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The Urban Governance Initiative (UNDP−TUGI)

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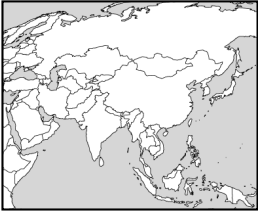
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What is This?

The Urban Governance Initiative (UNDP–TUGI)

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SUMMARY: This paper presents a profile of the work of the Urban Governance Initiative, which seeks to promote and support good urban governance in Asia and the Pacific. It describes the principles underlying its work; the pilot projects it supported in Suva, Kathmandu, Penang and Shenyang; its award schemes for urban innovation, the use of new technologies and for young leaders; and its publications and outreach to local authorities and journalists. It also describes the citizen Report Cards system it has supported, and its special interest in mobilizing local governance action for preventing the spread of HIV/AIDS and for supporting those who are infected.

I. INTRODUCTION

THE URBAN GOVERNANCE Initiative (TUGI) is a regional project of the United Nations Development Programme (UNDP) that began in 1998. UNDP–TUGI acts as a regional hub for promoting good urban governance through institutional capacity building, providing policy advisory services and enabling innovations in tools and methodologies for urban governance. Thus, it ensures a wide advocacy reach, the building of cascading partnerships and collaborative networking within and between cities in Asia and the Pacific.

As Asia–Pacific transforms into an urban region, it faces many challenges. On the one hand, cities have tremendous potential as they are the engines of economic and social development in a country. On the other, cities can also generate and intensify social exclusion – denying the benefits of urban life to the poor, to women, to children, to the disabled and other marginalized groups. At the same time, the rapid rate of urbanization has often resulted in deteriorating urban services, growing urban poverty and a deteriorated urban environment. City authorities seem ill-equipped to handle shelter and housing demands, increasing infrastructure demands, employment and job creation, gender inequality and environmental degradation. Undoubtedly, good urban governance is the key to developing and managing human settlements. There is a need for creative and innovative approaches to promoting good urban governance amongst all stakeholders.

UNDP–TUGI draws upon the lessons and experiences of two previous regional projects of the UNDP, namely Asia–Pacific 2000 and the Urban Management Programme for Asia and the Pacific. UNDP has been contin-

uously committed to urban issues in this region, as shown by the invest-
ment made in all three projects. UNDP–TUGI has also been one of the first
regional projects to specifically move beyond urban management to the
broader concept of urban governance.

UNDP–TUGI's five-point vision for well-governed and sustainable
cities is based on the principle that, if cities were indeed our homes, they
would be socially just, ecologically sustainable, politically participatory,
economically productive and culturally vibrant (Box 1).

Box 1:	UNDP–TUGI's five-point vision for cities

- Socially just – the benefit of economic development would be shared equitably by all sectors of society, including the poor, women, children and the physically challenged.
- Ecologically sustainable – the maintenance of the ecological processes that keep the ecosystem in balance; the renewable use of natural resources; the maintenance of biological diversity.
- Politically participatory – the participation of all sectors of society in development and governance activities.
- Economically productive – the creation of employment and the generation of income for the population in order to meet its needs.
- Culturally vibrant – the sustenance of a culture with a proactive respect for diversity.

In introducing and popularizing the concept of good urban gover-
nance, UNDP–TUGI has adopted the 11 principles of good urban gover-
nance as put forward by the UNDP and the UN–Habitat Global
Campaign on Good Urban Governance:
- participation
- rule of law
- transparency
- responsiveness
- consensus orientation
- equity
- effectiveness and efficiency
- accountability
- strategic vision
- subsidiarity
- security

II. BUILDING ON PILOT PROJECTS

OVER THE PAST four years (1998–2002), UNDP–TUGI launched four
pilot projects in Suva (Fiji), Kathmandu (Nepal), Penang (Malaysia) and
Shenyang (China). The pilot projects give an idea of the range of work
that UNDP–TUGI does, but good urban governance has always been the
core concern.

In Suva, UNDP–TUGI's challenge was to enable the city council to
respond to the people's needs to manage its transportation infrastructure,
alleviate traffic congestion and tackle the city's accessibility problems. The
city council realized that in order for any solution to gain the support of
frustrated and dissatisfied stakeholders, it had to be arrived at in consul-
tation with those very same stakeholders. Accordingly, the city council
organized two stakeholder workshops to bring the community into the
city's decision-making process. It also organized two training sessions for

its key staff and councillors, in order to build capacity. In addition, the city council adopted and adapted the principles of good urban governance into the city's strategic plan and has begun a structural reform of the city council aimed at improving the effectiveness and quality of service delivery. The project introduced the concept of "participatory asset management", which aims to ensure accountability, effectiveness and efficiency in the council's management of infrastructure and facilities.

In Kathmandu, UNDP–TUGI helped the Kathmandu Municipal Council (KMC) focus on building capacities within local government institutions by implementing better urban environmental management systems through good urban governance practices. One of the city's most critical concerns was the deteriorating urban environment. By focusing on a concern that touched everyone, the city authority managed to create awareness about the importance of good governance practices in creating effective, efficient and responsive urban management strategies. The municipal council used a multi-pronged strategy to achieve this end by setting up environmental clubs in schools and by exposing the media to the principles and issues of good urban governance. They trained young urban managers in institutes of higher learning and trained and raised awareness within the community's women and children. Developing community-based service campaigns relating to issues of managing the environment in a sustainable way was part and parcel of this process. At the end of the project, the municipal council hosted a national conference on urbanization and good urban governance, to share learning and experiences with other cities in the country.

In Penang, the pilot project aimed to address the issues of access and participation for physically challenged people, the elderly and children. Each group had a specific demonstration project that tried to create tangible improvements in specific places. This led to the renovation of the Penang state government's main administrative building to provide wheelchair access; the setting up of a one-stop senior citizens' centre and helpline; and the identification of a child-friendly project within the city. The pilot project also saw the establishment of the Penang Local Government Consultative Forum – a body that involves all stakeholders, including members of the opposition, the ruling coalition, non-governmental organizations and private sector institutions, and which acts as a platform for discussion, information dissemination and future collaboration.

In Shenyang, the pilot project focused on setting up a "people's net" – a public welfare network established by the city government to support community development. The project aimed to provide uniform access to the entire city through neighbourhood computer centres. This system enabled two-way communication, whereby people could inform the city government of their needs and offer suggestions and solutions. In this way, the Shenyang municipal government used information and communication technology to increase citizen participation and advance the city authority's responsiveness.

The four pilot projects helped UNDP–TUGI take off. The regional platform for UNDP–TUGI was established with the transfer of knowledge (both technical and practical) from the pilot projects to cities within the same country and within the region. However, there will be no further country pilots, as UNDP–TUGI will expand and emphasize its role as a regional hub by advocating and analyzing policy, and through working with networks and in partnerships for urban governance in the region.

UNDP–TUGI realizes that the target beneficiaries of its work are the

city stakeholders – local authorities, mayors, city administrators, civil society groups and local decision makers. Hence, the aim is for local authorities to enable city stakeholders rather than to direct them, to empower communities rather than merely to deliver services. UNDP–TUGI also believes in creating cascading partnerships with organizations and activities that intensify and expand its outreach. UNDP–TUGI's role as a regional hub is characterized by its implementation strategy, which encompasses capacity building, communicating, creating cascading partnerships, developing policy, popularizing good urban governance and promoting new collaborations. In this way, UNDP–TUGI promotes new collaborations that strengthen national government focal points by mapping and building synergies between existing urban-related initiatives and provide linkages to other regional and international programmes.

UNDP–TUGI currently works through UNDP country offices and the existing programmes for urban governance. It also works with sub-regional organizations such as the Association of the Southeast Asian Nations (ASEAN) and the South Asian Association for Regional Cooperation (SAARC) to help propel good urban governance by putting it on the regional agenda. At the same time, UNDP–TUGI also works with a variety of partners (Box 2).

Box 2: | **Strategic partners for execution and implementation**

UNDP–TUGI engages in strategic partnerships which result in activities with a cascading effect on good urban governance. These partners include:
- Asian Coalition for Housing Rights (ACHR);
- Regional institutions such as the Association of Southeast Asian Nations (ASEAN), the South Asian Association for Regional Cooperation (SAARC) and the Pacific Forum;
- City Informatization for the Asia Pacific Region (CIAPR);
- CityNet;
- The Commonwealth Local Government Forum (CLGF);
- East Asian Regional Organization for Planning and Housing (EAROPH);
- Institute for Housing and Development Studies (IHS);
- International Union of Local Authorities Asia–Pacific (IULA–ASPAC);
- Network of Local Government Training and Research Institutes (LOGOTRI);
- United Nations Economic and Social Commission for Asia and the Pacific (UN–ESCAP);
- UN–Habitat;
- Urban Management Centre of the Asian Institute of Technology (UMC–AIT);
- World Bank, Asian Development Bank and the Asian Development Bank Institute;
- Various media organizations; and
- Other global and regional partners.

III. BUILDING CAPACITIES FOR GOOD URBAN GOVERNANCE WITHIN THE ASIA–PACIFIC REGION

IT IS RECOGNIZED that capacity building will encourage and promote innovations of inclusive and participatory decision-making processes, training, and strengthening of local, national and regional leadership for good urban governance. In order to facilitate the process of building capacity, UNDP–TUGI launched three awards to recognize work done in particular areas of urban governance and to enable the winners to scale up their work or to widen its scope. First launched in 2002, the UNDP–TUGI awards are in their second year and include:

- the Urban Governance Innovations Facility – that recognizes innovations for good urban governance;
- the CyberCity Award – that recognizes the use of new technologies for good urban governance); and
- the Young Leadership for Good Urban Governance Grant.

Each year, the Urban Governance Innovations Facility and the Young Leadership Grant focus on particular themes or sectors of urban governance. In 2002, the call was for initiatives and projects that addressed the development of the informal sector of the urban poor economy. In 2002, the theme for the CyberCity Award was "partnerships for local action".

The Urban Governance Innovations Facility in 2003 will honour five city projects within the Asia–Pacific region that have successfully carried out pilot projects illustrating concrete gains in the area of good urban governance. This facility will enable the mainstreaming and institutionalization of successful urban innovations in meeting the challenges of urban governance. This year, they will be awarded to projects that address the support and development of the informal sector of the economy. Since the Urban Governance Innovations Facility is designed both to reward and to foster the expansion and replication of city-based innovations that harness local, national or regional capacities to improve urban governance processes or city service delivery, the projects should demonstrate creativity, participation and sustainability, as well as a high potential for replication in the Asia–Pacific region. The facility aims to encourage innovation and leadership for good urban governance and, in this process, to form a body of knowledge that would enable broader advocacy and experience sharing in this region. The facility also enables the effective uptake of good practices by other cities, in order to achieve wider implementation and to gain public support and awareness of new ways of addressing old problems. The facility includes a grant of between US$ 20,000 and US$ 50,000, which will be made available to the selected organization and/or city to scale up and advance the project and/or facilitate the transfer of knowledge and experience to one or more cities in the region.

The Young Leadership Grant in 2003 will build the capacities of five recipients aged between 23 and 32 to implement a pro-poor urban governance project in any city within the Asia–Pacific region through a fellowship scheme. The aim of this grant is to increase the number of people in the urban management sector who have hands-on knowledge and experience of pro-poor policy development and project implementation. These young people will be able to access the expertise, knowledge and institutional experience of the local authority, the private sector, civil society organizations and training and research institutes that are involved in implementing pro-poor or poverty reduction programmes, through the process of collaboration. Linking institutions with young, dynamic leaders ensures accountability and increases the capacities of governance institutions by providing access to professional skills brought in by young people. This award will build capacity and train young professionals who will contribute to the development of better governance in the region and to developing a commitment to people-centred processes. The Young Leadership Grants in 2003 will be given to projects that demonstrate significant achievements in poverty reduction strategies for improving the living and working conditions of the urban poor. The winners will also share their experiences and skills in key action areas, including the informal sector, slum upgrading, human/urban security, disaster

management, urban environment, and information and communication technologies amongst others. Each grant is worth between US$ 8,000 and US$ 10,000.

The CyberCity Award will acknowledge three cities within the Asia–Pacific region that have developed effective and efficient models of utilizing information and communication technologies for promoting good urban governance. The award recognizes the successful use of such technologies to address urban governance problems and to upstream it by enabling the expansion of the modality to other cities in the country and the region. The grant must be used in a way that clearly aims to establish policy at the local or national levels such that the modality is institutionalized and the sustainability of the innovation is mapped out and supported in its implementation. In 2003, as in 2002, the theme for the CyberCity Award will be "partnerships for local action", based on the experience of cities in mobilizing and activating city-level partnerships and multi-sectoral cooperation through the use of information and communication technologies to promote good urban governance. The award will also include a grant of between US$ 10,000 and US$ 25,000.

IV. MANAGING KNOWLEDGE AND ADVOCATING GOOD URBAN GOVERNANCE

UNDP–TUGI IS involved in providing policy advisory services to local and national counterparts, including UNDP country offices and other organizations working on urban governance issues. UNDP–TUGI tracks and maps urban governance activities in the region and compiles, publishes and disseminates this knowledge on a country basis as "country files", as a means of filling in the regional knowledge gaps. UNDP–TUGI also collects and packages the lessons learnt in the form of sourcebooks on urban governance issues for stakeholders, for example: *Action for Better Cities: Tools and Methodologies for Good Urban Governance; Handbook on Migrant Workers; Handbook on Child-Friendly Cities; Frequently Asked Questions on Good Urban Governance,* and others. (More details are provided at the end of this paper).

Knowledge management forms an important aspect of UNDP–TUGI's work as a regional hub. Its quarterly current-awareness service entitled *Urban Links* goes out to the community of people involved in urban governance issues. The service consists of four sections: *Urban Links, Urban Voices, Urban Events* and the *Urban Governance Campaign*. An extra section, *Urban Resources*, is also published twice a year. *Urban Links* carries news stories from different parts of the world that are pertinent to the 11 principles of good urban governance listed earlier. In this way, *Urban Links* has helped to sharpen the understanding and principles of governance for urban administrators and decision makers. It functions at the cutting edge of urban issues in the region by providing an overview of the activities there and by keeping its recipients up to date on a cross-section of activities in the region. *Urban Events* presents a calendar of events and activities relevant to the interest group and the region, whilst *Urban Voices* often picks one theme to dissect, discuss and provoke thought on. *Urban Resources* lists the publications that may prove useful to interest groups working on urban-related issues. Recognizing the niche that *Urban Links* has, UN–Habitat has provided UNDP–TUGI with the resources to add another component to *Urban Links*, namely *Urban Governance Campaign*,

which is dedicated to giving updates on the activities of the Global Campaign on Good Urban Governance in the Asia–Pacific region.

But beyond the community, it is also essential to reach out to local authorities and, in this area, the production and dissemination of user-friendly information is critical. UNDP–TUGI publishes a regular series of leaflets entitled *Action for Better Cities*. The leaflets focus on particular urban issues such as water, waste management and urban transport, and help introduce these issues to beginners. The series is often produced in partnership with knowledgeable organizations such as the Sustainable Transport Action Network for Asia and the Pacific, the Centre for Environmental Technologies, and Water Watch Penang.

UNDP–TUGI's website (http://www.tugi.org) also functions as a portal of information, networking and resources, whilst its virtual policy studio (launched in collaboration with the Urban Management Centre of the Asian Institute of Technology) brings together administrators from different parts of the world to enable learning and sharing of experiences. The portal contains a compilation of 100 best city websites, examining the opportunities for effectiveness, responsiveness and transparency, which three characteristics of good governance can be enhanced through the efficient use of information and communication technology (ICT) by local governments.

V. POPULARIZING GOOD URBAN GOVERNANCE

IN THE COURSE of carrying out the work, many partners highlighted the need to work with the media in order to develop an over-arching strategy for better urban governance through sharing the latest policies, theories and lessons learned. Advocacy, awareness and education on the subject are still new. With the help of the media, which can reach mass audiences, the public and those at the policy- and decision-making levels will be better informed to make more equitable and just management decisions. The media are the best means of identifying the urban governance issues that exist in their cities, of opening up a dialogue between the people and the authorities, and of offering best practice models, possible tools that could be utilized and information about good urban governance.

Journalists who are well equipped with training, information resources and a possible network of people to work with may prove to be important advocates for the cause of good urban governance. They will bring to life many of the principles of good urban governance listed earlier. Using the tools that UNDP–TUGI already possesses, journalists could popularize good urban governance and make it directly relevant to the people.

UNDP–TUGI organized the Southeast Asian Journalists' Workshop on Good Urban Governance in October 2002 in Kuala Lumpur. The workshop was organized in conjunction with the 18th Eastern Regional Organization for Planning and Housing (EAROPH) Congress and was organized jointly with the Asian Institute for Development Communication. Participation was offered as a fellowship to eligible journalists, and 32 journalists from the Southeast Asian nations (with the exception of Cambodia) attended. The objectives of the workshop were to:
• create an awareness of urban governance issues;
• enrich journalists' understanding of urban governance issues;
• sensitize members of the media about the differences and similarities in

urban governance issues throughout the Southeast Asia region; and
• identify ways in which journalists could collaborate with each other, and with other institutions and bodies, in order to highlight urban governance issues to the people.

Several follow-up activities are being planned to keep this informal network going.

VI. INFLUENCING POLICY AND DECISION MAKING

UNDP–TUGI's SERIES of 15 issue-based Report Cards is an innovative tool that has been widely utilized by urban planners and administrators. Report Cards are seen as effective by both local governments and community-based organizations in enabling people's participation in local decision making and to bridge the communication gap between grassroots organizations and local authorities. TUGI's Report Cards assess not only city government performance but also the city's and stakeholders' responsibilities in the process of city governance (Box 3).

Report Cards cover the following urban issues:
• gender and development
• water and sanitation
• HIV/AIDS
• the elderly
• shelter and housing
• children
• health services
• waste collection and disposal
• public transport and traffic congestion
• cultural heritage
• urban poverty
• corruption
• employment and job creation
• civil society participation
• and good urban governance overall.

For each Report Card, the people rate local government performance according to the principles of urban governance. For example, under the principle of accountability in the urban poverty Report Card, the suggested indicators include evaluating the extent to which municipal staff realize that they are accountable for their actions, are responsive to the grievances of urban poor communities, and the extent to which the law protects these communities against, and compensates them for, any damage to their property.

The implementation process for the Report Cards is usually as follows. First, a meeting with the mayor to introduce the concept and explain the political value of the Report Card method, and to engage city officials in a dialogue concerning implementation. Second, an orientation and education phase, where the process is discussed with senior councillors, city managers, planners and NGOs, and where the target community is involved in developing community indicators, which includes defining for themselves what good governance means and how they measure the impact of local government performance. Third, setting up a task force to identify a community-based organization that will implement the Report Card process. Finally, administering the questionnaire, ensuring that all

stakeholder groups are represented, and publishing the results of the survey.

Although sometimes regarded as simplistic, the Report Cards help to create community indicators of urban problems that reflect citizens' concerns and enable citizens to assess the state of their cities. Applying the Report Cards opens new avenues for city stakeholders to engage constructively with urban managers, creating a platform for information exchange and problem solving. They help the stakeholders understand each other better by jointly assessing perceptions of governance. UNDP–TUGI also aims to influence policy development by mainstreaming the Report Cards and in other ways facilitating collaboration and partnerships at city policy-making levels. The benefits of the Report Cards are manifold. In the short term, they act as a forum for bringing together the different stakeholders and are a catalyst for dialogue. The use of community indicators becomes a means for civil society organizations and the public to articulate their grievances in a more systematic manner and it also encourages the development of a systematic performance-monitoring tool for municipal service delivery. In the long run, the Report Cards provide a basis for sustained participation and partnership between civil society groups and local governments.

Box 3:	TUGI Report Cards

The TUGI Report Cards have been field tested in over 22 cities in the region and translated into more than seven languages in the last three years. In Colombo, Sri Lanka, the Report Cards were used by the Sevanatha Urban Resource Centre to formulate the poverty profile that provided the basis for the poverty reduction strategy of the city. A high-level delegation from India subsequently visited Sevanatha to learn from their experiences.

In the Philippines, the Report Card functions as a popular feedback mechanism which is incorporated into the city report. It helps voice the concerns of the people as to what needs to be changed and helps in the formulation of policy at the city level. For example, in Cebu, the Report Card was used by Lihok Pilipina to assess the extent to which the city government was responding to the needs of local women. As a result of the field testing, the city government not only established a gender code for the city but also passed a city ordinance on domestic violence. This institutionalized the benefits, and the same policies were sustained despite a change in mayor in the following local elections. Cebu now allocates the equivalent of US$ 100,000 from the city budget to women's organizations and civil society representatives to invest as they see fit, within the city.

UNDP–TUGI was also the first regional "urban" initiative that recognized HIV/AIDS as one of the critical issues affecting the cities' inhabitants. In order to advocate that local governments be directly involved in addressing the issue, UNDP–TUGI worked closely with CityNet, the Asia–Pacific Council of AIDS Service Organizations (APCASO) and the UNDP Asia–Pacific Regional Project on HIV and Development, in organizing the Regional Consultation on Good Urban Governance and Responses to HIV/AIDS, held in Kuala Lumpur, Malaysia, in August 2001. Case studies from Northern Thailand and the Philippines suggest that the framework of good governance is critical to improving the management of the HIV/AIDS epidemic. HIV/AIDS is better addressed at the local level (in this case, the cities), as the local governments have close contact with the citizens and are in direct contact with communities suffering from the epidemic. Good urban governance enhances outcomes in the management of HIV/AIDS, in both prevention (decreased transmission) and care of those infected by HIV/AIDS. Research in the area of

health and governance suggests that the absence of the basic elements of good governance (decentralization, accountability and participation) compromises community involvement in health, which is a fundamental component of a multisectoral response to the epidemic. The broader principles of equity, accessibility and transparency not only help create a platform for community awareness about health issues but also help tackle larger issues connected with HIV/AIDS such as workplace policies and human rights. The outcome of the consultation was presented and discussed at the International Conference on AIDS in the Asia–Pacific (ICAAP) held in Melbourne, Australia, in October 2001.

The above activities tell of the different roles played by UNDP–TUGI towards the aim of good urban governance in the region: as a catalyst, a social incubator, a facilitator, a network and a hub. In these different ways, UNDP–TUGI is able to highlight, address and advocate action necessary to create a better urban governance environment.

UNDP–TUGI Publications

Urban Links is a quarterly current-awareness publication received by over 1,200 local government institutions, non-governmental organizations, institutions of higher learning and urban experts all over the world. The publication includes *Urban Events*, a calendar of urban-related conferences in the region, and *Urban Voices*, which discusses pertinent urban issues.

The TUGI Report Cards come as a set and cover 15 different issues. They are a method of assessing the extent to which local governments practice the principles of good urban governance, and form a participatory tool for people to gain ownership of governance processes.

Action for Better Cities – Tools and Methodologies for Good Urban Governance is a compilation of 14 exemplary ways of implementing good urban governance. Presented in a user-friendly and concise format of salient points on each methodology, it provides a handbook for urban planners and managers, city officials and community-based groups that are reviewing their options for undertaking projects for promoting good urban governance. It also includes a general overview of successful city initiatives from the Asia–Pacific region. Compiled by Saira Shameem (November 2000).

Urban Governance – A Sourcebook on Indicators provides a detailed analysis of the use and development of indicators as a method for improving urban governance practices. The book discusses how to assess urban governance and provides a compilation of practical and useful monitoring tools as indicators of good governance. It aims to equip urban planners, administrators and citizens with some practical ideas, methods and indicators for assessing the quality of governance of their local government institutions. Compiled by Leo Fonseka (August 1999).

Taking Steps: A Community Action Guide to People-Centred, Equitable and Sustainable Urban Transport provides an overview of many transport-related problems and issues. The aim of the publication is to introduce urban transport issues to a wider audience than just professional transport planners and experts. Authored by A Rahman, Paul Barter and Tamim Raad (February 2000). Published by the SUSTRAN Resource Centre, Kuala Lumpur, Malaysia, and available from TUGI; price US$ 7 for people and organizations from low- and middle-income countries, US$ 12 for those from high-income countries.

Ideas for Action – Making Urban Areas Child-Friendly is a sourcebook for community initiatives aimed at making Malaysian cities more child-friendly. The publication is a compilation of ideas that are easy to implement for the average parent or child in their own neighbourhood, and is illustrated with cartoons. Compiled by Saira Shameem (1998). Published by the Malaysian Council for Child Welfare (MCCW), Kuala Lumpur, Malaysia, and available from TUGI.

Water Watch – A Community Action Guide is a compilation of important water facts. It introduces the reader to the water cycle and to the essential role of wetlands, and considers water's central importance to life and spirituality. The sourcebook presents a step-by-step guide to how to map watersheds, how to conduct a field study and how to adopt a stream. Compiled by Abdur-Razzaq Lubis (1998). Published by the Asia Pacific People's Environmental Network, Penang, Malaysia, and available from TUGI.

All publications are available on the TUGI website at http://www.tugi.org or by mail from TUGI. Address: The Urban Governance Initiative (TUGI) – United Nations Development Programme (UNDP), PO Box 12544, 50782 Kuala Lumpur, Malaysia; tel: 603 2095 9122; fax: 603 2093 2361; e-mail:tugi@undp.org; website: http://www.tugi.org