



## **United Nations Development Program**

### **Croatia**

#### **“Capacity Building for WHO Knowledge Hub on HIV Surveillance and M&E“**

UNDP will engage into the joint programming with WHO with an overall goal of strengthening administrative and managerial capacities of the WHO Knowledge Hub on HIV Surveillance and M&E. The cooperation is tentatively planned for 2 years, and this proposal outlines proposed activities and outlined expected results to be achieved within the initial first year of collaboration.

UNDP will provide technical and administrative support to the project with an overall vision of handing over the responsibilities to the Hub or another structure that may be established as a result of the project.

## BACKGROUND

Responding to increased demand for technical assistance in the EURO region WHO/EURO established three "Knowledge Hub" centres with each of them focusing on one of the three priority areas (Care, Harm Reduction, Surveillance).

The Hubs have been implementing the following activities:

- I. *Providing Direct Technical Assistance:* Develop and train a pool of experts from the (sub-) region that can assume such consultancy functions. Interested institutions may turn to the "Knowledge Hub" to identify and purchase time from suitable consultants and/or be advised on external funding options if necessary.
- II. *Systematic Capacity Building for Technical Support:* Develop and provide training opportunities for national key staff involved (a) in health sector planning and (b) in implementation of HIV/AIDS prevention and treatment interventions.
- III. *Supporting Technical Resource Networks:* Catalyse linkages between individuals and institutions involved in HIV/AIDS prevention and care.

The School of Public Health 'Andrija Štampar' (ASSPH), has been selected as Knowledge Hub for HIV Surveillance.

In the initial phase of the program, the ASSPH, with technical and financial assistance from WHO, developed 7, 5 days training modules, and trained 143 people from across the region, and provided technical assistance across the region and beyond.

## SITUATION ANALYSIS

The "Andrija Štampar" School of Public Health is a leader in the field of public health. The School is an active member of The Association of Schools of Public Health of the European Region (ASPHER) with its secretariat located at the School for two terms.

As a result of the School's overall work, the WHO has designated, in 1982, The "Andrija Štampar" School of Public Health its Collaborating Centre for Primary Health Care. The School is also a member of The Network of Community-oriented Educational Institutions for Health Sciences and The Network of Training Institutions for improving primary health care management.

The School has developed strong collaboration with European Observatory on Health Care Systems jointly organizing Dubrovnik Summer School from 1997-2002 with more than 600 participants from 45 EU, CEE and Central Asian countries.

While the results of the implementation of the initial phase of the Knowledge Hub projects have been encouraging, it has been recognized that the Knowledge Hub needs to strengthen its

capacities in several areas, in order to ensure scaling up of services provided and develop procedures that will ensure sustainability of the functions already provided by the Knowledge Hub. Specifically, the following shortfalls have been identified:

1. WHO has been committed to assist the Knowledge Hubs in applying for funding at Global Fund to Fight AIDS, Tuberculosis and Malaria. In order to be eligible for this grant, the Hub will have to strengthen its administrative capacity, and develop clear and coherent procedures that will enable capacity building and international technical assistance delivery.
2. The Hub needs to work more strategically on fund raising, while it currently lacks a comprehensive resource mobilization strategy as well as sufficient manpower to perform this tasks.
3. The Hub has been increasingly requested to provide technical assistance and implement projects abroad. Lack of procedures and written rules such as conditions of employment of consultants, payment of local costs abroad etc. need to be established and clarified.
4. As an academic institution, the Hub is subject to local taxes, which considerably increase costs of service delivery. According to Croatian Legislation, civil society organizations can receive VAT exception status when administrating international grants. There is a need to explore required procedures through which the Knowledge Hub can benefit from this.
5. As an EU candidate country Croatia is now eligible for EU funding, through participation in academic exchange programs. This opportunity has not yet been explored by the Hub, although it would be crucial for sustaining the services.
6. It has been recognized that, in order to facilitate access to training of most motivated students, the scholarship grant needs to be made available. No procedures related to awarding and administration of scholarships has been available. In addition, the available financial management procedures do not allow for cash payments neither in the form of DSA.
7. Although the ASSPH is a unique organization, its historical contribution, along with the contribution of its founder to the public health has not been sufficiently recognized in the country. Therefore the project needs to strengthen its communication capacity, and ensure more local support for the services delivered.
8. Currently, UNDP is assisting Croatian Government in strengthening capacity and developing procedures required to participate as a donor in international development assistance. The services delivered through Knowledge Hub may be among the first activities that receive official assistance through this new program.

## **STRATEGY**

UNDP has been asked to provide assistance in institutional capacity building due to its track record in delivering similar services in the Croatian setting. UNDP has been involved in developing capacity of newly established Foundation for Civil Society Development. The Foundation is a unique institution that engages in supporting the civil society organizations through providing grants and capacity building. The Foundation is rapidly expanding its capacities and is in the process of becoming accredited institution for management and administration of EU grants in Croatia. Further on, it has been recognized that strong position of UNDP with Croatian Government and institutions provides for a considerable advocacy potential that can be instrumental in ensuring long term sustainability of the project.

UNDP will provide assistance to the Knowledge Hub with an overall goal of handing all the activities and procedures developed to the Knowledge Hub and/or new organizational structure shall it be decided required, for ensuring smooth service delivery. The following services will be provided by UNDP in this transitional period:

1. Day to day coordination of all activities of the Knowledge Hub, provided by the Knowledge Hub Coordinator.
2. Technical assistance in research related to mobilization of additional funding including from local sources and EU programs.
3. Technical advise related to establishment sound and flexible administrative procedures that will enable smooth management and administration of large grants.
4. Providing advise on the required governance structures that can support the program in the future.

## **PART II.**

### **SPECIFIC PROGRAM OUTPUTS**

**Program objective:** To strengthen the capacities of the WHO Knowledge Hub at ASSPH for management and administration of technical assistance delivery

**Specific program outcomes:**

The required structures, capable of providing support to Knowledge Hub in delivering services, fully available

**Program outputs:**

**Output 1:** All training activities planned for the year 2006/2007 implemented and reported in time.

UNDP will provide day to day coordination of all activities implemented by the program.

Those include:

- delivery of 5 already scheduled courses, including overseeing logistical matters as well as providing input into designing course materials,
- Ensuring timely reporting on technical and financial issues,
- Performing other functions as outlined in the attached TOR for Knowledge Hub Coordinator.

**Output 2:** Resource mobilization strategy drafted in collaboration with all project partners.

UNDP will conduct into comprehensive research to identify all available financial and technical resources that may engage into supporting the Knowledge Hub in scaling up and sustaining

technical assistance delivery. In particular, UNDPs will advocate for inclusion of the Knowledge Hub services into the 'Emerging Donors Program' (EDP). EDP is UNDP initiative aimed at building the capacities of new donor countries to participate in international development. The Knowledge Hub services will be the first to offer for support to Croatian Government through this initiative. UNDP, through its EU Liaison officer will provide a detailed guidance to the program on procedures and requirements needed for accessing EU grants. In addition, UNDP will research and advise the program on other funding opportunities including from Private sector.

To support the fund raising activities, UNDP will work on program visibility and will provide guidance on development of communication strategy.

By the end of the project, UNDP will have drafted a document, outlining lessons learned from resource mobilization work, with the list of possible partners that can support the program.

**Output 3:** Management and administration procedures for delivery of international technical assistance available.

The international technical assistance has increasingly been tendered in the region. The implementing agencies have been required to provide assistance with little administrative and managerial support available within the recipient countries, including local recruitments, procurement, payments etc. The academic institutions rarely have that capacity, and need to enter into partnerships to ensure delivery of services in the recipient countries. The typical example includes cooperation between Imperial College London and UNDP for the implementation of the project aimed at strengthening HIV response in vulnerable populations in the country. In the transitional period of UNDP and Knowledge Hub cooperation, UNDP will provide such assistance, while seeking for the lasting solutions. By the end of the project period UNDP will provide an advice on the most effective models that can be employed in the current context. Initially, the cooperation with the National Foundation for Civil Society Development expressed their interest in participating into the project seems acceptable option. The involvement of the Foundation may require establishing of the international cooperation department. UNDP has already been the key partner providing institutional capacity building to the Foundation, and can support this capacity building from the existing resources and capacities.

The same pertains to administration of scholarship grants, for which the eligibility criteria need to be developed, and required procedures need to be established. In the transitional period UNDP will perform this function. Through its network of offices UNDP can provide logistic assistance for all students taking courses under the scholarship grants, including travel arrangements and grant payments. Along, UNDP will facilitate development of clear procedures under which students can be eligible for scholarships. The eligibility criteria may include position of the candidate within the national program, prioritization of countries based on WHO/UNAIDS criteria etc.

The Global Fund is expected to launch the 6<sup>th</sup> round of proposals in April this year, and WHO is ready to provide assistance to three Knowledge Hubs to apply for funding. The ultimate target of this project is to prepare the Hub (and/or) new support structure, to be able to access and manage the grant. According to the fund's rules the recipient agency needs to demonstrate the capacity in the following areas: overall program management, financial management, monitoring and evaluation, procurement and supply chain management. The capacity building within this project

objective shall focus on exactly those areas, which have been identified as in need for improvement based on the experience so far.

**Output 4:** At least 5 international contracts for establishment of surveillance systems and /or M&E awarded to the Hub

Approval of the new funding for HIV/AIDS in the region resulted in the increased demand for Knowledge Hub services. Several technical assistance projects have already being negotiated mainly related to implementation of community based surveys for establishment of baseline values for selected outcome/impact indicators for Global Fund supported programs. UNDP will facilitate the application of Knowledge Hubs for this work, and later facilitate implementation of the contracted activities.

### **PART III. MANAGEMENT ARRANGEMENTS**

#### **Management of the Project**

This project will be managed through the model of joint programming between WHO and UNDP. To ensure day to day management and follow up to the project implementation, UNDP will establish the position of 'The Knowledge Hub Coordinator'. The Knowledge Hub Coordinator will work under the direct supervision of the UNDP Resident representative, and under the overall Guidance of WHO EURO and the Knowledge Hub Director at ASSPH.

#### **Risk management**

It has been provisionally estimated that two years will be required for full development and handing over the responsibility for the Knowledge Hub program to the counterparts. This project describes the activities and deliverables for the first year, and sets a demanding agenda. The additional staff resources will be required to accomplish all the outlined tasks. The solution to this is to pursue with activities geared towards mobilizing additional resources with priority.

### **PART IV. LEGAL CONTEXT**

IV.1 This program document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Croatia and the United Nations Development Program signed by the parties on 12 March 1996.

IV.2 Program revisions.

The following types of revisions of the program document and budget may be made with the signature of the UNDP Resident Representative only, provided that he/she is assured that the other signatories of the program document have no objection to the proposed changes:

- a) Revision in, or addition of, any of the annexes Revisions which do not involve significant changes in the immediate objectives, outputs and activities of a program, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- b) Mandatory annual revisions, which re-phase the delivery of agreed program inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility.

	INTERVENTION LOGIC	INDICATORS OF ACHIEVEMENT	SOURCES AND MEANS OF VERIFICATION	ASSUMPTIONS
<b>Overall Objective(s)</b>	Strengthening the capacities of the WHO knowledge Hub at ASSPH for management and administration of technical assistance delivery			
<b>Specific Objectives (outcomes)</b>	The Knowledge Hub full equipped with required procedures to support technical assistance delivery			
<b>Expected Results Output 1</b>	1. All training activities planned for the year 2006/07 implemented and reported in time	1. Number of participants at training programs 2. Participants return rates	Project records, Training attendance sheet,	Additional resources raised to support participation under scholarship grant
<b>Expected Results Output 2</b>	Resource mobilization strategy drafted and adopted by all partners – in the form of comprehensive multi-donor proposal	1. Financial resource raised to support the Knowledge Hub Function 2. # of partnerships developed to support the program	Project record	UNAIDS Co-sponsors and other technical partners ready to take an active role in the Knowledge Hub support, and promotion of services
<b>Expected Results Output 3</b>	The Knowledge Hub full equipped to participate in tenders for technical assistance delivery	1. Manual outlining management and administration procedures available 2. # TORs developed and paroved	Project record	UNAIDS Co-sponsors and other technical partners ready to take an active role in the Knowledge Hub support, and promotion of services
<b>Expected Results Output 4</b>	Scaled up delivery of International technical assistance	1. #of international contracts signed		UNAIDS Co-sponsors and other technical partners ready to take an active role in the Knowledge Hub support, and promotion of services



<b>SGHS Hub Budget April 2006-March 2007 – UNDP</b>				
Institution		Unit	#	USD
	<b>Capacity development</b>			
UNDP	<b>Scholarships</b>	-		-
	Travel	800	15	12.000
	Accommodation and meals	700	15	10.500
	<b>Communication and fundraising</b>			
	Website	3.500	1	3.500
	Coordination meetings and other costs	3.500	1	3.500
	Misc	597	1	597
UNDP	Subtotal Capacity development			<b>30.097</b>
	<b>Coordinator</b>			
UNDP	SGHS expert, coordinator (12 mo)	3.500	12,0	42.000
UNDP	travel costs for coordinator	1.200	8,0	9.600
	<b>Subtotal: coordinator</b>			<b>51.600</b>
SUB-TOTAL UNDP	<b>Sub-total UNDP COSTS</b>			<b>81.697</b>
	OH UNDP 5%			4.085
TOTAL UNDP	<b>TOTAL UNDP COSTS</b>			<b>85.782</b>

<b>SGHS Hub Budget April 2006-March 2007 - ASSPH</b>				
ASSPH	Lecturers (3 lecturers from other partner institutions)			-
	Travel	900	3,0	2.700
	Per diem	900	3,0	2.700
	Salary	2.000	3,0	6.000
	<b>Subtotal lecturers</b>			<b>11.400</b>
ASSPH	<b>Secretary</b>	1.350	12,0	<b>16.200</b>
ASSPH	Preparing of teaching materials	500	5,0	2.500
	Post	400	12,0	4.800
	other costs of running the office	300	12,0	3.600
	<b>Subtotal office costs</b>			<b>10.900</b>
ASSPH	Meeting regarding CC			
	Travel costs of 4 participants from abroad	700	4,0	2.800
	Accommodation	150	4,0	600
	Per diem	200	4,0	800
	Other costs of the meeting (lunch, dinner)	1.500	1	1.500
	<b>Subtotal CC meeting</b>			<b>5.700</b>
	<b>Contingency</b>	<b>982</b>	<b>1</b>	<b>982</b>
	<b>Overhead costs of ASSPH 20%</b>			<b>9.036</b>
TOTAL ASSPH	<b>TOTAL ASSPH COSTS</b>			<b>54.218</b>
	<b>TOTAL HUB (ASSPH + UNDP)</b>			<b>140.000</b>