



*Empowered lives.
Resilient nations.*



United Nations Development Programme

CASE STUDIES OF SUSTAINED AND SUCCESSFUL DEVELOPMENT COOPERATION

SUPPORTING TRANSFORMATIONAL CHANGE



**United Nations Development Programme
October 2011**

Copyright © 2011 United Nations Development Programme
All rights reserved.

This publication or parts of it may not be reproduced, stored by means of any system or transmitted, in any form or by any medium, whether electronic, mechanical, photocopied, recorded or of any other type, without the prior permission of the United Nations Development Programme. The views and recommendations expressed in this report are those of the authors and do not necessarily represent those of UNDP, the United Nations or its Member States. The boundaries and names shown and the designations used on maps within this report do not imply official endorsement or acceptance by the United Nations.

Design and production: Laurie Douglas Graphic Design



*Empowered lives.
Resilient nations.*

United Nations Development Programme

CASE STUDIES OF SUSTAINED AND SUCCESSFUL DEVELOPMENT COOPERATION

SUPPORTING TRANSFORMATIONAL CHANGE



TABLE OF CONTENTS

FOREWORD	4
ACKNOWLEDGEMENTS	5
EXECUTIVE SUMMARY	6
BACKGROUND, PURPOSE AND PROCESS	8
Time for Reflection	8
Methodology and Process Adopted	8
Defining Transformational Change.....	9
Selecting the Case Studies	10
Issues of Contribution, Attribution and Causality.....	12
REFLECTIONS ON THE DEVELOPMENT PROCESS	13
Multi-Dimensional Complexity.....	13
The Nature of National Capacity Development	14
The Importance of Political Context and Political Economy.....	15
A Marathon, Not a Sprint	16
THE CASE STUDIES	17
Microfinance in Mongolia.....	17
Responding to the HIV Epidemic in Ethiopia	27
“Beautiful Bulgaria”	35
Managing the Black Sea and the Danube River Basin.....	43
Bangladesh: Disaster Risk Reduction as Development.....	53
El Salvador: an Early Example of Peacebuilding	65
Local Governance in Cambodia	77
UNDP AND HUMAN DEVELOPMENT	87
TEN COMMON THEMES AND FINDINGS	89
ANNEX 1. ABBREVIATIONS	97
ANNEX 2. SELECTED BIBLIOGRAPHY	100



INFORMATION GRAPHICS

Composition of XacBank’s Loan Portfolio, 2006 (Mongolia).....	21
Mongolia’s Human Development Index	23
XacBank’s Total Assets, 2002–2010 (Mongolia)	23
Map of Ethiopia Showing Adult HIV, Prevalence by Region, 2007	29
HIV Testing Centre Expansion (Ethiopia).....	33
Rise in HIV Testing Population (Ethiopia).....	33
Direct Project Results (Bulgaria).....	39
Conceptual Framework for the Danube River Basin/Black Sea Programmes.....	47
Vulnerability to Different Natural Hazards (Bangladesh)	55
Total number of Deaths by Flood and Cyclone, 1970 to 2010 (Bangladesh).....	62
Projects on Prevention and Control of Armed Violence in El Salvador.....	71
Timeline of Institutionalization Process (Cambodia).....	85



FOREWORD



UNDP is proud to have supported national development processes around the world for more than fifty years. This work supports the principles of the United Nations Charter and the “Peoples” of the individual programme countries. It catalyses reduction of poverty, improvement of lives, and expansion of choices, in keeping with the human development paradigm and with UNDP’s overall mission to empower lives and strengthen the resilience of nations.

Guiding principles of our work have been national ownership of the development process and the conviction that international partnerships can play a valuable role. Our goal is to support transformational change which brings about real improvements in people’s lives. The human development perspective, the values of the Millennium Declaration, and the results orientation of the Millennium Development Goals (MDGs) and other internationally agreed goals help shape our contribution to development.

Development is neither simple nor straightforward. It is a complex and long-term undertaking which embodies a range of challenges for all concerned. In the course of our work, we and our partners have experienced both successes and disappointments. Along the way we have learned many lessons, and we endeavour to incorporate those in our work in order to better serve our national partners and get results.

The purpose of this publication is to reflect honestly on this experience. It presents seven case studies where sustained development cooperation has enabled programme countries to make a real difference to the lives of their citizens. It also offers lessons learned to help improve our day-to-day work.

I hope that development practitioners will find this publication useful to their work in promoting sustainable human development and enabling the achievement of the MDGs.

Helen Clark
UNDP Administrator

Our goal has always been to **support transformational change** which brings about real improvements in people’s lives.



ACKNOWLEDGEMENTS

This report has been commissioned by the Bureau for Development Policy with the support of many people and organizations around the world. It is impossible to recognize everyone who has contributed to the development of this research project by providing comments, support or encouragement. We are grateful to everyone who has contributed in one way or another.

The core team for the report was Robert England, Nazia Mintz-Habib and Jason Pronyk. The report greatly benefited from the background document prepared by Sam Barnes, Francesca Jessup, Scott Leiper and colleagues from the Regional Bureaux and the Country Offices of Bangladesh, Botswana, Bulgaria, Cambodia, Ethiopia, India, Indonesia, Kosovo, Mongolia, Mozambique, Philippines, Romania, South Africa, Tajikistan, Timor-Leste, Ukraine and Uzbekistan.

While we are grateful to everyone, there are some colleagues who helped us with particular information and comments that made a huge difference; they include Douglas Gardner, Andrew Russell, Niloy Banerjee, Degol Hailu, Uyanga Gankhuyag, Alexandra Solovieva, Nadia Rasheed, Coumba Marenah, Mesfin Getahun, Fontaine Christopher, Marielza Oliveira, Juliette Hage, Sunil Saigal, Tim Scott, Andrew Hudson, Parviz Fartash, Jennifer Topping, Aminul Islam, Finn Reken Nilson and Eric Lampertz.

Beyond UNDP we consulted with a host of informants who also deserve special recognition. Again we are indebted to many individuals, but to pick a few: Elizabeth Reid, Lydia Mafhoko Ditsa, Celina Souza, José Carlos Libanio, Barbara Hanchard, Catalina Preda and John Barnes.

The views and analysis presented in this study are those of the authors and do not necessarily reflect those of UNDP.



EXECUTIVE SUMMARY

The purpose of this report is to reflect on UNDP's experience of development cooperation over the past 50 years, and to extract some common themes and general lessons about development cooperation for the future.

The report makes the case that development is a long-term proposition and is seldom amenable to short-term solutions. Certainly, truly transformational change at the national or subnational level takes time to achieve. If it is to be sustainable and sustained, it must be nationally owned and achieved. Outsiders cannot deliver such transformational change, but they can support it in a variety of ways, especially by helping to develop national capacity. UNDP believes that such international partnerships can play an important role in this regard.

After providing a definition of 'transformational change' and discussing some of the basic characteristics, complexities and uncertainties of the development process, the report documents seven cases where this has been achieved over a period of time. Taking 10–20 years as its frame of reference, the report demonstrates that development can be successful on this basis – even strikingly successful in some cases.

The seven case studies selected – as well as briefer accompanying country boxes – span the continents

a variety of the programme areas in which UNDP specializes: democratic governance; energy and environment; poverty reduction and HIV/AIDS; disaster risk reduction; and post-crisis recovery; as well as the cross-cutting issues of gender, capacity development and south–south cooperation. Taken together, they document successful development programmes and the value of international partnerships.

However, the report also acknowledges that this is not always the case; that for a variety of reasons, development programmes are not always successful; and that, even when they are successful, there is always unfinished business and uncertainties to be addressed. Development is a work in progress, in every part of the world. Development management involves taking risk, seeking to ensure successful outcomes, but acknowledging that there will be disappointments also.

Finally, the report seeks to draw some fundamental lessons from this analysis, lessons which hopefully will be of value to development practitioners around the world, including UNDP's own staff and national partners. The ten common themes and lessons are grouped into three general headings:

1. **Back to Basics:** These are essentially restatements of the most fundamental principles that underpin successful development cooperation:

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index?reportId=5_12228



云报告
<https://www.yunbaogao.cn>

云报告
<https://www.yunbaogao.cn>

云报告
<https://www.yunbaogao.cn>