4.3.⁵⁹ The argument behind this hypothesis is that a project with more resources might prove to be more successful. In hindsight this is not particularly surprising: different types of projects might require different amounts of money, but the project types have such wide variation there is no way to do a direct comparison. As for the economic level of the country, UNDP attempts to equalize this factor by determining the amount of TRAC funding partially by GDP per capita.

58. United Nations Development Programme, “Programme for Strengthening Good Governance: End of Programme Report 2007-2011,” *United Nations Development Programme Rwanda*, www.undp.org.rw/PSGG-End-of-Programme-Report.pdf (accessed April 2, 2012).

59. The Project Budget information is from the respective project documents, and the GDP per Capita is from the World Bank.

Table 4.3

Name of Project	Project Budget (USD)	GDP per Capita of host government (USD, 2010)
Capacity Building for the State Social Protection fund Project (Azerbaijan)	2,985,000	10,200
Promoting Dialogue and Capacity for Effective National Electoral Processes in Georgia (Georgia)	960,000	5,400
Management Reform and Effective Governance (Kazakhstan)	228,199	13,000
Programme for Strengthening Good Governance (Rwanda)	10,179,475	1,300

On the surface, it does not seem that donors or primary implementers of the project are a strong indicator. Theoretically, if there are donors who would be more invested in the project, the project would have better resources and advisory sources, and therefore more likely to succeed. A similar argument holds for the primary implementer of the project. This is coded as either “UNDP/external source” or “Government.” If UNDP is the primary implementer, it is more likely that the government is less invested in the project, whereas if the Government is the primary implementer of the project their domestic legitimacy is at more risk, and therefore they have a greater incentive to ensure the project’s success. The donors and primary implementers of the project can be seen in Table 4.4.⁶⁰

60. The Donors are from the respective project documents. The primary implementer is determined by the project evaluation narrative, and is based on which party did the majority of the work for the project.

Table 4.4:

Name of Project	Donors	Primary Implementer
Capacity Building for the State Social Protection fund Project (Azerbaijan)	UNDP, Host Government	UNDP
Promoting Dialogue and Capacity for Effective National Electoral Processes in Georgia (Georgia)	EU, UNDP	UNDP and the International Society for Fair Elections and Democracy
Management Reform and Effective Governance (Kazakhstan)	Not Listed	UNDP
Programme for Strengthening Good Governance (Rwanda)	DFID, UNDP	Government (Rwanda)

As seen in Table 4.4, the donors vary widely, from host governments to the European Union to individual country donors like the United Kingdom. Although it is tempting to say that having a Western donor might improve chances for success (given that two of the four projects had a western donor), in the context of the other 20 projects many of them also had a Western donor. For example, Strengthening Local Government Capacities for Planning, Budgeting and Managing Public Resources (Viet Nam) had several severe problems with the project and therefore I categorized it as “unsuccessful”, but its donors included DFID, DCI (Ireland), and the French Government. Therefore it does not seem that the donor is a significant reason for the success of a project. The primary implementer in 3 of the 4 success cases is UNDP/External source as well, though when we look at the bigger picture 16 of the 20 projects are primarily implemented by UNDP, which includes many of the “unsuccessful” projects. This analysis suggests it does not seem that any of the projects categorized as “success” have obvious commonalities. From this conclusion, I will explore these same hypotheses in the “unsuccessful” category see if there is any notable difference between the two.

Given that there is no clear unifying characteristic for the successful projects, I will see if there are any underlying characteristics of the eight projects in the third category of projects (i.e. the ones colored in red in Table 4.2) by comparing the budgets, GDP per capita, donors, and primary implementers of the projects. This will also show if there are any glaring dissimilarities with the first category of projects. Similar to the first category of projects, there is some variation regarding the degree to which the project did not achieve most of its objectives: for example, in the Capacity Building of the Human Rights Commission under the President of Kazakhstan (Kazakhstan), UNDP had drafted and passed legislation to strengthen the Human Rights Commission's capacity, require it to be staffed with a certain percentage of ethnic minorities and women, as well as making it more independent from the President and the government. Within four months of this legislation passing, the President passed new legislation that annulled UNDP's work, bringing the Human Rights Commission back under his control and erasing requirements for the minority staff. Conversely, in the Strengthening Local Government Capacities for Planning, Budgeting and Managing Public Resources project (Vietnam), the evaluation found that the project was not really necessary – many of the lessons that were to be learned during the project were already known at the design stage of the project, and the project's timeframe was designed to be too short and had too few resources to attain enough participation to achieve its objectives. Clearly in the first example the project's problems were mostly out of UNDP control, but they still did not meet their objective, whereas the second project could have been more effective with better planning, communication, and project design, all of which could have been accomplished by UNDP.

Again, the type of activities of the project vary widely: 3 of the projects focused on government capacity building, 2 of the projects focused on judicial capacity building and the rule

of law, 2 of the projects focused on economic governance, and 1 of the projects focused on information communication technologies. Furthermore, the types of projects are not markedly different from the types of projects in the first and second category of projects. From these eight projects, it does not seem that a particular type of activity is an indicator for less than successful projects.

The budget and economic level of the host country vary rather widely as well, as can be seen in Table 4.5.⁶¹ The majority of the GDP per capita statistics fall between 10,000 and 16,000 USD, though given that the project budget for this range varies from 120,000 to 3.6 million USD it does not seem likely that these projects were unable to achieve their objectives solely because of lack of resources. In most of the cases where there was an observation that there were not enough resources to fully accomplish the project, I think the project goals could have been more clearly defined or the countries better researched in order to know which activities were more necessary. Furthermore, given that the project budgets and GDP per capita statistics varied widely for the first category of projects as well, no information can be gleaned by comparing the dissimilarities.

61. The project budgets are from the respective project documents, and the GDP per capita of host government is from the World Bank.

Table 4.5

Project Name	Project Budget	GDP per capita of host government (USD, 2010)
Support to the Process of Reform and Modernization of the Justice (Angola)	3,211,892	5,900
Modernization of Customs Service (Azerbaijan)	601,094	10,200
Capacity Building of the Human Rights Commission under the President of Kazakhstan (Kazakhstan)	234,786	13,000
Support of Kazakhstan's Accession to the World Trade Organization (Kazakhstan)	120,000	13,000
Technical Assistance to the Parliament (Kazakhstan)	500,000	13,000
Capacity Building for Fiscal Reform and Management Project (Lebanon)	Not listed	15,600
Capacity Development Programme (Montenegro)	3.6 million	11,200
Strengthening Local Government Capacity for Planning, Budgeting and Managing Public Resources (Vietnam)	4 million	3,300

Analysis of the donors and primary implementers is also rather inconclusive, as can be seen in Table 4.6.⁶² Some of the projects are funded solely by UNDP, some do not state their donors, and some have a wide variety of donors. This is similar to the first category of countries as well, so there are no useful similarities or dissimilarities. The primary implementer for all eight projects is UNDP, which would be a striking similarity if not for the fact that most of the

62. The Donors are from the respective project documents. The primary implementer is determined by the project evaluation narrative, and is based on which party did the majority of the work for the project.

projects in the first and second category of projects were not also primarily implemented by UNDP. Thus, these indicators too show inconclusive results.

Table 4.6

Project Name	Donors	Primary Implementer
Support to the Process of Reform and Modernization of the Justice (Angola)	UNDP, UNOHCHR, UNICEF	UNDP
Modernization of Customs Service (Azerbaijan)	UNDP, EU	UNDP
Capacity Building of the Human Rights Commission under the President of Kazakhstan (Kazakhstan)	Not Listed	UNDP
Support of Kazakhstan's Accession to the World Trade Organization (Kazakhstan)	Not Listed	UNDP
Technical Assistance to the Parliament (Kazakhstan)	UNDP, DGTF	UNDP
Capacity Building for Fiscal Reform and Management Project (Lebanon)	Not Listed	UNDP
Capacity Development Programme (Montenegro)	UNDP, Open Society Institute, Government	UNDP
Strengthening Local Government Capacity for Planning, Budgeting and Managing Public Resources (Vietnam)	UNDP, UNCDF, DFID, DCI, French Government, Host Government	UNDP

In an attempt to test the relationship between the success of the project and some of the indicators discussed above (specifically GDP per capita, region of country, and Polity IV score) I ran a regression analysis on the 20 projects that were evaluated. However, the sample size was too small, and the data is very problematic. The regression results and the specific problems with the analysis are discussed in Appendix 4.

This analysis suggests there are no clear commonalities between the “unsuccessful” projects and no clear dissimilarities between the “unsuccessful” and “successful” projects.

However, when examining the deeper subtleties of the project evaluations, there seems to be a pattern in terms of UNDP-government relationships. In particular, a strong working relationship between the host government and UNDP translates to successful projects, and an apathetic or subversive relationship between the host government and UNDP translates to less successful projects. This theory is supported by the literature, as Ponzio claims that the UNDP relationship with the host country is the UNDP's greatest tool for success or failure in the country.⁶³

Although this relationship was intended to be captured in the regime type coding and the primary implementer coding, it seems that these variables did not adequately characterize the differences. This relationship is most obvious in three case studies: the Capacity Building of the Human Rights Commission under the President of Kazakhstan demonstrates an antagonistic relationship; the Programme for Strengthening Good Governance (Rwanda) project demonstrates a strong working relationship; and the UNDP Programme Support to Governance Reform in Lebanon evaluation, which is a collection of 3 projects, one of which had a strong working relationship between the relevant branch of the Lebanese government, and the other two which did not.

Although mentioned briefly earlier in this chapter, the Capacity Building of the Human Rights Commission under the President of Kazakhstan exemplifies how an antagonistic relationship between a host government and UNDP prevents the project from being potentially successful. This was one of UNDP's first official democratic governance projects, spanning between 1995 and 2001 with a small budget of \$234,786. It set out with the objectives to "create necessary procedural, institutional and operational framework enabling an efficient monitoring of the human rights situation in Kazakhstan" and to "develop [the Human Rights Commission's]

63. Ponzio, 227.

capacity to provide advice and assistance to the Government.”⁶⁴ Over the course of the project, the largest component of the work was annual human rights reports for the Government, ostensibly to help elaborate on human rights strategies and policies. The project also ratified all UN human rights conventions within the first few years of the project. The other major component of the project was supposed to be the establishment of the National Ombudsman Institution in order to investigate human rights violations. UNDP was relatively successful in establishing the institution, raised awareness in the country about its role, and wrote and passed legislation that would guarantee its independence and representation of minorities. UNDP completed these activities in May 2001. By September 2001, the Kazakh president had passed new laws, “ignoring basic international standards [of independence and minority representation] and designates for establishment of institution fully controlled by the President.”⁶⁵ Although UNDP had technically achieved its initial goals, the lack of cooperation from the Kazakh government undid many of UNDP’s accomplishments. Given that UNDP’s version of the institution was in compliance with international standards, but would also have created an organization that would have exposed government corruption and human rights abuses, it seems logical that the Kazakh government was not sincere about the initial project objectives, and therefore undermined the success of the project.

64. United Nations Development Programme, “Project Document: Capacity Building of the Human Rights Commission Under the President of Kazakhstan,” *United Nations Development Programme Kazakhstan*, <http://www.undp.kz/projects/start.html?type=internet&lang=1> (accessed November 1, 2011).

65. United Nations Development Programme, “Terminal Programme/Project Report: KAZ/95/016/F/99 - Capacity Building of the Human Rights Commission under the President of Kazakhstan” *United Nations Development Programme Kazakhstan*, <http://www.undp.kz/projects/start.html?type=internet&lang=1> (accessed March 31, 2012).

Conversely, the “Programme for Strengthening Good Governance” in Rwanda, despite being in a relatively autocratic society (their 2010 Polity IV score is -4, which is just higher than the cutoff for this project), demonstrates a successful project that fulfills its project objectives due to a strong working partnership with the host government and UNDP. The general purpose of the project was to “enhance effectiveness and capacities of key national institutions, mandated to promote state accountability and responsiveness.” These “key national institutions” included the Rwandan parliament, the Office of the Ombudsman, the National Human Rights Commission, the National Unity Reconciliation Commission, the National Electoral Commission, and the High Council of the Press. All of these institutions were financial donors for the project and were listed as primary implementers for the project in their respective areas, with UNDP and the United Kingdom’s DFID playing advisory roles. Besides targeting several institutions, the project was quite extensive in terms of resources: \$10,179,475 over the course of four years, and the amount that was accomplished in such a short time is impressive. In the Ombudsman’s office component of the project, UNDP’s resources funded a nationwide study on corruption in Rwanda, allowed them to investigate the most flagrant examples, and then advised the Ombudsman’s office as they drafted national corruption policies based off the findings of the report and the investigation. UNDP also helped the Ombudsman Office create a working relationship with journalists and the media as a way to raise awareness about corruption to private citizens, holding several conferences run by the Ombudsman Office on the media’s role in fighting corruption, as well as staging plays, radio dramas, and educating university staff and students about corruption. UNDP funds also allowed the Ombudsman office to improve their database and system of sorting complaints. UNDP also trained the Ombudsman staff in

mediation techniques and investigation techniques. Overall, the Ombudsman Office saw a 42% increase in the number of corruption complaints received and investigated.

Under the National Unity and Reconciliation Commission, UNDP helped them finish the Rwanda Reconciliation Barometer as a way to quantitatively measure public opinion about the country's progress towards national reconciliation. UNDP also helped them establish school schools, community clubs, peace camps, and committees that target youth. Through the course of the project, over 20,000 students attended peace camps, and 333 unity and reconciliation clubs and 1,064 unity and reconciliation associations were established in schools and universities. The program also trained almost 3,000 teachers about the importance of civic education, peace building, and peaceful conflict mediation. These teachers went on to head the various youth programs, as well as to ensure that genocide ideology was not being promoted in schools.

Following similar lines, UNDP and DFID worked with the National Human Rights Commission. This included a thorough awareness campaign in schools, churches, and the government.

UNDP also worked with the parliament. Under UNDP's direction, the parliament established a research unit to help the parliament analyze the national budget and their national policies. The parliament also began the practice of conducting field visits to monitor the implementation of government programs and writing evaluation reports of the progress. UNDP also helped establish a parliamentary radio with the support of both parliamentary chambers, with the hopes of raising awareness about national issues as well as soliciting input from Rwandan citizens.

UNDP provided extensive advice to the Media High Council, improving the professionalism of the media, training the directors in management, communication, and law.

The media institution was also restructured for horizontal accountability within the institution, as well as new legislation giving the media greater freedom and independence from the government.

Finally, UNDP and DFID worked with the National Women's Council, revising national gender policies (such as a 30% minimum of women in the government's decision making branches), conducting awareness campaigns, establishing a monitoring and evaluation mechanism for the implementation of national women's policies.

Overall, this was a very well executed project that gives Rwanda the tools for a brighter future in sustainable good self-governance, particularly with the establishment of several institutions to monitor corruption, human rights abuses, and quality of governance. In every aspect of the project, the relevant branch of the Rwandan government took the lead, which suggests sincerity for genuine change, and UNDP and DFID were mostly advisors, as opposed to primary implementers throughout the process.

The primary critique of this project is whether it is counter-productive to work towards these goals with government institutions, especially in Rwanda. For example, given Rwanda's history combined with the current minority-Tutsi led government, a government initiated national unity and reconciliation might not be considered trustworthy, and consequently ultimately ineffective. However, it is debatable whether a government led reconciliation commissions is more advantageous than no reconciliation commission at all.

A final case study that illustrates the importance of a strong working relationship between the host country and UNDP is the evaluation entitled "UNDP Programme Support to Governance Reform in Lebanon," which encompassed three Lebanese democratic governance projects: Implementation of Institution Development Strategy, which targeted the Ministry of Economy and Trade; Fiscal Reform and Administration, which targeted the Ministry of Finance;

and Assistance to Economic Policy, which targeted the Office of the Minister of State. In all three of these projects, the Lebanese government is the primary implementer while UNDP plays an advisory role, but the Fiscal Reform and Administration project was by far the most successful, achieving most of its outputs. The other two projects were not as data driven, but also were not as religious about data collection, so the results in general are inconclusive. Because of these two projects, this evaluation is in the second category in Table 4.1, though if the Fiscal Reform and Administration project had been separate it would have been in the first category and on par with the degree of success as Rwanda. The Ministry of Finance was clearly invested in the project, funding most of the \$34,101,809.34 budget their self, whereas the other two do not list their donors. The project was successful in preparing representatives of the Ministry of Finance to attend trade negotiations and economic conferences, returning with favorable contracts for the Lebanese government. The project also streamlined the institution and made it more efficient, ultimately reducing the size of the Lebanese government as opposed to expanding it (the more common outcome for UNDP democratic governance projects.)? A previous evaluation attributes the success of the project to the close partnership between UNDP and the government, which fits the pattern outlined by the previous two examples:

“The success of the programme is explained, first, by its legitimacy, which stems from the personal support of the Minister, government ownership, institutional location (at the MOF), the quality and commitment of staff, its performance track record, the volume and diversity of technical and financial support that it receives, and its corporate image; second, by the high quality of programme leadership and management; third, by the quality and character of technical cooperation, measured in terms of the widespread recognition of the widespread recognition of the importance and authenticity of the programme’s work and the significance of its multifaceted role; and fourth, by government and donor confidence, which is based on the foregoing, and which results in strategic partnerships based on mutual confidence and trust, delegation to the programme

of considerable authority and responsibility, programme operational autonomy and flexibility, and continuing support.”⁶⁶

In contrast, it is unclear what, if anything the other two projects accomplished, though it was clear that those two ministries did not have the same relationship with UNDP. Regarding why the Ministry of Finance had cultivated such a relationship and the other two did not is not discussed in the relatively short evaluation report, and the project documents do not provide any suggestions either. Nevertheless, there seems to be a strong trend: when UNDP and the host government have a strong working relationship, the impact of the projects are far-reaching and powerful. However, when this relationship is dysfunctional or antagonistic, the projects can be a complete waste of resources.

66. Peter Blunt, “Final Draft: UNDP Programme Support to Governance Reform in Lebanon: An Outcome Evaluation,” *United Nations Development Programme Lebanon*, erc.undp.org/evaluationadmin/downloaddocument.html (accessed March 31, 2012).

Chapter 5: Conclusion

This paper has outlined several problems with UNDP as an institution. First, its decentralized structure generally makes it rather inefficient. Its flexible funding combined with its voluntary and inconsistent evaluation mechanism makes it ripe for abuse from insincere governments, though evidence of abuse is inconclusive. Finally, UNDP's very broad definition of democratic governance means that its resources are not necessarily concentrated on activities that directly promote democratic governance.

However, this paper has also pointed out that UNDP has several advantages. First and foremost, UNDP is seen as a neutral and legitimate organization around the world (despite all the structural problems), and seems to be generally trusted by both donors and host governments. This neutrality makes it the ideal democracy assistance agency in politically delicate situations, especially in cases where neo-colonialism and imperialism are deep-rooted concerns. UNDP's decentralized structure does give them the advantage of intimate knowledge of a country through their local, national, and regional offices, allowing them to be flexible and culturally sensitive. UNDP also does not discriminate where they give their democracy assistance: they help established democracies improve their governance, as well as giving governments that, arguably, have not even started a transition to democracy, an opportunity to become more democratic. By touting democratic governance as one of their primary focus areas, UNDP also espouses the importance of good governance as a universal value, reinforcing the logic of appropriateness discussed at the very beginning of this paper. The voluntary evaluation system, although problematic, also gives governments a chance to save face towards their citizens when a project fails, giving the opportunity for governments to experiment with how they promote democratic governance.

Despite my previous assumptions that authoritarian governments by definition would choose projects that are less directly related to democracy and would be less likely to attract donors, this seems to not be the case – authoritarian host government and democratic host governments generally host the same types of projects, and have a similar mix of donors. The only possibly difference that I could discern, though without statistical significance given the very small sample size, is that democratic host governments place a greater emphasis on empowering their citizens, while authoritarian governments generally focus on strengthening their institutions.

Finally, given that the structure has a mix of advantages and disadvantages that produce stellar successes or dismal failures, and regime type does not seem to indicate types of projects or a project's eventual success, what then dictates the success or failure of a project? More study is needed to better understand these mechanisms, such as individualized case studies of projects or host governments, but from the 20 available evaluations, I conclude that the host government and UNDP must have a strong working relationship. A large budget and copious resources help, but are not strictly necessary, specific donors are inconclusive, and the economic level of a country does not statistically predict project success. In the case of Lebanon and Rwanda, the results can be far-reaching and powerful. Lebanon's new trade contracts can stimulate the economy of the country in the wake of a bitter and depressing civil war. Rwanda's wide ranging activities help promote human rights and conscious governance in a relatively authoritarian country. Although the honesty of the evaluation and the sincerity of the Rwandan government are questionable, it is important to note that many aspects of the project focused on empowering their own citizens, as opposed to building the capacity of the government. Given that this is the

subtle difference I found between democratic and authoritarian countries, Rwanda's efforts seem to be relatively genuine.

Although UNDP does not have full control over the nature of their relationship with host governments, they can take steps to better ensure good relationships in the future. For example, centralizing their information, streamlining their focus areas, as well as enacting more transparent practices could foster more trusting and stronger relationships with the host governments. UNDP is working on greater transparency after a non-democratic governance project scandal in Afghanistan over the use of United States' donations with the launch of a donor database in November 2011. In addition, UNDP should simplify, streamline, and require the evaluation process. In its current state, the process is difficult and confusing, and does not benefit host countries with systematic and thorough knowledge sharing. Furthermore, donors are not automatically given a report outlining how the money was spent and the results of the project, a problem that can be remedied with systematic evaluations.

In summary, UNDP has the tools that, when combined with a strong working relationship with a government, can result in successful democratic governance projects, but whether this potential is fully realized is ambiguous at best. UNDP can and must take steps to help ensure its future success in order to better capitalize on this potential, and to help avoid the potentially abusive situations offered by its structure.

Appendix 1: UNDP Democratic Governance Projects, Years, and Donors, by Country: 1992 – 2011

Country	Project	Dates	Donors
Afghanistan	ACT	2007-2012	Denmark, Italy, Norway, UK, Canada
	AJDL	2005-2008	EU
	ANBP	2003-2011	Japan, UK, Canada, USA, Netherlands, EU, Norway, Switzerland, EU, Government, UNDP, Denmark, Italy
	ASGP	2010-2014	Canada, EU, Italy, Netherlands, Norway, Switzerland, UK, UNDP
	ASGP II	2010-2014	UK, Australia, Switzerland, Government
	CAP	2007-2008	Canada, Canada, India, Government, UNDP, UNDP
	CSD	2006-2011	Australia, Belgium, Canada, Croatia, Denmark, EU, Estonia, Finland, France, Germany, India, Ireland, Italy, Japan, Luxembourg, Netherlands, Norway, South Korea, Spain, Sweden, Switzerland, Turkey, UK, UNDEF, UNDP, USA
	ELECT	2007-2009	Italy, UK
	GEP	2009-2012	Canada, Denmark, EU, Germany, Norway, Spain, Switzerland, UK
	JHRA	2008	Italy, USA, Canada, Germany
	PJCM	2007-2010	UNDP
	PPSD	2005-2008	EU, France, Denmark, Germany, Canada, Italy, Sweden, UNDP
	SEAL I	2005-2008	France, Italy, EU, Sweden, UNDP, Germany, Denmark, Canada
	SEAL II	2008-2012	NA
	SJSA	2006-2008	Italy, UNDP
Albania	Advocacy for Democratic Politics (March 2003 - March 2004)	2003-2004	UNDP
	Aid Management	2004-2007	World Bank, UK, EU, UNCTAD, USA
	Beautiful Albania - Gjirokastra (Government) (July 2004-July 2005)	2004-2005	Austria
	Brain Gain - Engaging the Diaspora in Albania's development April 2006-December 2011	2006-2011	NA
	Capacity building for Fier Regional Council	2005	NA
	Capacity Building for Gender Mainstreaming	2004-2005	NORAD, Norway
	Capacity Building Support to INSTAT	2004-2006	NA
	Combating extra-legality in Albania (October 2006 - December 2007)	2006-2007	UNDP, Norway
	e-Accounting Programme (January 2006 - December 2008)	2006-2008	UNDP, Italy
	EUconomic Governance, Regulatory Reform and Pro-Poor Development in Albania (February 2010 0 February 2012)	2010-2012	NA
	Empowering Civil Society to Monitor MDGs	2003-2004	UNDP, Soros Foundation Foundation
	Empowering the Vulnerable Minority Communities of Albania (March 2008-March 2010)	2008-2010	UNDP, UNDP
	Ensuring Citizen Access to Public Information and E-Services at the Regional Level - PAC (April 2003 - April 2005)	2003-2005	UNDP
	Establishing a Training Institution for the Albanian Public Administration	NA	UNDP
	Establishing an Economic Management Function in Albania	NA	Netherlands
	External Assistance Management	NA	UNDP
	Government Electronic Network (GovNet) - phase II	2007-2009	EU, UNDP
	Government Electronic Network (September 2004 - February 2006)	2004-2006	EU, UNDP
	Image of Albania, phase II (May 2006 - August 2008)	2006-2008	NA
	Immediate Multi-Donor Support to the Integrated Planning System	2006-2008	NA
	Integrated Support for Decentralization (ISD) October 2008-December 2012	2008-2012	EU
	Introducing ICT Applications at Local Level and Enhancing Citizens' Participation (April 2010 - November 2011)	2010-2011	NA
	Joint Strategic Millennium Development Goals Awareness and Mobilization Campaign	2005-2006	NA
	Leadership through social artistry and appreciative inquiry (January 2005 - October 2005)	2005	NA
	Living Standard Measurement Survey Albania 2008 (May 2008 - December 2009)	2008-2009	NA
	Local Governance Programme	2002-2005	NORAD, Soros Foundation, UNDP, UNDP, Arab Gulf Fund
	MDG Regional Report	2003-2005	UNDP, Government, EU
	MINORITY Rights Capacity Building and Advocacy in Albania (1 December 2005 - 31 July 2007)	2005-2007	NA
	National Capacity to Improve policy design, implementation and monitoring of MDGs/NSSED/SAA in Albania (July 2003 - June 2004)	2003-2004	NA
	National Human Development Report Albania 2008 (May 2007 - March 2010)	2007-2010	NA
	NHDR	2000-2002	UNDP
	Promoting Disability Rights in Albania, Support Programme on the Convention on the Rights of Persons with Disabilities (SPC) (July 2010-July 2012)	2010-2012	ONE UN
	Regional Development Strategy / National Action Plan Monitoring And DevInfo Implementation In VLora Region	2006	UNRC, UNDP, UNICEF, UNFPA
	Support for Trade Regulation and Trade Promotion (July 2004-December 2006)	2004-2006	EU, UNDP
	Support to implementation of Free/Open Source Software Initiatives in the Government and Education Sector in Albania	2006	UNDP
	Support to Ministry of Social Affairs, Labour, and Equal Opportunities to monitor the National Strategy for Improving Roma living conditions using DevInfo	2007-2008	UNDP, UNFPA, IOM, UNRC, UNICEF, Action 2 Global Programme
	Support to National ICT Strategy Process/E-Government Start-up	2002-2003	UNDP, Soros Foundation

	Support to Participatory Poverty Monitoring at the Local Level (August 2002-August 2003)	2002-2003	NA
	Support to Strengthening Local Governance and Decentralization for Regional Development in Albania (Government) (January 2006 - December 2007)	2006-2007 2003-2005	NA NA
	Support to the Ministry of Foreign Affairs	2003-2005	NA
	Support to the training of 150 public sector managers and to the capacity building of TIPA's staff	2005-2006	NA
	Supporting the Government of Albania to Improve ICT Infrastructure and e-Services in Albania (May 2011 - May 2013)	2011-2013	NA
	Technical Assistance and Capacity Building Support to the National Agency for Information Society (May 2008-March 2009)	2008-2009	NA
	United Nations Press Club	2002-2011	NA
	Violence against women - no longer a family issue	2006-2008	Japan, UNDP
	Women in Leadership	2003	NA
Algeria	Appui a_l'évaluation des besoins d'accompagnement des re_formes économiques en Algerie	2004-2008	UNDP
	Appui a_la modernisation du secteur penitentiaire	2003-2007	UNDP, Government, Canada, UNDP
	Appui au Parlement Algerien	2009-2012	NA
	Appui au renforcement des capacites nationales pour la gestion integree des dechets municipaux	2004-2007	Switzerland
	Programme d'appui a_la modernisation de la justice en Algerie	2003-2007	UNDP, Government, UNDP, Canada
	Appui à la consolidation de la modernisation de la justice	2011	UNDP, Government
	Appui à la réforme du marché financier – Phase 1 - Evaluation et conception	2011-2014	Government, UNDP, COSOB, SGBV
Angola	Decentralization and Local Government	2008-2010	UNDP, UK, Spain
	Support to Civil Education	2006-2009	UNDP, Sweden, NORAD, USA
	Support to the Process of Reform and Modernization of the Justice in Angola	2004-2009	UNDP, UNOHCHR, UNICEF
Argentina	ARG00044	2001-2007	Government
	ARG00049	2001-2007	Government
	ARG02007	2002-2008	Government, Interamerican Development Bank
	ARG02020	2002-2008	Government, Interamerican Development Bank
	ARG02029	2002-2007	Interamerican Development Bank, Government
	ARG03003	2003-2007	Interamerican Development Bank, Government
	ARG03026	2004-2008	Government
	ARG04003	2004-2006	Government
	ARG04007	2004-2009	Government
	ARG04022	2004-2007	Government
	ARG04024	2004-2007	Government
	ARG04025	2004-2007	Government
	ARG04027	2004-2007	World Bank, Government
	ARG04029	2004-2005	Government
	ARG04031	2004-2005	Government
	ARG04033	2004-2005	Government
	ARG04035	2005-2007	Government
	ARG04036	2005-2006	Government, UNDP
	ARG05001	2005-2007	Government, UNDP
	ARG05003	2005-2008	Government, UNDP
	ARG05013	2005-2007	Government, UNDP
	ARG05016	2005-2011	UNDP, Government
	ARG05021	2005-2006	Government
	ARG05023	2006-2008	Government
	ARG05025	2006-2008	Government
	ARG06004	2006-2007	UNDP, Government
	ARG06005	2006-2007	Government
	ARG06010	2006-2010	Government, New Zealand
	ARG06012	2006-2008	Government
	ARG06013	2006-2007	UNDP, Government
	ARG06018	2006-2009	Government
	ARG06019	2006-2007	UNDP, Government
	ARG06022	2006-2008	Government, Government, UNDP
	ARG07002	2007-2008	UNDP, Government, Anonymous
	ARG07005	2007-2009	Government
	ARG08004	2008	UNDP, Government, Anonymous
	ARG08006	2008	Government
	ARG08007	2008-2011	Spain
	ARG08009	2008-2009	Government
	ARG08012	2008-2010	UNDP, Government
	ARG08013	2008-2010	UNDP, Government
	ARG08026	2008-2009	UNDP
	ARG08027	2009-2011	Government
	ARG08029	2008-2011	Government
	ARG08030	2009-2011	Government
	ARG09003	2009	Government
	ARG09006	2009-2011	Government, Spain
	ARG09007	2009-2011	Government, UNDP
	ARG09010	2009-2011	Government
	ARG09016	2009-2011	Government
	ARG09018	2009	Government
	ARG10004	2010-2011	Government, UNDP
	ARG10006	2010-2011	Government

	ARG10009	2010-2013	Government
	ARG10012	2010-2011	World Bank, Government
	ARG10023	2011-2012	Government
	ARG11003	2011-2012	UNDP, Government
			Interamerican Development Bank, Banco Supervielle,
	ARG11004	2011-2015	Anonymous
	ARG11008	2011-2012	Government
	ARG11009	2011-2012	Government, UNDP
	ARG11010	2011-2012	Government
	ARG11013	2011-2012	Government
	ARG11019	2011-2012	Government, UNDP
	ARG11020	2011-2012	Government, UNDP
Armenia	Enhancing Dialogue and Trust Building in Armenia	2011	UNDP
	EUAG	2011-2013	EU
	Live Armenia - Project marketplace	2011	UNDP, UNDP
	Mobilizing Communities for Social Contract in Armenia	2011	UNDP
	Promoting Human Rights Education in Armenia	2011	UNDP, Netherlands
	Supporting Integrated Border Management in the South Caucasus	2009-2012	EU, UNDP
Azerbaijan	Azerbaijan Networking Education Technologies	NA	NA
	Capacity Building and Data Transmission Network Implementation for the State Customs Committee of Azerbaijan Republic	2001-2008	Government, UNDP
	Capacity Building for the State Social Protection Fund V	1999-2004	Government, UNDP
	Establishment and Development of the State Register of Population III	2005-2015	Government, UNDP
	Good Governance through Civil Service Reform	2006-2012	Government, Norway, UNDP, UNDP
	ICT for Education	2005-2007	UNDP, Government
	Mainstreaming Gender into the Civil Service	2009-2010	UNFP, UNFPA
	Management capacity of the local NGO sector	NA	NA
	Modernization of Customs Services	2005-2007	NA
	National Capacity Building Programme for the Ministry of Foreign Affairs	2005-2009	Government, UNDP, Arab Gulf Fund
	National e-Governance Network Initiative	2004-2006	Government
	National Human Development Report 2010 on Civil Service Reform	2005-2009	UNDP
	REGTARC (e-gov)	2005-2008	NA
	SCAD V	NA	NA
	South Caucasus Integrated Border Management	2005-2009	NA
Bahrain	Action2 UNCT Bahrain Human Rights Based Approach	2006-2008	UNDP
	Actional Plan for Political Empowerment of Women	2005-2006	Government
	Building a Knowledge Society	2005-2007	UNDP
	Enhancing Institutional Capacity for Global Economic Environment and Governance	2010-2013	Government
	Establishing e-Training System in Bahrain - Creating Knowledge Workers	2006-2010	Government
	Improve the Institutional Capacity of the Parliament in Bahrain	2006-2007	Government, UNDP
	Knowledge based society	2009-2010	Government, UNDP
	Multi-sectoral drug control assistance to the Government of the kingdom of bahrain	2009-2010	Government
	Strengthening and Institutionalizing Gender Mainstreaming within UNDP Bahrain	2006-2007	UNDP
	Strengthening Civil Society Organizations' Capacity to Participate in the National Reform Process in the Kingdom of Bahrain, phase 2	2008-2009	UNDP
	Strengthening the Human Resource Development Capabilities of the Civil Aviation Affairs (CAA) in Bahrain	2004-2007	UNDP
	Support and Capacity Development for the Review and Implementation of the National Youth Strategy and Action Plan 2010-2014	2010-2014	Government
	Support to the Development of the National Childhood Strategy and the National Strategy for Persons with Disabilities for the Kingdom of Bahrain	2010-2011	Government, UNDP
	Support to strengthening the capacity of the parliamentary secretariat and the members of parliament	2009-2011	Government
	Support to the implementation of the national strategy for the advancement of Bahraini Women	2009-2012	Government
	Supporting Implementation of Bahrain's universal periodic review	2008-2011	Government
	Supporting Political Reform in Partnership with the Bahrain Institute of Political Development (BIPD)	2006-2008	Bahrain Institute for Political Development, UNDP
Bangladesh	Activating Village Courts Project	2009-2013	EU, UNDP, Government
	Civil Service Change Management Programme	2008-2012	African Development Bank, UNDP
	CSSED	2009-2012	Government, UK, Netherlands
	Local Governance Support Project (LGSP-LIC)	2007-2011	EU, Denmark, UNCDF, UNDP
	National Human Rights Commission Capacity Development	2010-2015	Denmark, Sweden, Switzerland, UNDP
	Police Reform Programme II	2009-2014	UK, UNDP
	Promoting Access to Justice and Human Rights in Bangladesh	2007-2012	UNDP
	UZP through Capacity Building Initiatives and Policy Advocacy	2009-2011	UNDP
	Strengthening Election Management in Bangladesh	2011-2016	UNDP, EU, USAID, DFID
Barbados	Youth-In	2010-2013	Italy, UNDP
Belarus			
	11746 2003-2006	NA	
	34210 2004-2005	NA	
	40102 2004-2006	NA	
	44032 2005-2006	NA	
	51710 2007-2009	UNDP	
	51784 2007-2009	UNDP, UNICEF, EU	
	52629 2007-2009	EU, UNDP	

	52724 2006-2008 54285 2007-2011 59354 2007-2009 62779 2008-2010	UNDP, EU UNDP UNDP, UNICEF, UNHCR EU, UNDP, UNICEF
	Belarus/Ukraine/Moldova Anti-drug Trafficking (BUMAD I) BYE 00 003 BYE 96 003 BYE/01/001	2003-2004 2000-2003 1997-2002 2001-2004
Belize	Decentralization Dialogue Project Up-scaling Local Governance Capacities Project Applying MDG Acceleration Framework - Addressing Governance Bottlenecks to Achieve Water and Sanitation Coverage in Belize Southside Youth Success - Pathways to Employment for Young Men at-risk of Joining Gangs	2008-2009 2007-2011 2011-2013 2011-2013
Benin	Gouvernance Concertee LEPI MAEP projet d'appui a la reforme administrative et institutionnelle Projet d'appui au renforcement et a la modernisation de l'assemblee nationale Projet d'Appui aux OSC et aux medias	2009-2013 2009-2011 2009 2009 2009-2013
Bhutan	PROJET D'APPUI AUX ELECTIONS DE 2011 Establishment of a National Legal Institute for the Royal Court of Justice Institutional and Human Capacity Building of the ACC and RAA Local Governance Support Programme Strengthened Institutional Capacity of the Election Commission of Bhutan Support for Strengthening the Institutional Capacity of Parliament of Bhutan UN Support to Localisation of e-governance Enhancing G2C Service Delivery in Rural Bhutan	2011 2009-2011 2008-2012 2008-2013 2009-2012 2009-2011 2008-2010 2011-2012
Bolivia	BOL37445 BOL41333 BOL48103 BOL50182 BOL50696 BOL51412 BOL57106 BOL58005 Justicia y Derechos Humanos BOL 58322 BOL50182 BOL50389	2008 2008-2012 2009-2010 2008-2012 2009-2011 2009-2010 2009-2010 2009-2010 NA 2008 2008 2010
Bosnia and Herzegovina	Culture for Development - Improving Cultural Understanding eGovernance and ICT use regional report (2nd ed) eGovernment at the Council of Ministers eLead Enhancing evidence-based policy making EWS Government FBiH and Civil Service Agency FBiH in effective PAR Implementation ILDP LOD MTS Rights-based Municipal Development Programme	2009-2011 2009-2010 2006-2008 2008-2011 2009-2011 2000-2008 2006-2008 2007-2011 2010-2014 2007-2011 2002-2009 2009-2011
Botswana Brazil	UNDP NO INFORMATION Acoes Estrategicas de apoio ao Desenvolvimento Urbano e Regional do Estado do Para_i Acordo de Cooperac_a_o Tcnica CAIXA/PNUD/ABC- MRE* Apoio a_ Consolidacao da Governanca Democratica no Mato Grosso do Sul Apoio ao Plano Goveramental de Segurana Pblca Assistencia a_ Implementacao do Programa de Apoio a_ Agenda de Crescimento Econmico Equitativo e Sustentavel (PACE) Assistencia Preparatoria - Programa de Implementacao dos Nucleos Estaduais de Orquestras Juvenis e Infantis da Bahia - NEOJIBA_ Aumentar a Competitividade das Empresas Brasileiras pela Promocao de Investimentos e Exportacao Campanha Escola Solidaria D 8 maneiras de mudar o mundo Comite_ Brasileiro do Pacto Global Coordenacao do PNAFM (Programa Govermental de Apoio a_ Gestao Administrativa e Fiscal dos Municipios Brasileiros) Coordenacao e Avaliacao de Projetos* Curso de tecnicas investigativas D UNICRI Democratizacao de Informacoes no Processo de Elaboracao Normativa	Government Government Government Government Government Government Government Government Government Government NA Government Government NA Government Government NA 2005-2008 2003-2007 2007 2007-2009

Desenvolvimento Humano Sustentavel na Area Metropolitana de Recife e Regiao	2001-2010	Government
Desenvolvimento Humano Sustentavel no Rio de Janeiro D DHS - RJ*	1999-2004	Government
Desenvolvimento Institucional do Centro de Gestao Estrategica do Conhecimento em Ciencia e Tecnologia (CGecon)	2000-2007	Government
Direitos Humanos em Rede	2002-2004	UNF
Direitos Humanos para Todos D Reestruturando a SEDH para trabalhar com novos temas	2007-2010	NA
Escolas abertas aos finais de semana*	2000	Government
Esporte como Estrategia de Desenvolvimento Social e Economico	2001-2008	Government
Fortalecimento da CapaCanadade de Gestao do Ministerio do Planejamento, Orc_amento e Gestao	2007	Government
Fortalecimento da Funcao Avaliacao na America do Sul	1998-2007	Interamerican Development Bank
Fortalecimento da Gestao Policial em Minas Gerais	2005-2007	Government
Fortalecimento da Justica Brasileira	2005-2008	NA
Fortalecimento das CapaCanadas de Gestao Governamental do Governo do Estado do Amazonas	2005-2007	NA
Fortalecimento e Consolidacao de Distritos Industriais	NA	NA
Fortalecimento Institucional de Agencia de Desenvolvimento da Amazonia/ Nova SUDAM	2006-2011	Government
Fortalecimento Institucional em Apoio ao Desenvolvimento Local no Estado de Alagoas	2008-2010	NA
Gerenciamento Integrado dos Projetos da Execucao Governamental IBGE HD-TAL (Human Development Technical Assistance Loan D Emprestimo Tecnico para apoiar o Desenvolvimento Humano)	2000-2009	Government
Imagen do Brasil no Exterior	2000-2008	Government
Implantacao de uma Politica Governmental para o Ensino Fundamental	2003-2007	Government
Implementacao de Programas e Projetos de Cooperac_a_o Tcnica entre Paises em Desenvolvimento (CPTD) Brasileira	1998-2008	Government
Implementacao de Programas e Projetos de Cooperac_a_o tecnica Prestada a Paises em Desenvolvimento (CTPD)	NA	NA
Implementacao do Sistema Integrado de Financiamento da Educacao Documento de Projeto	1999-2008	Government
Implementacao do Sistema Integrado de Informacoes Educacionais (SIEd) InclUSAo Digital*	2002-2007	Government
Institucionalizacao da Agencia Governmental de Saude Suplementar	2003-2004	UNDP, UNDP
Melhoria da Qualidade do Ensino Fundamental e Educacao Infantil	2000-2009	Government, Interamerican Development Bank
Modernizacao da AdminisUNDPao Tributaria da Secretaria da Fazenda do Estado de Sao Paulo*	1999-2007	Government
Modernizacao da AdminisUNDPao Tributaria do Estado do Maranhao*	2002-2007	Government
Modernizacao da Gestao da Cooperac_a_o Tcnica no Brasil	2000-2008	Government
Modernizacao das CapaCanadas de Gestao Operacional e Estrategica do Gabinete do Prefeito de Sao Paulo	2005-2009	NA
Modernizacao do Sistema Penitenciario Governmental	2006-2007	NA
Modernizacao do Tribunal de Justica do Distrito Federal e Territorio	2006-2009	NA
Modernizacao e Fortalecimento Institucional da Comissao de Valores Mobiliarios-PRO CVM	2004-2009	Interamerican Development Bank
Modernizacao Fazendaria do Estado do Amazonas	2000-2004	Interamerican Development Bank
Modernizacao Fazendaria do Estado do Ceara_	2000-2007	Interamerican Development Bank
Modernizacao Fiscal do Para_	1997-2007	Government
Modernizacao Institucional do Departamento de Policia Federal	2000-2007	Government
Nova Politica de Educacao Profissional	2003-2008	Government
Nucleo de Informacao da Integracao Regional	2000-2008	Unidade de Politicas Sociais / Saude - Itamaraty
PAN- Medalha Ouro - Construindo convivencia e seguranca Canadada_	2006-2007	NA
Pesquisa e Ensino em Desenvolvimento Sustentavel no Brasil	2000-2008	Finland, UNDP
Plano de Reestruturação da Secretaria de Vigilancia Sanitaria	2002-2007	Government
Plano para Implantacao do Projeto de Consolidacao e Qualificacao das Politicas de Migracao e Acordos InterGovernmentais	2006-2007	NA
Programa das Tecnologias da Informacao e Comunicacao para a Sociedade Brasileira	1999-2008	Government
Programa de Aperfeiçoamento dos Instrumentos de Atuacao do Banco Central do Brasil e da Comissao de Valores Mobiliarios junto ao Sistema Financeiro Governmental - Proat II	2002-2007	World Bank, Government
Programa de Aperfeiçoamento dos Instrumentos de Atuacao do Banco Central junto ao Sistema Financeiro Governmental;	NA	NA
Programa de Apoio a_ Modernizacao da Gestao do Sistema de Previdencia Social D PROPREV	2000-2008	Interamerican Development Bank, Government
Programa de Apoio a_ Reforma de Sistemas Estaduais de Previdencia D PARSEP	1999-2007	Government, World Bank
Programa de Cooperac_a_o com a America Latina, a Africa, a CPLP e os Paises de Lingua Portuguesa	2004-2008	Government
Programa de Desenvolvimento da Zona Leste de Sao Paulo	2004	NA
Programa de Desenvolvimento de uma Rede de Pequenas e Medias Empresas Turisticas na Estrada Real	2006-2008	FIEMG
Programa de Desenvolvimento Institucional da Comissao de Valores Mobiliarios D PRODES CVM	2002-2009	World Bank, Government
Programa de Fortalecimento do Gerenciamento Fiscal e Financeiro D PROGER	2001-2008	World Bank, Government
Programa de Fortalecimento Institucional do Instituto Governmental de Colonizaco e Reforma Agraria (Inca) em Apoio a_ Reforma Agraria*	1999-2007	Government
Programa de Modernizacao da AdminisUNDPao Fazendaria do Amapa_ - PROGovernmentAZ/AP	1998-2007	Government
Programa de Modernizacao da AdminisUNDPao Fazendaria do Estado de Pernambuco D PROGovernmentAZ/PE	1999-2007	Government

	Programa de Modernizacao da AdminisUNDPao Tributaria do Estado de Goias	2000-2009	Interamerican Development Bank, Government
	Programa de Modernizacao da AdminisUNDPao Tributaria e Financeira Estadual de Mato Grosso do Sul	1997-2008	Government
	Programa de Modernizacao da Gestao do Sistema Judiciario	2003-2004	UNDP
	Programa de Modernizacao da Secretaria de Fazenda do Estado da Bahia	2000-2008	Interamerican Development Bank
	Programa de Modernizacao do Poder Executivo Federal	NA	NA
	Programa de Modernizacao do Poder Executivo Federal (PMPEF II)	2005-2008	Interamerican Development Bank, Government
	Programa de Modernizacao do Sistema de AdminisUNDPao Tributaria e Financeira da Secretaria da Fazenda do Estado de Sao Paulo	2004-2009	NA
	Programa de Modernizacao Fazendaria Ñ PROGovernmentAZ	1998-2007	Government, Interamerican Development Bank
	Programa de Modernizacao Fazendaria do Estado do Espirito Santo	2000-2007	Government
	Programa de Modernizacao Fazendaria do Estado do Parana_ Ð PROMOSEFA/PR	2000-2007	Government
	Programa de Modernizacao Fiscal dos Estados Brasileiros	2002-2008	Government, Interamerican Development Bank
	Programa de Reestruturação e Modernizacao da Secretaria de Estado da Fazenda Ð Minas Gerais	2002-2008	Government
	Programa de Tratamento e Disseminacao de Informacoes Educacionais	1998-2007	Government
	Programa Governamental de Apoio a_ Modernizacao da Gestao e do Planejamento dos Estados Brasileiros e do Distrito Federal (PNAGE)	2003-2009	Interamerican Development Bank
	Programa Governamental de Desenvolvimento Institucional de Parcerias Publico-Privadas	2007-2009	Interamerican Development Bank, Government
	Programa SESI- Industria Saudavel	2007-2008	SESI
	Programas de Desenvolvimento do Turismo*	2000-2002	Interamerican Development Bank
	Projeto de Apoio a_ Implantacao do Programa de Desenvolvimento Ambiental Aguas da Bahia	2005-2007	NA
	Projeto de Apoio a_ Modernizacao do Planejamento e da Gestao do Governo do Estado do Amazonas	2005-2010	Government
	Projeto de Apoio a_ Modernizacao do Tribunal de Contas da Uniao*	NA	NA
	Projeto de Assistencia Técnica para a Modernizacao da Previdencia Social - PROAST	2000-2007	World Bank, Government
	Projeto de Cooperac_a_o Tecnica - Seguranca Canadada_	2004-2011	NA
	Projeto de Desenvolvimento Socioeconomico de Sub-regioes do Nordeste do Brasil	2005-2007	Government
	Projeto de Fortalecimento e Modernizacao da Area Fiscal do Distrito Federal	1998-2007	Government
	Projeto de Fortalecimento Institucional da FUNAG	1998-2004	Government
	Projeto de Modernizacao Administrativa das Areas Tributaria e Financeira do Estado do Tocantins	1997-2007	Government
	Projeto de Modernizacao da AdminisUNDPao Tributaria do Estado de Sergipe -PROMATE	1998-2007	Government
	Projeto de Modernizacao da AdminisUNDPao Tributaria e Financeira do Estado do Piaui_ *	2002-2007	Government
	Projeto de Modernizacao da Secretaria da Fazenda do Estado do Rio Grande do Sul Ð PROGovernmentAZ/RS	1998-2007	Government
	Projeto de Modernizacao do DC/MRE	2001-2007	Government
	Projeto de Modernizacao Fiscal do Estado de Rondonia*	1999-2008	Interamerican Development Bank
	Projeto de Reestruturação e Modernizacao da AdminisUNDPao Tributaria do Estado da Paraiba - Promosat	1997-2007	Government, Interamerican Development Bank
	Projeto de Reestruturação e Modernizacao do Sistema de AdminisUNDPao Tributaria do Estado do Rio Grande do Norte	2002-2008	Government
	Projeto de Restauracao e Manutencao de Estradas Federais Ð PREMEF	2007-2008	Government
	Projeto EMPRETEU*	2000-2004	Government
	Projeto Escola Jovem	2001-2008	Interamerican Development Bank
	Projeto Rede IPEA	1998-2007	Government, Interamerican Development Bank
	Promoção Comercial e AUNDPAo de Investimentos	2007-2010	Government
	Rede de Integracao e Participacao Legislativa	1998-2008	Government
	Reforma da Educacao Profissional	NA	NA
	Regionalizacao administrativa e descentralizacao do processo de desenvolvimento catarinense Ñ Projeto MEU Lugar	2004-2008	Government
	Relatores Governmentais de Direitos Humanos	2002-2005	NA
	Relatorio sobre os Objetivos de Desenvolvimento do Milenio Ñ Brasil SEBRAE/PNUD - Microcredito*	NA	NA
	Seized Fire Arms Stockpile Management	2000-2004	Government
	Sistema Governmental de Indicadores Urbanos	2005-2007	NA
	Sistema Governmental de Informacoes das Canadades (SNIC)	2001-2004	Government
	Sociedade Catarinense do Desenvolvimento	2005-2008	NA
	Software Publico InterGovernmental	2006-2007	Government
	Apoio à Organização da Conferência das Nações Unidas sobre Desenvolvimento Sustentável (Rio+20)	2009-2010	NA
	Fortalecimento da proteção e defesa da concorrência e dos direitos do consumidor no Brasil	2011-2012	Government
	Parcerias para realização da Conferência das Nações Unidas sobre Desenvolvimento Sustentável – Rio +20	2011-2014	Government
	Projeto "Informações em Direitos Humanos - Identificando Potenciais e Construindo Indicadores"	2011-2012	NA
	Projeto de Cooperação Sul-Sul de Fortalecimento de Programas de Alimentação Escolar Sustentável em países em desenvolvimento	2011-2015	Government
	Projeto de Estruturação do Sistema de Vigilância e Monitoramento de Produtos para a Saúde.	2011-2013	Government
	Promoção de Direitos no Contexto da Política Migratória brasileira	2011-2014	Government
Bulgaria	Assistance to the Bulgarian Government for the Destruction of Identified Surpluses of Weapons and Ammunition	2003	UNDP
	Bulgaria Beyond the Facts	2006-2007	UNDP

	Bulgarian Libraries	2009-2013	Bill and Melinda Gates Foundation, Microsoft, Government
	Bulgarian State Administration IT Training	2006	Government, UNDP
	Capacity Building for Sustainable Development at National and Community levels Phase I (Capacity 21)	1999-2004	UNDP, Capacity 21 Trust Fund
	Capacity Building for Sustainable Development at National and Community Levels Phase II (Capacity 21)	2001-2004	Netherlands, USA, UNDP
	Community Development and Participation through the Chitalishte Comprehensive Review of the Administrative and Commercial Justice Systems in Bulgaria	2002-2003	UNDP, UK
	E-Government in Bulgaria	NA	NA
	Early Warning System in Bulgaria	1999-2002	UNDP, USA, Open Society Foundation
	Early Warning System in Bulgaria (Phase III)	2003-2005	UNDP, USA
	Establishment of a New System of Administrative Justice in Bulgaria	2003-2005	UNDP, Government, UK, Canada, Anonymous
	Humanitarian Assistance to Vulnerable People in Selected Regions of Bulgaria	1997	Denmark
	i-Government	2006-2008	UNDP, MSAAR
	Immediate Support to Strengthen the Ability of the UNDP Office to Provide a Coordinated Urgent Responses to the Sudden Crisis in Bulgaria	1997-1999	UNDP
	Improved Juvenile Justice	2002-2004	Norway, UNDP
	Increasing Government Transparency and Accountability through Electronic Access to Information	2007-2008	UNDP, UNDP
	Institutional Support to the Chitalishte Development Foundation	2004-2008	UNDP, FLGR, Charles Stuart Mott Foundation
	Methodologies and Analyses for Good Governance	1997-2002	UNDP, Canada, Government, NGOs
	National Human Development Report	NA	NA
	National Research Network	NA	NA
	NCEDI	2004-2006	UNDP
	Policy Support and Technical Assistance for Good Governance	2002-2005	UNDP
	Policy Support and Technical Assistance to the Implementation of the UNDP Country Programme for Bulgaria (2006-2009)	2007-2009	UNDP
	Policy Support to the Implementation of the CCF 2002-2005	2006-2009	UNDP
	Programme for Preventive Development to Avert Crisis	2002-2005	UNDP, USA, Open Society Foundation
	Promotion of Community Participation and Development in Bulgaria	1997-1999	UNDP, Canada, Netherlands
	Razlog Model Municipality	1997-2001	Government, Netherlands, UNDP
	Rural Network and Leader	2001-2004	MAF, UNDP, UNDP, Government
	Strengthening Partnerships in the Planning and Absorption of EU Structural and Cohesion Funds	2006-2008	MAF, UNDP, UNDP, Government
	Strengthening MLSP capacity to manage EU funded programmes and Projects	NA	NA
	Strengthening the Agricultural Production Monitoring System	2001-2003	MLSP, UNDP
	Strengthening the Capacity of the Managing Authority of the Operational Programme "Administrative Capacity" and of the MSAAR Relevant Directorates Involved in Programme Implementation	1999-2000	UNDP, Franco-Bulgarian Fund, Government
	Support to MLSP for Strengthening the Cooperation between Central and Regional Level Structures in the Management of EU funded Programmes and Projects	2006-2007	Government, IPAEI, UNDP
	Support to the Establishment of an Agricultural Production Monitoring System	2004-2006	Government
	Sustainable Development and Democracy Network Programme	1997-1998	UNDP, Government, Franco-Bulgarian Fund, France, STS resources
	Sustainable Development in Rural Areas	1997-2000	UNDP, Open Society Foundation, ARC Fund, CSD
	Television Programme on Consumer Awareness and Rights	2003-2007	MAF, UNDP, Government
	Zoning of the Bulgarian Wine Industry	1999-2000	UNDP, Netherlands
		1996-1997	UNDP, France and Sveti Triphon Foundation
Burkina Faso	ADEPAC	2007-2010	UNDP and 2
	Appui au renforcement des capacités de la Société Civile 2011)	NA	NA
	Mécanisme Africain d'Evaluation par les Pairs (2011)	2006-2010	UNDP, Government, African Development Bank, CEA
	PAPAP 2011	2006-2010	UNDP, UNDP, ACBF, African Development Bank, Taiwan
	Projet d'appui à la politique nationale de lutte contre la corruption	NA	NA
	Projet d'appui au plan d'actions de mise en œuvre de la police de proximité (2010)	NA	NA
	Projet d'appui au Renforcement des capacités dans le domaine de la Gouvernance Économique	NA	NA
	Projet de renforcement de la gouvernance administrative et de la coordination de la politique nationale de bonne gouvernance (2011)	NA	NA
Burundi			EU, Belgium, Netherlands, Norway, Sweden, UNDP, Japan, UK, Commission de Consolidation de la Paix des Nations Unies, France, Australia, Switzerland, Luxembourg, Canada, Egypt
	Appui au cycle électoral de 2010	2009-2011	
	PARDC/R	2006-2011	UNDP
	Programme intégral de renforcement des capacités nationales pour la consolidation de la paix et la gouvernance démocratique	2010-2012	Système des Nations Unies
	Réduction de la violence sexuelle contre les femmes	2008-2011	Luxembourg
Cambodia	Access to Justice	2006-2010	UNDP, Spain
	Democracy and Electoral Processes in Cambodia	2006-2010	UNDP, Canada, Australia, Sweden, Ireland, Oxfam, UNDP
	Democratic and Decentralized Local Governance in Cambodia	2006-2011	EU, UNDP
	European Fund for Micro-Projects Phase II	2006-2009	EU, Government
	Legislative Assistance Project	2007-2010	UNDP
	Partnership for Gender Equity	2004-2006	UNDP
	Project to Support Democratic Development	2007-2010	Sweden, UK, UNDP
	Partnerships for Development Results	2011-2015	Australia, Canada, New Zealand, Sweden, UNDP
Cameroon	No Information		
Central African Republic	PACE	2009-2010	NA

	Renforcement des capacites nationales en matiere de consolidation de la paix	NA	NA
Costa Rica	Abordaje Integral de la Problematica de Armas de Fuego	2006-2008	Government, UN-LIREU
	Apoyo a la Modernizacion de la Unidad Cartografica del INEU	2007	INEU
	Apoyo a la Revision Curricular de Secundaria	NA	NA
	Apoyo al Governmento Digital	NA	CICAP
	Apoyo al Programa Govermental de Costa Rica	2006-2008	UNDP
	Apoyo Tecnico al Plan Puebla Panama	2006-2007	Interamerican Development Bank, UNDP
	Constructores de Democracia	2007-2009	NA
	Desarrollo y Promocion del Concepto de Seguridad Humana en America Latina	2010-2012	Trust Fund of the United Nations for Human Security
	Educacion en Etica, Estetica y Ciudadania	2006-2010	Spanish UNDP Fund
	El teatro de Ibsen y la consolidacion de los derechos humanos	2008-2010	Norway
	Esquipulas II	2007-2008	Anonymous
	Fortalecimiento de la Planificacion Estrategica del Estado Costarricense	2010-2011	Spanish UNDP Fund
	Fortalecimiento de las CapaCanadades Institucionales para la Gestión de la Cooperacion InterGovernmental	2007-2009	UNDP, Anonymous
	Fortalecimiento de las capaCanadades municipales para la planificacion del desarrollo human local en Costa Rica	2008-2009	NA
	Fortalecimiento de las capaCanadades TIC en PyMEs y Governmentieros locales mediante el uso del software libre	2010-2012	UNDP
	Fortalecimiento Govermenternabilidad Democratica en Costa Rica	2007-2008	Spain, UNDP, Government
	Impulso a las prioridades del Plan Govermental de Desarrollo (2006-2010)	2007-2010	NA
	Juntando las Piezas	NA	NA
	Planificacion Estrategica y Buen Governmento	2010-2011	NA
	Politicas interculturales para la inclusion y generacion de oportunidades	2008-2012	Spanish UNDP Fund
	Red de Proteccion Social Costarricense	2006-2007	UNDP
	Sistema de Informacion Regional SIR	2006	UNDP
	Planes Cantonales de Desarrollo Humano Local y Planes Estratégicos Municipales	2011-2012	UNDP
Cote d'Ivoire	Appui a la Relance de la Prospective et la Mise en Place d'un Mecanisme de Veille Strategique	2006-2007	NA
	Appui Institutionnel a la direction de l'egalite et de la promotion du genre du ministere de la Famille	2006-2007	NA
	PAPE	2008-2011	NA
	PASU	2003-2007	NA
	Programme d'appui a la Bonne Gouvernance	NA	NA
	Sous-programme de renforcement des capacites des femmes elues locales ivoiriennes	NA	NA
Croatia	Business Partnerships Programme - PARTNER	2010-2011	UNDP, Croatian Business Council for Sustainable Development
	Justice and Human Security Programme - Justice and Security	2007-2011	UNDEF, UNDP Bureau for Crisis Prevention and Recovery, Government of the Kingdom of the Netherlands, OSCE
	Local Development - LIFE	2006-2010	Norway, Netherlands Ministry for Development Cooperation, UNDP, Government, Austria, ADA, UNDP, Dutch Government, SNV Netherlands Development Organisation, NCDD, EU
	Social Inclusion Programme - SOS	2005-2011	UNDP, WHO, UNDP, UNDP, Germany, Ministry for Economic
	Support to National Priorities Projects	2006-2011	Cooperation and Development, BMZ
	Heritage as a means of development	2011-2013	UNDP
			EU, Government
Democratic Republic of the Congo	Amelioration de la securite humaine dans les zones instables de la RDC	2008-2011	NA
	APEC	2005-2007	NA
	Appui a l'amelioration de l'environnement des affaires	2009-2012	UNDP
	Appui a la communication pour le developpement	2008-2012	UNDP, UK
	Appui a la coordination interministerielle	2008-2012	UNDP
	Appui a la gestion et a la coordination de l'aide	2008-2012	UNDP
	Appui a la Justice	2009-2012	NA
	Appui a la planification du developpement	2008-2012	UNDP
	Appui a la reforme de l'administration publique	2008-2012	UNDP
	Appui au systeme statistique national	2008-2012	UNDP
	Appui aux medias et a la societe civile	2008-2012	NA
	Appui aux parlements et aux partis politiques	2008-2012	NA
	Armes legeres et de petit calibre (ALPC) et Controle democratique du secteur de securite (CD)	2008-2012	UNDP, France, Japan
	Gouvernance Judiciaire et Securitaire	2010-2011	NA
	Bio-economie integree pour l'amelioration des conditions et de la qualite de vie des populations	2008-2012	UK, UNDP
	Communication pour le developpement	2008-2012	UNDP
	Coordination Interministerielle	NA	NA
	Gouvernance Administrative	NA	NA
	Gouvernance Economique	NA	NA
	Gouvernance Judiciaire et Securitaire	NA	NA
	Gouvernance Locale	NA	NA
	Gouvernance Politique et Elections	NA	NA
	Projet d'Appui a la Decentralisation et au Developpement Local	2008-2012	UK, UNDP, FENU
			EU, UK, Belgium, Canada, Netherlands, Sweden, France, Switzerland, UNDP, Spain, Italy, Organisation
	Projet d'Appui au Cycle Electoral (PACE)	2007-2012	intergouvernementale de la Francophonie
	Projet Post brassage /UK	2006-2010	UK

Djibouti	Promotion des valeurs ethiques et lutte anti corruption	2008-2012	UNDP
	Programme d'appui à l'IGE	2008-2012	NA
	Programme d'appui au Parlement	2008-2012	Government
	Programme d'appui au Secretariat General du Gouvernement	2008-2012	Government
	Projet d'appui à la Gouvernance	2003-2007	NA
	Projet d'appui à la Mairie de Djibouti	2009	NA
	Projet d'appui à la Promotion du Leadership des Femmes	2008-2012	NA
	Projet d'appui au Gouvernement pour l'aboration des indicateurs de suivi de la Gouvernance	NA	NA
	Projet d'appui au Ministre de la Jeunesse, des Sports, des Loisirs et du Tourisme	2009	NA
	Projet d'appui au renforcement de la transparence	2004-2007	NA
	Projet d'appui au renforcement des capacits du Ministre des Affaires Etrangres et de la Cooperation Internationale en matire de coordination de l'aide	2008-2012	NA
Ecuador	Apoyo a la democracia en el Ecuador	2004-2011	UNDP
	Apoyo Governmentalizacion transporte publico en Cuenca	2005-2010	UNDP, Government
	Fortalecimiento Municipio de Guayaquil	2002-2011	UNDP, Government
	Transporte Publico en el DMQ fase II	2000-2011	UNDP, Government
Egypt	Abandonment of FGM/C and Empowerment of Families	2009-2012	UNDP, UNICEF, UNFPA, UNIFEM
	Alexandria Participatory Strategic Urban Planning	2009-2012	Government, UNDP
	BENAA Capacity Building in Human Rights	2002-2006	EU, Dutch, UNDP
	Greater Cairo Strategic Urban Development Plan	2007-2011	Government, UNDP
	Legal Aid and Dispute Settlement Offices in Family	2008-2009	UNDP, AHDR
	Promoting Rights of Persons with Disabilities	2009-2013	Government, UNDP
	Regional Planning for Spatial Development	2009-2013	Government, UNDP
	Shubra Health & Urban Social Development	2007-2011	Italy, UNDP
	Strategic Development Plan of Southern Egypt	2002-2007	UNDP, Government
	Strengthening the Capacity of CGovernmentA	2007-2011	UNDP, Japan
	Strengthening Transparency in Civil Service	2009-2011	UNDP, Government
	Support to NCHR (INSAN II)	2010-2011	UNDP
	Support to Pension Fund and Fiscal Policy Reform	2007-2011	UNDP, Government
	Support to the Ministry of Investment	2006-2009	UNDP, Netherlands, Government
	Strengthening Results Management Capacities to Support National Development	2011-2013	Government, Canada, UNDP
El Salvador	Análisis Político y escenarios prospectivos para fortalecer la Gobernabilidad democrática en El Salvador (PAPEP-El Salvador) 00061450	2008-2010	NA
	Apoyo a la formulación de políticas publicas consensuadas en tema de seguridad y convivencia ciudadana 00055372	2007-2011	Intereses
	Ciudad segura para convivir 00071743	2009-2011	UNDP
	Dinamización Economías Locales 00074250	2010-2012	GOES, UNDP
	Fomento de la convivencia y la seguridad ciudadana en sonsonate 00057378	2007-2011	United Nations Trust Fund for Human Security
	Fortalecimiento de capaCanadades de las instituciones Governmentales 00061673	2008-2011	UNDP
	Fortalecimiento de las capaCanadades Governmentales y locales para la gestión de la convivencia y seguridad ciudadana 00061527	2008-2010	Bureau for Crisis Prevention and Recovery, Match Against Poverty
	Fortalecimiento del Consejo Económico y Social de El Salvador 00074175	2010-2012	UNDP
	Fortalecimiento Institucional del ISSS en respuesta al VIH/Sweden 00073852	2010-2012	GOES, UNDP
	Hacia la Participación Plena de las Mujeres en la Política 00061981	2008-2010	UNDP
	Pacto por la Igualdad y la Quidad de Gnero 00062185	2008-2011	UNDP
	Procurando la Gobernabilidad democrática en tiempos de crisis y el cambio en El Salvador 2009-2010 00070027	2009-2010	UNDP
	Redución de violencia y construcción de capital social 00063857	2009-2017	Spain
	Segunda fase del componente VIH de la propuesta salvadoreña de lucha contra el VIH/Sweden y la Tuberculosis pre-sentada al Fondo Mundial 00053790	2006-2011	TRAC, SIDA
	Cerrando brechas de participación electoral con el voto desde el exterior	2011-2012	UNDP, Government
	Evaluando la Gobernabilidad Democrática en El Salvador-Transparencia y Rendición de Cuentas	2011-2013	UNDP
Equatorial Guinea	NO INFORMATION		
Eritrea	Capacity building in the ministry of foreign affairs	2006-2011	NA
	Capacity Building of the Ministry of Finance	2010-2011	UNDP
	Capacity building of the Ministry of Tourism	2007-2010	NA
	Capacity development in the Department of Immigration	2007-2009	UNDP
	Human Capacity for the Ministry of Justice	2008-2011	NA
	NCEW	2010-2011	UNDP
	Support to capacity building in the civil service administration	2004-2011	NA
Ethiopia	Democratic Institution Program	2007-2012	UNDP
	HIV/AIDS and Development	2007-2011	UNDP
	Mainstreaming Gender Issues	2008-2011	ADA (Austria Aid)
	Support to House of Peoples representatives (Parliament)	2007-2008	UNDP
	Leadership Development Institutions	2010-2011	NA
Fiji			

	Aid Coordination Project Signed	2007-2009	NA
	Nice Project Civic Education Activities Reach Local Communities	2008	UNDP
	UNDP and NZ sign agreement to support Tuvalu Island Council	NA	UNDP, New Zealand
	Fiji Civic Education in Schools	2005-2008	New Zealand
	Kiribati Parliament Support (Maneaba in Maungatabu)	2009-2011	UNDP
	Nauru Constitutional Reform Project	2006	UNDEF
	PF Net Replica Project	2004-2010	UNDP
	Solomon Islands Coordination of Observers (2010 Election)	2010-2011	UNDP, Australia, Japan, EU, UK
	Solomon Islands Parliament Phase 2	2008-2012	UNDP
	Solomon Islands Provincial Governance Strengthening Project	2008-2012	UNDP
	Support to RMI Parliament Phase II	2008-2011	UNDP
	Support to the Palau Congress Project	2008-2012	UNDP
	Supporting Local Governance in Tuvalu (Phase II)	2009-2012	UNDP, New Zealand
	Tonga Support to Parliament	2008-2011	UNDP
	Tuvalu Support to Parliament	2011-2013	UNDP, UK
	Vanuatu Building Resilient Communities	2007-2011	UNDP
Gabon	FSM Support to Congress	2008-2011	UNDP
	ONU-Habitat	2010	UNDP, ONU-Habitat,
	PAPCID	2008-2011	Government, UNDP
Gambia	PNBG	2009	African Development Bank (Banque Africaine du Developpement)
	ACCESS TO JUSTICE.	NA	NA
	Capacity Enhancement of Women in the Decision Making Process	2010-2011	UNDP
	Civil Service Reforms and Institutional Capacity Development	NA	NA
	E governance Project.	2009	UNDP
	PUBLIC SERVICE REFORM AND INSTITUTIONAL CAPACITY DEVELOPMENT Project.	NA	NA
	Support to Access to Justice for the poor .	2009-2011	NA
	Support to the Judiciary.	2009-2010	UNDP
	Support to the National Assembly	2007-2010	Government
	SUPPORT TO THE OFFICE OF THE CHIEF JUSTICE.	NA	NA
	SUPPORT TO THE UNIVERSITY OF THE GAMBIA.	NA	NA
	Women Empowerment and Gender Mainstreaming	NA	NA
Georgia	A Strong Parliament in a Consolidated Democracy	2010-2011	Government, UNDP
	Assessment of Social Vulnerability in Georgia	2011	UNDP
	Assistance to constitutional Reform	2009-2010	Ireland
	Assistance to the Public Defender's Office	2006-2010	Government, Norway, UNDP
	Capacity Building of the Constitutional Court of Georgia	2008-2009	AIG
	Civil Registry Reform, phase 2	2007-2009	UK, UNDP, USA
	Developing Capacities for Democratic Institutions for Fair Electoral Processes and Active Civil Participation	2008-2011	EU, Government, UNDP
	Developing justice sector capacities to promote legal empowerment and access to justice	2009-2011	UNDP
	Development of Media Monitoring Capacities in Georgia	2010-2011	EU
	Development of the Addressing System in Georgia	2009-2011	Sweden
	Gender and Politics Programme in the South Caucasus	2004-2010	Sweden, UNDP
	Governance Reform Fund	2007-2010	AIG, Ireland, Open Society Institute, Sweden
	Improved Skills for Successful General Education Decentralization Reform	2008-2009	Sweden
	Improving management capacity of the Tbilisi State University	2009-2010	Tbilisi State University
	Introduction of an evidence-based policy-making cycle at the Ministry of Labour, Health and Social Affairs of Georgia	2009-2010	AIG
	Modernization of the finance system of Georgia, phase 2	2005-2007	Netherlands, Government
	On-Demand Consultancy Service	2007-2010	Switzerland, Sweden, UNDP
	Promoting dialogue and capacity for effective national Electoral process	2009-2011	EU
	SCAD 5 - South Caucasus Action Programme on Drugs, phase 5	2007-2010	EU
	SCIBM	2009-2011	EU
	Strengthening institutional performance and capacity for public sector control	2004-2007	Government, UNDP
	Strengthening local and regional governance in the Kvemo Kartli region	2007-2010	Government, Sweden
	Strengthening Effectiveness and Transparency of the Parliament of Georgia	2004-2008	EU, Government, Sweden, UNDP
	Support to Civil Society Development	2010	Romania
	Support to democratic governance in the Imereti region of Georgia	2002-2007	UNDP, Government
	Support to Local Governance Reform in Georgia	2009-2010	UNDP, Sweden
	Support to Regional Offices of the Public Defender of Georgia	2009-2010	EU
	Support to the Centre for Effective Governance System and Territorial Arrangement Reform in its Decentralization Efforts	2006-2008	UNDP, Sweden
Ghana	Support to the justice system of Georgia	2006-2010	Government , UNDP
	Access to Justice	2006-2010	NA
	Armed Violence, Small Arms Reduction and Human Security	2007-2010	UNDP, UK
	Effective Programme Coordination and Communication for Development	NA	UNDP
	ICT for Accelerated Development	NA	UNDP, Government
	Joint Support for Gender Policy and Strategies	2008	UNDP, UNFPA, UNIFEM
	Promotion and Protection of human rights	2007-2010	UNDP
	Support KAIPTC Regional Small Arms Control Project	2007	Government, UK
	Support to Civic Education	2006-2010	UNDP
	Support to National Governance Programme	2006-2010	UNDP
Guatemala	Support to Parliament	2006-2010	UNDP
	Analisis estrategicos sobre De	2009-2011	UNDP, Government
	Apoyo a la Imp de la Estrategia de Modernizacion Fiscal	2008-2010	UNDP

	Catastro Izabal	2003-2011	UNDP
	creacion de alianzas estrategi	2008-2011	Government
	Desarrollo Humano para nuevas	2009-2011	NA
	Fortaleciendo Instituc. mujere (61753)	NA	NA
	Fortaleciendo instiuc. mujere (61752)	2008-2011	Government
	Fortalecimiento CGC - Auditori (60277)	2008-2010	NA
	Fortalecimiento CGC - Auditori (60279)	2008-2010	NA
	Fortalecimiento CGC - Carrera	2008-2010	NA
	Fortalecimiento CGC - Intercam	2009-2010	NA
	Fortalecimiento de capaCanadades	2008-2010	UNDP
	Fortalecimiento de CapaCanadades (69416)	NA	NA
	Fortalecimiento Presidencia de Guatemala (63158)	NA	NA
	Fortalecimiento Presidencia de Guatemala (63159)	NA	NA
	Fortalecimiento Presidencia de Guatemala (63160)	2009-2001	NA
	Fortalecimiento Presidencia de Guatemala (71972)	2010-2011	NA
	Fortalecimiento y modernizacion del organismo legislativo	2004-2010	Government
	GUJA/04/034 - Apoyo a la Implementacion del PNR	2008-2010	Government
	PAR-Apoyo Educ, Cap. e Inv III	2009-2011	NA
	Paradigma de DH es utilizado p	2009-2011	UNDP
	Partidos politicos	2009-2010	UNDP
	Prodeme-Fortalecimiento Instit	2004-2010	Government, UNDP
	Prodeme-medio AMB y dese sol	2004-2010	Government
	prodeme-ordenamiento territ	2004-2010	Government
	Prodeme-revitaliza centro hist	2004-2010	Government
	programa de alianzas con la so	2007-2010	Government
	Programa maya	2009-2012	Government
	Proj Desarrollo metropolitano	2004-2010	Government
	Pronacom	2002-2009	Government
	Pronade Fase II	1998-2010	NA
	Proyecto de catastro y registro en peten	2001-2010	Government
	Recuperacion Postdesastre Regi	2008-2009	UNDP
	Red Governmental de Multiplicadore	2009-2010	NA
	Reordenamiento Inst	2008-2010	NA
	Sentando Bases Planif Integrat	2008-2009	NA
	Training Program on HR for Ind	2009-2010	Government
Guinea			
	Appui à l'amelioration de la Gouvernance Democratique et au Renforcement des Capacit Humaines et Institutionnelles 2007-2011	2007-2011	UNDP
	Projet d'appui a la gouvernance democratique 2007-2011	2007-2011	NA
	Projet d'appui a la modernisation de l'administration guineenne - E-gov	2007-2010	Spanish Democracy Fund
	Projet de Promotion de la Concertation Sociale en Guinee	NA	NA
	Projet des Centres d'Information de Proximit (CIP)	2004-2006	UNDP
	Projet Elections Communales et communautaires de 2005	2005	Canada, UNDP
	Projet Elections legislatives	NA	NA
Guinea Bissau			
	Appui a la Reforme Administrative	NA	NA
	Appui ANP	2009-2011	UNDP
	Appui au Processus Electoral	NA	NA
	E. Gouvernance locale	2010	UNDP, Spanish Democracy Fund
	Gestion Locale et Decentralisation (PADRL)	NA	NA
	Pro-Palop-TL - Appui aux Cycles Electoraux 2010-2012 dans les PALOP et Timor Oriental	2005	NA
	PTA Appui CPAP	NA	NA
Guyana			
	Community Youth in Governance Enhancement Project	NA	NA
	EPTSI	2008-2011	UK, Canada, UNDP, UNDPA
	GEUOM Electoral Support Project (suspended, not included)	2007-2011	UNDP
Haiti			
	Appui au Processus Electoral en Haiti 2010-2011	2010-2011	GOH, USA
	Cohesion Sociale et Prevention des Conflits	2009-2011	NA
	Efficacite et coordination de l'aide	2010-2011	NA
	Reforme de la Base Maritime de la PNH	2008-2011	NA
	Renforcement de Capacites de la Justice et la Securite Publique	2010-2011	NA
	Système de Justice et SEUurite Publique Amerloire	2010	NA
	Trasfert de Competences de Migrants Haitiens Qualifies/TOKTEN	2010-2012	NA
	Appui à la Transition Politique	2011	UNDP
Honduras			
	Programa de Apoyo a la Gestión, Modernización y Expansión de la Red de la Empresa de Telecomunicaciones de Honduras	2002-2011	Government
	Programa de Fortalecimiento al Registro Governmental de las Personas para la identificaci—n Ciudadana con nfasis en Territorios en condiciones de exclusi—n social y Económica	2009-2011	Spanish Fund, UNDP
	Proyecto de Asistencia Técnica al Tribunal Supremo Electoral de Honduras	2008-2011	Sweden
	Reformas para el Fortalecimiento de la Democracia	2009-2011	Sweden
	RNP	2009-2010	Sweden
	Sistema de Observatorios para el Seguimiento de las Metas del Milenio	2009-2010	Sweden
India			
	Access to Justice	2006-2008	NA
	Capacity Development for District Planning and Livelihood Promotion	2008-2012	NA
	Capacity Development for Local Governance	2008-2012	NA
	Support to Operationalization of NREGA	2006-2012	NA
	Pathways for an Inclusive Indian Administration	2011-2012	NA
Indonesia			
	Building and Reinvention DEUcentralized Governance	2009-2011	ART GOLD Trust Fund, Spain

	Enhancing Communications, Advocacy and Public Participation Capacity for Legal Reforms (CAPPLER)	2006-2009	UNDP
	Legal Empowerment and Assistance for the Disadvantaged	2007-2010	Norway, Netherlands, Sweden, UNDP
	Multi-Donor Programme - Support for Indonesia's Democratic Elections	2008-2010	NA
	Parliamentary Support Projects (PROPER, PRIDE, GRADE)	2006-2009	Australia
	Support to the Deepening Democracy in Indonesia	2006-2009	UNDP
Iran	E-Customs in Iran	2005-2011	UNDP, Government
	Human Rights for Greater Access to Justice	2005-2009	UNDP, Norway, Netherlands, EU
Iraq	BSA	2006-2009	Iraq Trust Fund
	HR	2008	UNDP, EU
	HR and Constitution Workshops	NA	Denmark
	ILD	2008	Government
	Implementing the UN Convention against Corruption	2008-2012	USA
	Institutional Development and Capacity Building	2007-2009	ITF
	Journalists in Dialogue Phase I	2006-2007	UNDP
	Media Development I	NA	Spain
	Media Development II	NA	UNDP
	MMPW	2008	ITF
	National Dialogue and REUonciliation	2007	ITF
	NCCMD	2009	UNDP, EU
	Newspaper Development Programme - Phase I	2006-2007	UNDP
	Open Shutters	2006-2007	UNDP
	Outreach Constitution	2008	NA
	Parliamentary Strengthening	2009	ITF
	Public Management and Accountability Programme	2006-2008	UNDP, Canada
	Return Rule of Law and Promotion of HR	2004-2005	Denmark
	Recters Media-Constitution	2004-2008	ITF
	Rule of Law	2008	NA
	Strengthening of the Constitutional Process and Go	2009	ITF
	Study Tours-Iraqi Parliamentarians	2008	UNDP
	Support the Media in its Role of Fostering Peace a	2009-2011	ITF
	Support to Constitution	NA	NA
	Support to Decentralization and Local Governance	2008-2010	Iraq Trust Fund (from Spain)
	Support to the Development of Justice and the Rule	2008-2010	Iraq Trust Fund (from Spain)
	Support to the Rule of Law and Justice	2008-2010	EU
	Support-Independent Media-Phase I	2006-2007	UNDP
	Technical Assistance to IHEU, Phase II	2009-2010	Iraq Trust Fund
	UNDP Media-Constitution	2004-2008	ITF
Jamaica	Building Civil Society Capacity to Support Good Governance by Local Authorities	2010-2011	UNDP
	Community of Practice on Peace, Security and Justice	2009	NA
	Enhancing Civil Society Participation in Local Governance for Community Safety	2011-2012	UNDP
	First Caribbean Human Development Report for Citizens Security	2010-2011	UNDP
	JVPPSD	2008-2011	Sweden, Canada, UK, UNDP
	Knowledge Networks for Connecting Jamaica and its Diaspora	2009-2011	EU
	Mainstreaming Migration in National Development	2011-2012	Switzerland, Global Migration Group, UNDP
	Mitigating the Negative Impact of Migration on the Inter-Generational Household in Jamaica	2009-2011	EU
	Strengthening Community Safety through Local Government Capacity Building	2009-2011	UNDP
	Supporting Jamaican Deported Migrants and their Families	2009-2011	EU
Jordan	Acceleration of MDG 1 Through Legal Empowerment of the Poor Initiative in Jordan	2011-2012	NA
	Capacity Development for Improved Property Tax management and collection by the local Government	NA	UNDP
	capacity development for the national center for human rights	2010-2012	UNDP, Ireland
	Capacity Development Project for the Members and staff of the Lower House of Parliament	NA	NA
	Developing of the E-accounting System in Jordan	2004-2009	NA
	Development of the E-Procurement System in Jordan	2008-2010	UNDP, Government
	Improving the Property Tax Management and Collection	NA	NA
	Parliament Capacity Development	NA	NA
	Phase two - strengthening the tax system	NA	NA
	Political Parties	NA	NA
	Project of Support to the anti-corruption commission to implement elements of the national anti-corruption strategy	2010-2011	UNDP, UNDP
	Strengthening Property Tax System - phase II	2010-2012	France
	Strengthening the Capacity of Government to Act Against Corruption	2003-2009	Government
	Strengthening the Income and Sales Tax Department	1996-2007	NA
	Support for Capacity Building of the Ministry of Public Sector Development to Implement the Service Delivery Improvement System in Jordan	2003-2010	UNDP, Government
	Support to national Parliament - second phase	2010-2012	UNDP
	Support to the Jordanian Anti-Corruption Commission	NA	NA
Kazakhstan	Advisory Services to the President of Kazakhstan on Macroeconomic Issues	1995-1997	UNDP
	Assistance to local governance development in Kazakhstan (PA)	2001-2003	UNDP
	Assistance to restructuring and reorganisation of the large state owned industrial enterprises in Kazakhstan's company-towns	1995-1998	UNDP

	Assistance to the Government of Kazakhstan in Aid Management and Aid Coordination	1995-2002	UNDP
	Assistance to the Government of Kazakhstan in Supporting Economic Reforms and Creating a Favourable Investment Climate	1994-2012	UNDP
	Assistance to the Government of Kazakhstan in the efficient implementation of privatization	1995-1997	UNDP
	Border management in Central Asia (BOMCA 6)	2007-2009	EU, UNDP
	BORDER MANAGEMENT PROGRAMME IN CENTRAL ASIA (BOMCA) PHASE 7	2009-2011	NA
	Building Institutional Capacity for Effective Development	2000-2002	UNDP
	Capacity Building for Policy Formulation and Long-Term Planning	1996-2001	UNDP
	Capacity Building of the Human Rights Commission under the President of Kazakhstan	2001	UNDP
	Capacity development for National Execution	1996-2001	UNDP
	Capacity for effective National Execution	2001	UNDP
	Capacity for effective national execution (PA)	2001-2002	UNDP
	Central Asian trade and transit transport initiative-Rebuilding the Silk Road	1995-1999	UNDP
	Combating regional disparities for MDG acceleration in Kazakhstan	2010-2011	UNDP, UNDEF
	Development of an Electoral Culture in the Population	2002-2005	UNDP, Nordic Fund
	Development of national capacities for effective Protection of human rights in Kazakhstan	2003-2004	UNDP
	Development of operational capacities of the National Ombudsman Institution in Kazakhstan	2010-2012	NA
	ENHANCEMENT OF Electoral AWARENESS AND INCLUSIVE DEMOCRATIC DEVELOPMENT OF THE KAZAKHSTANI SOCIETY	2008	UNDP, Government
	Fostering Inclusive Participation through Building Political Culture of Dialogue and Negotiation	2009-2012	NA
	Growing inclusive markets in Eastern Europe and Commonwealth of Independent States (CIS)	2004-2008	UNDP
	Introduction of Human Development Course at Kazakhstani Universities	1997-2001	UNDP
	Management reform and effective governance - Phase I	2003-2005	UNDP, EU, UNDP
	National Drug Information Network for countries of Central Asia (NADIN)	1994-1998	UNDP
	National Human Development Report	2009-2011	UNDP
	Promoting Economic and social integration of oralman	2010-2011	Norway
	Raising awareness of mass media on public reform of the Government of Kazakhstan	2002-2003	UNDP
	Recommendations on state management system (PA)	2002-2004	UNDP
	Silk Road area development Programme-Capacity building for regional cooperation and development	2003	UNDP
	Strengthened capacity of civil society organisations for participation in 2004 parliamentary elections in Kazakhstan	2006-2007	UNDP
	Strengthening information and communication technologies for development potential in Kazakhstan	2006-2007	UNDP
	Strengthening information and communication technologies for development potential in Kazakhstan 2	2004	UNDP, UNESCO
	Strengthening national dialogue between Government and civil society organisations	2002-2005	UNDP
	Strengthening professional standards of media in Kazakhstan	2002	UNDP
	Strengthening responsive governance for MDG acceleration in Kazakhstan	2010-2012	UNDP, UNDP
	Support of Kazakhstan's Accession to the World Trade Organisation (WTO)	1998-2001	UNDP
	Support to reform initiatives in public sector	2003-2005	UNDP
	Support to the Government of Kazakhstan's social and Economic rehabilitation and reform Programme (Umbrella Project)	1993-1999	UNDP
	Technical Assistance to Parliament	2005-2006	UNDP, UNDP
	Technical assistance to the Central Election Commission of the Republic of Kazakhstan	2008-2010	UNDP, UK
	Technical assistance to the Parliament of the Republic of Kazakhstan	1997-2004	UNDP, Netherlands, Nordic Fund, Belgium
	Trust Fund for preventive development in Kazakhstan	2001-2003	UNDP
	WIDER EUROPE - AID FOR TRADE FOR CENTRAL ASIA, SOUTH CAUCASUS AND WESTERN CIS	2009-2011	UNDP
Kenya	Capacity Building for the Police Department	1999-2011	UNDP
	Mainstreaming Disabilities Project	2009-2011	Sweden
	Private Sector Development Secretariat-PSDS	2005-2012	UNDP Country Core Project, UNDP
	Public Service Reform and Development Secretariat in Kenya	2004-2011	Sweden
	Support To Electoral Reforms	2006-2011	UK, Sweden, Canada, Denmark, Finland, The Netherlands, Norway, EU, USA
Kosovo	ART GOLD Kosovo	2008-2009	NA
	Capacity Development Facility	2009-2011	Norway
	Conservation of Biodiversity and Sustainable Land Use Management in Dragash	2010-2013	Finland
	HotSpots	2005-2009	Netherlands, MEM, Trepca, MESP
	KPAC	2009-2011	Japan
	Preparatory Assistance to Sustainable Development in Dragas	2009-2011	Finland
	Support to Minority-Language Broadcasting Media	2009-2010	Denmark
Kuwait	Improving Municipal Services (Joint Project with UN-HABITAT)	2011-2013	NA
	Preparatory Support Project to the SCPD	2009-2011	NA
	Support Project to the Kuwait National Assembly	2011-2012	NA
	Support the development of the Central Statistics Office	2011-2013	NA
	Support the State Audit Bureau to develop a performance management framework	2011-2013	NA
Kyrgyzstan			

	Capacity Building of the State Directorate for Early Recovery Post-crisis Needs Assessment, Recovery Planning and Restoration of Osh and Jalal-AAfrican Development Bank Cities and Affected Settlements of the Kyrgyz Republic	2010-2012	UNDP, Russia, UNPF
	Capacity Development Facility (CDF)	2010-2011	Soros Foundation Foundation, Government
	DGP Civil Society Project	2009-2011	UNDP, Anonymous
	Enabling Environment for Public Information and Independent Media Development	2010-2011	UNDP
	Enhance the Capacities of Localities...	2009-2011	UNDP, UNDP
	Kyrgyz Republic Election Support Project	2010-2012	UNDP, EU, Austria, Germany, Japan, UK, Government
	Local Self Governance	NA	NA
	Parliament Project	NA	NA
	UN Technical Assistance Programme	2009-2014	EU
	UNDP Youth Project	2009-2011	UNDP
Lao PDR	Civil Society Programme	2011 - 2014	UNDP
	Community Participation and Communication Support Programme	2011 - 2014	UNDP, Oxfam Novib
	Customary Justice Practices	2007-2011	UNDP
	Enhancing Access to Justice through Lao Bar Association	2008-2011	UNDP, TAF, EU, Australia
	Governance and Public Administration Reforms in Luang Prabang	2005-2010	UNDP, Sweden
	Governance and Public Administration Reforms in Saravan	2004-2010	UNDP, EU
	Governance and Public Administration Reforms in Sekong	2007-2011	UNDP, UNDP, District Development Fund
	Governance and Public Administration Reforms in Xieng Khouang	2005-2009	UNDP, Switzerland, SNV
	Implementation of the Legal Sector Master Plan	2008-2011	UNDP, France
	Joint Programme of Support to the National Assembly	2009 - 2012	UNDP, UNODC, UNFPA, UNICEF, UN WOMEN, EU, Germany, Singapore
	Khoun Community Radio	2007-2010	UNDP
	SBSD	2007-2011	UNDP, Switzerland, Luxembourg, UNCDF
	Support to IL (Phase III)	2005-2012	UNDP, Finland, EU
	Customary Justice Practices	2007	UNDP
	Enhancing government partnership with social organisations for poverty reduction	2008-2010	UNDP
	Governance and Public Administration Reform - Strengthening Capacity and Service Delivery of Local Administrations (GPAR SCSD)	2011	UNDP
	Governance and Public Administration Reforms - Support to Better Service Delivery (SBSD)	2007-2011	UNDP, Other UN, Switzerland, Luxembourg, Netherlands
	Support to an Effective Lao National Assembly Joint Programme (SELNA)	2009-2014	UNDP, Other UN
Lebanon	Appui Institutionnel au Ministere De la Culture Et de L'enseignement Supérieur et a l'université Libanaise	1995-2005	NA
	Capacity Building for Integrated Assessment and Planning for Sustainable Development	2005-2006	NA
	Capacity Development for Fiscal Reform and Management	2003-2011	Government
	Civil Aviation Training and Safety Oversight Programme	1995-2005	NA
	Early Recovery - Public Administration	2006-2011	France
	Education de Base	1996-2005	NA
	Engendering the CCA/UNDAF	2005-2008	NA
	Enhancing National Capacity for Human Development (NHDR)	2006-2009	CDR
	Enhancing OGERO Telecommunication Infrastructure	2007-2008	NA
	EU Elections Observation Mission	2005	EU
	Global Micro entrepreneurship	2005-2006	NA
	Implementation Mechanism for the National e-Strategy of Lebanon	2010-2012	Government, UNDP
	Implementation of the Institutional Development Strategy for Lebanon	1998-2004	NA
	Institutional Assistance for Economic Policy and Trade - phase II	2011-2013	NA
	Integrating Human Rights and the MDGs in the Legislative Process	2006-2008	NA
	Joint Initiative on the Response to HIV/AIDS	2008-2011	NA
	Launching the National E-Strategy	2004-2006	NA
	Lebanese Women Rights and the Nationality Law	2008-2010	NA
	Lebanon Development Marketplace	2005-2007	UKM, IBRD, UNICEF
	Legal Research Center	2003-2008	NA
	Management Support and Coordination for Recovery	2006-2008	NA
	Management Support for Sustainable Human Development Operational Framework	1995-2004	NA
	Old Fiscal Reform and Management	1993-2003	NA
	Policy Advice and Coordination for Urban Planning	2008	Switzerland
	Reintegration and Socio-Economic Rehabilitation of the Displaced	NA	NA
	Sensibilisation au Sweden	2004-2005	NA
	Strategy Development and Institutional Building of the IDAL	2002-2010	NA
	Strengthening Electoral Processes in Lebanon	2006-2010	NA
	Support Office for Consensus building, Civil Peace, and Constitutional Strengthening	2008-2012	NA
	Support to Civil Service Reform	2003-2011	Arab Gulf Funded, OMSAR, CDR
	Support to Decision Making at the PM Office	2003-2011	Government, CDR
	Support to the Lebanese Palestinian Dialogue Committee - Phase II	2010-2014	IDRC, ITA, MDGF, Sweden
	Support to the Ministry of Economy and Trade	2001-2010	MOET, IBRD
	Support to the Structures of the Lebanese Parliament	1999-2011	Government, UNDP
	Sustaining and Enhancing the Institutional Capacity of IDAL	2011-2013	IDAL
	Technical Assistance for Fiscal Management and Reform	2011-2014	Government
	Technical Assistance Project for Electoral Law Reform in Lebanon	2005-2008	Belgium, EU, Canada, UKM, Netherlands, Switzerland
	Technical Support to the Lebanese Parliament	2011-2013	Government, UNDP
	Technical Support to the Ministry of Education and Higher Education	2010-2013	MOHE
	Technical Support to the Ministry of Interior and Municipalities	2011-2013	NA
	Towards a national Dialogue on Corruption in Lebanon	2005-2008	NA
	Towards enhancing Access to Justice, phase II	2010-2013	EU, UNDP

	Towards Improving Access to Justice by Enhancing Transparency and Efficiency in the Administration of Justice	2006-2010	NA
	Transfer of Knowledge through Expatriate Nationals	2005-2011	CDR, UNDP
	UNDP Lebanon Strategy for Early Recovery - Establishment of a Recovery and Reconstruction Unit in the Prime Minister's Office	2006-2008	NA
	UNDP Support to the Promotion of Local Governance in Lebanon	NA	NA
Lesotho	Civil engagement	2008-2009	UNDP
	Consolidating Democracy and Good Governance	2008-2012	UNDP, Ireland
	Deepening Democracy	2006-2009	Sweden, Ireland, UK
	Engaging Political Parties, Youth and Media in Millennium Development Goals	2010-2012	UNDP, Government
	Enhancing Service Delivery	2009-2011	UNDP
	Establishing of a National Human Rights Commission in Lesotho	NA	NA
	Lesotho Local Development Programme	2009-2013	UNDP, UNCDF, Government
	UNDP-DPA Collaborative Capacities	2009-2012	UNDP, Sweden, DPA
Liberia	Common Services - UNCT	NA	NA
	Communication Budget	NA	NA
	Communications for Development	NA	NA
	Coordination Capacity of UNCT	NA	NA
	Development of National Human Rights Action Plan	NA	NA
	EUEOM Liberia 2005 P	NA	NA
	GPEUS/Spanish Contribution to 2010-2010 Elections	NA	NA
	IF National Implementation Arrangement	NA	NA
	Improving Persecution	NA	NA
	Inclusive Globalization	NA	NA
	Legislative Strengthening	NA	NA
	Liberia Decentralization	2007-2011	UNDP, UNCDF, Government, UNDP
	Liberia Emergency Capacity Building Support Project	NA	NA
	Liberia Peace-building Fund Tech. Secretariat (PBO)	NA	NA
	National Capacity Development	NA	NA
	National Long Term Vision & Economic Growth Strategy	NA	NA
	Organizational Effectiveness Towards Development Outputs	NA	NA
	PDG/OEUD Capacity Support to the National Police	NA	NA
	Programme Effectiveness - Development	NA	NA
	Progress on Anti-Corruption Development Effectiveness	NA	NA
	Promoting Democracy & Good Governance through Development	NA	NA
	Protection of IDPs	NA	NA
	PSIA Decentralization Project	NA	NA
	Public Administration & Civic Engagement	2011	UNDP
	Rule of Law and Admin	NA	NA
	Senior Executive Service	NA	NA
	Strengthening Public Defense	NA	NA
	Strengthening Rule of Law	NA	NA
	Strengthening State Capacity for Peace Consolidation (Woodrow Wilson)	NA	NA
	Strengthening the Capacity 52947	NA	NA
	Strengthening the Capacity 71201	NA	NA
	Support for MDGs Achievement	NA	NA
	Support to 2010-2012 Liberian Electoral Cycle	2010-2012	UNDP, EU, Spain, Sweden, Japan
	Support to Government Resource Management Unit	NA	NA
	Support to RFTF Implementation	NA	NA
	Support to Strengthening National Institutional Capacity (DEX-NEX)	NA	NA
	Support to the Organization of 2005 Elections	NA	NA
	Supporting Liberian Anti-Corruption	NA	NA
	TOKTEN	NA	NA
	TOKTEN USA Grant	NA	NA
	UN Support for national HR Project	NA	NA
Libya	Automation of GPC Foreign Affairs	2006	Government
	High Judicial Institute	2007	UNDP
	Modernisation of the Justice Sector	2007-2009	NA
Lithuania	Creating Conditions for Successful Local Development through Strengthening the Administrative Capacities of Municipalities	NA	NA
	Establishment of a Judicial Training Centre	1997-2000	UNDP, 2, 3
	Juvenile Justice Programme	1999-2002	UNDP, 2, 3
	NGO Information and Support Centre	1995-1997	UNDP
	Preparatory Assistance for the Public Administration Reform	1998-199	UNDP, 2, 3
	Preventing corruption through education, information and consciousness-raising	2002-2004	UNDP, 2, Government
	Promoting Transparency and Accountability in Public Administration	NA	NA
	Strengthening Human Rights Through Legal Education of the Public	2002-2003	UNDP, 2, 3, Baltic Trust Fund
	Strengthening human rights through legal education of the public 2	NA	NA
	Support for Local Government Information Network	2000-2002	UNDP, 2, UNDP
	Support for Public Administration Reform in Lithuania	1996-1998	NA
	Support for the Establishment of Citizen Advice Bureaus System in Lithuania	1999-2000	UNDP, 2, 3, BTF
	Support to development of National action plan for the promotion and Protection of human rights(2)	NA	NA
	Support to implementation of the National Human Rights Action Plan	2001-2002	UNDP, 2
	Support to the expansion of mandate of the Equal Opportunities Ombudsman	2003	UNDP 3
	Support to the legislative (law-making) reform	2002	UNDP

Macedonia	Umbrella Project for Short-Term Advisory Services and Human Resource Development in Priority Sectors	1997-1999	UNDP, 2
	Capacity Building for Aid Coordination	2009-2010	Norway
	Enhancing Inter-Ethnic Community Dialogue and Collaboration	2009-2012	Spain
	Fighting Corruption to Improve Governance	2006-2011	Norway and UNDP
	Inter Municipal Cooperation Programme	2006-2010	Norway and UNDP
	Regional Development - Initial Support for Policy and Capacity Building	2009-2011	UNDP
	Support to Fiscal Decentralization	2007-2010	UNDP
Madagascar	Amenagement du territoire	2008	UNDP, UN Habitat
	Appui a_ l'alphabetisation	2008-2011	UNDP
	Appui a_ l'amelioration des services d'état - civil	2008	NA
	60132 Access to Justice	2008	UNDP, RPI
	Appui a_ l'urbanisation des Collectivites Territoriales Decentralisees.	2008	NA
	Appui a_ la promotion du genre.	2008	NA
	Appui a_ la promotion et a_ la Protection des droits humains.	2009	UNDP, FORMGED, Southern Africa Trust, ACBF
	Appui a_ la societe_ civile.	2008	UNDP, FORMGED, Southern Africa Trust, ACBF
	Appui au Management de l'Administration Publique	2008	Government
	Appui au Parlement	2008	UNDP, Government
	Appui au Programme pays	2010	UNDP
	Appui au renforcement des capacites de la Plateforme Nationale des Organisations de la Societe_ Civile en mobilisation et plaidoyer en faveur des populations	2008	Dons en nature, UNDP
	Appui au secteur prive_	2010	UNDP
	Appui institutionnel en faveur de la communication pour le developpement	2008	UNDP
	Appui institutionnel en matiere de communication en faveur du developpement	2010	UNDP
	Appui institutionnel pour une communication en faveur du developpement	2009	UNDP
	Autonomisation des femmes et filles meres vulnerables d'Atsimo Atsinanana	2010	UNDP
	Autonomisation des femmes et filles-meres vulnerables d'Atsimo Atsinanana	2011	UNDP
	Finance inclusive	2010	UNDP
	Gestion des Risques et des Catastrophes	2010	NA
	Gestion durable et gouvernance locales des terres et paysages du Sud	2010	UNDP
	Gouvernance Economique et Gestion de l'information	2010	UNDP
	Gouvernance mobile - la sagesse de la population pour piloter son avenir	2010	NA
	Gouvernance par le mobile	2009-2010	UNDP
	Lutte contre le VIH et le SIDA	2010	NA
	Programme "Moyens de Subsistance durable et lutte contre la pauvrete_ "	2011	UNDP, Goal Wash
	Programme Conjoint des Nations Unies sur la Decentralisation et la Deconcentration	2008-2011	NA
	Projet Cyclo-Pousse	2010	UNDP
	Projet d'Appui a_ la Promotion et Protection des Droits Humains	2008	UNDP
	Projet de promotion de la bonne gouvernance par les arts dramatiques et les medias	2008	UNDP
	Projet Gestion Durable et Gouvernance Locale des terres et paysages du Sud	2011	UNDP
	Promotion de l'emploi	2010	UNDP
	Promotion de la bonne gouvernance dans les communes de Mananjary, Manakara et Tolinary.	2009	NA
	Promotion de la culture et de la defense des droits humains a_ l'école	2010	UNDP
	Promotion de la production durable d'agro-carburant	NA	NA
	Promotion de la production durable d'agrocarburants a_ Madagascar	2010	UNDP
	Renforcement de capacite_ de la Region Atsimo Andrefana.	2008	UNDP
	Renforcement de capacite_ de la Region Vatovavy Fitovinany	2008	UNDP
	Renforcement de capacites locales en GRC	2009-2011	Sweden, UNDP
Malawi	2846 Support Public Awareness on Human Rights	NA	NA
	47568 Prog. on Promoting Human Rights (Activities Completed)	NA	NA
	60131 Democracy Consolidation Programme	2008-2011	Government
	60132 Access to Justice	2008-2011	UK
	60133 Strengthening Parliament	NA	NA
	62178 Local Government Strengthening and Investment Prog. (LOGSIP)	2010	UNDP
	62443 Support for Electoral Reform (Activities Completed)	2007-2009	UK, Norway, Sweden, EU, USA, GTZ
	62846 Support Public Awareness on Human Rights	2010	UNDP
	70190 Framework for Political Parties	2009-2010	UNDP, UNDP
	75923 Support to 2010 Local Government Election	NA	NA
Maldives	Building an Efficient, Service-Oriented and Transparent Administration (BEST)	2011-2014	UNDP
	Building Trust, Confidence and National Capacities	2011	UNDP
	Integrity in Action in the Maldives (INTACT)	2011	Government, UNDP
	Protecting Human Rights and Promoting Access to Justice in the Maldives	2008-2011	UNDP
	Strengthening and Enhancing Civic Engagement in the Maldives	2010-2012	UNDP, Government
	Support to Civil Society Development	2010-2011	Australia
	Support to Human Rights Commission of the Maldives	2010-2013	UNDP
	Support to National Regionalization and Decentralization Programme	2011-2012	UNDP
Mali	Appui conjoint des Nations Unies ^ la Promotion des Droits Humains et du Genre au Mali (PCDHG)	2008-2012	Government, UNDP, UNESCO, UNICEF, UNFPA, UNIFEM, PAM, ONUSweden

	Gouvernance Partage de la Scurit et de la Paix	2007-2009	UNDP, UNDP 3, Luxembourg
	Programme d'appui au Renforcement de l'quit Hommes/femmes pour la reduction des disparits economiques et socio-politiques (PAREFH 3)	2008-2012	UNDP
	Programme des armes Igres de la CEDEAO	2006-2009	UNDP, Anonymous
	Renforcement des capacits d'intervention de l'Ecole de Maintien de la Paix pour la resolution des conflits et le maintien de la paix en Afrique et au sein de la zone CEDEAO	2008-2011	Japan, UNDP, Government
Mauritania	Amelioration de la Qualit du Service Public	2008-2011	DG TTF Spain
	Appui à la Consolidation de la Democratie et du Cycle Electoral	2010-2013	GPEUS
	Appui aux Capacits Nationales de Planification	NA	NA
	Institutionnalisation du genre	2009-2012	UNDP
	Mise en Place d'Exploitation des Plates Formes Solaires Multifonctionnelles	NA	NA
	Mise en place de Plates Formes Scolaires Multifonctionnelles	NA	NA
	Phase Prparatoire du Projet Art Gold	2010-2011	UNDP
	Prevention des Conflits et Renforcement de l'Unit Nationale	2009-2012	MDG FUND Spain
	Renforcement des Institutions Democratiques	2009-2011	UNDP, GPPS
	Programme Cadre ART GOLD Mauritanie	2011	UNDP
Mauritius	From Police Force to Police Service	2010-2011	UNDP
	Strategic Budgeting in the Government of Mauritius - Part 1 and 2	2009-2011	UNDP, UNDP 2, C/S Governmentee, C/S MoSS, C/S AFD
Mexico	00013589 Progama de Cooperaci—n InterGovernmental para la la realizaci—n de Proyectos Estrategicos de Inters para la Subsecretaria de Relaciones Economicas y Cooperaci—n InterGovernmental, en materia de Pol'tica Exterior de Mexico	2003-2004	UNDP Comision Governmental para el Desarrollo de los Pueblos Indigenas
	00047120 Pueblos ind'genas de Mexico - por una cultura de la informaci—n	2005-2011	GPEUS, TEPJF, IFE
	00054934 Programa InterGovernmental de Investigaci—n y Capacitaci—n Electoral	2007-2011	
	00058024 Fortalecimiento de CapaCanadades para la Implementaci—n de la Legislaci—n Governmental sobre Igualdad de Gnero y No Violencia contra las Mujeres en Mexico	2008-2011	INMUJERES
	00059515 Sistemas normativos ind'genas e intervenci—n del Estado en comunidades ind'genas - el rol de la participaci—n pol'tica y social con perspectiva de genero	2007-2011	Fondo Fiduciario Espana, TEPJF, BDP
	00060565 Fortalecimiento y construcci—n de politicas culturales equitativas y diversas en el Distrito Federal	NA	NA
	00063876 Apoyo a la observaci—n Electoral 2009	2009-2010	IFE
	00064022 OPAS- 1969 - ÓPrevenci—n de conflictos, desarrollo de acuerdos y construcci—n de la paz en comunidades con personas internamente desplazadas en Chiapas, Mexico (2009-2012)	2009-2012	MDG-F
	0070474 ONUSweden FONDOS PAF 2009	2008-2009	UNAIDS
	00070790 Calidad de Governmenterio y rendici—n de cuentas en las entidades federativas de Mexico	2009-2011	UNDP
	00071396 Proyecto de plataforma de informaci—n sobre la institucionalizaci—n de la pol'tica social	2009-2012	Government
	00076117 Igualdad de genero, derechos politicos y justicia Electoral en Mexico - por el Fortalecimiento del ejercicio de los derechos humanos de las mujeres	2010-2011	Tribunal Electoral del Poder Judicial de la Federacion, UNIFEM
	00076165 Apoyo a los y las juvenes del nvel medio superior para el desarrollo de su proyecto de vida y la Prevenci—n de Riesgos Construye T	2008-2012	Government, UNICEF, Organizaci—n de las Gobernantes Unidas para la Educacion, la Ciencia y la Cultura
	00079211 Fortalecimiento de las capaCanadades de Gest—n en el Estado de Zacatecas a travs de la implementaci—n del Sistema de Programaci—n y Gest—n de Metas y del Centro de Gest—n del Governmenternador del PNUD/SIGovernment	NA	NA
	00080125 Modelo de gesti—n de pol'tica piblica para el fortalecimiento de capacidades para la igualdad de genero y el empoderamiento de las mujeres en el estado de Durango	2011-2012	Government
Moldova	Building E-Governance in Moldova	2008-2011	UNDP, Soros Foundation, Government
	Building Institutional Capacity of the Ministry of Foreign Affairs and European Integration	2008-2011	Sweden, Austrian Development Cooperation (ADC), Estonia, Norway
	Centre for Legal Studies and Policies	NA	NA
	Centre for the Prevention of Trafficking in Women Fighting Corruption	NA	NA
	Chisinau Municipality Development Confidence Building Measures	2008-2009	UNDP, Romania, Open Society Institute/LEI, Soros Foundation
	Develop the Human Rights National Action Plan in the Republic of Moldova	2009-2011	EU
	Efficient Justice Administration in the Republic of Moldova	NA	NA
	Electoral Support to Moldova	2008-2013	EU, Moldova, UN
	Enhancing Border Control Management Programme	NA	NA
	Enhancing Border Management at the Moldovan-Ukrainian Border (BOMMOLUK)	NA	NA
	EU High Level Policy Advice Mission to the Republic of Moldova	2010-2013	EU, EU, UNDP
	EUBAM	2005-2011	EU, UNDP
	Forensic examination of torture and other forms of ill-treatment in Moldova	2011-2012	EU, UNDP
	Formulation of a National Strategy on Information Society Technologies for Development	NA	NA
	Joint Integrated Local Development Programme	2006-2012	UNDP and 3
	Judiciary Development in Moldova	NA	NA
	Language as a Social Integration Tool	NA	NA
	National Preventive Mechanism as per OPCAT provisions	2009-2011	UNDP

	National Statistical System	2007-2011	UNDP
	Parliamentary Development in Moldova	2009-2013	UNDP
	Programme for the Prevention of Drug Abuse and Fight Against Drug Trafficking in Belarus, Ukraine and Moldova (BUMAD)	NA	NA
	Strengthening Institutional Capacity of the Parliament of Moldova	NA	NA
	Strengthening the Institutional Capacity of the National Institute of Justice	NA	NA
	Support to the Implementation of the National Human Rights Action Plan	NA	NA
Mongolia	Transitional Capacity Support for the Public Administration of Moldova	2010-2013	UNDP, OSI, anonymous
	Access to Justice and Human Rights	2009-2011	UNDP
	Anti-Corruption in Mongolia	2004-2006	UNDP
	Capacity Building for Gender Mainstreaming & UNDP Mongolia	2006-2007	UNDP
	Capacity Development of the National Human Rights Commission of Mongolia	2001-2006	UNDP, OHCHR, New Zealand
	Electoral Reforms for Mongolia	2004-2006	NA
	Ethics and Integrity for Good Governance in Health Sector	2006-2007	UNDP, UNDP
	Facilitating CEDAW	2004-2007	UNDP
	Follow-up to the FIFTH INTERNATIONAL CONFERENCE OF NEW OR RESTORED DEMOCRACIES	2004-2006	UNDP, USA
	Human Rights Strengthening in Mongolia - Phase II (HURISTMON II)	2001-2006	UNDP, OHCHR
	Institutional Capacity Development of the Office of the President of Mongolia	2005-2007	UNDP
	Local Governance Support Programme	2007-2011	UNDP, Government
	National Integrated Database for Civil Registration	2009-2010	UNDP
	Parliament Strengthening for Democratic Governance	2002-2006	NORAD, UNDP
	Policy Support to Participatory Approaches for Assessment and Monitoring	NA	NA
	Representation & Inclusiveness through Electoral system (RITES)	2010-2012	UNDP, UNDP
	Support in Achieving MDG-9 on Human Rights and Democratic Governance-Phase II	2007-2011	Oslo Governance Center
	Support to Electoral Processes	2007-2009	UNDP, Anonymous
	Support to Integrity and Transparency Efforts in Mongolia	2008-2011	UNDP
	Support to the "Good Governance for Human Security Programme"	NA	NA
	Overcoming Poverty through Legal Empowerment	2011-2012	Government
Montenegro	Anti-corruption Programme	NA	NA
	CDP	2007-2009	NA
	CPD	NA	NA
	Local Governance Programme	2010-2011	UNFP, Czech Trust Fund
	MONDEM (Montenegro Demilitarization) Programme	2007-2012	Netherlands, Government, UK, Sweden Sweden, Denmark,
	Reform of Legal Aid System in Montenegro	2008-2011	OSCE, EU SEESAC
	Rule of Law and Human Rights Programme	NA	Netherlands, Norway, UNDP
	Strengthening Capacities of Government of Montenegro, and in particular Ministry for European Integration, line ministries and other Government structures for European Integration	2007-2013	Netherlands, EU, USA, UNDP
	Strengthening Capacities of Judiciary to Fight Corruption and Organised Crime	2008-2011	Norway, Netherlands, UNDP and 3
	Strengthening capacities of Ministry of Finance to efficiently plan, analyze and manage the public finances in support to country's aspirations for sustainable development and EU integration	2009-2012	Netherlands
	Strengthening Capacities of the Ministry of Foreign Affairs to efficiently address the Priorities of Foreign Policy of Montenegro	2009-2011	Norway
	Strengthening mechanisms for public finance at the local level in Montenegro	2011-2012	Netherlands
	ProDoc	2010-2012	Norway, Joint UN Funds
Morocco	Strengthening the Capacities of the Center for Mediation and Promotion of Alternative Sanctions in Montenegro		
	Agenda 21 El Hajeb	2007-2010	UNDP, Government
	Appui a l'Observation National de Developpement Humain ONDH	2008	UNDP, UNICEF, UNESCO, UNFPA, UNIFEM
	Appui aux sections de la Famille pour la mise en oeuvre du code de la Famille	2007-2010	Netherlands
	ART GOLD Maroc	2007-2009	ART GOLD, UNDP, UNFPA
	Carte des Projets de development au Maroc/SIG	2008-2010	Spain, SCAC, UNDP, Resident Coordinator, World Bank,
	CEDAR Maroc Capacity for Efficient Delivery of Achievement Results	2007-2008	Belgium
	Espaces Dialogues des Jeunes pour un Maroc Possible	NA	UNDP
	Etude sur "le droit au developpement au Maroc - entre Objectifs du Millenaire pour le Developpement et Pacte International des Droits Economiques, Sociaux et Culturels"	2009-2010	NA
	Modernisation de l'Etat Civil	2009	UNDP
	Programme d'appui a l'Initiative Nationale pour le Developpement humain	2008	UNDP, UNDP, DGCL
	Programme d'appui a la decentralisation de la Cour des Comptes et a une gestion locale plus efficace	2006-2008	Government, World Bank
	Projet "Integration de l'Approche Genre par le Gestion Axee sur les Resultats	2007-2009	Regional Bureau for Arab States
Mozambique	Local Economic Development Process Support Programme (ART-PAPDEL)	2009-2011	Spain, UNDP
	Millennium Village Project - Mozambique (MV)	2007-2011	Japan, Portugal, Mcel, UNDP
	Strengthening National Capacity and Support to Legal Reform in the Prison Sector	2009-2010	UNDP, PALOP Fund
	Strengthening National Capacity and Support to Police Services	2010-2012	UNDP
	Strengthening Parliamentary Oversight	2007-2011	Denmark, UNDP
	Support to the Electoral Process Management	NA	NA
	Support to the National Decentralized Planning and Finance Programme (PNPFD) and the Local Development in Gaza	2007-2011	UNDP, ONE UN Fund

	Support to the Operationalization of the African Peer Review Mechanism (APRM)	NA	NA
	Support to the Public Sector Reform/OLE	2007-2011	UNDP
	Support to the Technical Unit Implementing ICT Policy (UTICT)	2008-2011	UNDP
	Supporting Citizen's Access to Justice	2005-2011	EU, UNDP
Nepal	Access to Justice - A2J	2002-2007	UNDP
	Capacity Development for Aid Coordination and Management - CDACM	2007-2008	UNDP
	Capacity Development of National Human Rights Commission Project ? Phase II - CDNHR-C-II	2009-2010	Australia, UNDP, OHCHR, Finland, Norway, UK, Switzerland, UNICEF, Canada, Denmark, USA
	Decentralized Local Governance Support Programme (DLGSP)	2004-2010	UNDP, Norway
	Decentralized Financing and Development Programme - DFDP	2000-2008	UNDP, UK
	Developing Capacities for Effective Aid Management and Coordination - DCEAMC	2009-2011	UNDP
	Enhancing Access to Justice through Legal and Judicial Reforms Project - EA2JLJRP	2008-2012	UNDP
	INSPIRE - Reconciliation and Democracy Building - INSPIRE	2007-2008	NA
	Institutional Strengthening and Professional Development Support for the Election Commission of Nepal - ESP	2008-2011	UNDP, IDEA, IFES
	Local Governance and Community Development Programme - LGCDP	2009-2012	UNICEF, UNFPA, UNDP, UNCDF, UNDP, African Development Bank, UK, Denmark, NORAD, Canada, Switzerland
	National Human Rights Action Plan - NHRAP	2002-2004	UNDP, SCD (Switzerland?), UK, UK
	Re-alignment of Microcredit in UNDP Supported Projects - RMUSP	2006-2008	UNDP
	Reform of the Judiciary - ROJ	2000-2007	UNDP, Finland, Japan
	Rural Urban Partnership Programme - RUPP	1997-2007	UNDP
	Strengthening the Capacity of the National Human Rights Commission - SCNHR	2002-2008	UNDP, UK, Canada, Norway, Finland, Switzerland, Ford Foundation, USA, Denmark, UNICEF, Australia
	Support for Peace and Development Initiatives - SPDI	2002-2005	Norway, UK, Canada, Switzerland, Denmark, Germany, Finland, UNDP
Nicaragua	Ampliaci—n y Equipamiento para la Cobertura Rural y Municipal de la Polic'a Governmental de Nicaragua para el Fortalecimiento de los Servicios Policiales y la Seguridad Ciudadana	2006-2011	BCIE (Banco Centroamericano de Integraci—n Economica_, Norway, UNDP, Government
	Análisis Político y Escenarios Prospectivos (PAPEP)	2006-2007	UNDP< UKM
	Apoyo a la Coordinaci—n de la Cooperaci—n Externa a traves de la Secretariat de Relaciones Economicas y de Cooperaci—n, Fase II.	2005-2008	Norway, Holland, Canada, AEUI
	Apoyo a los y las juvenes del nivel medio superior para el desarrollo de su proyecto de vida y la Prevenci—n de Riesgos Construye T	NA	NA
	Apoyo al Fortalecimiento del liderazgo político en la juventud	2004-2007	UK, ASDI, Netherlands, Denmark
	Apoyo al Fortalecimiento del liderazgo político en la juventud nicaragüense.		
	Segunda Fase_ Institucionalizaci—n de la Escuela de Liderazgo	2005-2009	Sweden, UNDP, Netherlands, Denmark, UK
	Apoyo al Proceso de modernizaci—n de la Asamblea Governmental y Consejos Regionales de la Costa Caribe de Nicaragua.	2004-2008	UNDP, UK, Denmark, AEUI, Government
	Apoyo al Proceso de Modernizaci—n de las Instituciones Partidarias (PAMIP)	2005-2010	UNDP, UK, Denmark, Netherlands, Sweden, Spain, Norway
	Asistencia tecnica en la administraci—n del prstamo Interamerican Development Bank 1590/SF NI para el Programa de Seguridad Ciudadana. AWARD 44713 Programa de Fortalecimiento de la Seguridad Ciudadana. NIC10-00059725 - ÓFormulaci—n de un Programa Integral para el cumplimiento de los Derechos Humanos de los Privados de Libertad	2005-2009	NA
	Desarrollo del modelo de intervenci—n institucional a nivel municipal contra la violencia intrafamiliar y sexual para mejorar el acceso a la justicia	2008-2012	UNDP
	Dise—o de una estrategia de intervenci—n de la Polic'a Governmental en las Regiones Aut—nomas de Nicaragua con enfoque de Derechos Humanos (AP)	2007	UNDP
	Fortaleciendo el enfoque de genero y derechos humanos en la respuesta al VIH-Sweden a nivel municipal	2006-2007	Sweden, UNDP
	Fortalecimiento de la Coordinaci—n Governmental de la Cooperaci—n Externa a traves de la Secretara de Relaciones Economicas y de Cooperaci—n, Fase III	2007-2008	Fondos SURF Temáticos de Austria, Enlaces destacados
	Fortalecimiento de las capacidades de Gestión en el Estado de Zacatecas a traves de la implementaci—n del Sistema de Programación y Gestión de Metas y del Centro de Gestión del Gobernmenternador del PNUD/SIGovernment	2008-2010	Norway
	Fortalecimiento y construcci—n de polícticas culturales equitativas y diversas en el Distrito Federal	NA	NA
	ONUSweden FONDOS PAF 2009	2007-2012	UNAIDS
	Programa Centroamericano para el Control de Armas peque—as y ligeras (CASAC)	2007-2010	Germany, UK, Sweden, Japan, USA
	Programa de Apoyo a la Descentralizaci—n y a la Territorializaci—n de los Objetivos de Desarrollo del Milenio (PADETOM)	2008-2009	UNCDF, UNDP
	Programa de Fortalecimiento de la Institucionalidad Democrática (PFID). Componente 1 El Apoyo a la Modernización de la Asamblea Governmental	2008-2012	UNDP, Netherlands, Norway, Spain, UK, Government, OPS UNDP, Tribunal Electoral del Poder Judicial de la Federacion (TEPJF), Instituto Federal Electoral (IFE)
	Programa InterGovernmental de Investigaci—n y Capacitaci—n Electoral	2007-2012	EU, Norway
	Proyecto de formaci—n de nuevo liderazgo juvenil	2010-2012	IDEA, IMD Holland
	Proyecto Regional de Partidos Políticos Centroamerica, Panamá y Repùblica Dominicana	2004-2008	NA
	Pueblos indigenas de Mexico - por una cultura de la informaci—n	NA	NA
	Respuesta Acelerada al VIH/Sweden en Nicaragua	2006-2008	UK
	Seguridad ciudadana, Justicia y Derechos Humanos	2006-2009	BCIE, UNDP, Government

	Sistema de Indicadores en Governmentabilidad para Fortalecer las Políticas Públicas en Nicaragua	2009-2010	UNDP
	Sistemas normativos indígenas e intervención del Estado en comunidades indígenas - el rol de la participación política y social con perspectiva de género	2007-2012	TEPJF, BDP, Spain
	Fortalecimiento de la seguridad ciudadana a través de medidas penales alternativas y la solución alternativa de controversias desde el sistema judicial	2011-2012	UNDP
	Prevención de la Violencia Armada y Apoyo al Control de Armas en Nicaragua	2011-2013	UNDP
Niger	Appui à l'amélioration de l'accès à la justice	2010	NA
	Appui à la promotion des droits humains/action2	2010	UNDP
	Appui au processus de décentralisation/Appui conseils Localisation des OMDs	NA	NA
	Appui au renforcement des capacités de la Société Civile	NA	NA
	Appui aux Institutions de la transition démocratique	NA	NA
	Appui renforcement des capacités des Organisations de la Société Civile	NA	NA
	Gouvernance électronique et accès à l'information	NA	NA
	Renforcer l'accès à la justice et à la Protection des droits de l'homme	2009	NA
	Programme Prioritaire de Renforcement des capacités pour la Prévention et la Gestion des Crises	2011-2012	UNDP
Nigeria	Federal Development Planning and Statistics	2009-2012	NA
	Federal Fiscal Policy Reform	2009-2012	NA
	State Development Planning and Statistics	NA	NA
	Federal Aid Coordination	2009-2012	NA
Pakistan	Assistance to Governance Reforms and Practices in Baluchistan (AGR-B)	2006-2009	UNDP, Government
	Gender Based Governance Systems	2008-2012	UNDP, Switzerland
	National Capacity Building for Programme Development (NATCAP)	2009-2011	UNDP
	Pakistan National Human Development Report 2008-2009 titled Human Security in Pakistan	2009-2011	UNDP, UNTFHS
	Strengthening Democracy Through Parliamentary Development in Pakistan	2007-2013	UNDP
	Strengthening Public Grievance Redress Mechanisms (SPGRM)	2008-2010	UNDP
	Support to Devolution Trust for Community Empowerment (DTCE)	2003-2011	UNDP, UK, Norway, Switzerland, Canada, USA
Palestinian People	Capacity building of local authority	2005-2006	Japan
	Capacity Building of the Palestinian Electoral Authority, Support to the Presidential & Parliamentary Elections	NA	NA
	Capacity Development Initiative	2008-2013	UNDP, Sweden
	Capacity Development of the Ministry of Local Government and its District Offices	2010-2013	UNDP
	Civil Service Leadership Development Programme	2007-2011	Italy
	Construction & equipping Gaza International Airport (technical assistance & equipment)	2006-2014	Japan
	Construction and Equipping of Jenin Court House	2009-2012	Japan
	Construction and Equipping of Palestinian Ministry of Foreign Affairs	2009-2012	Government, China
	Construction of a Courthouse in Khan Younis	2006-2007	Japan
	Construction of Ministry of Justice offices in Gaza	2006	Japan
	Cross Sectional Public Administration Support for PA institutions & Civil Society within the context of the 120 days reform plan	2006	UNDP
	Emergency Medical Relief Initiative for the Public Health Care Facility (EMRI)	2008-2011	Japan
	Emergency Support to Civil Society Organizations	NA	NA
	Establishment of Homework Centres	2007-2009	Arab Gulf Fund
	Improve Palestinian Municipalities Transparency, Accountability and Integrity	2010-2013	UNDP
	Japanese Endowment Fund	NA	Japan
	National Campaign for Advocating the UNCAC Provisions in oPt/ The National Anti- Corruption Campaign	2010-2013	UNDP
	Operational and Logistical Support to Quartet	2011-2017	Norway, EU, USA, New Zealand
	Palestinian Human Development Report 2009	2009-2010	UNDP, PAPP, UNDP
	Palestinian Perceptions	2003-2006	UNDP
	Participatory Pro-Poor planning Project	2004-2006	UK
	Participatory Rural Development and Planning Project (PRDPP)	2006-2009	Ireland
	Preparatory Assistance to Civil Society	2007-2008	UNDP
	Promoting Local Governance Integrity	2009-2010	UNDP
	Steering Committee for the Development of Rule of Law & Judiciary	2006-2007	Canada
	Support Decentralized Role of Local Government Units in Local Economic Development	2010-2013	UNDP, UNDP
	Support fiscal Decentralization in the Local Governance System - Property Tax Reform	2009-2010	Japan
	Support PA Ministries & Reform	NA	NA
	Support the Rule of Law and Access to Justice for the Palestinian People	2011-2014	Canada, Sweden, NRO, Sweden
	Support to Local Elections	2009-2011	Japan
	Support to Local Government Reform / Capacity Development	2009-2012	Japan
	Support to Local Government Reform, Property Tax Reform	2005-2007	Japan
	Support to local Government reforms - legal framework & capacity building	2005-2006	Japan
	Support to Psycho Social Programme	2004-2006	Islamic Development Bank
	Support to Psycho-social for youth and children	2004-2009	Islamic Development Bank
	Support to Rule of Law, Nablus Court House Committee & Case management Automation	2005-2006	Japan
	Support to TAWASOL Women Resource Centre	2005-2006	Italy

	Support to the Governance Strategy Group	2007-2012	EU, EUREP
	Supporting the Rule of Law in the oPt - Courts Automation and Capacity Building	NA	NA
	Supporting the Rule of Law in the Palestinian Territories - Bridge Project for Judicial Training	2008-2012	Japan, RoL/A2J Quick Impact Initiatives
	TOKTEN	2006-2007	Japan
	Update of the Local Governance Diagnostic Report	NA	Denmark
	West Bank Environment Action Project	2006-2008	Japan
Panama			
	Alianza Governmental y Local Interinstitucional Comunitaria para Prevenir y Atender la Violencia contra las Mujeres en dos Distritos de Panamá‡	2009-2012	Fondo de Apoyo a la Eliminación de la Violencia contra la Mujer (F-VAM)
	Apoyo a la Función del Comercio Exterior que desempeña el Ministerio de Comercio e Industrias	2001-2011	Government, UNDP
	Apoyo a la Gestión de la Autoridad Governmental de los Servicios Públicos	2009-2011	Government
	Apoyo a la implementación del programa Desarrollo de las industrias culturales en la Ciudad de Panamá potenciando la Zona del Casco Antiguo	2010-2013	Interamerican Development Bank Governmenterino
	Apoyo a la Innovación Gubernamental	2009-2010	Governmental
	Apoyo a la Oficina para la Restauración y Puesta en Valor del Casco Antiguo de la Ciudad de Panamá para la Ejecución del Plan Maestro	2001-2010	Government, UNDP
	Apoyo al Fortalecimiento de los Partidos Políticos	2007-2010	Government, UNDP
	Apoyo al Mecanismo de Verificación y Seguimiento de los Acuerdos y Metas de la Concertación Gubernamental para el Desarrollo de Panamá‡	2009-2012	Government, UNDP
	Fortalecimiento de la Dirección de Políticas Públicas	2008-2009	World Bank, Government, UNDP
	Fortalecimiento Institucional para Reorganizar la Gestión de la Cooperación Técnica InterGovernmental en Panamá‡	2008-2011	Government, UNDP
	Modernización de la Autoridad Marítima de Panamá‡	2005-2011	Government, UNDP
	Modernización del Ministerio de Desarrollo Social de Panamá‡	2005-2010	Government, UNDP
	Programa Conjunto Mejorando la Seguridad Ciudadana en Panamá‡ - Hacia la construcción de una cultura de paz	2009-2012	MDG Fund
	Programa de Fortalecimiento y Modernización de la Gestión Económica y Fiscal-Etapa II	2003-2011	Interamerican Development Bank Governmenterino
	Programa para el Fortalecimiento de la Gobernabilidad y del sistema político panameño	2010-2011	Governmental
	Promoción de acceso a la justicia a través de la implementación del Código Procesal Penal	2009-2011	UNDP, Spain, Government
	Sala de Situación, Monitoreo y Seguimiento Estratégico de Programas de Reforma	2006-2010	UNDP, Spain, Government
Papua New Guinea	Legislative Support in PNG	NA	Government, UNDP
	Provincial Capacity Building Programme Phase II (PCaB II)	NA	Spain
Paraguay			
	Apoyo a la consolidación del Programa de Gobierno	2008-2011	Government, UNDP, Spain (Agencia Española de Cooperación InterGovernmental para el Desarrollo)
	Apoyo a la Definición e Implementación de Políticas y Estrategias de Desarrollo	2008-2011	UNDP
	Apoyo a Programas de Salud	2010-2011	UNDP
	Apoyo a Programas del MEU	2010-2011	Spain
	Apoyo al debate sobre transformación del Estado para el Desarrollo	2011	UNDP
	Asesoría técnica al Gabinete Social	2010-2011	UNDP
	Atención especializada a víctimas de violencia	2009-2011	Spain
	Fortaleciendo Capacidades en Agua y Saneamiento	2009-2012	UNDP
Peru	Fortalecimiento de la Comisión de Entes BiGovernmentales Hidroeléctricos	2009-2011	Government, UNDP, Entidad Nacional ITAIPU, Anonymous
	Fortalecimiento de la Unidad Técnica del Gabinete Social	2009-2011	UNDP
	Fortalecimiento de la USAPAS	2010-2011	Anonymous
	Fortalecimiento del Liderazgo	2010-2011	UNDP
	Gestión de Recursos Humanos Públicos	2009-2011	UNDP
	Innovación Estructural del Poder Ejecutivo	2010-2011	UNDP
	Mejora de confianza Policia Governmental	2009-2011	Spain
	Pacto Global	2008-2011	UNDP, Anonymous
	Participación Política con Equidad de Género	2009-2011	UNDP, Anonymous
	Promoción del Gobierno de la Seguridad Ciudadana	2009-2011	Spain
	Pueblos Indígenas Territorial	2010-2012	UNDP
	SOLUCIONES SANITARIAS	2010-2012	Spain
	apoyo a la CMAN en su Estrategia Governmental de Derechos Humanos	2007-2010	Government
	Apoyo a la Comisión de Alto Nivel para la gestión e implementación del Museo de la Memoria	2010-2011	NA
	Apoyo a la modernización del ministerio de transportes y comunicaciones	2003-2011	Government, UNDP
	Apoyo del PNUD al Fortalecimiento del poder judicial	2007-2012	Government
	Apoyo del PNUD para un Sistema de Defensa Judicial de lucha contra la corrupción	2006-2011	Government
	Desarrollo y estrategia de la política de comunicaciones del poder ejecutivo	2004-2011	Government
	Fortalecimiento de la gestión administrativa y de las capacidades del capital humano del Gobierno regional de Tumbes	2007-2011	Government
	Fortalecimiento de la Sociedad civil y del estado de derecho en el Perú	2007-2011	NA
	Fortalecimiento de las acciones y políticas del estado en los ámbitos de la paz, reparación colectiva y reconciliación Governmental - fortalecimiento	2006-2011	Government
	Fortalecimiento de las capacidades del ministerio de defensa y las fuerzas armadas en su relación con la ciudadanía	2008-2011	Government

	Fortalecimiento del Proceso de Descentralizacion y Modernizacion del Estado - 74332	2006-2010	Government, UNDP
	Fortalecimiento del sistema juridico y apoyo a la adminisUNDPion de justicia	2004-2011	UNDP, Government
	Fortalecimiento institucional de promperu	2006-2011	NA
	Fortalecimiento tecnico de la labor parlamentaria para el mejor cumplimiento de las funciones de representacion y legislacion del congreso	2007-2011	UNDP, Government
	Incorporacion de la perspectiva de derechos en la respuesta desde el Estado frente a la epidemia del VIH/Sweden	2009-2011	NA
	Institucionalizacion de la secretaria tecnica de la comision interministerial de asuntos sociales	2005-2011	Government
	Medios de comunicacion y democracia	2007-2011	NA
	o de Descentralizacion y Modernizacion del Estado - 74333	2010-2011	NA
	o de Descentralizacion y Modernizacion del Estado - 74334	2010-2011	NA
	Promocion al Derecho a la Igualdad y no DiscrimiGovernment	2009-2011	NA
Philippines	Electronic Connection to Access and Network Information and Knowledge for Governance Effectiveness and Sustainability (EXCHANGES)	2009-2010	UNDP
	Enhancing Access to and Provision of Water Services with the Active participation of the Poor	2009-2011	UNDP, UNICEF
	Fostering Democratic Governance - Human Rights Strengthening	2008-2009	NA
Republic of the Congo	Projet Appui aux Institutions Parlementaires Désarmement, Démobilisation des éléments résiduels congolais	2001-2006 2011	Italy, ACBEF, UNDP Peace Building Fund EU, UK, Belgium, Canada, Netherlands, Sweden, France, Switzerland, Spain, Italy, Organisation Internationale de la Francophonie, Japan, UNDP
Rwanda	Projet d'Appui au Cycle Electoral (PACE)	2011-2013	
	Capacity Building for a Coordinated Decentralized National HIV response	NA	NA
	Engaging men as partners in promoting gender equality and prevention of gender-based violence and HIV	2010-2011	UNDP
	Justice Sector Support Programme 2008-2012	2008-2012	UNDP, UNDP, Anonymous
	Programme for Strengthening Good Governance in Rwanda (PSGG)	2007-2011	UK, UNDP
	Strengthening the Capacities of the National Human Rights Commission	NA	NA
	Strengthening the Capacities of the National Parliament	NA	NA
	Support national Women Council	NA	NA
	Support to Ministry of Justice	NA	NA
	Support to Monitoring and implementation of Treaty Body reporting	2009-2012	UNDP, UNFP
	Support to national Police	NA	NA
	Support to Supreme Court	NA	NA
	Support to the Establishment of the Rwanda Peace Academy (RPA)	2009-2012	Japan, UNDP
	Support to the Media High Council	NA	NA
	Support to the National Unity and Reconciliation Commission	NA	NA
	Support to the Ombudsman's Office	NA	NA
	PROVIDING SUPPORT TO THE ELECTIONS CYCLE AND THE NATIONAL ELECTORAL COMMISSION STRATEGIC PLAN	2008-2011	UNDP, UN Fund, UK, Canada, Belgium
	A Project to Support the National Institute of Statistics of Rwanda (NISR)	2007-2011	UK, EU, UNDP, World Bank
	A Project to Support the National Institute of Statistics of Rwanda (NISR)	2007-2011	UK, EU, UNDP, World Bank
	PROVIDING SUPPORT TO THE ELECTIONS CYCLE AND THE NATIONAL ELECTORAL COMMISSION STRATEGIC PLAN	2008-2011	UNDP, Canada, Belgium, UK
Samoa	ICIES AND STRATEGIES TO FOSTER INCL.GLOBALIZATION	2009-2011	NA
	ICT for Development in Samoa	2003-2010	UNDP
	Vaitele Urban Governance Pilot Project	2008-2012	UNDP
Sao Tome and Principe	Advocacie pour l'Equit du Genre	2007-2012	UNDP
	Appui au 6eme Programme de Pays 2007-2011	2008-2012	UNDP
	Appui au Processus Electoral /Renforcement des Capacits des Elus	2010-2011	UNDP, Government
	Appui aux Cycle Electoraux 2010-2012 aux PALOP et Timor Lest (Pro PALOP-TL)	2010-2012	EU
	Elaboration du Rapport Nationale sur le Dv Humain	2000-2012	UNDP
	Electoral Cycle Support-GPEUS	2011-2012	UNDP
	Formation des Officiers de la Justice	2010-2011	EU
Saudi Arabia	Advisory Services to the Ministry of Foreign Affairs	2005-2012	Government
	E-Services GovernmentA	2007-2012	Government
	Formulation and Implementation of a National Strategy for Municipality Services to Rural Areas	2009-2013 2013	Government KACST
	Open Source Software		
	Support to Developing the National Youth Strategy in the Kingdom of Saudi Arabia	2009-2012	Government
	Technical Support to Municipal Elections in the Kingdom of Saudi Arabia	2004-2012	Government
	Urban Observatory Network for Al-Madinah Al-Monawwarah	2009-2012	Government
	Urban/Infrastructure Planning Phases III/IV	2008-2012	Government
Senegal	AJED	2007-2009	UNDEF
	Projet de Renforcement des Capacits de Bonne Gouvernance	2008-2011	UNDP, UNDP 2, France, Spain TTF, Senegal
	Rforme de l'Administration Publique et de Bonne Gouvernance	2008-2010	Spain
Serbia	Accountability Mechanism in Public Finance	2005-2010	Government of Norway
	Accountability of the Serbian Parliament	2009-2011	UNDP

	Capacity Development for the Standing Conference of Towns and Municipalities, second phase	2006-2010	Sweden
	Creating and Effective and Sustainable System of Providing Free Legal Aid in Serbia	2006-2008	Sweden, UNDP
	Enhancing Anti-corruption Efforts in Serbia	2011-2012	UNDP
	Finance Sector Policy Coordination Framework	2009-2012	Government, UNDP
	Implementation of Anti-discrimination Legislation and Mediation in Serbia (2nd phase)	2008-2010	European Agency for Reconstruction (EAR)
	Integrated Local Development	2010-2011	UNDP
	Ministry of Finance (3rd phase)	2006-2011	Netherlands, UNDP
	Project Coordination Management Unit	2005-2008	EAR, UNDP
	SEIO	2011-2015	UNDP, Government
	Serbian Public Administration Reform Strategy (2nd phase)	2007-2009	Sweden, UK, UNDP
	War Crimes Trials and Notions of Justice	2008	Romania
Seychelles	Enhancing the Rule of Law in Seychelles through strengthening of monitoring and Oversight Capacity of the Judiciary	2007-2010	UNDP, Government, Anonymous
Sierra Leone	African Peer Mechanism Project	2008-2012	UNDP
	Development of an Independent National Public Broadcasting Service for Sierra Leone (SLBC)	2011-2012	PBF
	Diaspora Project	2008-2011	UNDP, Hewlett Foundation, Open Society Institute
	Improving Access to Justice Programme in Sierra Leone	2009-2012	Sweden, UNDP, PBF, UNDP
	Integrated Development and Empowerment Assistance to Sierra Leone Parliament Project	2008-2012	UNDP
	Public Sector Reform Project	2008-2012	UNDP
	Support to Electoral Systems and Processes	2011-2015	EU, UK, Ireland, PBF, Germany, UNDP
	Support to HIV and AIDS Project	2008-2012	UNDP
	Elections Support	2011-2015	EU, UK, Ireland, PBF, Germany, UNDP
Slovak Republic	New UNDP Regional Anti-Corruption Project	NA	NA
	Promoting human rights and access to justice for social inclusion and legal empowerment (2011-14)	2011-2014	NA
	Promoting the rights of people living with disabilities	NA	NA
	The Universal Periodic Review - A nationally owned human rights agenda	2008-2011	NA
Somalia	Local Governance	2008-2010	NA
	Somali Institutional Development Project (SIDP)	2009-2011	NA
	UNDP Somalia Constitution-making Support Project	2006-2010	NA
South Africa	e-governance for local Government Eastern Cape	2008	NA
	UNDP Support to the Health SEU	NA	NA
	UNDP Support to the Health Sector	2002-2006	Government of South Africa
South Sudan	Access to Justice	2006-2012	UNDP, Netherlands, UK, Canada (DFAIT), Denmark, EUCOMM, Anonymous
	IGAD Regional Capacity Enhancement Initiative	2010-2012	Norway
	Support to Legal Education and Research	2010-2011	Norway, USG/INL
	Support to Office of the President	2006-2011	UK, Norway, UNDP
	Support to Police and Prisons	2011	MDTF, Japan, INL/US Government, Norway, Canada
	Support to the Judiciary	2006-2012	DFAIT, UK, Norway, UNDP
	Support to the Ministry of Legal Affairs and Constitutional Development Tokten	2010-2011	DFAIT, UK, EU
		NA	NA
Sri Lanka	ART Sri Lanka	2006-2011	Spain, Fons Catala, FAMSI, Associazione Comasca, Centro Superior de Hosteleria de Galicia, Fondo Galego, Fondo Extremene, Comune di Foligno, Regione Veneto, Diputacion de Huelva, Paz y Desarrollo, Emilio Moro Foundation, FELCOS Umbria
	Equal Access to Justice Phase II	2009-2012	UNDP, UNDP Sweden
	Local Governance Project (LogoPro)	2009-2012	UNDP Sweden, UNDP, UNDP, Norway
	Support Efforts and Action against Corruption in Sri Lanka (SEAC)	2009-2011	UNDP and 2
			UNDP, UNDP, UNDP Global Human Rights Strengthening Project
Sudan	UN Joint Programme on Human Rights	2009-2011	
	Access to Justice and Confidence Building in Kassala State	2005-2011	NOR, UK, NET
	Addressing Gender-Based Violence in Darfur	2006-2008	USA
	Capacity Building of African Union Forces in Darfur	2006-2008	Japan
	Capacity Building of the Sudan Judiciary	2006-2011	World Bank
	Good Governance and Equity in Political Participation in Post Conflict Sudan	2005-2009	NET
	Joint UN Integrated Community-Based Recovery And Development Project in South Kordofan	2008-2009	UNICEF
	Local Governance Capacity Building Project in South Kordofan	2006-2012	UK, NET
	Local Governance Development Public Expenditure and Management in Eastern Sudan	2009-2012	Netherlands, Norway, UK
	Political Parties Development	2008-2010	UK
	Poverty Alleviation D Oriented Governance Project in Red Sea State	2005-2009	DEN, NET, UK
	Preparatory Assistance- Parliamentary & Political Parties Development in Northern Sudan	2006-2007	Netherlands, UK, UNDP
	Strengthening Access to Justice and Human Security in Three Protocol Areas	2006-2012	DEN, NET

	Strengthening Human Security for Vulnerable Groups in Khartoum IDP Camps and Squatter areas	2006-2009	NET
	Strengthening Rule of Law and Sustainable Protection in Darfur	2004-2012	NET, CHF, Sweden, UK Italy, UK, Norway, Denmark, Sweden, Spain, Japan, EU, Netherlands, France
	Support to Elections and Democratic Processes	2009-2011	
	Support to Public Sector, Decentralization and Capacity Building Project (PSCAP)	2008-2009	UK
	Support to the Abyei Civil Administration Project	2008-2011	NA
	The Abyei Area Referendum Project	2010-2011	Netherlands, Japan UK, Sweden, Japan, Norway, Netherlands, Canada, EU, Denmark, France
	The Southern Sudan Referendum Project	2010-2011	
	The Support to the National Strategic Planning Process	2007-2009	UK
	Transfer of Knowledge Through Expatriate Nationals (TOKTEN)	2006-2012	NET, UK, UNDP
Suriname	Assistance for Development of a Capacity Strengthening Plan for the Ministry of Social Affairs and Public Housing	2009-2010	UNDP
	Preparatory Assistance Agreement - UNDP Assistance to Suriname elections 2010	2009-2010	UNDP
	Strengthening national capacities for Aid Coordination and Monitoring of Development Plans and MDG Achievements	2009-2010	UNDP
	UNDP Today Report		
	Support for implementing the policy plan for Protection of Legal Rights and Safety -Legal Protection and Human Rights, and Anti-Corruption	2009-2011	UNDP
Swaziland	Strengthening Good Governance	2011-2015	UNDP
	Towards Greater Citizenry participation	2009-2012	UNDP, Anonymous
Syria	No Information		
Tajikistan	088-JAP-KHJ-EUD-03-ISF	2003-2005	Japan
	089-USA-KUL-EUD-02-VOS05	NA	USA
	096-USA-KUL-EUD-02-VOS03	NA	USA
	113-USA-KUL-EUD-02-MUM04	NA	USA
	114-USA-KUL-EUD-02-KHO05	NA	USA
	115-UNDP-KHJ-CBO-04-SGD	2004	UNDP
	116-UNDP-KHJ-CBO-04-SGD	2004	UNDP
	122-TACIS-KHJ-CBO-05-ISF	2005	TACIS
	124-TACIS-KHJ-CBO-05-SGD	2005	TACIS
	135-UNDP/BOMCA-KHJ-CBO-05-OKA	2005	BOMCA
	147-UNDP/Sweden/UK-KHJ-EUD-05-CHU	2005	Sweden, UK
	148-UNDP/Sweden/UK-KHJ-EUD-05-KKZ	2005	Sweden, UK
	203-UNDP-KUL-CB04-KHO05	2004	UNDP
	204-UNDP-KUL-CB04-HMD05	2004	UNDP
	205-UNDP-KUL-CB04-SHR03	2004	UNDP
	207-UNDP-KUL-CB04-MUM047	2004	UNDP
	246-UNDP-KUL-Canada-LG-06	2006	Canada
	247-UNDP-Canada-KUL-LG-06	2006	Canada
	248-UNDP-KUL-Canada-LG-06	2006	Canada
	FAR10-JDC01	2003-2004	USA, CAIP
	GHM-01-DGR-REIN-015	NA	DGRELEX
	GHM-01-DGR-REIN-016	NA	DGRELEX
	GHM-01-DGR-REIN-049	NA	NA
	GHM-01-JGT-DGR-009	NA	DGRELEX
	GHM-01-TLD-DGR-REIN-019-020	2001-2002	DGRELEX
	GHM-01-TLD-DGR-REIN-058-061	2001-2002	DGRELEX
	GHM-97-INF-019	1997-1998	UNDP
	GHM-99-GHM-REIN-006	1999	Norway
	KUL-96-KUL-INFRA/INS-07	1996-1997	UNDP
	SGD-02-USA-AGR/CB-AST-065	2002-2003	USA
	SHR02-JDC01	2003	USA, CAIP
	STZ-01-DGR-REIN-CD-195	NA	Japan
	STZ-01-DGR-REIN-CD-197	NA	Japan
	STZ-01-DGR-REIN-CD-198	NA	Japan
	STZ-01-DGR-REIN-CD-199	NA	Japan
	STZ-05-PNJ-BOMCA-CD-268	NA	BOMCA
	STZ-05-STZ-UNDP-CD-259	NA	BOMCA
	STZ-05-STZ-UNDP-LG-266	2005	UNDP
	STZ-06-STZ-LM-CD-283	2006	CETP
	STZ-06-STZ-LM-CD-287	NA	UNDP, BRATISLAVA
	STZ-98-INS-072	1998	UNDP
	STZ/B-99-INF-095	NA	UNDP
	STZ/B-99-INF-096	NA	UNDP
	STZ01-DGR-REIN-CD-196	NA	NA
	Border Management in Central Asia (BOMCA)	2011-2013	NA
	BORDER MANAGEMENT NORTHERN AFGHANISTAN	2009-2010	UNDP
	Public Administration Reform/Institutional Strengthening	2011-2013	UNDP
	Support to Effective National Aid Coordination and Investment Promotion	NA	NA
Tanzania	Deepening Democracy in Tanzania Programme (DDTP)	2007-2010	UNDP, Denmark, Canada, Ireland, Sweden, EU, Netherlands, Norway, UK, Government UNDP, UK, Sweden, EU, Finland, Netherlands, Denmark, Norway, Switzerland
	Election Support Project 2010 (ESP 2010)	2009-2011	NA
	Legislatures Support Project (LSP)	NA	NA
	National Human Rights Action Plan (NHRAP)	NA	NA
Thailand			

	Capacity Building and Civic Education in Support of Decentralization and Local Governance in Thailand	NA	NA
	Capacity Building to support Thailand Mine Action Centre (TMAC)	NA	NA
	Integrated Community Development for Livelihoods and Social Cohesion Project	NA	NA
	Legal Empowerment Partnership Project (LEP)	NA	NA
	One Annual Work Plan 2011	NA	NA
	Southern Thailand Empowerment and Participation (STEP) Project	NA	NA
	Sustainable Solutions to the Displaced People Situation along the Thai-Myanmar Border	NA	NA
	Sustaining Thailand's Democratic Practice through Improvement of Inclusive Electoral Process	NA	NA
	ENGAGE	2008	UNDP
Timor-Leste	Human Rights Capacity Building of the Provedoria for Human Rights and Justice (PDHJ)	2010-2014	UNDP, OHCHR, Ireland, New Zealand, Sweden
	Independent Media Development Project	2008-2009	UNDP, UNDP
	Local Governance Support Programme	2007-2011	Ireland, Norway, UNDP, UNCDF, Government
	Strengthening Parliamentary Democracy in Timor-Leste	2010-2013	Australia, Norway, Sweden
	Strengthening the Institutional Capacity of the Office of the President	2007-2010	UNDP
	Strengthening the Justice System in Timor-Leste	2008-2013	Australia, Ireland, Norway, Portugal, Spain, Sweden, OHCHR, Government, Brazil
	Support to Civil Service Reform in Timor-Leste	2008-2011	UNDP, Ireland
	Support to the Timorese Electoral Cycle	2008-2012	Sweden, GPEUS (Spain), EU, Ireland, UNDP
	Strengthening institutional capacity of the National Parliament in Timor-Leste	2011-2015	EU
	Support to Anti-Corruption Initiatives in Timor-Leste	2011-2013	UNDP
Togo	Projet d'appui à la réforme et la modernisation de l'administration publique	2009-2012	UNDP
	Projet d'appui au renforcement des capacités de l'Assemblée nationale	2008-2012	UNDP
	Projet d'appui aux Processus Electoraux (PAPE)	2010-2012	EU
	Projet d'appui Programme Decentralization	2008-2012	UNDP
	Appui au développement des capacités de gestion de développement	2008-2012	EU, UN
	Projet conjoint d'appui à la consolidation de la paix et de la promotion des droits de l'Homme	2010-2012	UNDP, OHCHR
Trinidad and Tobago	Capacity Development in Project Management in the Ministry of Local Government	2008-2011	Government, UNDP
	Effective control and monitoring of precursor chemicals in Trinidad & Tobago	2011	Government, UNDP
	Institutional Strengthening and Capacity Support for the Ministry of Education	2005-2011	Government, UNDP
	Institutional Strengthening and Support to the Ministry of Local Government	2006-2010	Government, UNDP
	Put A Woman	2007-2008	Government, UNDP
Tunisia	Appui à la mise en place d'une stratégie de communication pour la Cour des Comptes et les Instances Executives, Legislatives et Consultative de l'Etat	2006-2009	UNDP
	Appui à la Mise en place de la Stratégie de Modernisation de l'Administration Publique	NA	NA
	Appui à un dialogue pour l'identification d'indicateurs de Gouvernance et de développement humain durable Spécifiques à la Tunisie	2006-2009	UNDP
	Appui au Renforcement des Capacités d'Analyse et de Suivi du Marché de l'Emploi en Tunisie	2007-2009	UNDP, BIT
	Etude Prospective de la Tunisie à l'horizon 2030 - Tunisie 2030	NA	NA
	La cour des comptes - outil de transparence et de confiance dans la gestion publique	2007	UNDP
	Programme de Modernisation de l'Administration Publique (MODAP)	2009-2012	UNDP, Government
Turkey	Access to Justice and Strengthening the Rule of Law	NA	NA
	CEDAW - Women's Integration in Development	2005	NA
	Civilian Oversight of the Security Sector	2007-2010	NA
	Empowerment of Youth for Improved e-Governance in Turkey	2005	NA
	Enhancing Women's Participation in Politics and Decision Making	2006-2007	Sweden, UNDP
	Human Rights and Security Sector Governance	NA	NA
	LA-21 - Strengthening Local Government	2009-2011	NA
	Local Governance and Civic Engagement	NA	NA
	Preparatory Assistance Project for the Development of Practice of mediation in Criminal Justice System of Turkey	NA	NA
	Project for Inclusive Civic Engagement in Legislation Making in Turkey	NA	NA
	Project for the Development of Practice of Mediation in Criminal Justice System of Turkey	2008-2009	UNDP
	Public Administration Reform and Anti-corruption	2010-2011	NA
	Support to Human Rights Education of the Ministry of Interior	2006-2007	NA
	Support to Judicial reform in the Perspective of Organizational Administration	2008-2009	NA
	Support to Local Administration Reform Programme in Turkey	2005-2007	NA
	Support to the Development of an IDP Programme in Turkey	2005-2006	NA
	Support to the Institutional Administration of the Presidency of the Court of Cassation in line with the International Standards	2010	NA
	Technical Assistance for Improvement of Civilian Oversight of Internal Security Sector	NA	NA
	Women Empowerment and Gender Equality	NA	NA
	Women in Politics	2006	NA

	Enhancement of the City Councils for their Increased Functionality as Local Governance Platforms	NA	NA
	Fostering an Enabling Environment for Gender Equality in Turkey	2011-2013	Sweden
	Support to the Improvement of Mechanisms for Governance of Regional Development in Turkey	2011-2012	UNDP, Government
	Support to the Improvement of Practice of Mediation in Criminal and Civil Justice System in Turkey	2011-2012	UNDP, Sweden
	UN Joint Programme on Promoting Gender Equality at Local Level	2011-2013	Sweden
Turkmenistan	BOMCA	2011-2014	EU, UNDP USA: 2010-2012, The Government of Norway: 2009-2010, UNDP
	Enhancing Electoral System and Processes in Turkmenistan	2009-2012	UNDP
	Enhancing the System of Civil Service in Turkmenistan	2010-2015	UNDP
	Parliamentary Development Support Programme	2010-2012	UNDP, UNDP
	Strengthening the National Capacity of Turkmenistan to Promote and Protect Human Rights	2009-2013	EU, UNDP, OHCHR
Uganda	Macro-Economic HIV/AIDS assessment	2007-2008	UNDP, UK, PAF
	Mainstreaming HIV and AIDS	2007	UNDP
	Support to Directorate of Ethics and Integrity (DEI)	2006-2010	UNDP
	Support to Inspectorate General of Government	2006-2010	UNDP
	Support to Local Council Courts in the conflict affected districts of Uganda	2006-2009	UNDP, UNCDF, UNDP
	Support to Parliament of Uganda	2006-2010	UNDP
	Support to Participatory Development Management	2006-2010	UNDP
	Support to Public Procurement and Disposal of Public Assets Authority	2006-2009	NA
	Support to the Alliance of Mayors Initiative for Community Action on AIDS at local level (AMICAALL)	2006-2009	NA
	Support to the Implementation of African Peer Review Mechanism (APRM) in Uganda	2006-2008	NA
	Support to the Uganda Human Rights Commission	2006-2010	UNDP
Ukraine	Civil Society Development Programme	2009-2012	Denmark
	Consumer Society and Citizen Networks	2006-2010	NA
	Equal Opportunities and Women's Rights in Ukraine	2008-2011	UNDP, Sweden, EU
	Establishment of JI Secretariat in Ukraine	2005	NA
	Integrity in Action - Governance Programme	2004-2006	NA
	Legal Empowerment Project - Fostering Full Enjoyment of Land and Property Rights	2011-2013	UNDP
	Marketing Democracy Project	2008	NA
	Support to Civil Service Reform in Ukraine	2007-2010	Ireland
	The EU Border Assistance Mission (EUBAM)	2005-2015	EU, EU
United Arab Emirates	Capacity Building - Ministry of Foreign Trade	2010	Government
Uruguay	Apoyo a la ejecuciñ del Sistema Gobernamental de Inversiñ Pública	2010-2012	Government, Interamerican Development Bank Cooperaciñ Técnica No Reembolsable No. /OC-10067-UR
	Apoyo a la gestiñ del Gobierno Electrónico en Uruguay	2008-2012	Interamerican Development Bank Contrato de Préstamo N° 1970/OC-UR, Aporte Local
	Apoyo a la Unidad de Desarrollo Municipal en la ejecuciñ del Programa de Desarrollo y Gestión Municipal IV	2004-2011	Interamerican Development Bank Contrato de Préstamo N° 1489/OC-UR, Aporte local
	Apoyo al Programa de Fortalecimiento de la Superintendencia de Servicios Financieros (SSF) del Banco Central del Uruguay (BCU).__	2010-2013	Interamerican Development Bank (Préstamo N° 2228/OC-UR), Aporte local (BCU)
	Asistencia técnica al Programa de reforma del servicio civil.	2006-2011	Préstamo Interamerican Development Bank N° 1772/OC-UR, Contribución del Gobierno (ONSC)
	Consolidación de un servicio de Call Center en el Ministerio de Trabajo y Seguridad Social	2010-2011	Aporte local (MTSS)
	Consolidación institucional de la URSEA para el cumplimiento de sus cometidos básicos	2008-2011	Governmento Governmental
	Programa de Fortalecimiento del Sistema Judicial Uruguayo	2002-2014	Interamerican Development Bank Préstamo N° 1277/OC-UR, Aporte local
Vietnam	Assistance for the Implementation of Viet Nam's Legal System Development Strategy	2003-2007	UNDP, Sweden, Denmark
	Capacity Building for the Implementation of International Human Rights Treaties in Viet Nam	2008-2011	UNDP
	Capacity Building for Viet Nam Union of Science and Technology Associations	2008-2011	UNDP, One Plan Fund
	Capacity Development for Effective and Sustainable External Debt Management	2002-2005	UNDP, Australia, Switzerland, Government
	Exchange for Economic Development Policy Lessons Viet Nam - China	2002-2005	UNDP, Government
	Implementation of National Industrial Statistics Programme (NISP)	1998-2001	UNDP
	Improving the Regulatory Environment for Business	1997-2001	UNDP, Australia, Government
	Institutional and Capacity Building in the Area of Competition law and policy in Viet Nam	2001-2004	UNDP
	Institutional Reform for Business Development	2002-2006	UNDP, Government
	Legal Needs Assessment/Legal System Development Strategy Preparatory Assistance	2002	UNDP, World Bank, African Development Bank
	MARD	2007-2012	NA
	PAR in the ministry of agriculture and rural development, phase II	NA	NA
	Providing Technical Assistance for the Preparation of the Socio-Economic Development Strategy for Viet Nam to the Year 2010	1999-2001	Australia, Sweden, Government, UNDP
	Public Administration Reform Programme, Hai Phong City Pilot Project	1998-2001	UNDP, Netherlands, Government

	Public Expenditure Review - Phase II	1999-2002	UNDP, Government
	Strengthening Access to Justice and Protection of Rights in Viet Nam	2010-2015	UNDP, One UN Fund
	Strengthening Capacities for Multilateral Development Diplomacy	2003-2006	UNDP, France, Government
	Strengthening Capacity in Socio-Economic Development (SED) Planning, Implementation and Provision of Basic Social Services in Kon Tum	2007-2010	UNDP, Other UN funds
	Strengthening Capacity of the Government Committee on Organisation and Personnel (GCOP) to better implement its PAR tasks assigned by the Government	1998-2001	UNDP, Government
	Strengthening Capacity of Viet Nam National Mekong Committee	1998-2000	UNDP, Government
	Strengthening Judicial Capacity in Viet Nam	1996-2000	UNDP, Denmark, Vietnam
	Strengthening Labor Administration Capacity for Effective Implementation of the Labour Code in Viet Nam	1999-2002	UNDP, Government
	Strengthening Local Government Capacities for Planning, Budgeting and Managing Public Resources (SGovernment)	2005-2009	UNDP, UNCDF, UK, Ireland (Ireland), France, Government
	Strengthening Public Prosecutorial Capacity in Viet Nam	1996-2000	UNDP, Denmark, Vietnam
	Strengthening Representative Bodies with Focus on Provincial People's Councils (PPCs)	1999-2001	UNDP, Danish Trust Fund, Government
	Strengthening the Capacity of People's Elected Bodies in Viet Nam	2003-2008	UNDP, Switzerland, Canada, Finland, Norway, Government
	Strengthening the Capacity of Representative Bodies in Viet Nam - Phase 3	2008-2012	UNDP
	Strengthening the Capacity of the General Department for Management of State Capacity and Assets in State-Owned Enterprises	1999-2002	UNDP, Government
	Strengthening the Capacity of the Viet Nam Lawyers Association	2006-2009	UNDP, UK
	Strengthening the Capacity of Viet Nam Customs	1999-2000	UNDP, Government
	Strengthening the Capacity of Vietnamese Government's Agencies in Accelerating and Improving PAR Efficiency and Effectiveness	2009-2012	UNDP
	Strengthening the Legal Capacity in Viet Nam - Phase II	1998-2001	UNDP, Government
	Sub-national Capacity Strengthening for Monitoring Socio-Economic Development Plan Implementation (SCSM)	2008-2009	AA4, Government
	Support for Trade Promotion and Export Development	2010-2012	UNDP, Switzerland, Government
	Support to PAR in Ho Chi Minh City 2008 - 2011	2000-2002	Government
	Support to Public Administration Reform (PAR) in the Ministry of Agriculture and Rural Development- Phase II	1999-2003	UNDP, Government
	Support to Public Administration Reform in Ho Chi Minh City	2008-2011	UNDP
	Support to Public Administration Reform Programme in Ho Chi Minh City (phase II)	2003-2005	UNDP, Government
	Support to Public Administration Reform Programme of Ministry of Agriculture and Rural Development	2000-2002	UNDP, Netherlands, Government
	Support to the Implementation of the Public Administration Reform 2001-2010 master Programme	2002-2006	UNDP, Switzerland, Netherlands, Sweden, Canada, Norway, Government
	The Budgetary Process and Oversight Capacity of the National Assembly and Provincial People's Councils Project	2003-2008	UK, Canada, Anonymous, Government
Yemen	Enhancing National Human Rights in Yemen II	2009-2011	UNDP UNDP, Yemen Government, France, UNFPA
	LGSP	2010-2014	UNDP UNDP, UNCDF, UNIFEM, French Government
	MoPIC	2008-2011	UNDP UNDP
	Strengthening the Capacity of the Media and CSOs in Transparency	2008-2009	UNDP
	The EC-UNDP Joint Electoral Assistance in Yemen	2008-2012	UNDP, EU
Zambia	Capacity Development for Cabinet Office	2008-2010	UNDP
	Capacity Development for Human Rights	2010	Human Rights Commission
	Constitutional Reform - support to the constitution reform process in Zambia	2007-2009	UNDEF
	Integrated Framework for Trade Related Technical Assistance	2007-2010	Finland
	Pro Poor Policy Formulation and MDGs	2007-2011	UNDP
	Strengthening Electoral Process in Zambia	2009-2012	UNDP, EU, Canada, Netherlands, Finland
	Support to the Implementation of the Decentralisation policy	2008-2010	UNDP
Zimbabwe	No Information		

1682 TOTAL PROJECTS

Appendix 2: Detailed Explanation of UNDP Democratic Governance Focus Areas

First is access to information and e-governance, which refers to mobile phones and Internet. Access to information and e-governance is considered “vital for transparency, accountability, participation and rule of law.” E-governance is defined as a “public investment in information and communication technologies (ICTs) to strengthen governance processes.” UNDP’s specific role is supporting “e-administration, e-service delivery and e-participation in a people-centered and pro-poor approach.”¹ Secondly, access to justice and rule of law is defined as an “effective, responsive, accessible and fair justice [system].” UNDP’s activities include reform, evaluation, and protecting the rights of women and marginalized citizens.² Third, UNDP defines corruption in their anti-corruption campaigns as the “reduc[tion of] access to public services by diverting public resources for private gain...corroding rule of law, democratic institutions and public trust in leaders.” UNDP’s primary activity in the anti-corruption focus area is knowledge sharing, with some work in pro-poor policy making and monitoring of public budgets.³ Fourth, Civil engagement is defined as the “process whereby citizens or their representatives are able to engage and influence public processes, in order to achieve civic objectives and goals.” UNDP’s work in this area “supports governments to create mechanisms

1. United Nations Development Programme, “Access to Information and E-Governance,” *United Nations Development Programme*, http://www.beta.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus_areas/focus_access_information.html (accessed July 20, 2011).

2. United Nations Development Programme, “Access to Justice and Rule of Law,” *United Nations Development Programme*, http://www.beta.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus_areas/focus_justice_law.html (accessed July 20, 2011).

3. United Nations Development Programme, “Anti-Corruption,” *United Nations Development Programme*, http://www.beta.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus_areas/focus_anti-corruption.html (accessed July 20, 2011).

for citizen's engagement in policy processes...[and] increasing the capacities and skills of civil society organizations to effectively participate and engage in decision making processes and hold states to account.”⁴ It is important to note here that civil society organizations is defined very broadly to include “formal and informal organizations that are outside the state and the market.”⁵ The fifth area is electoral systems and processes, the importance of which is to be expected, such as “allowing[ing] genuine participation by all citizens”. UNDP’s work includes legislation reform, planning, voter education and registration, logistical and technical assistance, conflict prevention, and political party formation.⁶ Sixth is human rights, defined as the “freedom, dignity and worth of every person,” and UNDP works in “policy development, advocacy, training, civic education, developing national human rights action plans, strengthening human rights institutions, [and] promoting international human rights instruments.”⁷ Seventh is local governance, which is defined broadly as “sub-national institutions.” UNDP’s work focuses on four priority areas, which are “local governance for improved service delivery and MDG acceleration”; “local governance for state- and peace-building”; “local governance and

4. United Nations Development Programme, “Civic Engagement,” *United Nations Development Programme*, http://www.beta.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus_areas/topics_civic_engagement.html (accessed July 20, 2011).

5. Ibid.

6. United Nations Development Programme, “Electoral Systems and Processes,” *United Nations Development Programme*, http://www.beta.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus_areas/focus_electoral.html (accessed July 20, 2011).

7. United Nations Development Programme, “Human Rights,” *United Nations Development Programme*, http://www.beta.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus_areas/focus_human_rights.html (accessed July 20, 2011).

democratic representation”; and “local governance and environmental sustainability.”⁸ The eighth area is parliamentary development. UNDP expects a successful parliament to be “effective [at] lawmaking, oversight and representation.” Based on the project documents, UNDP’s assistance focuses largely on capacity building for parliaments and national assemblies, though the website also lists “institutional reform, strengthening[ing] parliaments’ relationships with the executive and judiciary branches of government and with civil society, enhance the effectiveness of women members in parliament” and “inter-parliamentary networking” with “e-governance and ICT strategies.”⁹ The ninth focus area, public administration, is deemed important because it “acts as a bridge between government and society, and plays a fundamental role in shaping legitimate state-society relationships.” UNDP again has four priority areas, which are “Public administration and democratic change”; “Public administration and the MDGs”; “Public administration for state- and peace-building in post-conflict societies”; and “Public administration for environmental sustainability”. Moreover, public administration activities must also consider “human rights, information sharing, gender equality, rule of law, integrity and transparency.”¹⁰ The final focus area is women’s empowerment, which is

8. United Nations Development Programme, “Local governance,” *United Nations Development Programme*, http://www.beta.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus_areas/focus_local_governance.html (accessed July 20, 2011).

9. United Nations Development Programme, “Parliamentary Development,” *United Nations Development Programme*, http://www.beta.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus_areas/focus_parliamentary_dev.html (accessed July 20, 2011).

10. United Nations Development Programme, “Public Administration,” *United Nations Development Programme*, http://www.beta.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus_areas/focus_public_administration.html (accessed July 20, 2011).

fundamentally increasing the number of female politicians, though the activities also include judicial reform, increasing health and education, and lowering gender-based violence with a gender equality strategy.¹¹

11. United Nations Development Programme, “Women’s Empowerment,” *United Nations Development Programme*, http://www.beta.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus_areas/focus_womens_empowerment.html (accessed July 20, 2011).

Appendix 3: Authoritarian and Democratic Countries Hosting UNDP Democratic Government Projects with their 2010 Polity IV Score

Authoritarian Countries: for the purposes of this project, defined as having a 2011 Polity IV score of -5 or lower:

Country Name	2010 Polity IV Score
Afghanistan	-7
Azerbaijan	-7
Bahrain	-8
Belarus	-7
China	-7
Equatorial Guinea	-5
Eritrea	-5
Gambia	-5
Iran	-6
Kazakhstan	-6
Kuwait	-7
Laos	-7
Libya	-7
Saudi Arabia	-10
Somalia	-5
Swaziland	-9
Syria	-5
Turkmenistan	-9
United Arab Emirates	-8
Vietnam	-7

Democratic Countries: for the purposes of this project, defined as having a 2011 Polity IV score of 8 or higher:

Name of Country	2010 Polity IV Score
Albania	9
Argentina	8
Botswana	8
Brazil	8
Bulgaria	9
Chile	10
Comoros	9
Costa Rica	10
Croatia	9
El Salvador	8
Ghana	8
Guatemala	8
India	9
Indonesia	8
Jamaica	9
Kenya	8
Kosovo	8
Lesotho	8
Lithuania	10
Macedonia	9
Mauritius	10
Mexico	8
Moldova	8
Montenegro	9
Nicaragua	9
Panama	9
Paraguay	8
Peru	9
Philippines	8
Serbia	8
Slovak Republic	10
South Africa	9
Uruguay	10

Appendix 4: Regression Results and Discussion

The regression table discussed in Chapter 3 is shown below. The dependent variable is the host-country's Polity IV score, and the independent variables are the 47 activity types, the six regions of the world (per Polity IV regional categorization), and their GDP per capita in 2010, as reported by the World Bank.

Source	SS	df	MS	Number of obs = 115			
Model	2019.65513	54	37.401021	F(54, 60) = 1.10			
Residual	2046.03182	60	34.1005304	Prob > F = 0.3626			
Total	4065.68696	114	35.6639207	R-squared = 0.4968			
				Adj R-squared = 0.0438			
				Root MSE = 5.8396			
polityi~2010	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]		
egovernanc~o	.7001905	1.970826	0.36	0.724	-3.242049	4.64243	
ictinfrast~n	-.2102515	2.347812	-0.09	0.929	-4.906576	4.486072	
municipall~e	1.460204	1.564825	0.93	0.354	-1.669912	4.59032	
institutio~l	-.163096	1.728732	-0.09	0.925	-3.621075	3.294883	
politicalo~l	-4.34496	2.948353	-1.47	0.146	-10.24254	1.552624	
mediaprcap~g	2.487449	2.176651	1.14	0.258	-1.866501	6.841398	
publicfina~m	.8892042	1.858167	0.48	0.634	-2.827683	4.606092	
economicre~a	.7430359	2.1047	0.35	0.725	-3.466991	4.953063	
urbanplann~g	-1.020914	2.383736	-0.43	0.670	-5.789095	3.747267	
servicedel~y	-5.412811	2.61341	-2.07	0.043	-10.64041	-.1852129	
accountabi~y	.7894053	2.480319	0.32	0.751	-4.171972	5.750783	
confidence~s	3.16881	2.723833	1.16	0.249	-2.279668	8.617288	
privatesec~t	.9791353	2.914888	0.34	0.738	-4.851509	6.809779	
developmen~y	-.8472038	1.600088	-0.53	0.598	-4.047856	2.353448	
electoralra~t	-.4771649	2.442416	-0.20	0.846	-5.362725	4.408395	
electionob~n	-2.985544	6.746952	-0.44	0.660	-16.48146	10.51037	
electorali~t	-2.404581	2.34782	-1.02	0.310	-7.10092	2.291758	
electorall~n	3.345874	2.380348	1.41	0.165	-1.415531	8.10728	
partyforma~z	1.881154	3.032466	0.62	0.537	-4.18468	7.946989	
generalpol~n	4.058964	3.361115	1.21	0.232	-2.664336	10.78226	
borderandc~t	-1.189577	3.254212	-0.37	0.716	-7.698969	5.319816	
antiorganis~s	-5.065241	3.888377	-1.30	0.198	-12.84315	2.712671	
minoritysr~s	-.6622073	4.678097	-0.14	0.888	-10.01979	8.69538	
disability~s	2.666645	4.188656	0.64	0.527	-5.711915	11.04521	
data	.0070704	2.656421	0.00	0.998	-5.306563	5.320704	
parliament~p	-.5840956	1.738694	-0.34	0.738	-4.062002	2.893811	
judicialca~r	-1.987808	1.483081	-1.34	0.185	-4.954412	.9787962	
humanrights	.2104379	1.866522	0.11	0.911	-3.523162	3.944038	
anticorrup~s	1.127221	2.204698	0.51	0.611	-3.282832	5.537275	
womensrigh~g	-1.613751	1.792321	-0.90	0.372	-5.198926	1.971425	
infrastruc~p	.1197751	6.116825	0.02	0.984	-12.1157	12.35525	
assistance~s	.8630007	3.025418	0.29	0.776	-5.188735	6.914737	
nationalle~m	.0683477	2.430617	0.03	0.978	-4.793611	4.930306	
accesstoju~e	-.4810535	1.809784	-0.27	0.791	-4.10116	3.139053	
youth	.9246499	2.525619	0.37	0.716	-4.12734	5.97664	

antipovert~s	2.956874	1.904943	1.55	0.126	-.8535794	6.767327
civilservi~m	-2.224192	1.846009	-1.20	0.233	-5.916761	1.468377
publicadmi~m	.2959185	2.202484	0.13	0.894	-4.109706	4.701543
nationalse~n	3.237608	1.948546	1.66	0.102	-.6600638	7.13528
constituti~e	-1.877298	4.179564	-0.45	0.655	-10.23767	6.483075
decentrali~n	1.566807	2.164247	0.72	0.472	-2.762332	5.895947
healthandh~s	1.145775	2.465287	0.46	0.644	-3.785533	6.077083
crisisprev~n	.2530041	2.988127	0.08	0.933	-5.72414	6.230148
nationalhu~t	-1.293878	3.461275	-0.37	0.710	-8.217458	5.629702
agriculture	-3.671311	4.319122	-0.85	0.399	-12.31084	4.968219
environment	.4740333	3.488776	0.14	0.892	-6.504557	7.452623
idpsupport	4.689297	5.310164	0.88	0.381	-5.932611	15.31121
gdpperc~2010	-.0002461	.0001112	-2.21	0.031	-.0004687	-.0000236
europe	3.847638	3.521235	1.09	0.279	-3.195882	10.89116
mena	2.143515	2.805194	0.76	0.448	-3.467709	7.754738
southamerica	.9565728	3.620323	0.26	0.793	-6.285152	8.198298
asiapacific	-1.081232	2.929362	-0.37	0.713	-6.940828	4.778365
subsaharan~a	.5314222	2.571654	0.21	0.837	-4.612652	5.675497
northamerica	.8637349	3.43899	0.25	0.803	-6.015269	7.742739
_cons	1.930177	2.851367	0.68	0.501	-3.773406	7.633759

As is clear from this table, the only variable that is statistically significant is gdppercapita~2010, with a t-value of 0.031. This is not particularly informative regarding UNDP democratic governance projects, since there are many theories that say there is a relationship between wealth and regime type. The absence of information is somewhat to be expected, given that there are over 50 explanatory variables for a sample size of 127. Although using the five broader categories would significantly decrease my explanatory variables, they are too blunt to show variation between the project activities. Another option could be to analyze the projects individually, which would have a sample size of 1,682 instead of 127. However, this would inherently decouple the project from the host country, which could be amended if the country was an explanatory variable. However, given that in my qualitative analysis I cannot find a particular country or type of country that has a consistent relationship with the project activities, if I were to have a country variable I would have to include all 127, which leads back to the same problem – too many explanatory variables for a relatively small sample size. The country variable is not sufficiently covered by the region variable, since there is a lot of variation within the regions themselves.

I also ran a regression analysis to accompany the quantitative analysis in Chapter 4. The dependent variable is “project success” (coded as 1 for success, which corresponds to the projects colored in green in Table 4.2, and 0 for not success, which corresponds to the projects colored in blue and red in Table 4.2). The regression table is below:

note: europe != 0 predicts failure perfectly europe dropped and 3 obs not used					
note: asianpacific != 0 predicts failure perfectly asianpacific dropped and 2 obs not used					
note: northamerica != 0 predicts failure perfectly northamerica dropped and 2 obs not used					
note: subsaharanafrika omitted because of collinearity					
Iteration 0: log likelihood = -8.024143					
Iteration 1: log likelihood = -4.9203321					
Iteration 2: log likelihood = -4.8427449					
Iteration 3: log likelihood = -4.8418224					
Iteration 4: log likelihood = -4.8418222					
Logistic regression	Number of obs = 13				
	LR chi2(3) = 6.36				
	Prob > chi2 = 0.0952				
	Pseudo R2 = 0.3966				
Log likelihood = -4.8418222					

success	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]
-----	-----	-----	-----	-----	-----
gdp	-.0008135	.0004073	-2.00	0.046	-.0016119 -.0000152
polityiv	-.0716687	.2060097	-0.35	0.728	-.4754402 .3321028
europe	(omitted)				
mena	3.079832	2.928908	1.05	0.293	-2.660722 8.820386
asianpacific	(omitted)				
subsaharan-a	(omitted)				
northamerica	(omitted)				
_cons	1.811052	2.235735	0.81	0.418	-2.570908 6.193012
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This analysis is very problematic, mostly stemming from the fact that there are only 20 observations in the sample size. There are also only 4 observations that can be categorized as a “success”, which means that most of the observations are dropped because they perfectly predict “failure” of a project. Therefore, of the already small sample size, only an even smaller size is being measured. Although there are techniques to compensate for small sizes (bootstrapping, for example), these techniques would only magnify any problems in the data. For example, in the sample size of 20, Kazakhstan is severely disproportionately represented, and if I were to take

the sample size of 13 I would make the assumption that Kazakhstan is representative of all UNDP democratic governance project host countries. Because this assumption is clearly not true, any results that I might gain from manipulating the data to increase my sample size would not be reflective of reality, even if it was statistically significant.

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