

United Nations Development Programme
Region: Latin American and the Caribbean
Project Document

Project Title:	Strengthening national capacities to meet the MDGs in Latin America and the Caribbean
Expected RPD Outcome:	Cross-cutting. Capacity development is integrated into government's policies and practices and institutional capacities are strengthened
Executing Entity:	UNDP Regional Centre for Latin America and the Caribbean.
Implementing Agencies:	UNDP Regional Centre for Latin America and the Caribbean.

Brief Description

UNDP considers Capacity Development (CD) as its overarching contribution to development. The UN system is committed to assisting countries to achieve the MDGs and other national development results in a sustainable way. Countries in Latin America and the Caribbean (LAC) face particular challenges with regard to capacity development. While most of the countries fall within the Middle Income Country (MIC) category, and capacity assets exist in a number of areas, government and non government stakeholders identify capacity needs in strategic planning, programme implementation and service delivery, in areas of security, justice and rule of law, disaster risk reduction, development cooperation, energy and environment and HIV/AIDS. Such is particularly so at sub national levels. Strengthening of institutional and human resource capacities, through regional cooperation, technical support and South-South solutions, offers LAC governments an integrated approach to improved programming and implementation of key development initiatives, at both national and local levels. The UNDP LAC Regional Centre, Capacity Development Unit, has a vital role to play in facilitating the knowledge, policies, institutional reforms and cross country learning required to support such national capacities to enhance policy, planning, monitoring and evaluation, aid coordination and South-South solutions in the region. Aligned with the Regional Programme Document, the implementation of this project will enhance capacities to promote regional public goods and regional integration. Key outputs for 2009- 2011 include 1) Good practices in Capacity Development captured, shared and implemented through programmes in disaster response, social policies and local service delivery/implementation; 2) Institutional capacities strengthened through adaptation and implementation of Capacity Assessments in given state institutions, leading to national implementation capacities and local service delivery enhancements; 3) Improved development cooperation capacities including managing for development results through enhanced national aid effectiveness; and 4) Improved CD for LSD through the establishment and consolidation of effective pro-poor public-private partnerships (PPPs). In close collaboration with the Practices Areas, Knowledge Management and national, regional and global partners, the project will target these services through Country Offices (COs) and UN Country Teams, at country and regional levels. South Cooperation activities will be carried out through Award ID 00056668 and project ID 00070170.

The total budget for this Award is US\$1,060,000.00, distributed as follows: US\$100,000 resources from CDG (fund 04300-donor 00012) and US\$40,000 (fund 60202-donor 00012); US\$100,000 allocated from Regional TRAC for 2009.

Unfunded resources of US\$820,000.00 corresponding to resource mobilization for year 2009 US\$110,000 and year 2010-2011 US\$710,000

US\$100,000 from Regional TRAC budgeted under project 00070170 South-South Cooperation.

In-Kind contributions of US\$621,000.00 (2009 US\$207,000.00 and 2010-2011 US\$414,000.00).

Regional Programme Period:	2008 – 2011	Total resources required	US\$ 1,060,000
Key Result Area (Strategic Plan):	Capacity Development	Total allocated resources:	US\$ 240,000
Atlas Award ID:	00057479	- Regular resources (2009)	
Start date:	Jun 29, 2009	- TRAC REG	US\$ 100,000
End Date	Dec 31, 2011	- CDG Fund: 04300	US\$ 100,000
PAC Meeting Date	Apr 21 2009	- CDG Fund 60202	US\$ 40,000
Management Arrangements	Direct Execution	Unfunded budget 2009:	US\$ 110,000
		Unfunded budget 2010-11	US\$ 710,000
		RBLAC (C S-S) Project ID 00070170	US\$ 100,000
		In-kind Contributions 2009	US\$ 207,000
		In-kind Contributions 2010-11	US\$ 413,000

Agreed by:	Name	Title	Date	Signature
Government of Bolivia				
Government of Colombia				
Government of Dominican Republic				
Government of Haiti				
Government of Nicaragua				
Government of Mexico				
Government of Panama				
Government of Peru				
UNDP's Regional Centre Panamá				

I. SITUATION ANALYSIS

I a. UNDP, RBLAC, CDG Vision for 2008-2011

The UNDP Strategic Plan 2008 – 2011 positions capacity development as the organization's core service to programme countries. This is framed by the 2007 UN Triennial Comprehensive Policy Review (TCPR), which stresses the importance of effective institutions and national capacity development efforts and calls upon the UN to support them. An increasing number of national development strategies emphasize the prominence and essential place of capacity development in achieving a country's development objectives, as well as the need to resource it adequately over the long-term.¹

UNDP considers capacity development as its overarching contribution to development. The UN system is committed to assisting countries to achieve the MDGs and other national development results in a sustainable way. Strengthening national capacities to perform critical functions for policy, planning, monitoring and evaluation and aid coordination has been, and continues to be, a major focus of the UNDP.

In order to more systematically address UNDP support to national and local capacity development, CDG was established in 2002. This brought together resources, ideas and additional programmes. Currently, there are Capacity Development Unit at each of the varying UNDP Regional Centres (Bratislava, Bangkok, Lebanon, Panama City, and Johannesburg). The CDG Group supports the RSC and the countries as a cross cutting area on integrating CD diagnostics and strategies into national policy and programmes, facilitating capacity assessments and helping to negotiate and design the capacity development strategies that follow, including monitoring and tracking of progress.

The Regional Centre, in alignment with the Strategic Plan, will seek to establish strong working relationships with COs and provide timely and quality policy advice in the strategic areas of UNDP.

Concurrently, the LAC Regional Programme for 2008-2011 will focus its efforts on reducing the persistent poverty and inequalities of the region, in addition to outlining responses to emerging challenges. In 2009, the strategic objective of the newly formed CD LAC team is to mainstream the corporate Capacity Development approach into its policies and practices of UNDP (and the UN), while the UNDP's added value and contribution to MDGs in LAC are measured coherently. This includes positioning the new corporate vision on capacity development as a cross cutting issue, in addition to mapping and responding to the demands from regional and country offices. The team will support the design and implementation of systematic capacity assessments and responses, and with the Country Offices and UNCTs, support national authorities in strengthening systems to track progress of these activities. Efforts will be devoted to build a network and identify associate experts from country offices, academia, national and local governments. Capacity Development and Aid-Effectiveness initiatives are a part of one programme framework in concert with South-South Cooperation Project (Award ID 00056668) to effectively approach the three issues when addressing regional and country needs.

I b. Background of the UNDP CD activities in RBLAC

Prior to 2009, the projects *Capacidad 2015* and *Capacity 21* supported several CD activities in Latin America and the Caribbean. Capacity Development tools were created, adapted and used in several countries including Chile, Haiti, Brazil, Cuba, Panama and Suriname. Capacity Development Knowledge was generated, maintained and shared through the creation of a website,

¹ UNDP Capacity Development Seminar "Delivering on the Capacity Development Agenda" Capacity Development Group. June 9-10, 2008. NYC. Report.

online courses, live training and CD ROMs. Regional Advocacy and Awareness workshops took place in Panama, Chile and Brazil to better share with governments, country offices experts and partners and consultants about UNDP's corporate Capacity Development CD approach and methodologies.

Considering that the aid effectiveness principles (ownership, alignment, harmonisation, results-based management and mutual accountability) are important to all countries in the region, it will remain essential for UNDP to find ways to support the implementation of the aid effectiveness agenda itself, whether countries have signed the Paris Declaration or not, and be creative in how it can roll-out support for aid effectiveness in countries which value the principles of aid effectiveness. Country offices and governments in the region, such as Bolivia, Colombia and Nicaragua, have been active in supporting the contextualisation of Aid Effectiveness tools, such as the checklists for capacity assessment (national aid management policies, general aid management capacities, coordination mechanisms, and Aid Information Management Systems). These and other tools have been translated into Spanish and are being adapted and aligned to priorities and contexts in the region.

1 c. Capacity Development Needs in the Region

Apart from Haiti, where adapted capacity development approaches will address Least Developed Country needs, all countries in Latin America and the Caribbean fall within the middle income country (MIC) category. The economic, social and geographical diversity is made evident in this group of countries, as it ranges from small island states such as Antigua, Barbuda, Netherlands Antilles, landlocked states such as Bolivia and Paraguay, and large economies that play an increasingly important role on the global stage, such as Mexico, Chile and Brazil.

MICs in LAC face particular challenges with regard to capacity development.² Many countries lack capacity when dealing with challenges in sectors such as security, justice and rule of law, strengthening institutions, and the enabling environments. Rapid, unequal and at times unsustainable growth has also led to specific challenges in preserving the environment while not capping economic growth and poverty reduction. Developing further capacity in environmental management and sustainable development is therefore a key challenge in a region which also faces vulnerability to climate change. Small island states in the Caribbean, often not receiving the external assistance needed due to their MIC status, could benefit greatly from strategic interventions in environmental management and crisis prevention. Natural disasters, such as floods, earthquakes, hurricanes, excessive rains and their consequences are also particular challenges to this region, and further capacity development in areas of disaster risk reduction and crisis prevention and recovery is seen as a fundamental niche in which UNDP could offer support. Additional efforts to develop capacity in HIV prevention and AIDS management are also needed in the LAC region.

Additionally, the Capacity Development Unit will work simultaneously on Project (Award ID 00056668) to provide needed support in South-South cooperation. Several countries in the region have not only been affected by cuts in ODA, as mentioned, but have themselves been active development partners in the region for decades. Exchange of information and best practices, humanitarian aid, technical assistance and expert exchanges have been taking place in the region for a long time, and many countries have considered the aid effectiveness process as driven by traditional donors and thus not allowing participation from new donors. They sometimes also perceive that their own development efforts in the region have not been recognised as widely, and their need for support in further developing South-South or horizontal cooperation in the region is fundamental. Countries such as Mexico, Brazil, Chile, Colombia, Cuba and others have been

² Needs identified in dialogue with practice leaders and UNDP officials in the region.

voicing their needs and shared experiences through collaborations such as the Ministerial Conferences on Development Cooperation with Middle Income Countries having taken place in Madrid, El Salvador and Namibia, and other South-South cooperation fora.

While this project will not include a specific South-South Cooperation component, it will be seen as complementary to the efforts made by the Capacity Development Team in project (Award ID 00056668 and Project ID 00070170) to be executed by UNDP's Regional Centre in Panamá.

The Capacity Development component on South-South Cooperation in project (Award ID 00056668) will include the following deliverables:

- Support to the mapping and documentation of existing and innovative SSC initiatives in the region (Brazil, Chile, Mexico, Colombia and others), in close collaboration and alliance with UN agencies, SEGIB, and other partners.
- Identification of strategic roles for UNDP to support SSC at the regional and country levels and map UNDP CO's SSC supply and demand in the region.
- Enhancing capacities for continued SSC between Cuba and Haiti.
- Strengthening UNDP's participation in and support to regional bodies on SSC such as SEGIB and support the conformation of the Observatory on Aid Effectiveness for Latin America and the Caribbean.
- Support to CO's initiative in SSC work in the Directorates and Units of International Cooperation in Ministries in the region.

While working in close concert with project (Award ID 00056668) to incorporate South-South Cooperation as an integral part of the Unit's work, this project will focus specifically on the areas of Capacity Development and Aid Effectiveness. Through past work, consultations with national counterparts, development partners, UNDP COs and UN system stakeholders, the following four areas have been identified for specific priority attention and support through this regional CD programme:

- Ensuring that good practices in Capacity Development are captured and implemented in support of social policies through policy advisory services.
- Strengthening Institutional Capacities through adaptation and implementation of Capacity Assessments and Capacity Development responses, including national implementation capacities and local service delivery.
- Managing for development results improved through development assistance effectiveness and strategic partnerships.
- Improving local service delivery (LSD) through the provision of capacity development and effective pro-poor public-private partnerships (PPPs)

II. STRATEGY

II a. Regional Centre support

Currently with the financial crisis, elections, and constitutional reform taking place in several LAC countries, the need to implement capacity development responses which are both holistic and sustainable is pressing. While LAC is primarily composed of Middle Income Countries, states still face capacity challenges in business processes such as procurement, project management, visioning and planning, as well as, in the areas of leadership and accountability.

The UNDP Regional Centre CD Unit is well positioned to provide support to COs and their government counterparts through policy advice, technical support, mainstreaming CD in the CCA/UNDAF and CPAPs, to support country needs. The CD Unit brings a wealth of experience and knowledge from other regional (Asia, Europe and CIS, and Africa) CD Units where tools and methodologies have been tested. UNDP CD methodology has been applied to about 100 countries worldwide and thus has generated extensive networks of experts and best practices from which the LAC region can build upon.

Once CD demands are identified by COs, UNCTs and regional organizations, the CD LAC Unit will work closely with the Knowledge Management and Practice Areas in order to provide services to clients according to their specific needs. The CD LAC Unit can tap into knowledge and tools from the global level to provide tailored and adapted support to country and regional needs. At this stage, the challenge is to adapt the global tools and materials to the LAC region. The team hopes to mainstream methodologies on institutional reforms, capacity assessments, capacity responses, aid-effectiveness and South-South solutions at country and regional levels.

II b. Capacity Development Unit Objective: Enhancing Capacity Development in the LAC region.

The CD LAC Unit will advance knowledge and practice to strengthen national capacities to perform critical functions for policy, planning, monitoring and evaluation and aid management and coordination. Mainstreaming of CD will happen at country level to expose UNDP staff to the concepts, methodologies, and programme applications related to CD strategies and indicators. CD will be incorporated in new UNDAF and CPAPs to address national capacity needs in a more organized and comprehensive way. Furthermore, at the regional level, CD LAC will work with all UNDP Practices and regional UN Agencies to incorporate CD into programming and implementation. Finally, regional and national training and learning events will be organized for UN(DP) staff, experts and government counterparts through the UNDP COs as the entry point to provide greater depth in exposure to the relevant practices and methodologies on the ground.

For 2009, the strategic objective of the newly formed LAC team is to mainstream the Capacity Development approach into policies and practices of UNDP (and the UN). Additionally, the UNDP's added value and its contribution to development results are measured coherently. This includes positioning the new corporate vision on capacity development as a cross cutting issue, as well as mapping the potential demands from country offices.

Successful capacity development in the region needs to build on and liaise with existing capacities within governmental institutions, civil society and the private sector. Such an approach will not only ensure ownership and contextualized quality services, but also contribute to sustainability in the longer term. This is of special importance in MICs, where there is a range of solid organizations and institutions which can support development work. Through partnering with excellent think tanks, universities and academic institutions, civil society organizations and other partners in the

region, the UNDP can support interventions which not only are more appropriate and relevant, but which are more likely to produce long term change in the national context. Through engaging stakeholders in the capacity development process, it is also salient to ensure that local, national and regional partnerships include solid exit strategies for supporting organizations. That way, national and local actors can advance efforts more independently.

II c. CD LAC's Services

Due to the fact that Capacity Development is a process and that it provides the 'how' when approaching a development challenge, the CD LAC Unit will focus its services on mainstreaming capacity assessments and responses in programming and implementation. The CD LAC Unit started a process of identifying CD focal points at UNDP COs and is currently expanding the network to UN agencies. The CD LAC Unit also began creating a community of practice network. These rosters of experts and focal points will be trained on CD methodologies and tools so they can support the demands of the region.

CD LAC will provide, among others, the following core services: capacity development advisory services, capacity assessments and responses, capacity development for Aid Effectiveness, mapping, training and facilitation on capacity development for COs and UNCTs, materials adaptation, translation to Spanish and dissemination, knowledge exchange and networking, and monitoring and evaluation solutions for capacity development responses.

CD LAC added value:

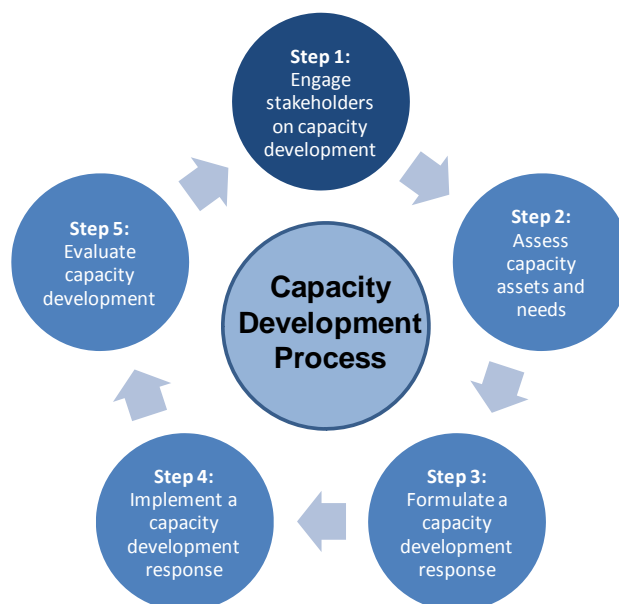
- As a cross-cutting theme, CD tools and experiences are adaptable to the needs of each practice and country.
- Experience in over 100 countries and an international network of Capacity Development professionals.
- Experience in working with UNCTs to define and achieve CD objectives in CPAPs and UNDAFs.
- Networks and partnerships with national and regional institutions providing Capacity Development solutions.
- Adaptable tools already tested and implemented in thematic areas such as HIV/AIDS, Disaster Risk Reduction, Energy and Environment, Climate Change, Aid-Effectiveness, etc.
- CD LAC will work with Country Offices and UNCTs to identify specific needs of the region and adapt corporate tools to the thematic and functional needs of clients.

The benefits of comprehensive and well executed capacity assessments are significant; they help:

- Bring rigor and a systematic method for assessing capacity needs, establishing priorities and sequencing of interventions (as opposed to wishful shopping lists).
- Identify the more profound systemic challenges, shifting the capacity development question from one of technical cooperation (TC) to a more holistic human development framework.
- Establish capacity baselines against which to measure, monitor and evaluate progress and performance in capacity development

- Make sense of complex development situations, when it is not always obvious where best to intervene to promote capacity development

The Five Step Capacity Development/Assessment Process:



II d. Application of CD LAC Unit Services to LAC Region

The CD LAC Unit aims to support both CDG and RBLAC objectives to strike the right balance between the supply of strategic regional interventions based on UNDP's comparative advantage, demand for technical and policy advisory support and capacity development for the implementation of Country Programs with the framework of the CCA and UNDAF in the countries where support has been requested. The CD LAC Unit will operate on a demand driven basis in the eight countries identified for the project; partner with Knowledge Management to systematize best practices; adapt corporate tools and materials to the region; analyze and advocate key CD challenges facing the region; develop and manage CD projects and programmes; create and facilitate community of practitioners; and develop effective partnerships. Capacity Development will be implemented through Country Offices as a point of entry, and based on COs' needs and existing agreements with government counterparts. The LAC CD Unit will work in partnership with national governments, COs and CSOs, bilateral donors, the private sector and other UN agencies. These partnerships will contribute to the broadening of the CD LAC network for positioning the CD approach and multidimensional public policies in the region, and for attaining effective measures to combat inequality and human poverty.

Results Area 1: Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services.

The CD LAC Unit will work with the UNDP corporate CD methodology and adapt it to the needs of countries in the LAC region. Institutional Capacities will be strengthened through the implementation of Capacity Assessments and Capacity Development responses. The Unit will

provide support to COs and UNCTs when assisting national partners to assess their capacities and develop CD Responses. The Unit will also assist COs and UNCTs in programming CD into UNDAFs and CPAPs.

Beyond providing Capacity Development services, the Unit will systematize and share knowledge on Capacity Development. The Unit will work with the Regional Centre's Knowledge Management unit to create Capacity Development knowledge products for the region. UNDP at the Regional level will further collaborate with country offices in providing support to Governments, and in particular their Ministries, Directorates and units which are involved with International Cooperation, ensuring that SSC interventions in the region contain components of capacity development and exit strategies in order to maximize sustainability. This will be further enriched through peer-learning and actively using SSC as a modality to further strengthen these components. UNDP can also benefit from the rich experiences which exist in many countries in the region as the organization supports and helps develop capacity for SSC work in the International Cooperation units and directorates located within Foreign Ministries.

Results Area 2: Institutional Capacities strengthened through adaptation and implementation of Capacity Assessments and Capacity Development responses, including national implementation capacities.

National Implementation Capacities (NICs), including financial management (FM), procurement, human resource management (HRM) and program / project management remain a challenge in the LAC region. A characteristic of most MICs is that institutional arrangements is the main issue requiring greater capacities in; 1 aligning functions to the changing mandates of agencies; 2 strengthening systems such as HRM or FM; and 3 results-based management; Most of the countries are MICs so ODA is not a significant percentage of the GDP but this means that NICs remain a priority to increase the performance of the countries own budget through efficiencies and greater effectiveness. This has been heightened in the current economic crisis when all countries in the region have seen significant reduction in revenues from taxes as well as reducing revenues from commodities.

In addition to central government, decentralization is resulting in an increased need for the NICs need to be addressed in regional, local authorities as well as non state actors. CD LAC has a comparative advantage of being able to engage with key stakeholders in the whole of government or the players in a specific sector, to conduct an assessment to identify and agree the root causes and then develop CD strategies to respond to the priorities. The improved performance in NICs either at a national or sub national level will allow an increase in the performance of service delivery and contribute to MDGs. This generic results area will compliment the interventions planned in the remainder of the project.

Result Area 3: Managing for development results improved through development assistance effectiveness, and strategic partnerships³

Key to development is managing development resources, whether they be domestic or external, and managing such resources for development results therefore becomes fundamental. UNDP has a key role in providing capacity development to promote managing for development results, and the project therefore integrates a component which looks at making aid more effective and developing capacity for development results. Middle Income Countries in LAC require a tailored approach to capacity development which takes into consideration their unique needs and potential

³ Peer-learning and South-South solutions are key modalities for this project, and much of the Capacity Development support to country offices and, through them, Governments, will be carried out through such South-South cooperation. Since the Capacity Development Team will be implementing the entire series of South-South Cooperation activities for the Regional Centre's programme through project no. 00056668 (ATLAS Award ID - under project ID 00070170), the specific outputs for South-South cooperation have not been specified in this document so as to avoid duplication. The project still needs to be seen in conjunction with project ID 00070170, as they have complementary roles for UNDP's Capacity Development programme in LAC.

to join the international donor and aid communities. By adapting the CD and Aid Effectiveness toolkit to specific MIC needs, in concert with Project 00056668, CD LAC will facilitate the implementation and interexchange of South-South initiatives. CD LAC has begun this process through the development of a strategic document on South-South cooperation.

Additionally, CD LAC will provide policy advice on the implementation of effective aid coordination and aid management according to national and international standards (including the Paris Declaration and the Accra Agenda for Action). CD tools are adaptable to specific needs, assist in the formulation of CD Responses and provide support to boost aid-effectiveness.

Results Area 4: Improved CD for LSD through the establishment and consolidation of effective pro-poor public-private partnerships (PPPs).

Local basic service delivery remains a major challenge in the LAC region. Besides the fact that most of the LAC countries are considered Middle Income Countries (MIC), inequality and equal access to quality basic services and social exclusion remain a real issue and have a direct impact in widening the poverty gap between rich and poor. In a context where population needs are increasing and where structural phenomena follow one another in an intermittent way, the capacity of public institutions still remains insufficient and inefficient in addressing local basic service delivery. Though decentralization programmes have been taking place in most countries in the region, local authorities still have to deal with a serious limited capacities (institutional, human, financial) to face their service delivery responsibilities through innovative approaches.

In this sense, the LAC region is also characterized by the progressive emergence of multiple types of Non State Actors (NSA) and other private organizations (formal and informal) that tend to find a sustainable alternative to national and regional challenges. In many countries the alliance of these actors with public authorities at the local and national level has been proved to be an effective way to meet social needs, through the establishment of effective local level public-private partnerships (PPP) for service delivery.

The CD LAC will then provide support to the creation and consolidation of these multi-stakeholder alliances for the implementation of downstream public service delivery models (pro-poor PPP) at the local level. By supporting CD for the mobilization of local private sector and other Non State Actors and establishing dialogue between public, private and the community and users of services, the CD LAC programme, in coordination with the country offices, will provide governments with a menu of alternative local service delivery approaches to choose from, based on local needs and context.

II e. Capacity Development in the LAC region – Past and Present

The project will focus on support to eight countries, identified through dialogue with UNDP's country offices and/or needs expressed by the Government through the country office: Bolivia, Colombia, Dominican Republic, Haiti, Mexico, Nicaragua, Panama and Peru. While other countries will be supported on demand, and there may be changes throughout the year, both as a consequence of risk elements and due to possible shifts in government priority and resources, the project will be implemented in the above-mentioned countries, basing itself on some of the work having been done. Some interventions will build on former and ongoing support interventions, while others will meet a need for support where no or little support has been provided previously from the Regional Centre. It must be noted, however, that the project acknowledges and works in concert with the efforts already under way at the various UNDP country offices, and that the regional project simply will support these efforts, upon demand.

The documentation indicates that, prior to 2009, three of the eight initial focus countries (**Colombia, Haiti and Mexico**) have captured some good practices in Capacity Development. In Colombia, good practices have been registered in various areas, notably in disaster risk reduction, where lessons on capacity development for managing risks and disasters and preventing them have been shared with other countries. In Haiti, based on country office and government demand, a capacity development exercise was conducted in the Environment Ministry. Among the lessons learnt it was found that the endeavour required a greater investment of time, especially in the construction of consensus. It is also important to be more explicit in the relationship between capacity assessment and capacity strategies. In Mexico, during the construction of consensus process in a multi-stakeholder network case, some of the lessons learnt were that the energy of the conflict creates opportunities for change; and that utilizing stakeholders' participation in mapping and analysis facilitates consensus, promotes constructive reflection, and engages the stakeholders in the process.

The documentation further indicates that, prior to 2009, one of the eight initial focus countries (**Haiti**) has received support on strengthening their institutional capacities. In Haiti, as mentioned, a capacity development exercise was conducted in the Environment Ministry, and the results included: an inventory of existent/actual and required capacities; an understanding of the Ministry's organizational structure; and the definition of capacity development' strategies to implement and subsequent costs. The capacity assessment focused on three interfaces: leadership, inter-ministerial coordination, and human and physical resources that the Ministry had. Efforts within the scope of this project, however, will focus on capacity development in the area of Disaster Risk Reduction, where no support has been provided from the Regional Centre so far.

On managing for development results and improving management of development assistance (output 3), both **Bolivia, Colombia and Nicaragua** have received some support, mostly facilitating their participation and ability to engage in international and regional fora on Aid Effectiveness, notably the High Level Forum in Accra in September 2008, and Colombia has received support in reviewing its national action plan on aid effectiveness. Colombia has also received support to engage in the OECD-DAC's Task Team on Middle Income Countries within the Working Party on Aid Effectiveness and this support will continue with this new regional project. In concert with project 00056668 and its component on South-South Cooperation, Colombia and the region as a whole, including Bolivia and Nicaragua, will also benefit from a close partnership with the Latin American Observatory on Aid Effectiveness to be based in Bogotá under the leadership of Centro de Pensamiento Estratégico (CEPEI).

III. RESULTS AND RESOURCES FRAMEWORK.

Intended Outcome as stated in the Regional Programme Document - Results and Resource Framework:

Aligned with the Regional Programme Document, the implementation of this project will enhance capacities to promote regional public goods and regional integration. This is Key Result Area three, of the Regional Programme Outcome number one, to reduce poverty and achieve the Millennium Development Goals.

Outcome indicators, baseline and targets as stated in the Regional Programme Document - Results and Resources Framework:

While Capacity Development is cross-cutting in several KRAs in the Regional Programme Document, and there are no specific Outcome indicators on cross-cutting issues:

Applicable Key Result Area: DP/2007/43/Rev. Capacity-Building and Development and Effective Aid Management

Partnership Strategy: Governments, United Nations entities, Universities, COs, CSOs, bilateral donors, private sector, SEGIB, IADB, WB

Project title and ID (ATLAS Award ID): 00057479 - Strengthening national capacities to reduce inequalities and meet the MDGs in Latin America and the Caribbean.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	IMPLEMENTATION ENTITY	INPUTS			
<p>Output 1 (00071030):</p> <p>Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services</p> <p>Indicators:</p> <p>Number and quality of testimonials, case studies or good practices produced or replicated.</p> <p>Baseline:</p>	<p>Target 2009:</p> <p>At least one country will have identified and produced testimonials or case studies or good practices, or replicated them</p> <p>Target 2010:</p> <p>At least two countries will</p>	<p>1. Carry out, systematise and disseminate research on initiatives, case studies, good practices or testimonials in the region according to regional needs, priorities and languages, aiming at creating increased CD visibility and strategic alliances.</p> <p>2. Ensure the use of innovative and effective technology of high quality in training events and the dissemination of materials and tools.</p>	<p>UNDP-RSC LAC</p>	71200	International consultant	CDG 60202	8,750
				71200	International consultant	UNFUNDED	32,500
				71300	Local consultant	TRAC REG	29,600
				71300	Local consultant	CDG 04300	7,100
				71300	Local consultant	CDG 60202	11,500
				71300	Local consultant	UNFUNDED	111,400
				71600	Travel	CDG 04300	37,300
				71600	Travel	UNFUNDED	74,600
				72400	Communications & audiovisual equipment	TRAC REG	25,430
				72400	Communications & audiovisual equipment	UNFUNDED	29,540
				74200	Audiovisual & print prod cost	TRAC REG	3,300
				74200	Audiovisual & print prod cost	CDG 04300	10,200
				74200	Audiovisual & print prod	CDG 60202	2,000

<p>Prior to 2009, three of the eight initial focus countries (Colombia, Haiti and Mexico) have so far captured some good practices in Capacity Development.</p> <p>Focus countries: Bolivia, Dominican Republic, Nicaragua, Panama, Peru</p>	<p>have identified and produced testimonials or case studies or good practices, or replicated them</p> <p>Target 2011:</p> <p>At least two countries will have identified and produced testimonials or case studies or good practices, or replicated them</p>	<p>3. Prepare periodic regional bulletin on CD with CO input and contribute with CD materials and articles to the regional centre and/or HQ.</p> <p>4. Promotion of cross-fertilisation between CD-LAC and other CD teams.</p> <p>5. Develop and disseminate informative documents and portfolios with services and products offered by BDP/CDG and the CD unit; strategically position issues and approaches, placing CD on the LAC agenda and demonstrating its added value.</p> <p>6. Update and maintain the web site; align it to the regional KM platform, BDP/CDG web sites, the LAC bulletin and specialised bulletins.</p> <p>7. Establish a CD library (physical and virtual), aligned with and based on existing tools.</p> <p>8. Organize regional workshops or learning events for Country offices (CD focal points), Communities of Practitioners, experts,</p>				
						cost
			74200	Audiovisual & print prod cost	UNFUNDED	33,000
			74500	Miscellaneous	TRAC REG	9,131
			74500	Miscellaneous	CDG 04300	9,000
			74500	Miscellaneous	UNFUNDED	36,262
			74700	Transport & shipping	CDG 60202	1,000
			74700	Transport & shipping	UNFUNDED	2,000
			75700	Learning cost	CDG 04300	18,900
			75700	Learning cost	UNFUNDED	97,800

		BDP/CDG and RBLAC HQ to raise awareness about capacity development		
		9. Provide support to HQ, the Regional Centre, UN agencies, and Country Teams in the development of policies, documents, reports and tools		
Output 1 (TOTAL)			TOTAL	590,313
			TRACREG	61,021
			CDG (Fund 04300)	82,500
			CDG (Fund 60202)	23,250
			Unfunded 2009	30,000
			Unfunded 2010	196,771
			Unfunded 2011	196,771
Output 2 (00071031):	Target 2009:	1. Provide advisory services to COs, CTs and UN agencies on demand, according to needs, in capacity assessments, CD for national implementation capacities, local service delivery, CD programme and project revision, CD integration in UNDAFs, CPAPs and others, as necessary.	UNDP-RSC LAC	
Institutional Capacities strengthened through adaptation and implementation of Capacity Assessments and Capacity Development responses, including national implementation capacities and local service delivery	At least one country in the region will have had support on strengthening their institutional capacities			
Indicators:	Target 2010:	2. Develop a concept note on CD for middle income countries.		
Number of countries having strengthened their institutional capacities through the provision of satisfactory support	At least two countries in the region will			
			71200	International consultant
			CDG 04300	4,000
			71200	International consultant
			UNFUNDED	8,000
			71300	Local consultant
			CDG 04300	6,000
			71300	Local consultant
			UNFUNDED	12,000
			71600	Travel
			TRAC REG	2,040
			71600	Travel
			CDG 04300	7,500
			71600	Travel
			CDG 60202	10,000
			71600	Travel
			UNFUNDED	144,080
			72400	Communications & audiovisual equipment
			UNFUNDED	4,000
			72800	IT equipment
			TRAC REG	3,200
			72800	IT equipment
			UNFUNDED	6,400
			74200	Audiovisual & print prod cost
			TRAC REG	6,200
			74200	Audiovisual & print prod cost
			UNFUNDED	23,400

<p>Baseline:</p> <p>Prior to 2009, one of the eight initial focus countries (Haiti) has received support on strengthening their institutional capacities.</p> <p>Focus countries: Dominican Republic, Haiti, Mexico, Panama, Peru</p>	<p>have had support on strengthening their institutional capacities</p> <p>Target 2011: At least two countries in the region will have had support on strengthening their institutional capacities</p>	<p>3. Establish and continuously systemise and strengthen a network of experts, communities of practitioners, institutions and partners.</p> <p>4. With the support of BDP/CDG, mainstreaming CD through capacitating COs, CTs, Communities of Practitioners and trainers of trainers (virtually and through onsite training) in CD tools and processes.</p> <p>5. Organize events for regional adaptation, systematisation and validation of existing documents, methodologies and tools.</p> <p>6. Contribute to the country piloting of capacity assessments and contextualised tools.</p> <p>7. Work with Gender and Human Rights teams to develop tools and innovative strategies which integrate gender equality and human rights approaches in public policy and institutional arrangements.</p>	74500	Miscellaneous	TRAC REG	11,869
			74500	Miscellaneous	UNFUNDED	38,738
Output 2 (TOTAL)			TOTAL			287,427

			TRAC REG	23,309			
			CDG (Fund 04300)	17,500			
			CDG (Fund 60202)	10,000			
			Unfunded 2009	35,000			
			Unfunded 2010	100,809			
			Unfunded 2011	100,809			
<p>Output 3 (00071032):</p> <p>Managing for development results improved through development assistance effectiveness, and strategic partnerships.</p> <p>Indicators:</p> <p>Number of countries having strengthened their capacities in managing for development results through the provision of satisfactory support</p> <p>Baseline:</p> <p>Prior to 2009, three of the eight initial focus countries (Bolivia, Colombia and Nicaragua) have received some support in strengthening their capacities in managing for development results.</p> <p>Focus countries:</p> <p>Bolivia, Colombia, Dominican Republic, Haiti, Nicaragua</p>	<p>Target 2009:</p> <p>At least one country has received support to strengthen their capacities in managing for development results</p> <p>Target 2010:</p> <p>At least two countries have received support to strengthen their capacities in managing for development results</p> <p>Target 2011:</p>	<p>1. Undertake desk reviews and missions and provide technical assistance and tools for aid effectiveness and managing for results to COs, CTs and governments in Latin America and the Caribbean, upon demand, adapting AE tools to middle-income countries.</p> <p>2. Organise sub-regional consultations on AE, MfDR and the financial crisis, while identifying and facilitating other peer-learning initiatives</p> <p>3. Support and facilitate networks, partnerships and initiatives in the region, including the International Aid Transparency Initiative and the LAC Aid Effectiveness Observatory</p> <p>4. Maintain and help facilitate the regional AE Community of Practice, the AE consultants' roster, the AE workspace and</p>	UNDP-RSC LAC	71200	International Consultant	UNFUNDED	10,000
				71600	Travel	TRAC REG	2,670
				71600	Travel	UNFUNDED	20,340
				72400	Communications & audiovisual equipment	TRAC REG	5,000
				72400	Communications & audiovisual equipment	UNFUNDED	10,000
				74200	Audiovisual & print prod cost	UNFUNDED	22,500
				74500	Miscellaneous	TRAC REG	4,000
				74500	Miscellaneous	UNFUNDED	8,000

	At least two countries have received support to strengthen their capacities in managing for development results	aideffectiveness.org 5. Implement monitoring and evaluation for the project and map, monitor and evaluate services and products provided for the region through quality assurance and evaluation tools and peer-review																														
Output 3 (TOTAL)				TOTAL 72,510 TRAC REG 11,670 Unfunded 2009 22,500 Unfunded 2010 4,170 Unfunded 2011 24,170																												
Output 4 (00071033): Local service delivery has been improved through the provision of capacity development and effective pro-poor public-private partnerships (PPPs) Indicators: Number of countries which have received support to improve local service delivery capacities Baseline: Prior to 2009, none of the eight initial focus countries in the region have received support to improve local service delivery	Target 2009: At least one country has received support to improve local service delivery capacities. Target 2010: At least two countries have received support to improve local service delivery	1. Undertake Capacity Assessments at the local level to identify CD needs and responses for LSD. 2. Design a CD programme of action for the establishment of pro-poor multi-stakeholders partnerships including PPPs for LSD. 3. Carry out a study of local actors and identification of possible partners for pro-poor PPPs. 4. Support and facilitate networks and dialogue spaces with multi-	UNDP-RSC LAC	<table border="1"> <tr> <td>71200</td> <td>International consultant</td> <td>CDG 60202</td> <td>3,000</td> </tr> <tr> <td>71200</td> <td>International consultant</td> <td>UNFUNDED</td> <td>21,000</td> </tr> <tr> <td>71300</td> <td>Local consultant</td> <td>TRAC REG</td> <td>4,000</td> </tr> <tr> <td>71300</td> <td>Local consultant</td> <td>UNFUNDED</td> <td>23,000</td> </tr> <tr> <td>71600</td> <td>Travel</td> <td>CDG 60202</td> <td>3,750</td> </tr> <tr> <td>71600</td> <td>Travel</td> <td>UNFUNDED</td> <td>37,500</td> </tr> <tr> <td>74200</td> <td>Audiovisual & print prod cost</td> <td>UNFUNDED</td> <td>7,500</td> </tr> </table>	71200	International consultant	CDG 60202	3,000	71200	International consultant	UNFUNDED	21,000	71300	Local consultant	TRAC REG	4,000	71300	Local consultant	UNFUNDED	23,000	71600	Travel	CDG 60202	3,750	71600	Travel	UNFUNDED	37,500	74200	Audiovisual & print prod cost	UNFUNDED	7,500
71200	International consultant	CDG 60202	3,000																													
71200	International consultant	UNFUNDED	21,000																													
71300	Local consultant	TRAC REG	4,000																													
71300	Local consultant	UNFUNDED	23,000																													
71600	Travel	CDG 60202	3,750																													
71600	Travel	UNFUNDED	37,500																													
74200	Audiovisual & print prod cost	UNFUNDED	7,500																													

<p>capacities.</p> <p>Focus countries:</p> <p>Bolivia, Dominican Republic, Mexico, Panama, Peru</p>	<p>capacities.</p> <p>Target 2011:</p> <p>At least two countries have received support to improve local service delivery capacities.</p>	<p>stakeholders to promote pro-poor multi-stakeholders partnerships including PPPs in various services sectors.</p> <p>5. Identify strategic roles for UNDP to support pro-poor multi-stakeholders partnerships including PPPs for LSD at the regional and country levels and map UNDP CO's supply and demand in the region.</p>														
Output 4 (TOTAL)				<table border="1"> <tr> <td>TOTAL</td> <td>99,750</td> </tr> <tr> <td>TRAC REG</td> <td>4,000</td> </tr> <tr> <td>CDG (Fund 60202)</td> <td>6,750</td> </tr> <tr> <td>Unfunded 2009</td> <td>2,500</td> </tr> <tr> <td>Unfunded 2010</td> <td>33,250</td> </tr> <tr> <td>Unfunded 2011</td> <td>33,250</td> </tr> </table>	TOTAL	99,750	TRAC REG	4,000	CDG (Fund 60202)	6,750	Unfunded 2009	2,500	Unfunded 2010	33,250	Unfunded 2011	33,250
TOTAL	99,750															
TRAC REG	4,000															
CDG (Fund 60202)	6,750															
Unfunded 2009	2,500															
Unfunded 2010	33,250															
Unfunded 2011	33,250															
TOTAL, Project				<table border="1"> <tr> <td>TOTAL PROJECT</td> <td>1,060,000</td> </tr> <tr> <td>TOTAL TRAC REG</td> <td>100,000</td> </tr> <tr> <td>TOTAL CDG 04300</td> <td>100,000</td> </tr> <tr> <td>TOTAL CDG 60202</td> <td>40,000</td> </tr> <tr> <td>TOTAL UNFUNDED</td> <td>820,000</td> </tr> </table>	TOTAL PROJECT	1,060,000	TOTAL TRAC REG	100,000	TOTAL CDG 04300	100,000	TOTAL CDG 60202	40,000	TOTAL UNFUNDED	820,000		
TOTAL PROJECT	1,060,000															
TOTAL TRAC REG	100,000															
TOTAL CDG 04300	100,000															
TOTAL CDG 60202	40,000															
TOTAL UNFUNDED	820,000															

I. ANNUAL WORK PLAN

Year: 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				IMPLEMENTATION ENTITY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (US\$)
<p>Output 1 (00071030):</p> <p>Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services</p> <p><i>Indicators:</i></p> <p><i>Number and quality of testimonials, case studies or good practices produced or replicated.</i></p> <p><i>Baseline:</i></p> <p><i>Prior 2009, three of the eight initial focus countries (Colombia, Haiti and Mexico) have so far captured some good practices in Capacity Development.</i></p> <p><i>Target 2009:</i></p>	1. Carry out, systematise and disseminate research on initiatives, case studies, good practices or testimonials in the region according to regional needs, priorities and languages, aiming at creating increased CD visibility and strategic alliances			X	X	UNDP-RSC LAC	CDG/60202	71200-International Consultant 71300-Local Consultant 74700-Transport & Shipping	8,750 11,500 1,000
						TRAC REG	71300-Local Consultant 72400-Communication & Audio visual equipment 74200-Audio Visual & Print Prod Costs 74500-Miscellaneous	14,000 9,550 3,300 5,131	
	2. Ensure the use of innovative and effective technology of high quality in training events and the dissemination of materials and tools.		X	X	X	UNDP-RSC LAC	CDG/04300	71300-Local Consultant 74200-Audio Visual & Print Prod Costs	5,100 1,200
						unfunded	71200-International Consultant	5,000	
	3. Prepare periodic regional bulletin on CD with CO input and contribute with CD materials and articles to the regional centre and/or HQ.		X	X	X	UNDP-RSC LAC			n.a ⁴
	4. Promotion of cross-fertilisation between CD-LAC and other CD teams		X	X	X	UNDP-RSC LAC	CDG/04300	75700-Learning Costs	18,900
						unfunded	75700-Learning Costs	20,000	

⁴ Activity implemented by CDLAC team with no additional cost

		TIMEFRAME			IMPLEMENTATION	PLANNED BUDGET			
<p><i>At least one country will have identified and produced testimonials or case studies or good practices, or replicated them</i></p> <p><u>Focus country:</u></p> <p>Panama</p> <p><u>Related RPD outcome:</u></p> <p>Cross-cutting</p>	5. Develop and disseminate informative documents and portfolios with services and products offered by BDP/CDG and the CD unit; strategically position issues and approaches, placing CD on the LAC agenda and demonstrating its added value.		X	X	X	UNDP-RSC LAC	TRAC REG	71300-Local Consultant 74200-Audio Visual & Print Prod Costs	15,600 1,000
	6. Update and maintain the web site; align it to the regional KM platform, BDP/CDG web sites, the LAC bulletin and specialised bulletins.		X	X	X	UNDP-RSC LAC	TRAC REG	72400-Communication & Audio visual equipment 74500-Miscellaneous	6,440 4,000
	7. Establish a CD library (physical and virtual), aligned with and based on existing tools.			X	X	UNDP-RSC LAC			n.a ⁵
	8. Organize regional workshops or learning events for Country offices (CD focal points), Communities of Practitioners, experts, BDP/CDG and RBLAC HQ to raise awareness about capacity development			X		UNDP-RSC LAC	CDG/ 04300 RBLAC- TRAC	71300-Local Consultant 71600-Travel 74200-Audio Visual & Print Prod Costs 74500-Miscellaneous 72400-Communication & Audio visual equipment	2,000 32,300 9,000 9,000 2,000

⁵ Activity implemented by CDLAC team with no additional cost

		TIMEFRAME			IMPLEMENTATION	PLANNED BUDGET			
	9. Provide support to HQ, the Regional Centre, UN agencies, and Country Teams in the development of policies, documents, reports and tools		X	X	X	UNDP-RSC LAC	CDG/ 04300	71600-Travel	5,000
							CDG/ 60202	74200-Audio Visual & Print Prod Costs	2,000
							unfunded	71300-Local Consultant	5,000
Sub Total RBLAC Output 1 (00070130) (2009)									61,021
Sub Total CDG-Fund 04300- Output 1 (00070130) (2009)									82,500
Sub Total CDG-Fund 60202- Output 1 (00070130) (2009)									23,250
Sub Total Output 1 (00070130) (2009). Unfunded									30,000
TOTAL Output 1 (00070130) (2009)									196,771
Output 2 (00071031): Institutional Capacities strengthened through adaptation and implementation of Capacity Assessments and Capacity Development responses, including national implementation capacities and local service delivery. <i>Indicators:</i> <i>Number of countries having strengthened their institutional capacities through the provision of satisfactory</i>	1. Provide advisory services to COs, CTs and UN agencies on demand, according to needs, in capacity assessments, CD for national implementation capacities, local service delivery, CD programme and project revision, CD integration in UNDAFs, CPAPs and others, as necessary.		X	X	X	UNDP-RSC LAC	CDG/ 04300	71200-International Consultant 71600-Travel	4,000 7,500
							TRAC REG	72400-Communication & Audio visual equipment 74500-Miscellaneous	2,000 3,960
							Unfunded	71600-Travel	15,000
	2. Develop a concept note on CD for middle income countries.		X			UNDP-RSC LAC			
	3. Establish and continuously systemise and strengthen a network of experts, Communities of Practitioners, institutions and partners			X	X	UNDP-RSC LAC	CDG/ 04300	71300-Local Consultant	6,000
							TRAC REG	72800-IT equipment 74500-Miscellaneous	3,200 2,000

		TIMEFRAME			IMPLEMENTATION	PLANNED BUDGET			
<p><i>support.</i></p> <p><u>Baseline:</u></p> <p><i>Prior to 2009, one of the eight initial focus countries (Haiti) has received support on strengthening their institutional capacities.</i></p> <p><u>Target 2009:</u></p> <p><i>At least one country in the region will have had support on strengthening their institutional capacities</i></p> <p><u>Focus country:</u></p> <p><i>Dominican Republic</i></p> <p><u>Related RPD outcome:</u></p> <p><i>Cross-cutting</i></p>	4. With the support of BDP/CDG, mainstreaming CD through capacitating COs, CTs, Communities of Practitioners and trainers of trainers (virtually and through onsite training) in CD tools and processes		X	X	X	UNDP-RSC LAC	CDG/ 60202	71600-Travel	5,000
							TRAC REG	74200-Audio Visual & Print Prod Costs	2,000
	5. Organize events for regional adaptation, systematisation and validation of existing documents, methodologies and tools.			X		UNDP-RSC LAC	TRAC REG	74200-Audio Visual & Print Prod Costs	2,200
							unfunded	71600-Travel	10,000
								74200-Audio Visual & Print Prod Costs	5,000
							74500-Miscellaneous	5,000	
	6. Contribute to the country piloting of capacity assessments and contextualised tools		X	X	X	UNDP-RSC LAC	TRAC REG	71600-Travel	2,040
							CDG/ 60202	71600-Travel	5,000
	7. Work with Gender and Human Rights teams to develop tools and innovative strategies which integrate gender equality and human rights approaches in public policy and institutional arrangements.		X	X	X	UNDP-RSC LAC	TRAC REG	74500-Miscellaneous	5,909
Sub Total RBLAC Output 2 (00070131) (2009)									23,309
Sub Total CD-Fund 04300- Output 2 (00070131) (2009)									17,500
Sub Total CD-Fund 60202- Output 2 (00070131) (2009)									10,000
Sub Total Output 2 (00070131) (2009). Unfunded									35,000
TOTAL Output (2009)									85,809

		TIMEFRAME			IMPLEMENTATION	PLANNED BUDGET			
<p>Output 3 (00071032):</p> <p>Managing for development results improved through development assistance effectiveness, and strategic partnerships.</p> <p><u>Indicators:</u></p> <p><i>Number of countries having strengthened their capacities in managing for development results through the provision of satisfactory support.</i></p> <p><u>Baseline:</u></p> <p><i>Prior to 2009, three of the eight initial focus countries (Bolivia, Colombia and Nicaragua) have received some support in strengthening their capacities in managing for development results.</i></p> <p><u>Targets:</u></p> <p><i>At least one country have received support to strengthen their capacities in managing</i></p>	1. Undertake desk reviews and missions and provide technical assistance and tools for aid effectiveness and managing for results to COs, CTs and governments in Latin America and the Caribbean, upon demand, adapting AE tools to middle-income countries.		X	X	X	UNDP-RSC LAC	unfunded	71600-Travel	5,000
	2. Organise sub-regional consultations on AE, MfDR and the financial crisis, while identifying and facilitating other peer-learning initiatives			X	X	UNDP-RSC LAC	TRAC REG	74500-Miscellaneous	4,000
							unfunded	74200-Audio Visual & Print Prod Costs	2,500
	3. Support and facilitate networks, partnerships and initiatives in the region, including the International Aid Transparency Initiative and the LAC Aid Effectiveness Observatory		X	X	X	UNDP-RSC LAC	TRAC REG	72400-Communication & Audio Visual Equipment	5,000
						unfunded	71600-Travel	2,670	
							71200-International Consultant	10,000	
	4. Maintain and help facilitate the regional AE Community of Practice, the AE consultants' roster, the AE workspace and aideffectiveness.org		X	X	X	UNDP-RSC LAC			n.a ⁶

⁶ Activity implemented by CDLAC team with no additional cost

		TIMEFRAME			IMPLEMENTATION	PLANNED BUDGET			
<i>for development results</i> <i>Focus country:</i> <i>Colombia</i> <i>Related RPD outcomes:</i> <i>Cross-cutting</i>	5. Implement monitoring and evaluation for the project and map, monitor and evaluate services and products provided for the region through quality assurance and evaluation tools and peer-review		X	X	X	UNDP-RSC LAC	unfunded	74200-Audio Visual & Print Prod Costs	5,000
Sub Total RBLAC Output 3 (00070132) (2009)									11,670
Sub Total Output 3 (00070132) (2009). Unfunded									22,500
TOTAL Output 3 (00070132) (2009)									34,170
Output 4 (00071033): Local service delivery has been improved through the provision of capacity development and effective pro-poor public-private partnerships (PPPs) <i>Indicators:</i> <i>Number of countries which have received support to improve local service delivery capacities.</i> <i>Baseline:</i> <i>Prior to 2009, none of the eight initial focus countries in the region have received support to improve local</i>	1. Undertake Capacity Assessments at the local level to identify CD needs and responses for LSD. 2. Design a CD programme of action for the establishment of pro-poor multi-stakeholders partnerships including PPPs for LSD. 3. Carry out a study of local actors and identification of possible partners for pro-poor PPPs. 4. Support and facilitate networks and dialogue spaces with multi-stakeholders to promote pro-poor multi-stakeholders partnerships including PPPs in various services sectors.		x	x	x	UNDP-RSC LAC	CDG/60202	71200-International Consultant 71600-Travel	3,000 3,750
					x	UNDP-RSC LAC	unfunded	71200-International Consultant	5,000
				x	x	UNDP-RSC LAC	unfunded	71300-Local Consultant	5,000
					x	UNDP-RSC LAC	unfunded	71600-Travel 74200-Audio Visual & Print Prod Costs	5,000 2,500

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				IMPLEMENTATION	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<i>service delivery capacities.</i> <u>Target 2009:</u> <i>At least one country has received support to improve local service delivery capacities.</i> <u>Focus country:</u> : <i>Mexico</i> <u>Related RPD outcomes:</u> <i>Cross-cutting</i>	5. Identify strategic roles for UNDP to support pro-poor multi-stakeholders partnerships including PPPs for LSD at the regional and country levels and map UNDP CO's supply and demand in the region.				x	UNDP-RSC LAC	TRAC REG	71300-Local Consultant	4,000
							unfunded	71600-Travel	5,000
Sub Total RBLAC Output 4 (00070133) (2009)									4,000
Sub Total CDG-Fund 60202 Output 4 (00070133) (2009)									6,750
Sub Total Output 4 (00070133) (2009). Unfunded									22,500
TOTAL Output 4 (00070133) (2009)									33,250

Year: 2010

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				IMPLEMENTATION ON ENTITY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				IMPLEMENTATI	PLANNED BUDGET		
<p>Output 1 (00071030): Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services</p> <p><i>Indicators:</i></p> <p><i>Number and quality of testimonials, case studies or good practices produced or replicated.</i></p> <p><i>Baseline:</i></p> <p><i>Prior to 2009, three of the eight initial focus countries (Colombia, Haiti and Mexico) have so far captured some good practices in Capacity Development.</i></p> <p><i>Target 2010:</i></p> <p><i>At least two countries will have identified and produced testimonials or case studies or good practices, or replicated them</i></p> <p><i>Focus countries:</i> <i>Bolivia, Dominican Republic</i></p> <p><i>Related RPD outcome:</i> <i>Cross-cutting</i></p>	1. Carry out, systematise and disseminate research on initiatives, case studies, good practices or testimonials in the region according to regional needs, priorities and languages, aiming at creating increased CD visibility and strategic alliances	X	X	X	X	UNDP-RSC LAC	unfunded	71200-International Consultant 71300-Local Consultant 72400-Communication & Audio visual equipment 74200-Audio Visual & Print Prod Costs 74500-Miscellaneous 74700-Transport & Shipping	8,750 25,500 9,550 3,300 5,131 1,000
	2. Ensure the use of innovative and effective technology of high quality in training events and the dissemination of materials and tools.	X	X	X	X	UNDP-RSC LAC	unfunded	71200-International Consultant 71300-Local Consultant 74200-Audio Visual & Print Prod Costs	5,000 5,100 1,200
	3. Prepare periodic regional bulletin on CD with CO input and contribute with CD materials and articles to the regional centre and/or HQ.	X	X	X	X	UNDP-RSC LAC			n.a. ⁷
	4. Promotion of cross-fertilisation between CD-LAC and other CD teams	X	X	X	X	UNDP-RSC LAC	unfunded	75700-Learning Costs	38,900
	5. Develop and disseminate informative documents and portfolios with services and products offered by BDP/CDG and the CD unit; strategically position issues and approaches, placing CD on the LAC agenda and demonstrating its added value.	X	X	X	X	UNDP-RSC LAC	unfunded	71300-Local Consultant 74200-Audio Visual & Print Prod Costs	15,600 1,000

⁷ Activity implemented by CDLAC team with no additional cost

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				IMPLEMENTATI	PLANNED BUDGET			
	6. Update and maintain the web site; align it to the regional KM platform, BDP/CDG web sites, the LAC bulletin and specialised bulletins.	X	X	X	X	UNDP-RSC LAC	unfunded	72400-Communication & Audio visual equipment 74500-Miscellaneous	6,440 4,000	
	7. Maintain a CD library (physical and virtual), aligned with and based on existing tools.	X	X	X	X	UNDP-RSC LAC			n.a ⁸	
	8. Organize regional workshops or learning events for Country offices (CD focal points), Communities of Practitioners, experts, BDP/CDG and RBLAC HQ to raise awareness about capacity development.	X		X		UNDP-RSC LAC	unfunded	71300-Local Consultant 71600-Travel 72400-Communication & Audio visual equipment 74200-Audio Visual & Print Prod Costs 74500-Miscellaneous	2,000 32,300 2,000 9,000 9,000	
	9. Provide support to HQ, the Regional Centre, UN agencies, and Country Teams in the development of policies, documents, reports and tools	X	X	X	X	UNDP-RSC LAC	unfunded	71300-Local Consultant 71600-Travel 74200-Audio Visual & Print Prod Costs	5,000 5,000 2,000	
TOTAL Output 1 (00070130): (2010). Unfunded									196,771	
Output 2 (00071031): Institutional Capacities strengthened through adaptation and implementation of Capacity Assessments and Capacity Development responses, including national implementation capacities and	1. Provide advisory services to COs, CTs and UN agencies on demand, according to needs, in capacity assessments, CD for national implementation capacities, local service delivery, CD programme and project revision, CD integration in UNDAFs, CPAPs and others, as necessary.	X	X	X	X	UNDP-RSC LAC	unfunded	71200-International Consultant 71600-Travel 72400-Communication & Audio visual equipment 74500-Miscellaneous	4,000 22,500 2,000 3,960	

⁸ Activity implemented by CDLAC team with no additional cost

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				IMPLEMENTATI	PLANNED BUDGET		
<p>local service delivery</p> <p><i>Indicators:</i></p> <p><i>Number of countries having strengthened their institutional capacities through the provision of satisfactory support.</i></p> <p><i>Baseline:</i></p> <p><i>Prior to 2009, one of the eight initial focus countries (Haiti) has received support on strengthening their institutional capacities.</i></p> <p><i>Target 2010:</i></p> <p><i>At least two countries in the region will have had support on strengthening their institutional capacities</i></p> <p><i>Focus countries:</i> <i>Haiti, Peru</i></p> <p><i>Related RPD outcome:</i> <i>Cross-cutting</i></p>	2. Develop a concept note on CD for middle income countries.	Completed 2009				UNDP-RSC LAC			n.a
	3. Establish and continuously systemise and strengthen a network of experts, Communities of Practitioners, institutions and partners	X	X	X	X	UNDP-RSC LAC	unfunded	71300-Local Consultant 72800-IT equipment 74500-Miscellaneous	6,000 3,200 2,000
	4. With the support of BDP/CDG, mainstreaming CD through capacitating COs, CTs, Communities of Practitioners and trainers of trainers (virtually and through onsite training) in CD tools and processes.	X	X	X	X	UNDP-RSC LAC	unfunded	71600-Travel 74200-Audio Visual & Print Prod Costs	20,000 2,000
	5. Organize events for regional adaptation, systematisation and validation of existing documents, methodologies and tools.	X		X		UNDP-RSC LAC	unfunded	71600-Travel 74200-Audio Visual & Print Prod Costs 74500-Miscellaneous	10,000 7,200 5,000
	6. Contribute to the country piloting of capacity assessments and contextualised tools	X	X	X	X	UNDP-RSC LAC	unfunded	71600-Travel	7,040
	7. Work with Gender and Human Rights teams to develop tools and innovative strategies which integrate gender equality and human rights approaches in public policy and institutional arrangements.	X	X	X	X	UNDP-RSC LAC	unfunded	74500-Miscellaneous	5,909
	TOTAL Output 2 (00070131) (2010). Unfunded								

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				IMPLEMENTATI	PLANNED BUDGET		
<p>Output 3 (00071032):</p> <p>Managing for development results improved through development assistance effectiveness and strategic partnerships</p> <p><i>Indicators:</i></p> <p><i>Number of countries having strengthened their capacities in managing for development results through the provision of satisfactory support.</i></p> <p><i>Baseline:</i></p> <p><i>Prior to 2009, three of the eight initial focus countries (Bolivia, Colombia and Nicaragua) have received some support in strengthening their capacities in managing for development results.</i></p> <p><i>Target 2010:</i></p> <p><i>At least two countries have receives support to strengthen their capacities in managing for development results.</i></p> <p><i>Focus countries:</i></p> <p><i>Bolivia, Dominican Republic</i></p> <p><i>Related RPD outcomes:</i></p> <p><i>Cross-cutting</i></p>	1. Undertake desk reviews and missions and provide technical assistance and tools for aid effectiveness and managing for results to COs, CTs and governments in Latin America and the Caribbean, upon demand, adapting AE tools to middle-income countries.	X	X	X	X	UNDP-RSC LAC	unfunded	71600-Travel	5,000
	2. Organise sub-regional consultations on AE, MfDR and the financial crisis, while identifying and facilitating other peer-learning initiatives		X		X	UNDP-RSC LAC	unfunded	74200-Audio Visual & Print Prod Costs 74500-Miscellaneous	2,500 4,000
	3. Support and facilitate networks, partnerships and initiatives in the region, including the International Aid Transparency Initiative and the LAC Aid Effectiveness Observatory.	X	X	X	X	UNDP-RSC LAC	unfunded	71600-Travel 72400-Communication & Audio Visual Equipment	2,670 5,000
	4. Maintain and help facilitate the regional AE Community of Practice, the AE consultants' roster, the AE workspace and aideffectiveness.org	X	X	X	X	UNDP-RSC LAC			n.a ⁹
	5. Implement monitoring and evaluation for the project and map, monitor and evaluate services and products provided for the region through quality assurance and evaluation tools and peer-review.		X	X	X	UNDP-RSC LAC	unfunded	74200-Audio Visual & Print Prod Costs	5,000
TOTAL Output 3 (00070132) (2010). Unfunded									24,170

⁹ Activity implemented by CDLAC team with no additional cost

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				IMPLEMENTATI	PLANNED BUDGET		
<p><u>Output 4 (00071033):</u></p> <p>Local service delivery has been improved through the provision of capacity development and effective pro-poor public-private partnerships (PPPs)</p> <p><i>Indicators:</i></p> <p><i>Number of countries which have received support to improve local service delivery capacities.</i></p> <p><i>Baseline:</i></p> <p><i>Prior to 2009, none of the eight initial focus countries in the region have received support to improve local service delivery capacities.</i></p> <p><i>Target 2010:</i></p> <p><i>At least two countries have received support to improve local service delivery capacities.</i></p> <p><i>Focus countries:</i> <i>Bolivia, Dominican Republic.</i></p> <p><i>Related RPD outcomes:</i> <i>Cross-cutting</i></p>	1. Undertake Capacity Assessments at the local level to identify CD needs and responses for LSD.	X	X	X	X	UNDP-RSC LAC	unfunded	71200-International Consultant	3,000
								71600-Travel	3,750
	2. Design a CD programme of action for the establishment of pro-poor multi-stakeholders partnerships including PPPs for LSD.	X	X	X	X	UNDP-RSC LAC	unfunded	71200-International Consultant	5,000
	3. Carry out a study of local actors and identification of possible partners for pro-poor PPPs.	X	X	X	X	UNDP-RSC LAC	unfunded	71300-Local Consultant	5,000
	4. Support and facilitate networks and dialogue spaces with multi-stakeholders to promote pro-poor multi-stakeholders partnerships including PPPs in various services sectors.	X	X	X	X	UNDP-RSC LAC	unfunded	71600-Travel 74200-Audio Visual & Print Prod Costs	5,000 2,500
5. Identify strategic roles for UNDP to support pro-poor multi-stakeholders partnerships including PPPs for LSD at the regional and country levels and map UNDP CO's supply and demand in the region.	X	X	X	X	UNDP-RSC LAC	unfunded	71300-Local Consultant 71600-Travel	4,000 5,000	
TOTAL Output 4 (00070133) (2010). Unfunded									33,250

Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				IMPLEMENTATI ON ENTITY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1 (00071030):</p> <p>Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services</p> <p><u>Indicators:</u></p> <p><i>Number and quality of testimonials, case studies or good practices produced or replicated.</i></p> <p><u>Baseline:</u></p> <p><i>Prior to 2009, three of the eight initial focus countries (Colombia, Haiti and Mexico) have so far captured some good practices in Capacity Development.</i></p> <p><u>Target 2011:</u></p> <p><i>At least two countries will</i></p>	<p>1. Carry out, systematise and disseminate research on initiatives, case studies, good practices or testimonials in the region according to regional needs, priorities and languages, aiming at creating increased CD visibility and strategic alliances</p>	X	X	X	X	UNDP-RSC LAC	unfunded	71200-International Consultant 71300-Local Consultant 72400-Communication & Audio visual equipment 74200-Audio Visual & Print Prod Costs 74500-Miscellaneous 74700-Transport & Shipping	8,750 25,500 9,550 3,300 5,131 1,000
	<p>2. Ensure the use of innovative and effective technology of high quality in training events and the dissemination of materials and tools.</p>	X	X	X	X	UNDP-RSC LAC	unfunded	71200-International Consultant 71300-Local Consultant 74200-Audio Visual & Print Prod Costs	5,000 5,100 1,200
	<p>3. Prepare periodic regional bulletin on CD with CO input and contribute with CD materials and articles to the regional centre and/or HQ.</p>	X	X	X	X	UNDP-RSC LAC			n.a ¹⁰
	<p>4. Promotion of cross-fertilisation between CD-LAC and other CD teams</p>	X	X	X	X	UNDP-RSC LAC	unfunded	75700-Learning Costs	38,900

¹⁰ Activity implemented by CDLAC team with no additional cost

		TIMEFRAME				IMPLEMENTATI	PLANNED BUDGET		
<p><i>have identified and produced testimonials or case studies or good practices, or replicated them</i></p> <p><i>Focus countries: Nicaragua, Peru</i></p> <p><i>Related RPD outcome: Cross-cutting</i></p>	5. Develop and disseminate informative documents and portfolios with services and products offered by BDP/CDG and the CD unit; strategically position issues and approaches, placing CD on the LAC agenda and demonstrating its added value.	X	X	X	X	UNDP-RSC LAC	unfunded	71300-Local Consultant	15,600
								74200-Audio Visual & Print Prod Costs	1,000
	6. Update and maintain the web site; align it to the regional KM platform, BDP/CDG web sites, the LAC bulletin and specialised bulletins.	X	X	X	X	UNDP-RSC LAC	unfunded	72400-Communication & Audio visual equipment	6,440
								74500-Miscellaneous	4,000
	7. Maintain a CD library (physical and virtual), aligned with and based on existing tools.	X	X	X	X	UNDP-RSC LAC			n.a ¹¹
8. Organize regional workshops or learning events for Country offices (CD focal points), Communities of Practitioners, experts, BDP/CDG and RBLAC HQ to raise awareness about capacity development	X		X		UNDP-RSC LAC	unfunded	71300-Local Consultant	2,000	
							71600-Travel	32,300	
							72400-Communication & Audio visual equipment	2,000	
							74200-Audio Visual & Print Prod Costs	9,000	
							74500-Miscellaneous	9,000	
9. Provide support to HQ, the Regional Centre, UN agencies, and Country Teams in the development of policies, documents, reports and tools	X	X	X	X	UNDP-RSC LAC	unfunded	71300-Local Consultant	5,000	
							71600-Travel	5,000	
							74200-Audio Visual & Print Prod Costs	2,000	
TOTAL Output 1 (00070130): (2011). Unfunded									196,771

¹¹ Activity implemented by CDLAC team with no additional cost

		TIMEFRAME				IMPLEMENTATI	PLANNED BUDGET		
<p>Output 2 (00071031):</p> <p>Institutional Capacities strengthened through adaptation and implementation of Capacity Assessments and Capacity Development responses, including national implementation capacities and local service delivery</p> <p><i>Indicators:</i></p> <p><i>Number of countries having strengthened their institutional capacities through the provision of satisfactory support.</i></p> <p><i>Baseline:</i></p> <p><i>Prior to 2009, one of the eight initial focus countries (Haiti) has received support on strengthening their institutional capacities.</i></p> <p><i>Target 2011:</i></p> <p><i>At least two countries in the region will have had support on strengthening their institutional capacities</i></p>	1. Provide advisory services to COs, CTs and UN agencies on demand, according to needs, in capacity assessments, CD for national implementation capacities, local service delivery, CD programme and project revision, CD integration in UNDAFs, CPAPs and others, as necessary.	X	X	X	X	UNDP-RSC LAC	unfunded	71200-International Consultant 71600-Travel 72400-Communication & Audio visual equipment 74500-Miscellaneous	4,000 22,500 2,000 3,960
	2. Develop a concept note on CD for middle income countries.	Completed 2009				UNDP-RSC LAC			n.a
	3. Establish and continuously systemise and strengthen a network of experts, Communities of Practitioners, institutions and partners	X	X	X	X	UNDP-RSC LAC	unfunded	71300-Local Consultant 72800-IT equipment 74500-Miscellaneous	6,000 3,200 2,000
	4. With the support of BDP/CDG, mainstreaming CD through capacitating COs, CTs, Communities of Practitioners and trainers of trainers (virtually and through onsite training) in CD tools and processes.	X	X	X	X	UNDP-RSC LAC	unfunded	71600-Travel 74200-Audio Visual & Print Prod Costs	20,000 2,000
	5. Organize events for regional adaptation, systematisation and validation of existing documents, methodologies and tools.	X		X		UNDP-RSC LAC	unfunded	71600-Travel 74200-Audio Visual & Print Prod Costs 74500-Miscellaneous	10,000 7,200 5,000
	6. Contribute to the country piloting of capacity assessments and contextualised tools	X	X	X	X	UNDP-RSC LAC	unfunded	71600-Travel	7,040

		TIMEFRAME				IMPLEMENTATI	PLANNED BUDGET		
<u>Focus countries:</u> Mexico, Panama <u>Related RPD outcome:</u> Cross-cutting	7. Work with Gender and Human Rights teams to develop tools and innovative strategies which integrate gender equality and human rights approaches in public policy and institutional arrangements.	X	X	X	X	UNDP-RSC LAC	unfunded	74500-Miscellaneous	5,909
TOTAL Output 2 (00070131) (2011). Unfunded									100,809
Output 3 (00071032): Managing for development results improved through development assistance effectiveness, and strategic partnerships <u>Indicators:</u> Number of countries having strengthened their capacities in managing for development results through the provision of satisfactory support. <u>Baseline:</u> Prior to 2009, three of the	1. Undertake desk reviews and missions and provide technical assistance and tools for aid effectiveness and managing for results to COs, CTs and governments in Latin America and the Caribbean, upon demand, adapting AE tools to middle-income countries.	X	X	X	X	UNDP-RSC LAC	unfunded	71600-Travel	5,000
	2. Organise sub-regional consultations on AE, MfDR and the financial crisis, while identifying and facilitating other peer-learning initiatives		X		X	UNDP-RSC LAC	unfunded	74200-Audio Visual & Print Prod Costs 74500-Miscellaneous	2,500 4,000
	3. Support and facilitate networks, partnerships and initiatives in the region, including the International Aid Transparency Initiative and the LAC Aid Effectiveness Observatory.	X	X	X	X	UNDP-RSC LAC	unfunded	71600-Travel 72400-Communication & Audio Visual Equipment	2,670 5,000

		TIMEFRAME				IMPLEMENTATI	PLANNED BUDGET			
<p><i>eight initial focus countries (Bolivia, Colombia and Nicaragua) have received some support in strengthening their capacities in managing for development results.</i></p> <p><u>Target 2011:</u></p> <p><i>At least two countries have received support to strengthen their capacities in managing for development results.</i></p> <p><u>Focus countries:</u> Haiti, Nicaragua</p> <p><u>Related RPD outcomes:</u> Cross-cutting</p>	<p>4. Maintain and help facilitate the regional AE Community of Practice, the AE consultants' roster, the AE workspace and aideffectiveness.org</p>	X	X	X	X	UNDP-RSC LAC				n.a ¹²
	<p>5. Implement monitoring and evaluation for the project and map, monitor and evaluate services and products provided for the region through quality assurance and evaluation tools and peer-review</p>		X	X	X	UNDP-RSC LAC	unfunded	74200-Audio Visual & Print Prod Costs		5,000
TOTAL Output 3 (00070132) (2011). Unfunded										24,170
<p><u>Output 4 (00071033):</u></p> <p>Local service delivery has been improved through the provision of capacity development and effective pro-poor public-private partnerships (PPPs)</p> <p><u>Indicators:</u></p> <p><i>Number of countries which have received support to improve local service delivery capacities.</i></p>	<p>1. Undertake Capacity Assessments at the local level to identify CD needs and responses for LSD.</p>	X	X	X	X	UNDP-RSC LAC	unfunded	71200-International Consultant 71600-Travel		3,000 3,750
	<p>2. Design a CD programme of action for the establishment of pro-poor multi-stakeholders partnerships including PPPs for LSD.</p>	X	X	X	X	UNDP-RSC LAC	unfunded	71200-International Consultant		5,000
	<p>3. Carry out a study of local actors and identification of possible partners for pro-poor PPPs.</p>	X	X	X	X	UNDP-RSC LAC	unfunded	71300-Local Consultant		5,000

		TIMEFRAME				IMPLEMENTATI	PLANNED BUDGET		
<p><u>Baseline:</u></p> <p><i>Prior to 2009, none of the eight initial focus countries in the region have received support to improve local service delivery capacities.</i></p> <p><u>Target 2011:</u></p> <p><i>At least two countries have received support to improve local service delivery capacities.</i></p> <p><u>Focus countries:</u> Panama, Peru</p> <p><u>Related RPD outcomes:</u> Cross-cutting</p>	4. Support and facilitate networks and dialogue spaces with multi-stakeholders to promote pro-poor multi-stakeholders partnerships including PPPs in various services sectors.	X	X	X	X	UNDP-RSC LAC	unfunded	71600-Travel 74200-Audio Visual & Print Prod Costs	5,000 2,500
	5. Identify strategic roles for UNDP to support pro-poor multi-stakeholders partnerships including PPPs for LSD at the regional and country levels and map UNDP CO's supply and demand in the region.	X	X	X	X	UNDP-RSC LAC	unfunded	71300-Local Consultant 71600-Travel	4,000 5,000
TOTAL Output 4 (00070133) (2011). Unfunded									33,250

V. MANAGEMENT ARRANGEMENTS.

The project will be directly executed and implemented by the LAC Regional Centre. Project supervision will be done by the Chief Unit with the technical assistance and advice of the Capacity Development experts. In addition, the project will work with a group of consultants and Country Offices UNDP.

1. Regional Program Thematic Advisory Panel

A Regional Program Thematic Advisory Panel for Capacity Development will provide overall strategic guidance and advice to implementation of this project within the Regional Program for Capacity Development. The Thematic Advisory Panel will be convened and chaired by the Director of the Regional Centre LAC with the support of the Chief Unit. The Panel will i) provide advice on how to best address ongoing regional priorities within the relevant thematic area; ii) discuss the Unit project implementation outcomes and outputs, and provide feedback and technical advice on the activities and projects carried out by the team; and iii) review the Unit work plan for the following year.

The Thematic Advisory Panel for Capacity Development will consist of:

- Two recognized regional experts (from research institutes, policy institutes, academia or think tanks or civil society),
- Two Government officials (one from the UNDP Executive Board¹³, complemented by other Government representatives, ensuring sub-regional geographical coverage);
- Two Resident Representatives, ensuring sub-regional coverage;
- The Director of the Capacity Development Group of BDP or his/her representative;
- One representative from another UN Agency at regional level.

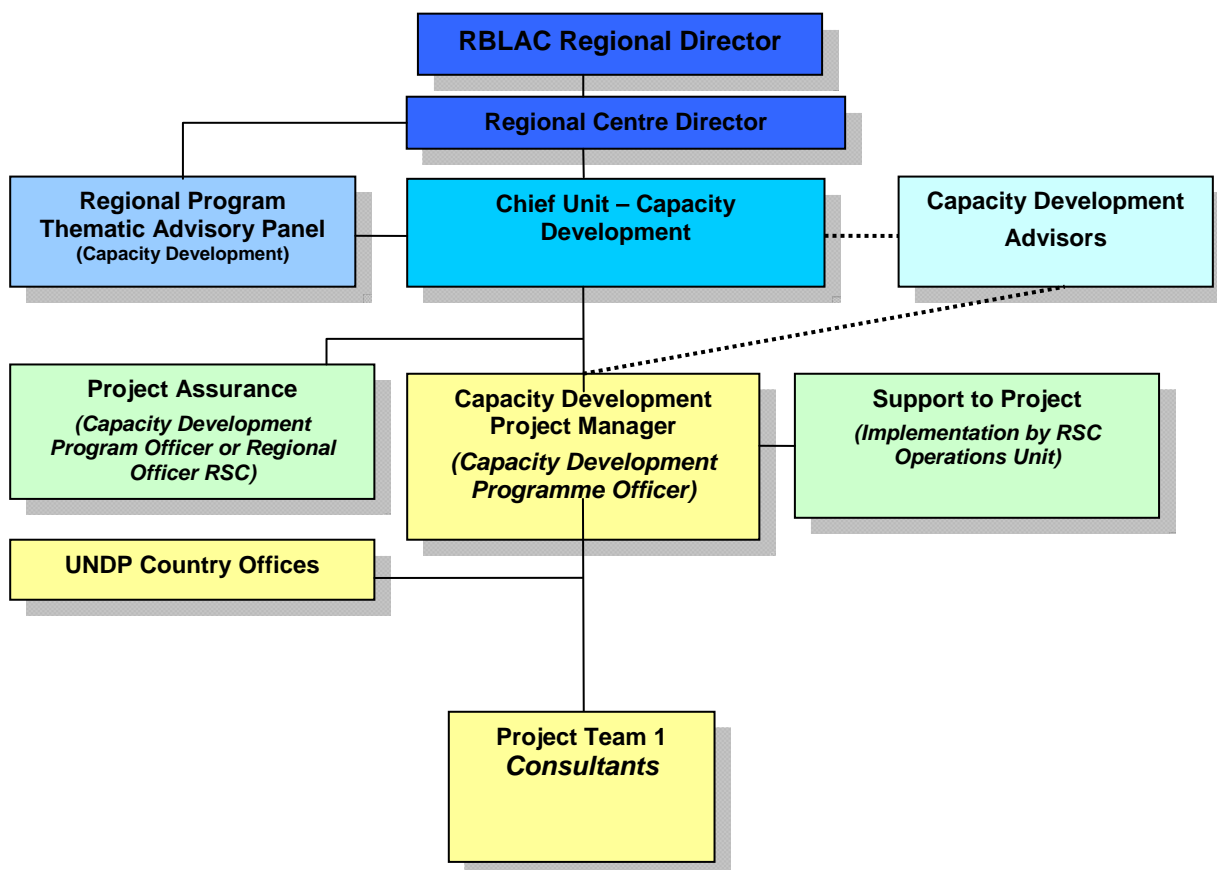
The Panel will provide strategic advice and technical inputs, where practical, to the Chief Unit and Project Manager.

The Regional Program Thematic Advisory Panel for Capacity Development will meet during the first trimester of each year, beginning in 2010 at a venue determined by the Director of the Regional Center – LAC. The meeting will not last longer than one day. The Panel will be organized and hold its first meeting in January 2010, in which it will review the overall Unit Work Plan for 2009. The Panel will also review and approve, if feasible, the 2010 Work Plan for the present project.

The Thematic Advisory Panel will be responsible for recommending management decisions, when requested by the Chief Unit, including approval of annual work plans and substantive revisions to the Project. Final decisions will be the responsibility of the Regional Center Director.

The following organigram shows the organizational structure for the current Project and the relation of the Regional Program Thematic Advisory Panel for Capacity Development to the structure itself.

¹³ UNDP Executive Board LAC membership: Antigua & Barbuda (2009), Colombia (2010), Haiti (2010), Cuba (2001), Mexico (2011)



2. Organizational structure for Project execution and implementation

The Director of the Regional Bureau for Latin America and the Caribbean or his/her delegate will request the Associate Administrator that the execution of this project be carried out under the Direct Execution or DEX modality. He/she will approve and sign the project document and its substantive revisions. He/she will approve the allotment of TRAC regional resources and approve and sign all Cost Sharing Agreements with donors, when necessary.

The Director of the RSC – LAC will preside over the Regional Program Thematic Advisory Panel for Capacity Development as much for activities of the Unit as for those of this regional project. He/she will assign execution functions to the Capacity Development Unit and the functions of implementation to the Operations Unit of the RSC - LAC. Project approval and its revisions in ATLAS, after approval by the Bureau Director, will be carried out by the person delegated by the Director of the RSC - LAC who will have the authority to fulfill this function.

The Capacity Development Unit of the RSC - LAC will be responsible for production of project outputs, as planned.

The Chief Unit of Capacity Development will supervise technical, logistical and administrative processes for the project. In this regard, he/she will supervise the Project Manager, review and comment on annual work plans and quarterly, annual and final reports. He/she will analyze and comment on all substantive and budgetary revisions before sending for approval. He/she will review and approve technical reports and project outputs. He/she will, as well, coordinate the operational and financial closure of the project.

The Advisory Group for Capacity Development will be responsible for technical assistance to the Chief Unit, the Project Manager and the project team, as needed, including document reviews,

corporate tools and adaptations, case studies and specific support on thematic or in-country experiences.

The UNDP Country Offices will be charged with defining the national counterparts for the project, as well as support the identification of needs regarding Capacity Development that can support the present project in their countries. They will carry out the contracting of people and acquisition of goods and services, when needed and at the request of the Operations Coordinator of the RSC – LAC. At the same time, they will support the project with the pay cycle in ATLAS for checks and bank transfers when this service is requested.

The Project Manager (Project Coordinator), will be a Program Officer designated by the Director of the RSC – LAC from the Capacity Development Unit, will be responsible for directing all technical, logistical and administrative processes with the aim of carrying out the activities planned to achieve project outputs. In this regard, he or she will coordinate the formulation of Terms of Reference for people and/or commercial enterprises to be contracted by the project as well as the technical specifications for the goods to be acquired. On the other hand, he or she will be responsible for formulation of annual work plans which will be reviewed by the Project Assurance officer and the Chief Unit and forwarded to the Thematic Advisory Panel for approval. He or she will be responsible for formulation of quarterly, annual and final progress reports, for substantive and budgetary project revisions, when needed, and, with access to ATLAS, for approval of requisitions needed to cover input requirements for the project. At the end of the project he or she will prepare a proposal for the transfer of goods acquired with project resources. The quarterly, annual and final reports, as well as project revisions and the proposal for transfer, will be sent to the Project Assurance officer and through him or her to the Chief Unit. At the same time, he or she will participate in the Selection Committees and/or Panels for the people to be contracted and for the companies and institutions providing goods and services, as needed. The Project Manager will supervise those people contracted with project resources and will evaluate their performance. He or she will review and comment on the technical reports by consultants and companies or institutions and will send them to the Project Assurance officer, who will then forward them to the Chief Unit. In regard to the acquisition of goods, he or she will ensure that they stipulated technical specifications are complied with and used for the objective they were acquired for. He or she will review, approved and sign Requests for Direct Payment in processing payment to goods and services providers. The Project Manager will report directly to the Chief Unit.

The Project Assurance officer, will be designated by the Director of the RSC – LAC from the Regional Center team of Regional or Program Officers. The Project Assurance officer will be responsible for following and monitoring project management, in particular he or she will undertake on-site monitoring visits, in specific cases to participating countries, will review and comment on annual work plans, progress reports, substantive and budget revisions, and on the proposal for transfer of equipment at the end of the project. As well, he or she will be responsible for inputting baseline information to ATLAS for project monitoring and for bringing project information up to date at least once every three months, at a minimum, on receipt of the quarterly progress reports. After reviewing and commenting on the annual progress report and the follow-on annual work plan, he or she will forward these to the members of the Thematic Panel through the Chief Unit. The Project Assurance officer will report directly to the Chief Unit, if he or she forms part of his team, or if he or she belongs to another Unit, he or she will report to the Chief of the same.

The Operations and Project Implementation Unit of RSC – LAC will be responsible for carrying out the implementation of the Project, that is to say, contracting of people and acquisition of goods, materials and services required in the framework of the current project, and will be responsible for approving disbursements of the project.

Project Team: The project will comprise a team of consultants who will carry out activities foreseen in the annual work plans. The project team, the Project Manager and the Chief Unit will receive technical assistance, when needed, from the Advisory Group for Capacity Development.

3. Resource Mobilization

The Capacity Development Unit of the RSC – LAC and the UNDP Country Offices, will carry out the necessary activities to mobilize financial resources under the RBLAC strategy. Currently there is funding gap of US\$ 820,000 for the period 2009 – 2011, of which the 2009 funding gap represents US\$ 110,000 and the 2010 – 2011 funding gap is US\$ 710,000. Assuming that the resources allocated by RBLAC and CDG for the following two years will be of US\$ 300,000; the resources mobilization target is of US\$ 510,000. The total volumes of resources mobilized will include amounts for the payment of General Management Services (GMS) of UNDP and the Implementation Support Services (ISS) provided by the RSC – LAC to the project.

4. Cost Recovery

Total budgeted resources for the project are US\$ 1,060,000, of which US\$ 240,000 comes from regular resources (US\$ 100,000 comes from regional TRAC and US\$ 140,000 comes from BDP/CDG), and US\$ 820,000 are Unfunded resources. If the unfunded resources are mobilized from the Costs Sharing Agreement or the Trust Fund, the 7% will be allotted to cover expenses associated with General Management Services provided by diverse UNDP units. The amount associated with GMS will be distributed among the different units according to UNDP's Cost Recovery Policy.

For Implementation Support Services (ISS) received by the project, the RSC – LAC will receive the equivalent of 5% of the total of the resources disbursed from the budgeted regional TRAC, resources from CDG and donor contributions.

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the UNDP Programme and Operation Policies and Procedures (POPP), the project will be monitored through the following:

Within the annual cycle:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

The specific management actions that will be planned and tracked in ATLAS according to the terms in parentheses:

- Annual Review (Annual Review).
- Annual Report (Annual RPT – PIR).
- Audit (Audit).
- Donor Report (Donor Report).
- Final Evaluation (Final Eval).
- Mid Term Evaluation (Mid Term Eval).
- Monitoring Visit (Monitor Visit).
- Report Publication (RPT – Publication).
- Special Evaluation (Special Eval).
- Annual Work Plan (Workplan).
- Workshop (Workshop).
- Others (X_Other).

Annually:

- **Annual Progress Report.** An Annual Progress Report shall be prepared by the Project Manager, in January of each year, and shared with the Regional Program Thematic Advisory Panel and the Outcome Board. As minimum requirement, the Annual Progress Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the first quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Regional Program Thematic Advisory Panel and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1 (00070130): Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services		
Activity01	<i>CD Testimonials</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>To carry out, systematize and disseminate research on initiatives, case studies, good practices and testimonials in the region.</i>	
Description	<i>Identify people and best practices, write up case stories and testimonials and share with NY, Knowledge Management, regional center, and other clients.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of case studies produced.	Tracking in video library.	December 31, 2009, 2010, 2011

OUTPUT 1 (00070130): Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services		
ACTIVITY02	<i>Innovative Technology</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>To ensure that CD information is disseminated through innovate technology for example online working networks, through the website and video conferencing.</i>	
Description	<i>Investing in hardware and software to undertake creative CD dissemination initiatives.</i>	
Quality Criteria	Quality Method	Date of Assessment
Amount of Technology invested in and utilized.	Types of methodology used to disseminate information.	December 31, 2009, 2010, 2011

OUTPUT 1 (00070130): Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services		
ACTIVITY03	<i>Contribution to Articles</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>To contribute to regional newsletters, publications and online networks to best mainstream and position the topic of CD.</i>	
Description	<i>Draft and contribute to newsletters and articles.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of newsletters, online communities and publications contributed to.	Tracking of materials in virtual and physical library as well as, monthly reports.	Ongoing

OUTPUT 1 (00070130): Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services		
ACTIVITY04	<i>Regional Collaboration and Training</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>Work closely with Regional Center practices and regional training events to best position and mainstream Capacity Development.</i>	
Description	<i>Participate in regional collaboration and training events.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of collaboration and training events and materials created.	Tracking in monthly reports.	Ongoing

OUTPUT 1 (00070130): Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services		
ACTIVITY05	Creation and Dissemination of Strategic Documents	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>Communicate, advocate and strategically place the topic of Capacity Development in projects and activities of governments and the UN.</i>	
Description	<i>Develop and disseminate informative documents and portfolios with services and products offered by BDP/CDG and the CD unit; strategically positioned issues and approaches, placing CD on the LAC agenda and demonstrating its added value.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of people documents distributed to.	Request for feedback from recipients.	Ongoing.
Client feedback on usefulness of documents.	Soliciting feedback after each document is disseminated.	Ongoing.

OUTPUT 1 (00070130): Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services		
ACTIVITY06	Website and Newsletters	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>Communicate, advocate and strategically place the topic of Capacity Development in projects and activities of governments and the UN. Provide a reference point for materials and publications.</i>	
Description	<i>Updated and maintained the web site; aligned it to the regional KM platform, the LAC bulletin and specialised bulletins.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of people visiting website.	Click counter for website visits and document download.	Ongoing
Number of people subscribing to the newsletter.	Soliciting feedback on our newsletter.	Ongoing

OUTPUT 1 (00070130): Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services		
ACTIVITY07	<i>Capacity Development Library</i>	Start Date: July 1, 2009 End Date: December 31, 2009
Purpose	<i>To have reference documents readily available and for easy access online and in hard copies.</i>	
Description	<i>Established Capacity Development Library, virtual and physical.</i>	
Quality Criteria	Quality Method	Date of Assessment
Web and physical space set up.	Request feedback on ability to access library.	December 31, 2009
Materials Tracking System in Place	Tracking system.	December 31, 2009

OUTPUT 1 (00070130): Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services		
ACTIVITY08	<i>Workshop for Regional Center, Regional UN Agencies and Country offices (CD focal points)</i>	Start Date: July 1, 2009 End Date: September 31, 2011
Purpose	<i>To raise awareness about Capacity Development and Aid-Effectiveness at the Regional Center, at Regional UN Agencies and in CO/CTs.</i>	
Description	<i>A workshop for the Regional Center, RBLAC HQ, the Regional UN system and CO/CT focal points to raise awareness about Capacity Development and Aid-Effectiveness.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of participants.	Attendance list	December 31, 2009, 2010, 2011
Feedback from participants.	End-of-Workshop Evaluation	December 31, 2009, 2010, 2011

OUTPUT 1(00070130): Good practices in Capacity Development captured and implemented in support of social policies through policy advisory services		
ACTIVITY09	<i>Support development of policies, documents and tools</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>Ensure that other HQ, RC, COs and CTs are given support in development of documents and tools.</i>	
Description	<i>Provide support to HQ, Regional Service Center, Country Offices and Country Teams in the development of policies, documents, reports and tools.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of documents, reports, tools, and policies supported.	Verify amount of email correspondence and documents in library.	December 31, 2009, 2010, 2011
Quality of documents, reports, tools, and policies supported.	Solicit regular feedback on usefulness of support.	December 31, 2009, 2010, 2011

OUTPUT 2 (00070131): Institutional Capacities strengthened through adaptation and implementation of Capacity Assessments and Capacity Development responses, including national implementation capacities and local service delivery		
ACTIVITY01	<i>Advisory Services</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>Support Country Offices in their Capacity Development activities with government counterparts.</i>	
Description	<i>Provide advisory services to COs on demand, according to needs, in capacity assessments, CD for aid effectiveness, CD for national implementation capacities, CD programme and project revision, CD integration in UNDAFs, CPAPs, IATI and others.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of advisory services provided.	Tracking of activities in monthly reports.	Ongoing
Feedback from each intervention.	Solicit feedback on usefulness after each intervention.	Ongoing

OUTPUT 2 (00070131): Institutional Capacities strengthened through adaptation and implementation of Capacity Assessments and Capacity Development responses, including national implementation capacities and local service delivery		
ACTIVITY02	<i>MIC Concept Note</i>	Start Date: July 1, 2009 End Date: June 30, 2009
Purpose	<i>To ensure that MIC issues and strategy are taken into consideration for Latin America and Caribbean Capacity Development activities.</i>	
Description	<i>Note drafted and shared with country offices for adaptation to the needs in the field.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of people document is shared with.	Tracked through monthly reports.	June 30, 2009
Feedback on usefulness of document.	Regular solicitation of feedback.	June 30, 2009

OUTPUT 2 (00070131): Institutional Capacities strengthened through adaptation and implementation of Capacity Assessments and Capacity Development responses, including national implementation capacities and local service delivery		
ACTIVITY03	<i>Network of Experts</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>Create a Community of Practitioners, Network of Experts, Institutions and Partners to share experiences, lessons learned and respond to demands in the region.</i>	
Description	<i>Meet with interested parties, create an email list-serve and other online information exchange opportunities.</i>	
Quality Criteria	Quality Method	Date of Assessment

Number of people in network	Track email lists, conversations, participation in groups on online networks	December 31, 2009, 2010, 2011
Number of useful exchanges within network	Tracking of types of exchanges on Capacity Development through list-serv, online communities, etc.	December 31, 2009, 2010, 2011

OUTPUT 2 (00070131): Institutional Capacities strengthened through adaptation and implementation of Capacity Assessments and Capacity Development responses, including national implementation capacities and local service delivery		
ACTIVITY04	<i>Training of Trainers</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>Create a network of Capacity Development specialists to better respond to regional demand.</i>	
Description	<i>Identify network of experts and community of practitioners, undertake a training of training workshop, provide online courses, and coach new trainers on how to undertake CD activities.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of people trained online and at workshop	Attendance list, Certificates Disseminated, etc.	December 31, 2009, 2010, 2011

OUTPUT 2 (00070131): Institutional Capacities strengthened through adaptation and implementation of Capacity Assessments and Capacity Development responses, including national implementation capacities and local service delivery		
ACTIVITY05	<i>Regional Adaptation of Tools</i>	Start Date: July 1, 2009 End Date: September 31, 2011
Purpose	<i>To ensure that global tools are adapted to the needs, languages and context of the region.</i>	
Description	<i>Identify CD focal points, organize a regional event and work together to adapt tools.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of people participating in workshop	Attendance sheets	December 31, 2009, 2010, 2011
Number of tools verified and adapted.	CD Library, virtual and physical, have references to tools.	December 31, 2009, 2010, 2011

OUTPUT 2 (00070131): Institutional Capacities strengthened through adaptation and implementation of Capacity Assessments and Capacity Development responses, including national implementation capacities and local service delivery		
ACTIVITY06	<i>Country Piloting of Tools</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>To ensure that the global tools are tailored to the needs of countries.</i>	

Description	<i>Design and implement tools in collaboration with country offices.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of Countries where tools have been piloted	Tracking of BTORs.	December 31, 2009, 2010, 2011

OUTPUT 2 (00070131): Institutional Capacities strengthened through adaptation and implementation of Capacity Assessments and Capacity Development responses, including national implementation capacities and local service delivery		
ACTIVITY07	<i>Mainstreaming Gender and Human Rights</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>To ensure that Gender and Human Rights is mainstreamed in Capacity Development Activities.</i>	
Description	<i>Contribute to Gender and Human Rights projects and activities, incorporate Gender and Human Rights in Capacity Development PRODOC, Assessments, Aid-Effectiveness and other interventions.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of CD activities where Gender and Human Rights are incorporated.	Through library, tools and case studies tracked with gender and human rights components.	December 31, 2009, 2010, 2011

OUTPUT 3 (00070132): Managing for development results improved through development assistance effectiveness, and strategic partnerships		
ACTIVITY01	<i>AE Technical Assistance</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>Provide technical assistance and tools for aid effectiveness and managing for results to COs, CTs and governments in LAC</i>	
Description	<i>Undertake desk reviews and missions upon demand, adapting AE tools to Middle Income Countries.</i>	
Quality Criteria	Quality Method	Date of Assessment
Usefulness of support	Monthly Reports; client feedback	Ongoing
Quality of Assistance provided	Requests for Feedback	December 31, 2009, 2010, 2011

OUTPUT 3 (00070132): Managing for development results improved through development assistance effectiveness, and strategic partnerships		
ACTIVITY02	<i>AE Regional Consultations</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>To identify and facilitate peer-learning initiatives.</i>	
Description	<i>Organise sub-regional consultations on AE, MfDR and the financial crisis.</i>	
Quality Criteria	Quality Method	Date of Assessment
Usefulness of consultations; client satisfaction	Monthly Reports; client feedback	December 31, 2009, 2010, 2011

OUTPUT 3 (00070132): Managing for development results improved through development assistance effectiveness, and strategic partnerships		
ACTIVITY03	<i>AE Networks</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>Support and facilitate networks, partnerships and initiatives in the region.</i>	
Description	<i>Through Communities of Practitioners contribute to initiatives in the region including International Aid Transparency and the LAC Aid Effectiveness Observatory.</i>	
Quality Criteria	Quality Method	Date of Assessment
Quality of contributions to regional and international networks and discussions.	Monthly Reports; client feedback	December 31, 2009, 2010, 2011

OUTPUT 3 (00070132): Managing for development results improved through development assistance effectiveness, and strategic partnerships		
ACTIVITY04	<i>AE COP</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>Facilitate and maintain COP and AE consultants' roster, AE workspace and aideffectiveness.org.</i>	
Description	<i>Facilitate and maintain COP and AE consultants' roster, AE workspace and aideffectiveness.org.</i>	
Quality Criteria	Quality Method	Date of Assessment
Size and geographical diversity of networks and consultants' roster; materials on web sites; quality and usefulness of information	Monthly Report; client feedback	Ongoing

OUTPUT 3 (00070132): Managing for development results improved through development assistance effectiveness, and strategic partnerships		
ACTIVITY05	<i>Quality Assurance</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>To ensure activities, services and products are evaluated and useful.</i>	
Description	<i>Implement monitoring and evaluation for the project and map, monitor and evaluate services and products provided for the region through quality assurance and evaluation tools and peer-review</i>	
Quality Criteria	Quality Method	Date of Assessment
High quality of services and products.	Feedback from COs and Governments	December 31, 2009, 2010, 2011

OUTPUT 4 (00070133): Improved CD for LSD through the establishment and consolidation of effective pro-poor public-private partnerships (PPPs)		
ACTIVITY01	<i>Undertake Capacity Assessments at Local Level</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>To undertake Capacity Assessments at the local level to identify CD needs and responses for LSD.</i>	
Description	<i>Identify and assist CD needs for LSD</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of assessments and responses at the local level.	Tracking of assessments and communication with local level partners.	Ongoing

OUTPUT 4 (00070133): Improved CD for LSD through the establishment and consolidation of effective pro-poor public-private partnerships (PPPs)		
ACTIVITY02	<i>Pro-Poor Multi Stakeholders Partnership Programme</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>To design a CD programme of action for the establishment of pro-poor multi-stakeholders partnerships including PPPs for LSD.</i>	
Description	<i>Create a CD programme of pro-poor partnerships</i>	
Quality Criteria	Quality Method	Date of Assessment
Quality and delivery of a CD programme with pro-poor multi-stakeholders.	Tracking in monthly reports.	Ongoing

OUTPUT 4 (00070133): Improved CD for LSD through the establishment and consolidation of effective pro-poor public-private partnerships (PPPs)		
ACTIVITY03	<i>Identification of local actors and partners for pro-poor PPPs</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>To carry out a study of local actors and identification of possible partners for pro-poor PPPs.</i>	
Description	<i>Identify local actors and partners for PPPs</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of local actors and possible partners identified for pro-poor PPPs.	Tracking and contact with local actors and potential partners; monthly reports.	Ongoing

OUTPUT 4 (00070133): Improved CD for LSD through the establishment and consolidation of effective pro-poor public-private partnerships (PPPs)		
ACTIVITY04	<i>Facilitate networks and dialogue for PPPs</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	<i>To support and facilitate networks and dialogue spaces with multi-stakeholders to promote pro-poor multi-stakeholders partnerships including PPPs in various services sectors</i>	
Description	<i>Support and promote pro-poor multi-stakeholders partnerships</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of networks and dialogue spaces created and amount of collaboration and support provided.	Tracking in monthly reports.	Ongoing

OUTPUT 4 (00070133): Improved CD for LSD through the establishment and consolidation of effective pro-poor public-private partnerships (PPPs)		
ACTIVITY05	<i>Identify and map strategic UNDP roles, supply, and demand</i>	Start Date: July 1, 2009 End Date: December 31, 2011
Purpose	To identify strategic roles for UNDP to support pro-poor multi-stakeholders partnerships including PPPs for LSD at the regional and country levels and map UNDP CO's supply and demand in the region.	
Description	<i>Identify supply and demand for UNDP CO's and roles of pro-poor multi-stakeholder partnerships.</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of strategic roles identified, support provided, and map of UNDP CO's supply and demand.	Mapping of supply and demand in region, strategic roles identified, and monthly reports..	Ongoing

VII. LEGAL CONTEXT.

1. Countries participating.

The potential governments of the countries participating in this regional project are Bolivia, Colombia, Dominican Republic, Haiti, Nicaragua, Mexico, Panama and Peru.

The countries have signed the Standard Basic Assistance Agreement (SBAA) are the following: Bolivia, Colombia, Dominican Republic, Haiti, Nicaragua, and Panama.

Therefore, for these countries, the following applies:

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Bolivia and UNDP, which was signed on 31 October 1974 and took effect on 31 October 1974.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Colombia and UNDP, which was signed on 29 May 1974 and took effect on 23 January 1975.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Dominican Republic and UNDP, which was signed on 11 June 1974 and took effects on 8 May 1975.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Haiti and UNDP, which was signed on 28 June 1973 and took effect on 28 June 1973.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Nicaragua and UNDP, which was signed on 4 May 1978 and took effect on 4 May 1978.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Panama and UNDP, which was signed on 23 August 1973 and took effect on 19 April 1974.

The countries which have not signed the SBAA are Mexico and Peru and therefore the following paragraph applies:

The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, as seen in Annex II.

2. Executing agency.

The executing agency of this regional project will be the UNDP itself, represented by its Regional Centre for Latin American and the Caribbean based in Panama.

The responsibility for the safety and security of the Regional Centre and its personnel and property, and of UNDP's property in the Regional Centre custody, rests with the Regional Centre.

The Regional Centre shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the regional project has its headquarters.
- b) Assume all risks and liabilities related to the Regional Centre security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Regional Centre agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES.

- I. Risk Analysis.**
- II. Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA).**
- III. Terms of Reference for Consultants.**

This project does not plan to have any long-term consultancy positions. Only short term contracts for the completion of specific tasks and products. The Terms of Reference will be created when the consultancy is required by the CD Cluster.

ANNEX I. RISK ANALYSIS.

	Description	Date Identified	Type	Impact & Probability	Countermeasures/ Management response	Owner	Submitted, updated by	Last Update	Status
1	Organizations and Institutions involved in Capacity Development activities, do not ensure continued human resources are assigned to carry out the programs in each country.	March 2009	Strategic	Probability = 3 Impact = 4	Maintain fluid and permanent communication with country offices and participating institutions/organizations.	Project Manager RRs	Chief Unit	June 2009	Stable
2	Elections and changes in government (including turnover of staff) affect negatively the continuity of priorities, engagement and collaboration, and this project results.	April 2009	Strategic Political	Probability = 3 Impact = 4	Monitor election results; suggest continuity measurements to COs and Governments; promote and strengthen ownership; identify Governments with continued interest	Project Manager	Chief Unit	June 2009	Stable
3	Donor priorities change and fundraising for 2010-11 becomes challenging, especially due to the financial crisis.	April 2009	Economic Strategic	Probability = 2 Impact = 4	Identify alternative sources of financing; continuously maintain and demonstrate relevance and results	Project Manager	Chief Unit	June 2009	Stable
4	Country Offices do not demonstrate a clear commitment to Capacity Development in their programmes and projects	April 2009	Strategic	Probability = 2 Impact = 4	Active reference to and usage of Strategic Plan with CD mandate; alignment to UNDAFs and CPAPs, referring to CD commitments; provision of continued support to COs; demonstration of relevance to COs and their work	Project Manager RRs	Chief Unit	June 2009	Stable

ANNEX II.

Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA)

Standard Text: Supplemental Provisions to the Project Document:

The Legal Context

General responsibilities of the Government, UNDP and the executing agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of (the particular country or territory), the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Cooperating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.

2. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Cooperating Agency.

3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.

4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.

5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.

6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.

7. The Government shall make available to the project - subject to existing security provisions – any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.

8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.

9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.

11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager (may also be designated Project Coordinator or Chief Technical Adviser, as appropriate) who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.

3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.

4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.

6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.

7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.

8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly there from. The UNDP may, however, at its discretion, retain title to part or all of such equipment.

9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.

10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.

2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.

3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:

(a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;

(b) Be immune from national service obligations;

(c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;

(d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;

(e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:

(a) The salaries or wages earned by such personnel in the execution of the project;

(b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn there from;

(c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and

(d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn there from upon departure of such personnel.

6. The Government shall ensure:

(a) prompt clearance of experts and other persons performing services in respect of this project; and

(b) the prompt release from customs of:

(i) equipment, materials and supplies required in connection with this project; and

(ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.

7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.

9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or termination of assistance:

1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.

2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.

3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.