

**United Nations Development Programme
Project Document**

Project Title	Capacity Development for Effective Public Institutions in the Europe and CIS Region
Expected Regional Programme Outcome:	Public administration integrity and capacity for evidenced based policy development and public service delivery improved
Expected Outputs:	<p>i). Capacities of national and sub-national public institutions and civil society developed to manage effectively and efficiently public resources for the production of public goods and equitable delivery of public services, in particular to marginalized and vulnerable groups.</p> <p>ii). Knowledge on capacity development and its application in thematic areas generated and transferred through the direct interaction between actors involved and experienced in these areas and relevant stakeholders interested in applying the knowledge in their countries.</p> <p>iii) Regional agenda for the engagement of political parties in state-building established to draw forward-looking recommendations on enhancing capacities of political parties and other national institutions.</p>
Executing Entity:	UNDP
Implementing Agencies:	UNDP

Brief Description

UNDP has put capacity development (CD) at the core of its Strategic Plan 2008-2011 noting that CD is “the overarching contribution of UNDP in assisting the efforts of programme countries to achieve internationally agreed development goals, including the Millennium Development Goals.” The project responds to the needs in the Europe and CIS region for developing the capacity of public institutions to manage their affairs successfully. Strengthening these institutions is crucial as they are essential for improving the quality of public service delivery and global public goods, and thus of improving living standards. The primary beneficiaries of the project will be the national and local public institutions in the RBEC region, with secondary beneficiaries being the UNDP Country Offices and UN Country teams in the RBEC region which serve them. This three year Project will serve as the regional ‘umbrella initiative’ for the recently established Capacity Development Practice and defines the key services lines and expected outputs and results.

<table border="0"> <tr> <td>Programme Period:</td> <td>2009-2012</td> </tr> <tr> <td>Key Result Area:</td> <td>Capacity Building and Development Fostering Democratic Governance</td> </tr> <tr> <td>Atlas Award ID:</td> <td>50936</td> </tr> <tr> <td>Start date:</td> <td>01 January 2009</td> </tr> <tr> <td>End Date:</td> <td>31 December 2012</td> </tr> <tr> <td>PAC Meeting Date:</td> <td>_12 January 2009_</td> </tr> <tr> <td>Management Arrangements:</td> <td>UNDP Execution</td> </tr> </table>	Programme Period:	2009-2012	Key Result Area:	Capacity Building and Development Fostering Democratic Governance	Atlas Award ID:	50936	Start date:	01 January 2009	End Date:	31 December 2012	PAC Meeting Date:	_12 January 2009_	Management Arrangements:	UNDP Execution	<table border="0"> <tr> <td>Total resources required</td> <td>USD\$ 606,500</td> </tr> <tr> <td>Total allocated resources:</td> <td>USD\$ 606,500</td> </tr> <tr> <td>• Regular (TRAC)</td> <td>USD\$ 328,500</td> </tr> <tr> <td>Global Programme (CDG)</td> <td>USD \$ 165,500</td> </tr> <tr> <td>Global Programme (CPR)</td> <td>USD \$112,500</td> </tr> <tr> <td>Unfunded budget:</td> <td>0</td> </tr> <tr> <td>In-kind Contributions:</td> <td>0</td> </tr> </table>	Total resources required	USD\$ 606,500	Total allocated resources:	USD\$ 606,500	• Regular (TRAC)	USD\$ 328,500	Global Programme (CDG)	USD \$ 165,500	Global Programme (CPR)	USD \$112,500	Unfunded budget:	0	In-kind Contributions:	0
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Agreed by (UNDP):

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1. SITUATION ANALYSIS

As legislated by UN General Assembly Resolutions 59/250 and 62/208, a more rigorous, systematic approach to supporting capacity building and development is called for to enhance UNDP assistance to the efforts of programme countries to achieve the MDGs and support human development. UNDP recognizes that pursuant to these resolutions both capacity-building and capacity development¹ approaches may be applied – at the request of a developing country – to support the country’s development priorities and programming most effectively. As such, UNDP has put capacity development at the core of its Strategic Plan 2008-2011 noting that “...support to capacity-development constitutes the overarching contribution of UNDP in assisting the efforts of programme countries to achieve internationally agreed development goals, including the Millennium Development Goals, and underlines that the emphasis of capacity-building includes institutional and human capacity-building in accordance with their national plans and strategies.”

The shift from a supply driven technical cooperation modality of aid to an endogenous change process has been occurring since the late 1990s. In 2001 the UNDP Project entitled “Reforming Technical Cooperation” reviewed several decades of development cooperation and noted that despite the billions of dollars spent, developing countries still relied heavily upon Official Development Assistance (ODA) and technical assistance to pursue their national priorities. In 2004, the UN Triennial Comprehensive Policy Review (TCPR - a review of the entire operational activities of the United Nations) stressed the need for greater national ownership over development results. The concept evolved further in the 2005 Paris Declaration on Aid Effectiveness that called for “...concrete and effective action to address the remaining challenges, including weaknesses in partner countries’ institutional capacities to develop and implement results-driven national development strategies.” The 2007 United Nations TCPR focused specifically on the need for a capacity development approach stating that the General Assembly “Recognizes that capacity development and ownership of national development strategies are essential for the achievement of the internationally agreed development goals...” and “Calls upon the United Nations development system to further support capacity-building and capacity development of developing countries, upon their request, to effectively coordinate and evaluate the impact of external development assistance in line with national development plans and priorities.” Most recently in September 2008, the Accra High Level Forum on Aid Effectiveness further stressed that “Without robust capacity—strong institutions, systems, and local expertise—developing countries cannot fully own and manage their development processes.”

1.1 The Key Issue: Public Institution Capacity in the RBEC Region

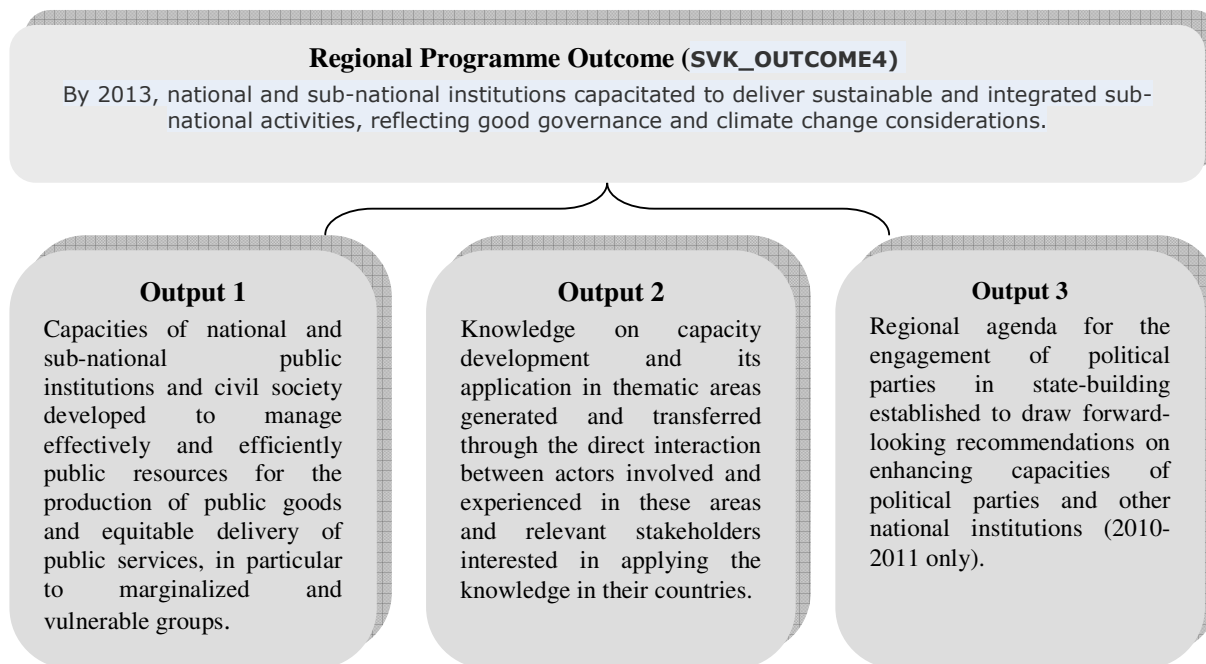
Many countries within the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) Region have undergone profound governance transformations since 1990 and many have become progressively more democratic. But despite the modernization of public institutions and the establishment of market economies, two formidable governance challenges remain across the region: (i) weak political interest in further reform, which is a reflection of inadequate efforts to promote inclusive citizenship and empower the excluded; and (ii) inadequate state capacity to implement reforms, deliver public services, and be more accountable to taxpayers and constituencies. Generally speaking, weak states face the challenges of poorly paid and trained civil servants, and institutional deficiencies resulting from unclear and overlapping mandates; opaque and poorly understood structure, and inadequate policy implementation and oversight mechanisms. The result is often unresponsive state structures providing poor quality public services within non-transparent financial frameworks.

¹ Often the terms capacity development and capacity building are used interchangeably. There is a difference though. Capacity development is commonly used to refer to the process of both creating and building capacities, as well as the (subsequent) use, management and retention of capacities. It is seen as endogenously driven and recognizes existing national capacity assets as its starting point. Capacity building is used to refer to a process that is less comprehensive than capacity development. It focuses only on the initial stages of building or creating capacities and assumes that there are no existing capacities to start from. In its “good practice” paper, the OECD/DAC writes that “[t]he ‘building’ metaphor suggests a process starting with a plain surface and involving the step-by-step erection of a new structure, based on a preconceived design. Experience suggests that capacity is not successfully enhanced in this way.” Capacity building is more relevant to crisis or immediate post-conflict situations where much of the existing capacity has been lost due to capacity destruction or capacity flight.

There has been political will for change in many of the countries of the Region (the European Union accession process, or the neighbouring countries of the EU, such as the Western CIS and Caucasus, which are benefiting from the European Neighbourhood Policy) and considerable resources spent; however, few would claim that sustainable institutions have always been built as a result of the investment made. Developing the capacity of public institutions (see annex 2 for more details on the conceptual definition on an institution) is essential for improving the quality of public service delivery and thus of living standards. Thus capacity development efforts in the RBEC Region must focus on modernizing institutional structures in the executive, legislative, and judicial bodies in order to promote efficient and effective civil services, foster better policy choices, and fight corruption.

2. STRATEGY

The project defines the strategic entry point for systematizing a rigorous approach to CD in UNDP programming in the RBEC region. Support will be targeted at strengthening the capacity of UNDP country office staff as well as UNCT, the provision of operational guidance and the development of applications of the capacity development and capacity assessment tools and methodology to promote the integration of CD in UN(DP) programmes and projects. The primary beneficiaries of the project will be the national and local public institutions in the RBEC region, with secondary beneficiaries being the UNDP Country Offices and UN Country teams in the RBEC region which serve them. The diagram below illustrates the outcome the project will contribute to and the expected outputs.



The following sections will describe in detail the following:

- Linkages to the UNDP Strategic Plan and RBEC Regional Programme
- The participatory process utilized in the formulation of the project
- Project implementation approach
- Service lines
- Gender equality and mainstreaming strategies
- Partners
- Resource mobilization

2.1 Linkages to the UNDP Strategic Plan and RBEC Regional Strategy

As capacity development is a cross-cutting Practice, the project outcome and outputs support all the Focus Areas and Goals as articulated in the UNDP Strategic Plan and many of the outcomes in the UNDP-BRC Regional Programmes 2006-2010 and 2011-2013, as well as the UNDP Global Programme 2009-2011. A description is provided below on how the Project's outputs relate to the global and regional priorities and strategies.

2.1.1 Global level

As noted in the introduction, capacity development is at the heart of the UNDP Strategic Plan 2008-2011 (extended until 2013), the UN Agenda, and the global development agenda. As legislated by UN General Assembly Resolutions 59/250 and 62/208, a more rigorous, systematic approach to supporting capacity building and development is called for to enhance UNDP assistance to the efforts of programme countries to achieve the MDGs and support human development. The Project relates specifically to the Cross-Cutting Result Area of Capacity Development, as well as the thematic Focus Area 2: Democratic Governance and its goal to strengthen national and local capacities for democratic governance. However, due to the cross-cutting nature of the project, it is aligned with the other goals of the Strategic Plan as well. Listed below are all the Focus Areas and Goals illustrating the link between CD and the broader aims of the Strategic Plan.

Focus Area 1: Poverty Reduction and MDG Achievement

Goal: To Strengthen national and local capacities to achieve inclusive growth, reduce poverty and inequality, and halt the spread of HIV/AIDS

Focus Area 2: Democratic Governance

Goal: To strengthen national and local capacities for democratic governance, building upon the principles of the Millennium Declaration and World Summit Outcome

Focus Area 3: Crisis Prevention and Recovery

Goal: To advance human development by strengthening national and local capacities to prevent, mitigate and recover from the effects of violent conflicts and natural disasters

Focus Area 4: Environment and Sustainable Development

Goal: To strengthen national capacities to achieve sustainable development through environmental management, adaptation to climate change, and expansion of access to environmental and energy services for the poor

At the level of the UN System, the 2007 United Nations TCP/R focused specifically on the need for a capacity development approach. Additionally, the Agenda for Action from the September 2008 Accra High Level forum on capacity development also focused on the need for coordinated and demand driven capacity development of national institutions.

2.1.2 Regional Level

The Project will contribute to the Regional Programme Outcome "Public administration integrity and capacity for evidenced based policy development and public service delivery improved²." The first output³ of the project relates specifically to this outcome; developing the capacities of national and sub-national public institutions to efficiently and effectively manage public resources for the provision of basic services inherently addresses the policy formulation and of course the service delivery capacities themselves. In addition, Output 2⁴ will provide the crucial knowledge exchange of lessons learned and best practices that

² Under current RPD (2011-2013) the Outcome the Regional Project contributes is "By 2013, governance structures and instructional capacities in the region are strengthened for more equitable public service delivery, improved transparency and accountability". Outputs designed in the Regional Project have logical links to contribute to the new Outcome.

³ Output 1 of the CD Regional Project is "Capacities of national and sub-national public institutions and civil society developed to manage effectively and efficiently public resources for the production of public goods and equitable delivery of public services, in particular to marginalized and vulnerable groups."

⁴ (Knowledge on capacity development and its application in thematic areas (such as democratic governance, environment and energy, poverty, HIV/AIDS) generated and transferred through the direct interaction between actors involved and experienced in these areas and relevant stakeholders interested in applying the knowledge in their countries)

will foster the successful achievement of Output 1 (providing examples and expertise necessary to achieve output 1), and as such contribute to the overall outcome.

In addition, the cross-practice nature of capacity development will ensure that numerous other outcomes of the Regional Programme are indirectly supported by the CD Regional Project. Throughout 2008, the CD Practice has engaged in several cross-practice initiatives including supporting capacity assessments of National Human rights (Croatia) and Anti-Corruption institutions (Montenegro), as well as undertaking assessments and capacity development response formulation for local government strategic planning (Georgia), IPA absorption (Montenegro), and local service delivery (selected municipalities in all Western Balkans countries and the UN Administered Territory of Kosovo). In addition, the CD Practice has undertaken work with the HIV/AIDS practice on integrating CD into the Regional Human Development Report, and developing cases studies examining local authorities and their capacities vis-à-vis achieving Universal Access Service targets. As can be seen with these examples, through supporting integration of CD approach into the work of other Practice, the CD Practice assists in the achievement of the Regional Programme targets and outcomes.

2.3 Participatory Project Formulation

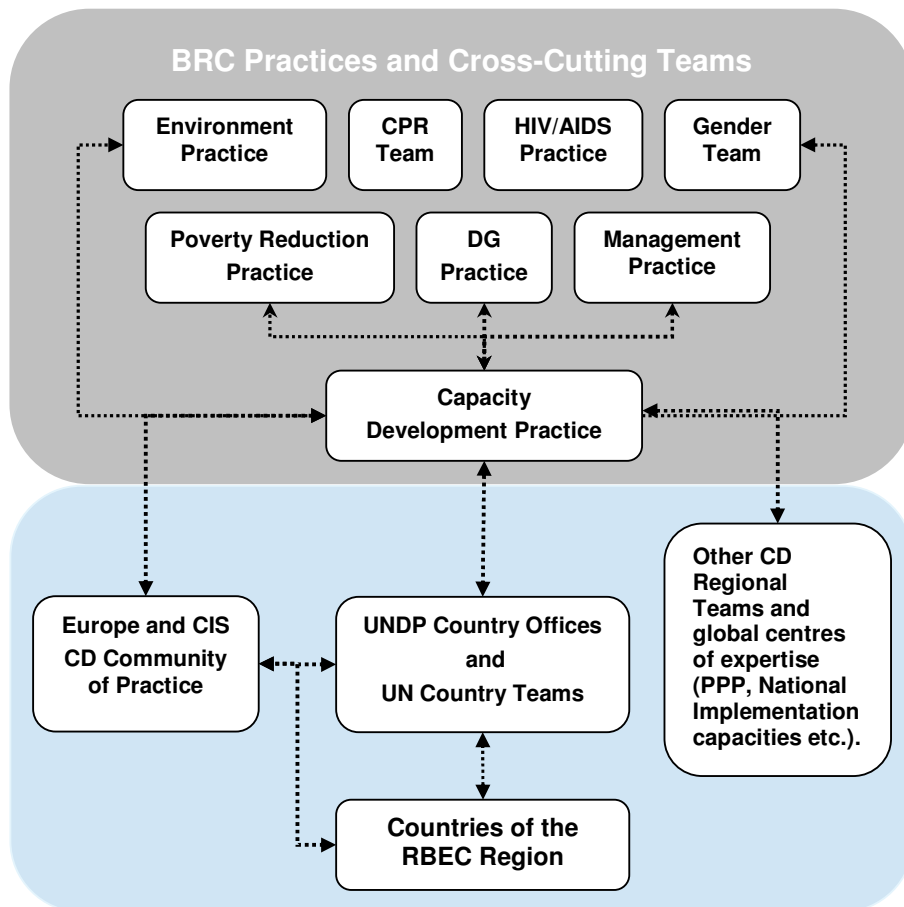
This project, its outcomes and outputs, as well as the service lines have been developed in cooperation with a wide array of actors. First and foremost amongst these is the Capacity Development Community of Practice⁵ which has peer-reviewed this project document to ensure that the services being offered and expected outcomes and outputs are in line with their needs. In addition, in a Community of Practice meeting in Sofia, Bulgaria in September 2008 participants were asked to complete a questionnaire outlining their priority areas of interest as related to capacity development; the areas with indications of interest from a majority of participants have been included in annual work plan for activities for 2009. The project was also circulated to the global Capacity Development Group including those in the regional teams in Bangkok, Beirut, Panama, and Dakar, as well as the specialized teams such as the National Implementation Capacities Project team in Copenhagen, the aid effectiveness team, and the public-private partnerships team. Lastly, the document has benefitted from an internal peer review of selected Practice members with the Bratislava Regional Centre. These steps were taken in addition to the required project formulation processes.

2.4 Project Implementation Approach

The primary beneficiaries of the project will be the national and local public institutions in the RBEC region, with secondary beneficiaries being the UNDP Country Offices and UN Country teams in the RBEC region which serve them. To best serve them and achieve the expected outputs, the Capacity Development Practice will respond to the Country Office and UN Country Team demands and priorities through a collaborative manner with the other Practices (and sub-practices) of the Bratislava Regional Centre, and in cooperation with other non-UN Partners (described in detail below in the section on partners).

It is important to note here that the CD Practice envisages its role as both supportive of and learning from the extensive experience within each of the BRC Practices, the UNDP country offices, UN Country Teams and external partners. Indeed, many of these partners have, to varying degrees, integrated capacity development in their programmes or projects and thus have much to contribute to the growing body of knowledge and experience concerning CD. The CD Practice will endeavour to establish and nurture this two-way communication in order to continually expand the knowledge base, share best practices and provide quality services to the UNDP Country Offices, the UN Country Teams, and the citizens of the countries they serve. The organigram below depicts the collaborative arrangements between the practices at BRC and the CD Practice vis-à-vis support to the UNDP Country Offices and UNCTs in the RBEC Region, as well as the learning/feedback loops that will be established and the role of the Community of Practice.

⁵ The CD Community of Practice in the RBEC Region is comprised of 80 government and non-government (including UNDP staff) capacity development practitioners across the region.



Cross-practice and cross-team collaboration is essential in order to foster the exchange of experience and knowledge on CD. This 'two-way' dialogue is essential to ensure that CD is relevant to the Practices and is grounded in their practical experiences and needs.

The CD Practice will operate in consultation with practices based on the expressed needs of the COs or UNCTs. For matters of technical training on the CD or CA methodologies, the CD Practice will provide services directly to the COs and UNCTs and their national/local partners as requested.

The Community of Practice represents a valuable forum linking the Regional Centre, Country Offices, UNCTs and national and local counterparts. It will service as a knowledge exchange and expertise hub – linking demand to experts within the CoP.

2.5 Project Service Lines

The CD Practice will provide three main areas of service in support of the Project Outputs. The service lines are as follows:

- i). *Policy Advice, Consulting Services on CD, and Programmatic Support to COs and UNCTs.* This includes:
 - Capacity Development and Capacity Assessment training for UNDP country offices and UNCTs (as has been done sub-regionally for central Asia COs, in Kazakhstan, as well as in Georgia, Serbia, and Moldova, and for the UNCT in Albania. Specific training on CD and Voice and Accountability mechanisms held in cooperation with the Oslo Governance Centre);
 - Capacity Assessment scoping exercise and support to full assessments (such as the scoping mission conducted in Turkey to support the Department of Revenue Planning in the Ministry of Finance);
 - Supporting analysis of CA results and design CD strategies (for example, as was done in Georgia in 2008 for the Kvemo Kartli local governance project);
 - Capacity assessments at national and sub-national levels (Kosovo, Montenegro, Serbia, Georgia Local Governance Assessments, Kazakhstan Social Protection Sector in the Shymkent Region, Western Balkans Regional Project on Municipal Service Delivery Capacity Assessments);
 - CD strategy formulation and Country Positioning/Visioning (Serbia);
 - CD monitoring and evaluation;
 - CD integration in Practice and sub-practice activities and CO strategies/programmes/projects (CA adaptation for Anti-corruption institutions and National Human Rights Institutions).

While the training activities on the capacity development paradigm and capacity assessment methodology will be undertaken by the CD Practice itself, the other activities noted above will require continual collaboration with the other Practices and sub-Practices in the UNDP Bratislava Regional Centre, and other non-UN partners. Such cross-practice collaboration has advanced significantly in 2008 including joint capacity assessment missions with the Anti-Corruption and Human Rights and Justice Sub-Practices, as well as HIV/AIDS Team.

- ii). *Multi-Country Programming and Integration of CDG-Global Programmes into the Region.* This service line focuses on providing services housed in global CDG Projects to UNDP Country Offices and UN Country Teams within the region. Specifically, expertise is housed in three teams across the globe. In Johannesburg, South Africa, a capacity development team focuses on the creation of enabling environments for local level Public-Private Partnerships (PPP), capacity development of local actors to engage in PPP, and facilitation and implementation of effective pro-poor or PPP for improved delivery of services. In Copenhagen, Denmark, a team focuses on national implementation capacities – specifically capacity development and assessment for non-technical, operational and administrative functions required to execute a programme, project, or service, as well as strengthening procurement systems and financial management. Lastly, a team based in New York, USA targets capacity development and assessment of national aid coordination and management systems, as well as providing aid management and aid effectiveness policy advising. These global centres of expertise can be called upon to support the work of UNDP country offices and UN Country Teams. Close coordination with the BRC Practices and integration of the services within the Regional Projects will be ensured. Initial collaboration has begun in 2008 with the centres of expertise including the peer review of a local service delivery capacity assessment tool by the Johannesburg team.
- iii). *Knowledge Management.* This includes applied research on CD in different thematic areas, developing knowledge products such as tool kits and assessment methodologies, codification of empirical evidence and the capacity development knowledge base, building innovative partnerships, and facilitating the Community of Practice. Again, these toolkits will be developed in cooperation with the Practices and sub-practices. Cross-practice tool development has already been undertaken in 2008 with specific capacity assessment tools being developed for anti-corruption institutions and national human rights institutions, as well as specific tools for assessment of local authorities' IPA absorption and service delivery tools. In addition a cross-practice initiative with the HIV/AIDS Practice was undertaken in 2008 to develop case studies that will examine the key capacity requirements of local authorities to meet Universal Access Service Targets.

The CD Practice also views communications and advocacy as a significant component of knowledge management efforts. Documenting CD experiences in different thematic areas and making them available in an easily accessible format is essential for the Country Offices, BRC Practices, and the CoP members. In cooperation with the Communications Unit of BRC, the CD Practice will utilize the existing communications channels available (see Annex 3) as well as develop new engaging and innovative methods.

The thematic areas described within the service lines here are not static. As the CD Practice is demand driven, it will respond to changes in demands from the country offices, UN Country Teams and the other Practices and sub-practices at the UNDP Bratislava Regional Centre. Two of these areas that are gaining increasing attention and may soon warrant further attention are emerging donors and capacity development of civil society organizations.

2.6 Gender equality and mainstreaming strategies

The project will aim to achieve gender equality in all its programming interventions, both in terms of the number of men and women participating and benefitting from project activities as well as policy advice and project content. The project will facilitate cooperation with other UNDP projects working in similar areas and applying mainstreaming methodologies, such as gender equality, social inclusion and vulnerable groups. This is especially important as the first key step of the capacity development process is to mobilize a representative group of stakeholders to ensure ownership over the capacity assessment and development processes and their results. Also important, when working with the UNDP Country Offices, UN Country Teams, and their national and local counterparts on developing CD responses to the assessment findings, the project will strive to ensure that a gender perspective is included. This will entail close linkages to the

Gender Team in BRC and Gender focal points in the UNDP Country Offices and UNCTs, as well as the Human Rights and Justice sub-practice, and the Social Inclusion team in the BRC Poverty Practice.

2.7 Partners

Capacity development is not the sole responsibility of one Practice or unit within UNDP – it relies upon a wide array of partners within the UN system and external to it. These partnerships will differ based on context and thematic area. As such, this project requires a variety of partnerships for its successful implementation. The CD Practice will establish, enhance and nurture a number of different, often overlapping, categories of partnerships. The types of partnerships can be described as strategic, UN system and knowledge. These partnerships will be developed in cooperation with the relevant Practice area.

Strategic partnerships. Strategic partners share common goals and thus the strategic partners of the Project are mutually committed to its proposed outcomes. Indeed, the strategic partners may be actively carrying out other related activities using their own resources. There are several key international organizations that are advancing the CD agenda in different forums and venues; these include the World Bank Capacity Development Centre, and the OECD Development Cooperation Department. In addition, there are more specialized partnerships currently being developed within specific thematic areas including the Council of Europe Centre of Expertise on Local government Reform, the EU Council of Regions, and others. This is not a comprehensive list; rather it is a preliminary identification of partners based on the current work of the CD Practice in 2008.

UN System Partnerships. The CD Practice will work with other Practices in the Bratislava Regional Centre to develop partnerships with UN agencies, funds, and programmes in order to take full advantage of the specialized expertise of these organizations. These partnerships will be developed based on the demand from country offices and UN Country Teams. The UN Development Group Statement on Capacity Development will be a key document guiding the formation of these partnerships and defining how the CD Practice can assist UN Country Teams. The Statement provides key messages about capacity development by the UN at country level. It assists UN Country Teams in integrating capacity development in their common programming efforts. The paper helps UNCT “unpack” capacity development into tangible components that offer a best fit in each country, rather than a one-size-fits-all approach. It also offers a matrix of possible interventions, as a practical tool for UNCTs to design their capacity development interventions. Initial communication has begun with UN HABITAT concerning their network of training institutions in Europe and the feasibility of utilizing it to.

Knowledge Partnerships. To foster knowledge networking, information-sharing and learning, the CD Practice has created a Community of Practice that is comprised of 80 UNDP, national and local government staff. Established in September 2008, the CoP represents a body of expertise and knowledge of capacity development across numerous thematic areas. It is envisaged that the CoP will be a key vehicle for peer-to-peer learning and support on capacity development, and will help to identify and apply best practices to help the organization ‘work smarter’ in order to serve member countries better. Funding is envisaged to strengthen the CoP and provide competency upgrades for members so as to better respond to emerging regional priorities.

2.8 Resource Mobilization

The Capacity Development Practice will endeavour to mobilize resources from an array of internal UNDP and external sources throughout the project duration in addition to the Regional TRAC and Global Programme allocation. Having said this, it must be noted that Capacity Development is viewed as a core function of UNDP by donors and UNDP itself, and thus donors are reluctant to provide funding outside of their standard contributions to UNDP for CD. Capacity Development also does not lend easily to stand-alone resource mobilization – it must be integrated within a thematic area and contextualized to be of use. As such, the Practice will work closely with the UNDP Country Offices, UNCTs, and BRC Practices to incorporate capacity development into the new country, sub-regional, and regional projects to ensure that capacity development activities (such as capacity assessments) are adequately budgeted for. There are also key donors as listed below that will be contacted and with whom relations will be further developed.

- Government of the Czech Republic and the Thematic Trust Fund. The Czech Trust Fund has provided the CD Practice with \$42,000 of assistance in 2008 through the provision of, and payment for experts in the area of local service delivery as related to the sub-regional Western Balkans Project. The Czech Trust Fund will continue to be an important partner of the CD

Practice due to its ability to provide experts with experience in EU accession matters that are highly relevant to the countries of the Western Balkans.

- Bilateral donors may also be receptive to funding capacity development activities within set thematic areas. Such bi-lateral donors such include (but are not limited to) Sida, NORAD, DANIDA, MATRA, EC, DFID and SDC. It is likely that funds mobilized from these donors will be for UNDP country office or UNCT initiatives.

I. RESULTS AND RESOURCES FRAMEWORK⁶

Intended Outcome as stated in the Regional Programme Results and Resource Framework (RPD2011-2013):

By 2013, national and sub-national institutions capacitated to deliver sustainable and integrated sub-national activities, reflecting good governance and climate change considerations.

Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets (RPD2011-2013):⁷

Indicators: 1. Number of interventions that use the territorial approach methodology
2. Number of regional, local and area-based development interventions that integrate good governance/climate change elements
3. Extent of which in local development programming contribution to reducing gender inequalities can be shown

Baseline: 1. Territorial approach methodology is not fully defined, common methodology doesn't exist and not applied
2. 17 area-based development interventions with limited integration of climate change elements
3. No baseline available.

Applicable Key Result Area (from 2008-13 Strategic Plan): Capacity Building and Development; Fostering Democratic Governance

Partnership Strategy: UN-HABITAT, Council of Europe, OECD Capacity Building Branch. Local partners such as Alliances of Municipalities and Regions.

Project title and ID (ATLAS Award ID): 00063174 (ATLAS Award ID: 00050936).

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2009-2010 ⁸	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
Output 1: Capacities of national and sub-national public institutions and civil society developed to manage effectively and efficiently public resources for the production of public goods and equitable delivery of public services, in particular to marginalized and vulnerable groups.	2009 Targets: i).3 local or national level capacity assessments conducted and at least 2 CD Responses formulated and endorsed by relevant national or local stakeholders.	1. Activity Result: Capacity Assessments and CD Response Formulation <ul style="list-style-type: none"> ▪ Undertake 3 capacity assessments at national and/or local level ▪ Formulate 2 CD responses based on CA findings in cooperation with UNDP COs and/or UNCTs, and their national and/or sub-national partners (with input from BRC Practices) 	UNDP-BRC CD Practice	Activity 1: 5,000

⁶ Updated RRF cum Annual Work Plan for 2011-2012 are on the following pages

⁷ It is recognized that the indicators and baseline are narrowly defined and do not reflect the full scope of work or the aims of the CD Project. Targets will be adjusted throughout the Regional Programme to incorporate the CD dimension for 2009.

⁸

<p>Baseline:</p> <p>i). Capacity assessments are not systematically carried out in the region.</p> <p>ii). Most country offices and their national and local counterparts, as well as other international organizations in the region lack the understanding, knowledge and practical experience in conducting CA as a pre-investment for the effective absorption and use of development finance and delivery of development programs</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Number of capacity assessments carried out and capacity development responses formulated and endorsed by relevant national or local stakeholders - Number of thematic capacity assessment tools utilized in support of capacity development by relevant national public institutions - Number of sub-regional or country specific trainings on CA/CD held and number of 	<p>ii). 4 specific thematic capacity assessment tools utilized in support of capacity development of relevant national public institutions</p> <p>iii). 2 sub-regional or country specific training events on CA and CD held for relevant management and programme staff from UNDP COs or UNCTs</p>	<p>2. Activity Result: Thematic Capacity Assessments</p> <ul style="list-style-type: none"> ▪ CA of 1 National Human Rights Institution conducted in cooperation with HR&J sub practice ▪ CA of 2 for Anti-corruption Institutions conducted in cooperation with BRC-anticorruption sub-practices ▪ CA of selected pilot municipalities for local service delivery conducted in cooperation the BRC-decentralization sub-practice ▪ CA of selected pilot municipalities for absorption of domestic and external finance conducted in cooperation with the BRC-decentralization sub-practice <p>3. Activity Result: CD and CA Training Provision for UNDP COs and UNCTs</p> <ul style="list-style-type: none"> ▪ 2 training events held on the CD or CA framework and/or its specific application in one thematic area (eg: training on CA for municipal service delivery or other drawing on the priorities noted in the 2008 CoP Survey) 	<p>UNDP-BRC CD Practice</p> <p>UNDP-BRC CD Practice</p>	<p>Activity 2: 5,000</p> <p>Activity 3: 10,000</p>
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<p>participants trained</p>	<p>2010 Targets:</p> <p>i).4 local or national level capacity assessments conducted and at least 3 CD Responses formulated</p> <p>ii). CD Responses funded for at least 2 countries where the thematic capacity assessment tools were utilized</p> <p>iii). 2 sub-regional or country specific training events on CA and CD held for UNDP COs or UNCTs.</p>	<p>1. Activity Result: Capacity Assessments and CD Response Formulation</p> <ul style="list-style-type: none"> ▪ Undertake 4 capacity assessments at national and/or local level ▪ Formulate 3 CD responses based on CA findings in cooperation with UNDP COs and/or UNCTs, and their national and/or sub-national partners (with input from BRC Practices) and assist COs or UNCTs to mobilize resources through partnership efforts, assistance in project formulation, linking to emerging donor trust funds or other means. <p>2. Activity Result: CD and CA Training Provision for UNDP COs and UNCTs</p> <ul style="list-style-type: none"> ▪ 2 training events held on the CD or CA framework and/or its specific application in one thematic area (eg: training on CA for municipal service delivery or other drawing on the priorities discerned through a CoP Survey). 	<p>UNDP-BRC CD Practice</p> <p>UNDP-BRC CD Practice</p>	<p>Activity 1: 30,000</p> <p>Activity 2: 30,000</p>
<p>Output 2: Knowledge on capacity development and its application in thematic areas generated and transferred through the direct interaction between actors involved and experienced in these areas and relevant stakeholders interested in applying the knowledge in their countries.</p>	<p>2009 Targets:</p> <p>i). 2 CA Thematic Tools formulated and finalized for use by UNDP COs, UNCTs and other partners.</p>	<p>1. Activity Result: Thematic CA Tools Development</p> <ul style="list-style-type: none"> ▪ Finalization of CA methodology for Anticorruption institutions. ▪ Formulation and finalization of CA methodology for national human rights institutions. ▪ Formulation and finalization of Municipal IPA Absorption capacities methodology 	<p>UNDP-BRC CD Practice</p>	<p>Activity 1: 10,000</p>

<p>Baseline:</p> <p>i). Lack of solid knowledge and evidence base on good practices on CD for better human development</p> <p>ii). Weak advocacy and communication strategy targeting the importance of CD approach for delivering development outcomes</p> <p>iii). Lack of dynamic and appealing knowledge exchange and application mechanisms/platforms</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Number of thematic CA tools formulated and finalized for use by UNDP COs, UNCT and other partners - COP event organized with participation from the majority of country offices in the region - Expanded evidence base measured by number of case studies, analytical reports, research papers - Interactive knowledge exchange platform operational and widely used by COP members - 	<p>ii). 1 CoP event hosted by CD Practice on a thematic topic of interest to CoP members</p> <p>iii). Interactive platform/mechanism for knowledge exchange on CD developed (regional workspace, CD Wiki, or other concept) and made accessible to all CoP members and public</p> <p>iv) Capacity development knowledge base expanded</p>	<ul style="list-style-type: none"> ▪ Formulation and finalization on local service delivery capacity assessment methodology <p>2. Activity Result: CoP Meeting for Improved Knowledge/Experience Exchange</p> <ul style="list-style-type: none"> ▪ Assess CoP priorities for theme of the meeting ▪ Organize and host 2 day CoP Meeting <p>3. Activity Result: Knowledge and Communication Platform and Strategy Formulation</p> <ul style="list-style-type: none"> ▪ Assess available and upcoming tools/approaches (eg: WIKIs, Teamworks, websites etc.) ▪ Develop main messages to communicate through the platform based on audience needs ▪ Develop or adapt content to populate the platform and regional website ▪ Develop training modules on CA/CD ▪ Develop CD Practice Advocacy and Communication Strategy <p>4. Activity Result: Case studies and Evidence Base Formulation</p> <ul style="list-style-type: none"> ▪ Develop innovative partnerships with leading research institutions and individual researchers to support analysis and case study preparation ▪ Develop case studies on “good practice” on CA, CD, capacity measurement, programming for CD, implementation modalities, etc. preparation 	<p>UNDP-BRC CD Practice</p> <p>UNDP-BRC CD Practice</p> <p>UNDP-BRC CD Practice</p>	<p>Activity 2: 10,000</p> <p>Activity 3: 70,000</p> <p>Activity 4: 40,000</p>
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	<p>2010 Targets:</p> <p>i). 1 CoP event hosted by CD Practice on a thematic topic of interest to CoP members</p> <p>ii). Maintain interactive platform/mechanism for knowledge exchange on CD (regional workspace, CD</p>	<ul style="list-style-type: none"> ▪ Produce analysis of country and region wide CD practices ensuring editorial and stylistic consistency <p>1. Activity Result: CoP Meeting for Improved Knowledge/Experience Exchange</p> <ul style="list-style-type: none"> ▪ Assess CoP priorities for theme of the meeting ▪ Organize and host 2 day CoP Meeting <p>2. Activity Result: Knowledge and Communication Platform and Strategy Maintenance /Operation</p> <ul style="list-style-type: none"> ▪ Continually assess knowledge management platform concepts to keep the platform appealing and interactive 	<p>UNDP-BRC CD Practice</p> <p>UNDP-BRC CD Practice</p>	<p>Activity 1: 30,000</p> <p>Activity 3: 85,000</p>
	<p>iii) Capacity development knowledge base expanded</p>	<p>4. Activity Result: Case studies and Evidence Base Formulation</p> <ul style="list-style-type: none"> ▪ Develop innovative partnerships with leading research institutions and individual researchers to support analysis and case study preparation ▪ Develop case studies on “good practice” on CA, CD, capacity measurement, programming for CD, implementation modalities, etc. preparation ▪ Produce analysis of country and region wide CD practices ensuring editorial and stylistic consistency 	<p>UNDP-BRC CD Practice</p>	<p>Activity 4: 75,000</p>
<p>Total 2009 and 2010</p>				<p>450,000</p>

II. ANNUAL WORK PLAN⁹

Year: 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	USD Amount (per activity result)
<p>Output 1: Capacities of national and sub-national public institutions and civil society developed to manage effectively and efficiently public resources for the production of public goods and equitable delivery of public services, in particular to marginalized and vulnerable groups.</p> <p>Baseline:</p> <p>i). Capacity assessments are not systematically carried out in the region.</p> <p>ii). Most country offices and their national and local counterparts, as well as other international organizations in the region lack the understanding, knowledge and practical experience in conducting CA as a pre-investment for the effective absorption and use of development finance and delivery of development programs</p> <p>Indicators:</p> <p>- Number of capacity assessments carried out and</p>	<p>1. Activity Result: Capacity Assessments and CD Response Formulation</p> <p>- Undertake 3 capacity assessments at national and/or local level</p> <p>- Formulate 2 CD responses based on CA findings in cooperation with UNDP COs and/or UNCTs, and their national and/or sub-national partners (with input from BRC Practices</p>	X	X	X	X	UNDP-BRC Practices, BRC-CD Practice, RBEC Region Country offices, consultants.	TRAC	71300	5,000
	<p>2. Activity Result: Thematic Capacity Assessments</p> <p>- CA of 1 National Human Rights Institution conducted in cooperation with HR&J sub practice</p> <p>- CA of 2 for Anti-corruption Institutions conducted in cooperation with BRC-anticorruption sub-practices</p> <p>- CA of selected pilot municipalities for local service delivery conducted in cooperation with the BRC-decentralization sub-practice</p>		X			UNDP-BRC Human Rights and Justice sub-practice, anticorruption subpractice, local governance and decentralization subpractice BRC-CD Practice , consultants.	TRAC	71200	5,000

⁹ Annual workplan 2012 is attached as a separate sheet.

<p>capacity development responses formulated and endorsed by relevant national or local stakeholders</p> <p>- Number of thematic capacity assessment tools utilized in support of capacity development by relevant national public institutions</p> <p>- Number of sub-regional or country specific trainings on CA/CD held and number of participants trained</p> <p>- Percentage of new and/or ongoing country and/or regional projects that integrate CD</p>	<p>- Conduct CA of selected pilot municipalities for absorption of domestic and external finance in cooperation the BRC-decentralization sub-practice</p>		X	X					
<p>Targets:</p> <p>i).4 local or national level capacity assessments conducted and at least 2 CD Responses formulated and endorsed by relevant national or local stakeholders.</p> <p>ii). 4 specific thematic capacity assessment tools utilized in support of capacity development of relevant national public institutions</p> <p>iii). 2 sub-regional or country specific training events on CA and CD held for UNDP COs or UNCTs.</p>	<p>3. Activity Result: CD and CA Training Provision for UNDP COs and UNCTs</p> <p>- 2 training events held on the CD or CA framework and/or its specific application in one thematic area (eg: training on CA for municipal service delivery or other drawing on the priorities noted in the 2008 CoP Survey)</p>			X	X	BRC-CD Practice, Country Offices and at their request relevant national and local counterparts, as well as relevant BRC Practices as the topic warrants	TRAC	71200	10,000
<p>Output 2: Knowledge on capacity development and its application in thematic areas generated and transferred through the direct interaction</p>	<p>1. Activity Result: Thematic CA Tools Development</p> <p>- Finalization of CA methodology for Anticorruption institutions.</p>		X	X		UNDP-BRC anticorruption and practice, BRC-CD Practice, Human Rights and Justice sub-practice, , Local governance/decentralization	GP4	71200 71600	5,000 5,000

<p>between actors involved and experienced in these areas and relevant stakeholders interested in applying the knowledge in their countries.</p> <p>Baseline:</p> <p>i). Lack of solid knowledge and evidence base on good practices on CD for better human development</p> <p>ii). Weak advocacy and communication strategy targeting the importance of CD approach for delivering development outcomes</p> <p>iii). Lack of dynamic and appealing knowledge exchange and application mechanisms/platforms</p> <p>Indicators:</p> <p>- Number of thematic CA tools formulated and finalized for use by UNDP COs, UNCT and other partners</p> <p>- COP event organized with participation from the majority of country offices in the region</p> <p>- Expanded evidence base measured by number of case studies, analytical reports, research papers</p> <p>- Interactive knowledge exchange platform operational and widely used by COP members</p>	<ul style="list-style-type: none"> - Formulation and finalization of CA methodology for national human rights institutions. 					sub-practice consultants.			
	<ul style="list-style-type: none"> - Formulation and finalization of Municipal IPA Absorption capacities methodology 	X							
	<ul style="list-style-type: none"> - Formulation and finalization on local service delivery capacity assessment methodology 	X							
	<p>2. Activity Result: CoP Meeting for Improved Knowledge/Experience Exchange</p> <ul style="list-style-type: none"> - Assess CoP priorities for theme of the meeting - Organize and host 2 day CoP Meeting 	X				BRC-CD Practice, CoP	TRAC	74500 71600	8,000 2,000
<p>3. Activity Result: Knowledge and communication Platform and Strategy Formulation</p> <ul style="list-style-type: none"> - Assess available and upcoming tools/approaches (eg: WIKIs, Teamworks, websites etc.) - Develop main messages to communicate through the platform based on audience needs - Develop or adapt content to populate the platform and regional website 	X				BRC-CD Practice, CoP, KM Team, BRC Practices Communications Team,	TRAC	71200 71600	65,000 5,000	
		X	X						
			X	X					

Targets: i). 2 CA Thematic Tools formulated and finalized for use by UNDP COs, UNCTs and other partners. ii). 1 CoP event hosted by CD Practice on a thematic topic of interest to CoP members iii). Interactive platform/mechanism for knowledge exchange on CD developed (regional workspace, CD Wiki, or other concept) and made accessible to all CoP members and public iv) Capacity development knowledge base expanded	- Develop training modules on CA/CD (specific thematic areas) - Develop CD Practice Advocacy and Communication Strategy	X	X	X				
	4. Activity Result: Case studies and Evidence Base Formulation - Develop innovative partnerships with leading research institutions and individual researchers to support analysis and case study preparation - Develop case studies on “good practice” on CA, CD, capacity measurement, programming for CD, implementation modalities, etc. preparation	X	X	X	X	BRC-CD Practice, other BRC Practices, external experts/institutions	GP	74500 71200 71600
TOTAL								150,000

Year 2010:Output	2010 targets	Activities	Q 1	Q 2	Q 3	Q 4	Countries	Partners	Budget			
									TRAC	Other	Total	
<p>Output 1: Capacities of national and sub-national public institutions and civil society developed to manage effectively and efficiently public resources for the production of public goods and equitable delivery of public services, in particular to marginalized and vulnerable groups.</p> <p>Baseline: i). Capacity assessments are not systematically carried out in the region. ii). Capacity Development tools not systematically utilized in the region. ii). Most country offices and their national and local</p>	<p>1) Four (4) local or national level capacity assessments conducted and at least three (3) CD responses formulated</p> <p>2) CD responses funded for at least two (2) countries where the thematic capacity assessment tools were utilized</p> <p>3) Two (2) sub-regional or country specific training events on CA and CD held for UNDP COs or UNCTs</p>	<p>1. Activity Result: Capacity Assessments and CD Response Formulation</p> <p>1) Capacity Development of the national institutions to manage GFATM</p> <ul style="list-style-type: none"> - Regional Stocktaking Meeting at Minsk, Belarus - Identification of potential Principle Recipient - Capacity development of the national PR body - Capacity development of supporting organization of the national PR. <p>2) Capacity Development of a local authority for Universal Access</p> <ul style="list-style-type: none"> - Development of a concept note - Identification of the local authority - Capacity assessment - Formulation of capacity development responses <p>3) Capacity Development of</p>										
								Region-wide	HIV/AIDS Practice	0	20,000 (CDG)	20,000
								Belarus				
							Ukraine?	HIV/AIDS Practice	0	20,000 (CDG)	20,000	

<p>counterparts, as well as other international organizations in the region lack the understanding, knowledge and practical experience in conducting CA as a pre-investment for the effective absorption and use of development finance and delivery of development programs</p>		<p>Regional/local authorities in mainstreaming climate change mitigation/adaptation and good governance</p> <ul style="list-style-type: none"> - Development of methodology for ITCP - Capacity assessment of the regional/local authorities 		X	X	X	Central Asia	BRC-wide	0	0	0
<p>Indicators: i). Number of capacity assessments carried out and capacity development responses formulated and</p>											

<p>endorsed by relevant national or local stakeholders</p> <p>ii). Number of thematic capacity assessment tools utilized in support of capacity development by relevant national public institutions</p> <p>iii). Number of sub-regional or country specific trainings on CA/CD held and number of participants trained</p>		<p>2. Activity Result: CD and CA Training Provision for UNDP COs and UNCTs</p>								
		<p>1) Carry out a Roll-out of new CD tool to measure capacity impact</p>		X		Region-wide			15,000 (CDG)	15,000
		<p>2) Conduct a capacity development/assessment training</p>	X	X		Belarus?		5,000 (CDG)	5,000	

<p>Output 2: Knowledge on capacity development and its application in thematic areas generated and transferred through the direct interaction between actors involved and experienced in these areas and relevant stakeholders interested in applying the knowledge in their countries.</p> <p>Baseline: i). Lack of solid knowledge and evidence base on good practices on CD for better human development ii). Lack of dynamic and appealing knowledge exchange and application mechanisms/platfo</p>	<p>1) One (1) CoP event hosted by CD Practice on a thematic topic of interest to CoP members</p> <p>2) Maintain interactive platform/mechanism for knowledge exchange on CD</p> <p>3) Capacity development knowledge base expanded</p>	<p>1. Activity Result: CoP Meeting for Improved Knowledge/Experience Exchange</p> <ul style="list-style-type: none"> Assess CoP priorities for theme of the meeting Organize and host 2 day CoP Meeting 					N/a	N/a	0	0	0
		<p>2. Activity Result: Knowledge and Communication Platform and Strategy Maintenance /Operation</p> <p>1) Development of an interactive knowledge platform</p> <ul style="list-style-type: none"> Update regional CD website that is user-friendly, high quality and that maximizes multimedia tools Share multi-media material on country office achievements and innovation throughout the region and globally Draft/facilitate communication strategies for national partners as well as for cross practice initiatives 	X	X	X	X	Region-wide	BRC-wide COs	35,000	0	0

<p>rms iii). Weak advocacy and communication strategy targeting the importance of CD approach for delivering development outcomes</p> <p>Indicators: i). COP event organized with participation from the majority of country offices in the region ii). Interactive knowledge exchange platform operational and widely used by COP members iii). Number of thematic CA tools formulated and finalized for use by UNDP COs, UNCT and other partners, and expanded evidence base measured by number of case studies, analytical reports, research</p>		<p>3. Activity Result: Case studies and Evidence Base Formulation</p> <p>1) Knowledge codification and dissemination - General</p> <ul style="list-style-type: none"> - Complete and disseminate CD in Action quarterly newsletters - Design and finalize CD case studies - Complete and disseminate series of on-pagers on CD and selected items <p>2) Capacity Development of Regional/local authorities in mainstreaming climate change mitigation/adaptation and good governance</p> <ul style="list-style-type: none"> - Development of methodology for ITCP - Capacity assessment of the regional/local authorities <p>3) Development of capacity assessment methodology to incorporate Gender equality principles</p>					<p>BRC-wide</p> <p>Region-wide with cases from Montene</p>	<p>BRC-wide COs</p> <p>Anti-corruption sub-practice, Democratic</p>	<p>47,000</p> <p>10,000</p>	<p>0</p> <p>0</p>	<p>0</p> <p>0</p>
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papers							gro, Kosovo, Turkey, Moldova and Kyrgyzstan	Governance Practice	8,000	0	0
<p>Output 3: Role of political parties in fragile contexts in selected ECIS countries engaged in state building</p> <p>Baseline: i) There are currently no networks of political parties in the ECIS addressing state-building. ii) The role that political parties play in support of social cohesion and political stability is uneven throughout the ECIS.</p>	<p>2010-2011 targets:</p> <p>i) Carry out research to produce at least one research paper and a video on the roles of political parties for state-building. ii) Organize at least one roundtable to discuss roles of political parties in</p>	<p>Activity 1: Production of a Paper and short video on the role of Political Parties for State-building. Regional Research paper with a few country case studies on the role of political parties in state building in fragile situation.</p> <p>Activity 2: Roundtable with regional international stakeholders and experts on state-building, co-sponsored with active party foundations in the ECIS</p> <p>Activity 3: Seminar between new members of the EU and fragile CIS countries to exchange experiences on the role of political parties in state-building.</p> <p>Activity 4: Report on the process</p>					Region-wide with cases from Moldova, Armenia, Crimea, Georgia, Kosovo, BiH, Kyrgyzstan and Tajikistan	CPR Practice and Democratic Governance Practice	0	15,000 (BCPR)	15,000
							Various foundations in EC		0	8,000 (BCPR)	8,000
									0	10,000 (BCPR)	10,000

<p>iii) There are few platforms for information exchange among political parties in Europe and the ECIS</p> <p>Indicators:</p> <p>i) # of research paper and vide produced and shared with the parties concerned in the region.</p> <p>ii) # of Political parties to engage in national discussions to support state-building</p> <p>iii) A seminar organized successfully to support cooperation between political parties of ECIS.</p>	<p>the fragile context.</p> <p>iii) Organize a seminar with participants from at least six (6) countries in the ECIS Region for peer-to-peer information exchange purpose.</p>	<p>and recommendations for next steps.</p>				X			0	42,000 (BCPR)	42,000
									100,000	95,000	195,000

Year 2011:

Output	2011 targets	Activities	Q	Q	Q	Q	Countries	Partners	Budget		
			1	2	3	4			TRAC	Other	Total
<p>Output 1: Capacities of national and sub-national public institutions and civil society developed to manage effectively and efficiently public resources for the production of public goods and equitable delivery of public services, in particular to marginalized and vulnerable groups.</p> <p>Baseline: i). Capacity assessments are not systematically carried out in the region. ii). Capacity Development tools not systematically utilized in the</p>	<p>4) Four (4) capacity Assessment Reports (Local governance/ service delivery; national integrity and accountability system (access to justice, human rights, anti-corruption); and climate resilient development</p> <p>5) Three (3) Capacity Development Strategies formulated based on the</p>	<p>1. Activity result: Pragmatic CD approaches with clear results chain and defined exit strategy implemented</p>	X	X	X	X	ECIS	BRC Practices – details TBC	10,500	10,000 (CDG)	20,500
		<p>2. Activity Result: CD and CA Training Provision for UNDP COs and UNCTs</p> <p>1) Sub-regional CD training-CoP meeting for Western Balkans</p>				X	COs W. Balkan	BRC Practices – details TBC	3,000	3,000	6,000
		<p>2) Sub-regional CD training-CoP meeting for Western CIS and Caucasus</p>				X	COs W. CIS and Caucasus		3,000	3,000	6,000
		<p>3) Sub-regional CD training-CoP meeting for Central Asia</p>				X	COs in Central Asia		4,000	4,000	8,000

<p>region. iii). Most country offices and their national and local counterparts, as well as other international organizations in the region lack the understanding, knowledge and practical experience in conducting CA as a pre-investment for the effective absorption and use of development finance and delivery of development programs</p> <p>Indicators: i). Number of capacity assessments carried out and capacity development responses formulated and endorsed by relevant national or local stakeholders</p>	<p>above. 6) CD partnerships strengthened/developed in ten countries with involvement of 20 government officials</p>																		
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<p>ii). Number of thematic capacity assessment tools utilized in support of capacity development by relevant national public institutions</p> <p>iii). Number of sub-regional or country specific trainings on CA/CD held and number of partnership formulated</p>											
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<p>Output 2: Knowledge on capacity development and its application in thematic areas generated and transferred through the direct interaction between actors involved and experienced in these areas and relevant stakeholders interested in applying the knowledge in their countries.</p> <p>Baseline: i). Lack of solid knowledge and evidence base on good practices on CD for better human development ii). Lack of dynamic and appealing knowledge exchange and application mechanisms/platfo</p>	<p>4) Regional CD CoP reinvigorated and expanded with participating to the event from at least 15 countries; at least 5 CD case studies/stories from the field collected and shared among participants; understanding on UNDP's CD approach improved among participants</p> <p>5) Interactive platform/mechanism for knowledge exchange on CD is up-to-date;</p> <p>6) At least two CD case studies</p>	<p>1. Activity Result: Learning, advocacy and networking opportunities for the country offices enhanced and the exchanges of experiences promoted</p> <ul style="list-style-type: none"> Assess CoP priorities for theme of the meeting Organize and host sub-regional CD CoP meetings Development of an interactive knowledge platform <ul style="list-style-type: none"> Review and update the CD communication strategy for ECIS Update regional CD website and Workspace/Teamwork that are user-friendly, high quality and that maximizes multimedia tools Share multi-media material on country office achievements and innovation throughout the region and globally Draft/facilitate communication strategies for national partners as well as for cross practice 									
			X	X			All	COs	0	0	0
					X	X		BRC Practices	0	0	0
									(CDG)		
			X	X	X	X	Region-wide	BRC-wide COs	1,500	0	1,500

<p>rms iii). Weak advocacy and communication strategy targeting the importance of CD approach for delivering development outcomes iv) limited partnership with other development agencies</p> <p>Indicators: i). COP event organized with participation from the majority of country offices in the region; number of case studies shared; levels of understanding on UNDP's CD approach ii). Interactive knowledge exchange platform operational and widely used by COP members iii). Number of thematic CA tools formulated and</p>	<p>developed and distributed; at least two policy/position papers developed and distributed 7) Engage at least two development partners at national, sub-national or at regional level on CD</p>	<p>initiatives</p> <ul style="list-style-type: none"> Conduct CD training or orientations for CO officials and staff during mission <p>2. Activity Result: Thematic CD products and services for the country offices produced/provided</p> <p>Knowledge product on:</p> <ul style="list-style-type: none"> Rapid capacity assessment Methodology on CD for local service delivery Methodology on IPA absorption/implementation capacity Climate resilient capacity development CDF review <p>3. Activity Result: Partnership development</p> <ol style="list-style-type: none"> Protocol of Cooperation with EU Agency for Fundamental Rights (FRA) UNDP/EU-EC Cooperation in the 	X	X	X	X	Region-wide	N/a	8,000	46,000 (CDG)	54,000
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<p>finalized for use by UNDP COs, UNCT and other partners, and expanded evidence base measured by number of case studies, analytical reports, research papers</p> <p>iv) partnership developed with key international development agencies, e.g., EU and EC</p>		<p>Western Balkans</p> <p>3) High level UNDP – EU discussions, specifically with DG Enlargement– Institution Building, TAIEX, Twinning Unit</p> <p>4) Global Fund</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>		<p>5,000</p>	<p>9,000 (CDG)</p>	<p>14,000</p>
<p>Output 3: Role of political parties in fragile contexts in selected ECIS countries engaged in state building</p> <p>Baseline: i) There are currently no networks of political parties in the ECIS addressing state-building.</p>	<p>2010-2011 targets:</p> <p>i) Carry out research to produce at least one research paper and a video on the</p>	<p>Activity 1: Production of a Paper and short video on the role of Political Parties for State-building. Regional Research paper with a few country case studies on the role of political parties in state building in fragile situation.</p> <p>Activity 2: Roundtable with regional international stakeholders and experts on state-building, co-sponsored with active party foundations in the ECIS</p>	<p>X</p> <p>X</p>				<p>Region-wide with cases from Moldova, Armenia, Crimea, Georgia, Kosovo, BiH, Kyrgyzstan and Tajikistan</p> <p>CPR Practice and Democratic Governance Practice</p>	<p>0</p> <p>6,000</p>	<p>7,500 (BCPR)</p> <p>4,000 (BCPR)</p>	<p>7,500</p> <p>10,000</p>

<p>ii) The role that political parties play in support of social cohesion and political stability is uneven throughout the ECIS.</p> <p>iii) There are few platforms for information exchange among political parties in Europe and the ECIS</p> <p>Indicators:</p> <p>i) # of research paper and vide produced and shared with the parties concerned in the region.</p> <p>ii) # of Political parties to engage in national discussions to support state-building</p> <p>iii) A seminar organized successfully to support cooperation between political parties of ECIS.</p>	<p>roles of political parties for state-building.</p> <p>ii) Organize at least one roundtable to discuss roles of political parties in the fragile context.</p> <p>iii) Organize a seminar with participants from at least six (6) countries in the ECIS Region for peer-to-peer information exchange purpose.</p>	<p>Activity 3: Seminar between new members of the EU and fragile CIS countries to exchange experiences on the role of political parties in state-building.</p> <p>Activity 4: Report on the process and recommendations for next steps.</p>	X	X			Various foundations in EC		0	5,000 (BCPR)	5,000
TOTAL									41,000	112,500	153,500

Year 2012¹⁰:

Output	2012 targets	Activities	Q 1	Q 2	Q 3	Q 4	Countries	Partners	Budget		
									TRAC	Other	Total
<p>Output 1: Capacities of national and sub-national public institutions and civil society developed to manage effectively and efficiently public resources for the production of public goods and equitable delivery of public services, in particular to marginalized and vulnerable groups.</p> <p>Baseline: i). Capacity assessments are not systematically carried out in the region. ii). Capacity Development tools not systematically utilized in the</p>											

¹⁰ Draft attached. Details to be finalized and submitted to the project board in January 2012

<p>region.</p> <p>iii). Most country offices and their national and local counterparts, as well as other international organizations in the region lack the understanding, knowledge and practical experience in conducting CA as a pre-investment for the effective absorption and use of development finance and delivery of development programs</p> <p>Indicators:</p> <p>i). Number of capacity assessments carried out and capacity development responses formulated and endorsed by relevant national or local stakeholders</p>											
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<p>ii). Number of thematic capacity assessment tools utilized in support of capacity development by relevant national public institutions</p> <p>iii). Number of sub-regional or country specific trainings on CA/CD held and number of partnership formulated</p>											
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<p>Output 2: Knowledge on capacity development and its application in thematic areas generated and transferred through the direct interaction between actors involved and experienced in these areas and relevant stakeholders interested in applying the knowledge in their countries.</p> <p>Baseline: i). Lack of solid knowledge and evidence base on good practices on CD for better human development ii). Lack of dynamic and appealing knowledge exchange and application mechanisms/platfo</p>																					
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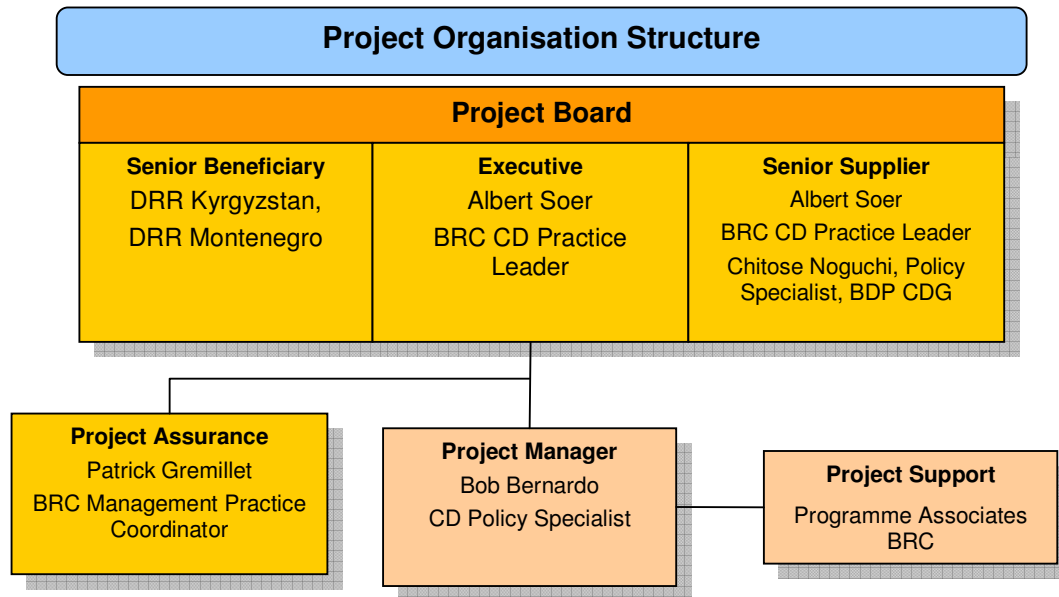
<p>rms</p> <p>iii). Weak advocacy and communication strategy targeting the importance of CD approach for delivering development outcomes</p> <p>iv) limited partnership with other development agencies</p> <p>Indicators:</p> <p>i). COP event organized with participation from the majority of country offices in the region; number of case studies shared; levels of understanding on UNDP's CD approach</p> <p>ii). Interactive knowledge exchange platform operational and widely used by COP members</p> <p>iii). Number of thematic CA tools formulated and</p>																					
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<p>finalized for use by UNDP COs, UNCT and other partners, and expanded evidence base measured by number of case studies, analytical reports, research papers</p> <p>iv) partnership developed with key international development agencies, e.g., EU and EC</p>											
<p>Output 3: Role of political parties in fragile contexts in selected ECIS countries engaged in state building</p> <p>Baseline:</p> <p>i) There are currently no networks of political parties in the ECIS addressing state-building.</p> <p>ii) The role that political parties play in support of social cohesion and political stability is</p>											

<p>uneven throughout the ECIS.</p> <p>iii) There are few platforms for information exchange among political parties in Europe and the ECIS</p> <p>Indicators:</p> <p>i) # of research paper and vide produced and shared with the parties concerned in the region.</p> <p>ii) # of Political parties to engage in national discussions to support state-building</p> <p>iii) A seminar organized successfully to support cooperation between political parties of ECIS.</p>											
TOTAL											

III. MANAGEMENT ARRANGEMENTS

The project organizational structure is listed below.



The project will be managed and implemented by the Bratislava Regional Centre within the delegated Direct Execution (DEX) authority, in accordance with the programming framework defined for all projects under the Regional Programme. The project will be managed by the Capacity Development Practice, and will be implemented in close cooperation with the thematic practice of the BRC, UNDP COs and UNCT in the region.

The Project Board will be responsible for management decisions of the project when guidance is required by the Project Manager, including recommendation and approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, the Project Board decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity and transparency. The Project Board will approve annual work plans and authorize any major deviation from these agreed plans.

The Executive role and Senior Supplier in this case is the same individual as they represent the Head of the Capacity Development Practice and have the substantial technical expertise to guide the project. The Senior Programme coordinator will assume the project assurance role and will support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed; this is an especially important role for the Regional CD Project so as to ensure that effective cross-practice collaboration and knowledge exchange occur.

The Project Manager is the Capacity Development Specialist and is responsible for the day-to-day management and decision-making of the project. The Programme Associates of the BRC will assume the project support role and will provide project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager.

IV. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, 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

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review 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 fourth 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 Project Board 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: Capacities of national and sub-national public institutions and civil society developed to manage effectively and efficiently public resources for the production of public goods and equitable delivery of public services, in particular to marginalized and vulnerable groups.		
Activity Result 1 (Atlas Activity ID)	Capacity Assessments and CD Response Formulation	Start Date: 01/01/2009 End Date: 31/12/2009
Purpose	To conduct capacity assessments and capacity development responses as key starting points for the sustainable capacity development of national and sub-national public institutions	
Description	<ul style="list-style-type: none"> - Undertake 3 capacity assessments at national and/or local level - Formulate 2 CD responses based on CA findings in cooperation with UNDP COs and/or UNCTs, and their national and/or sub-national partners (with input from BRC Practices) 	
Quality Criteria	Quality Method	Date of Assessment
3 CA Missions	Mission Reports and Service Tracker	After each capacity assessment mission
2 CD responses formulated	CD Response Reports will be generated as part of the process and will verify	After each CD response formulation mission

	formulation	
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OUTPUT 1: Capacities of national and sub-national public institutions and civil society developed to manage effectively and efficiently public resources for the production of public goods and equitable delivery of public services, in particular to marginalized and vulnerable groups.

Activity Result 2 (Atlas Activity ID)	Thematic Capacity Assessments	Start Date: 01/01/2009 End Date: 31/12/2009
Purpose	Thematic capacity assessments will be based off the partnerships between the CD Practice and relevant subpractices developed in 2008 and will feed into the development of standardize capacity assessment methodologies.	
Description	<ul style="list-style-type: none"> - Conduct CA of 1 National Human Rights Institution in cooperation with HR&J subpractice - Conduct CA of 2 Anticorruption institutions in cooperation with BRC AC subpractice - Conduct CA of selected pilot municipalities for local service delivery in cooperation with the local governance and decentralization sub-practice - Conduct CA of selected pilot municipalities for absorption of domestic and external finance in cooperation with the BRC local governance and decentralization sub-practice 	
Quality Criteria	Quality Method	Date of Assessment
1 CA conducted on National HR institutions	Mission reports	After conducting the assessment
2 CAs of anticorruption institutions	Mission reports	After conducting the assessment
1 CAs focusing on local service delivery for municipalities	Mission reports	After conducting the assessment
1 CAs focusing on fund absorption	Mission reports	After conducting the assessment

OUTPUT 1: Capacities of national and sub-national public institutions and civil society developed to manage effectively and efficiently public resources for the production of public goods and equitable delivery of public services, in particular to marginalized and vulnerable groups.

Activity Result 3 (Atlas Activity ID)	CD and CA Training Provision for UNDP COs and UNCTs	Start Date: 01/07/2009 End Date: 30/09/2009
Purpose	To develop capacities of country offices in the area of capacity assessment and more generally capacity development. This will enable them to more readily utilize the capacity development approach in their work and support achievement of the other outputs of this Regional project,	
Description	- 2 training events held on the CD or CA framework and/or its specific application in one thematic area	
Quality Criteria	Quality Method	Date of Assessment
2 training events held	Training reports	After the training is delivered
Positive response to training topics, quality, and relevance given by participants.	Training evaluations and follow up training monitoring to ensure that training is being applied in the workplace	Training evaluations will be conducted immediately after the training is given, while follow up evaluations will be conducted 3 months after the training dates

OUTPUT 2: Knowledge on capacity development and its application in thematic areas generated and transferred through the direct interaction between actors involved and experienced in these areas and relevant stakeholders interested in applying the knowledge in their countries.

Activity Result 1 (Atlas Activity ID)	Thematic CA Tools Development	Start Date: 01/01/2009 End Date: 30/09/2009
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Purpose	Based off the testing of the thematic CA approaches, this activity will focus on developing methodologies for use by the UNDP COs, UNCTs and other partners in the specific areas.	
Description	<ul style="list-style-type: none"> - Finalization of CA methodology for anti-corruption institutions - Formulation and finalization of CA methodology for National Human rights associations - Formulation and Finalization of IPA Absorption capacities methodology - Formulation and finalizations of local service delivery capacity assessment 	
Quality Criteria	Quality Method	Date of Assessment
4 thematic capacity assessment tools finalized	4 thematic capacity assessment tools developed	30 September 2009

OUTPUT 2: Knowledge on capacity development and its application in thematic areas generated and transferred through the direct interaction between actors involved and experienced in these areas and relevant stakeholders interested in applying the knowledge in their countries.

Activity Result 2 (Atlas Activity ID)	CoP Meeting for Improved Knowledge/Experience Exchanges	Start Date: 30/09/2009 End Date: 31/12/2009
Purpose	CoP is essential for sharing information and expertise amongst the CD practitioner community. Such shared information shall better enable UNDP COs, UNCTs, and other local and national actors to integrate CD into their work.	
Description	<ul style="list-style-type: none"> - Assess CoP Priorities for theme of the meeting - Organize and host regional CoP meeting 	
Quality Criteria	Quality Method	Date of Assessment
CoP meeting held with positive participant feedback on content, relevance, and delivery.	CoP feedback questionnaires provided to participants after CoP	After the CoP meeting has been held in the last quarter of 2009.

OUTPUT 2: Knowledge on capacity development and its application in thematic areas generated and transferred through the direct interaction between actors involved and experienced in these areas and relevant stakeholders interested in applying the knowledge in their countries.

Activity Result 3 (Atlas Activity ID)	Knowledge and communication platform and strategy formulation	Start Date: 01/01/2009 End Date: 31/12/2009
Purpose	A series of communication tools and methods need to be developed to ensure that stakeholders have easy access to an array of knowledge on CD.	
Description	<ul style="list-style-type: none"> - Assess available and upcoming tools/approaches (eg: WIKIs, Teamworks, websites etc.) - Develop main messages to communicate through the platform based on audience needs - Develop or adapt content to populate the platform and regional website - Develop training modules on specific CA and CD thematic areas - Develop CD Practice Advocacy and Communication Strategy 	
Quality Criteria	Quality Method	Date of Assessment
Up to date regional website on CD	Review of website by external actors through an anonymous feedback form	31/05/2009
CD communication strategy developed and utilized	Documented CD strategy available and activities detailed in it are undertaken	30/04/2009
CD communication messages developed	Key 'quick messages' developed to communicate what CD is or is not and available for public	30/04/2009
Training modules available in specific CD thematic areas`	Availability of training modules to the public	31/08/2008

OUTPUT 2: Knowledge on capacity development and its application in thematic areas generated and transferred through the direct interaction between actors involved and experienced in these areas and relevant stakeholders interested in applying the knowledge in their countries.		
Activity Result 4 (Atlas Activity ID)	Knowledge and communication platform and strategy formulation	Start Date: 01/01/2009 End Date: 31/12/2009
Purpose	A series of communication tools and methods need to be developed to ensure that stakeholders have easy access to an array of knowledge on CD, with relevant and practical examples to ensure the information is not too theory focused.	
Description	<ul style="list-style-type: none"> - Develop innovative partnerships with leading research institutions and individual researchers to support analysis and case study preparation - Develop case studies on 'good practice' on CA and CD, capacity measurement, programming for CD, implementation modalities etc. 	
Quality Criteria	Quality Method	Date of Assessment
1 partnership developed with a leading research institution in support of a BRC practice or sub-practice priority	MOU or MOA or contract signed with one research institution	30/06/2009
3 case studies prepared	3 case studies available to public	30/09/2009

V. LEGAL CONTEXT

The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency 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 project is being carried;
- b) assume all risks and liabilities related to the executing agency's 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 executing agency 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.

VI. ANNEXES

Annex 1: Risk Analysis¹¹

Project Title: Capacity Development Regional Project					Award ID:			Date:	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Capacity development is viewed by donors and National governments as a UNDP initiative, not as a broader change in approach to development supportive of locally owned and led sustainable development.	01/11/2008	Political (Government commitment) Strategic (Partnerships failing to deliver)	Project would have difficulty in bringing key non-UN Partners, donor, and government together to address capacity needs at the national and local levels. CD efforts would ultimately not be successful due to lack of national/local stakeholder ownership over the CD Process. P = 2 I =5	Extensive efforts are being made to build a network of like-minded donor partners (through forums such as the Development Partner Working Group) and government and non-government partnerships to ensure that CD becomes an approach shared by many, not just the UN	Project Manager	Project Manager	01/11/2008	No change.
2	Quality of CD Tools and methodologies inadequate for use by country offices and their partners	01/11/2008	Organizational (Execution capacity)	Project would not be able to easily engage with the COs and provide the support in thematic areas that is being requested. As such, CD would likely not be substantially integrated into the CO programming. P =2 I = 3	Extensive cross-practice engagement will ensure that the technical thematic areas are well addressed. Rigorous field-testing of all tools to occur prior to finalization and distribution to COs. Lessons learned from previous dvlpt. of methodologies. to be	Project Manager	Project Manager	01/11/2008	No Change.

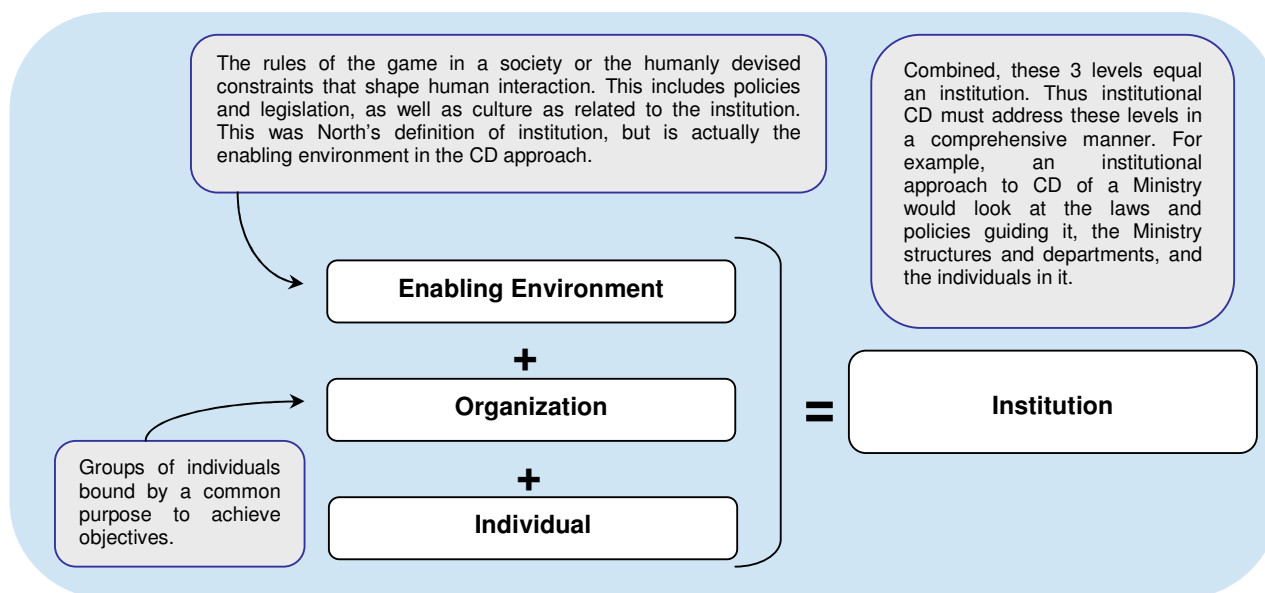
¹¹ Risk assessment for Output 3 is as attached in the Project Review Justification (page 3).

					incorporated into new tools.				
3	Community of Practice does not function adequately and commitment of CoP members is lacking.	01/11/2008	Strategic (partnerships failing to deliver)	CoP is essential for the project in terms of widening the practitioner base and drawing on the knowledge and expertise of the CoP members. Without a responsive and motivated CoP, the CD Practice will be unable to meet demands from CO in the best way possible (using regional/local expertise/east-east exchange) nor draw on practical and pragmatic experience s P = 2 I = 4	CoP support will be given priority in work schedules of the CD Practice, with the Project Manager tasked with maintaining an active and useful dialogue with CoP members. Staff exchange scheme and other non-fiscal incentives will be utilized to encourage active participation of CoP members.	Project Manager	Project Manager	01/11/2008	No Change.

Annex 2: Conceptual Framework for Institutional Development

In discussions with COs and UNDP's development partners in the RBEC region, it has become clear that the understanding of the term "institution" varies widely. For some, institution and organization are synonymous, while for others the "institution" is conceived of as an organization and the value it brings to its area of expertise, while organization is more inward looking and focuses only on the people and systems internal to a one body such as a Department. From the theoretical perspective, the Nobel Prize winner Douglas North formulated the standard definition of institution as "...the rules of the game in a society or, more formally, the humanly devised constraints that shape human interaction." Organizations as defined by North are "...groups of individuals bound by some common purpose to achieve objectives."

There are two other main schools of thought concerning institutional development. The first is the **Organizational Approach**. According to leading organizational theorists Hilderbrand and Grindle organizational development "refers to the improvements in the ability of public sector organizations, either singly or in cooperation with other organizations, to perform their tasks." This organizational approach sees an organization (or even set of organizations) as the key to development. Organizations are considered as processing systems that change individual and system capacities into organizational results. Organizational Development (OD) approaches focus on the capacities of organizations, looking from the inside out. OD benefits from a well-established field of theory and narrow scope which makes the approach more focused and in general also makes it easier to measure change. However, OD's weakness is its narrow focus - *seeing the system through the eyes of the organization* – and the fact that organizations are only part of the larger development picture. The second school of thought is the **Institutional Approach**. The institutional approach is tied closely to the definition provided by North. In this approach, institutional development focuses on building the capacity to create, change, enforce and learn from processes and rules that govern society. In the literature, CD is closely intertwined with institutional development, as much of the work of CD requires knowledge of and access to 'the rule of the game.' Hence, the boundary between where institutional change ends and CD begins is not often clear. Unlike CD however, *'Institutional change is often expert-driven, does not include a stage-of-development approach and fails to consider how it could link to other approaches'* (Lusthaus & et-al, 1999). Thus there are fundamental differences in the way that CD and institutional development occur. This approach also does not provide a rigorous analytical framework (with elements such as core issues and capacities). Translating these concepts into the CD paradigm results in the definition of institution as depicted in the diagram below.



Thus when discussing institutional capacity development, one talks about a developing capacities at the enabling environment, organizational and individual levels that comprise an institution - a holistic approach that recognizes the interdependencies between the three levels. The *means* to institutional capacity development is to adopt the systematic CD approach that has been described previously in this document. A CD approach (also referred to as a systems approach) to institutional capacity development is a complex intervention that encompasses multiple levels and actors, power relationships and linkages and a dynamic process that seek to enhance their abilities to perform what they do, both with or without the support of the outsiders. Systems extend beyond the individual, organizational, and enabling environment levels to the systems of institutions. However, this definition and approach to institutional capacity development need to be grounded in the lessons of past experience across the region and draw from a codified body of experience; this however, does not currently exist.

Annex 3: Existing Communications and Advocacy Channels

Internet	Link
RBEC public website	http://europeandcis.undp.org/
CD Practice pages	http://europeandcis.undp.org/cd/
New CDG global website	http://www.beta.undp.org/undp/en/home/ourwork/capacitybuilding/overview.html
Intranet	Link
RBEC Intranet	http://europeandcis.undp.org./intra
COP Teamworks	https://undp.unteamworks.org/node/134929
Publications	
Regional Annual Report	
Quarterly regional newsletter	
CD Regional Fact Sheets on Services Available CD brochure	
Global CDG Materials: Brochures, Newsletters etc.	
Global CDG Stories, Action Briefs, CA Examples	
INSIGHTS	
Development and Transition	
Email Networks	
CD Global email network	
CoP email network	
Global Practice email networks	