



SUPPORTING CAPACITY DEVELOPMENT THE UNDP APPROACH



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INTRODUCTION

A country's successful development hinges on having sufficient capacity. While financial resources, including official development assistance, are vital, they are not enough to promote sustainable human development. Without supportive strategies, policies, laws and procedures, well-functioning organizations, and educated and skilled people, countries lack the foundation to plan, implement and review their national and local development strategies.

Capacity development helps to strengthen and sustain this foundation and is the 'how' of making development work better. Put simply, it is about the 'capable institution' that is able to better achieve its mandate. For UNDP, supporting capacity development starts from existing capacities and then reinforces national efforts to extend and retain them. This is a process of transformation of leaders and managers, communities and organizations from the inside, based on nationally determined priorities, policies and desired results. It can be facilitated and supported, but cannot be driven from the outside.

The UNDP Strategic Plan 2008–2011 positions capacity development as the organization's overarching contribution to programme countries. In placing capacity development at the heart of its mandate and functions, UNDP is responding to growing demand for support at national and sub-national levels. The demand is for support to smart strategies, policy and investment options and reforms that enable institutions perform better, to do so consistently over time and adapt to shocks that is demonstrating resilience.

This brochure presents the UNDP approach to supporting capacity development and the policy statements that UNDP supports. These are backed up by ongoing research and analysis of capacity development theory, methods and applications. The services included are examples of capacity development initiatives that can be supported by UNDP or its partners. Additional UNDP resources on capacity development are listed at the end of the brochure.

BASIC PRINCIPLES

The UNDP approach to supporting capacity development is driven by evidence of what works (and what doesn't) and consists of a conceptual framework and a methodological approach.

- The UNDP approach makes the concept of **national ownership** tangible. This is about the ability to make informed choices and decisions.
- It addresses **power relations**, mindsets and behaviour change. It therefore emphasizes the importance of **motivation** as a driver of change.
- Capacity development is a **long-term process**. It can be promoted through a combination of shorter-term results that are driven from the outside and more sustainable, longer-term ones that are driven from the inside.
- It requires **sticking with the process** under difficult circumstances.
- The UNDP approach links the enabling environment, organizations and individuals, and promotes a **comprehensive approach across all three**.
- It looks **beyond individual skills and a focus on training** to address broader questions of institutional change, leadership, empowerment and public participation.
- It emphasizes the use of **national systems**, not just national plans and expertise. It discourages stand-alone project implementation units; if national systems are not strong enough, they should be reformed and strengthened, rather than bypassed.
- It requires **adaptation to local conditions** and starts from the specific requirements and performance expectations of the sector or organization it supports. There are no blueprints.
- It should **link to broader reforms**, such as those in education, wage structures and the civil service. There is little value in designing isolated, one-off initiatives.
- It results in **unplanned consequences** that must be kept in mind during the design phase. These should be valued, tracked and evaluated.
- It **measures capacity development systematically**, using good-practice indicators, case evidence and analyses of quantitative and qualitative data, to ensure that objective judgements are made about capacity assets and needs, as well as the progress achieved.

DEFINING CAPACITY DEVELOPMENT

UNDP defines capacity development as *the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time.*

For UNDP, the capacity development process consists of five steps that are embedded into a policy advisory analysis and programming process (Figure 1).

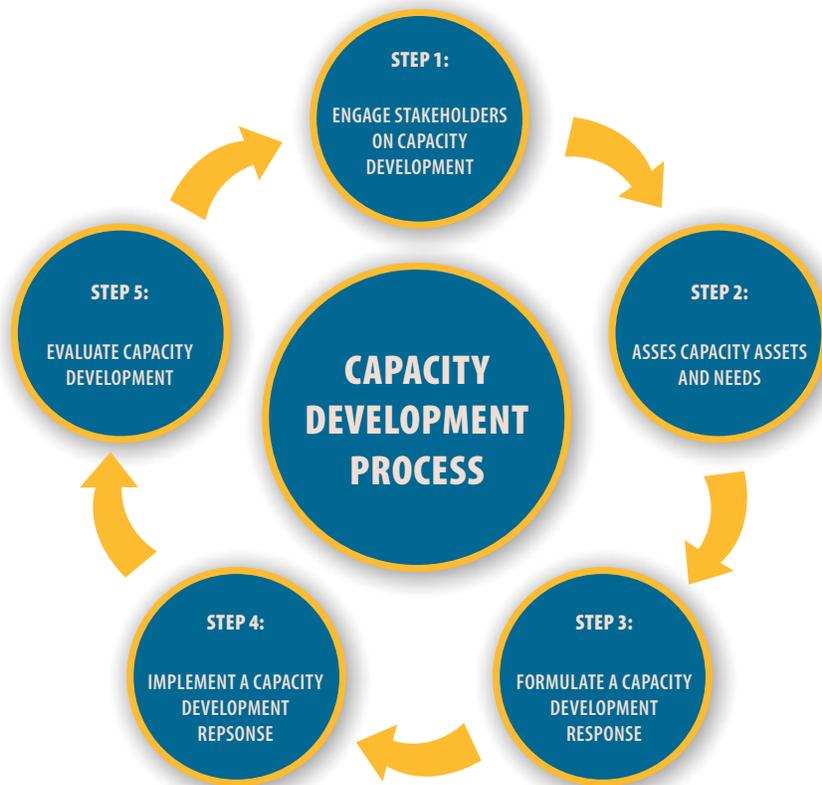


FIGURE 1. THE UNDP CAPACITY DEVELOPMENT (CD) PROCESS

... [C]apacity development is much more than supporting training programmes and the use of national expertise — these are necessary and on the rise, but we must include response and support strategies for accountable leadership, investments in long-term education and learning, strengthened public systems and voice mechanisms between citizen and state and institutional reform that ensures a responsive public and private sector that manages and delivers services to those who need them most.

... [I]t is our collective responsibility and response to capacity development that gives meaning and shape to the principle of national ownership, and translates it into more sustainable and meaningful development outcomes.

UNDP on behalf of the UNGD Executive Committee

11 July 2007, ECOSOC Operational Activities Segment

THE UNDP APPROACH

For UNDP, supporting capacity development is a process that consists of five steps that are embedded into a programming process (Figure 1):

- 1) Engage stakeholders on capacity development;
- 2) Assess capacity assets and needs;
- 3) Formulate a capacity development response;
- 4) Implement the response;
- 5) Evaluate capacity development.

UNDP supports capacity development through advocacy and advice; methods and tools; knowledge services; programme support and partnerships.

At each step of the process, UNDP has defined policy statements and services that it supports or that can be accessed through its network of partners (e.g., other United Nations agencies, national and regional research institutes, etc.). These are detailed below.

1. ENGAGE STAKEHOLDERS ON CAPACITY DEVELOPMENT

POLICY STATEMENTS

- An effective capacity development process is embedded in the political context of institutional transformation. It requires that key stakeholders show commitment and sponsorship of the capacity development agenda and that this agenda is embedded in broader national development priorities and plans.
- An inclusive and participatory approach to capacity development helps all parties agree on priorities and commit to moving forward together. It also helps strengthen participants' ownership of the process and responsibility for its results. It is reliant on political will, trust and leadership commitment.
- People with the skills and commitment to participate effectively can help stimulate transparent and inclusive decision-making, stronger networks, accountability and a sense of empowerment. This enhances trust among all participants and helps create solutions acceptable to everyone.
- Working to engage all stakeholders is especially important at the beginning of the process, but it cannot stop there. Continued engagement helps change the very nature of the policies, investment choices and institutional reform.

SERVICES

UNDP and its network of partners support national stakeholders with advocacy, policy advisory and implementation services in the following areas:

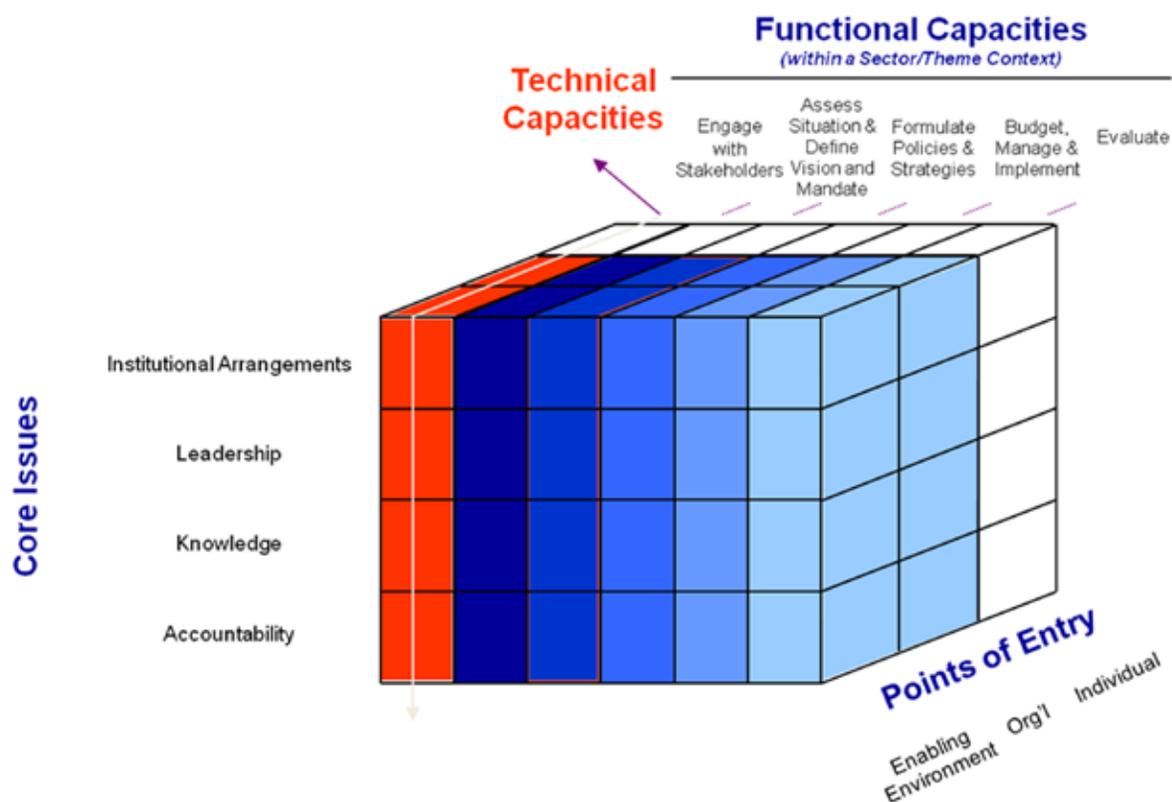
1. Analysis of policy and institutional context for change.
2. Multi-stakeholder engagement in a capacity development process.
3. National ownership and priority setting in line with national development goals.
4. Communication and collaboration among stakeholders through strengthening negotiation, coordination and relational skills.

2. ASSESS CAPACITY ASSETS AND NEEDS

POLICY STATEMENTS

- Capacity assessments are an essential step in developing rigorous and practical capacity development responses, following in depth stakeholder dialogue and analysis of the policy and political context for institutional transformation.
- Capacity assessments help determine which capacities to prioritise and how to incorporate them into national and local development strategies, sector and thematic programmes and projects, and budgets.
- The UNDP Capacity Assessment Methodology provides a systematic, objective approach for conducting an assessment. Local participants must adapt its content to suit their needs. Gender equity and respect for human rights should be incorporated into the assessment and the capacity development response.
- Key local stakeholders must participate in deciding the scope of the capacity assessment and analysing its findings. Local stakeholders are best placed to determine priorities in terms of capacity needs, responses and recommended investments.
- Capacity development responses and investments that are not grounded in a rigorous capacity assessment are often limited to training. While often necessary, training is not sufficient for sustained results.

FIGURE 2. UNDP CAPACITY ASSESSMENT FRAMEWORK



SERVICES

UNDP and its network of partners support national stakeholders with the following advocacy, policy advisory and implementation services:

1. Provision of a UNDP Capacity Assessment Methodology, including a User's Guide and Supporting Tool, for use by UNDP staff and national partners.
2. Engagement in exercises to determine the scope of the assessment and support to implementing it, including adapting the methodology to specific contexts.
3. Engagement in analysing findings and formulating capacity development responses.
4. For countries that decide to use more than one methodology, assistance in comparing the UNDP methodology with other assessment frameworks, such as the Harmonized Approach to Cash Transfers, Human Rights-Based Approach, Post-Conflict Needs Assessments and the UNDG Capacity Assessment Methodology; and facilitation of such combined assessments.
5. Facilitation of learning sessions on capacity assessments at global, regional and country levels for UN/UNDP staff and national partners.

3. FORMULATE A CAPACITY DEVELOPMENT RESPONSE

The findings of a capacity assessment are the starting point for formulating a capacity development response. This response will be a collection of capacity development actions that address one or more of the four capacity development core issues. As the four core issues are complementary and mutually reinforcing, a capacity development response would most likely combine capacity development actions from more than one core issue. The policy statements and services under each core issues are as follows:



A) INSTITUTIONAL ARRANGEMENTS

POLICY STATEMENTS

- Capacity assessments frequently reveal that organisations work inefficiently because the policies, procedures and processes to guide their work are not well designed.
- The way institutions/organizations are organized within the public sector architecture, their respective roles and coordination arrangements among those, how they manage human, physical and financial resources are all key determinants of organizational effectiveness, and ultimately of development effectiveness.
- Capacity challenges within individual organizations are one dimension of the issue and needs to be addressed; the other key dimension is the institutional context in which organisations locate. For successful institutional change and reform, both dimensions need to be addressed, with the latter often being at the nexus of capacity change and policy reform.

- Some of the most common challenges in institutional architecture pertain to lack of coordination among ministries, the absence of a common M&E framework across government, lack of clarity and demarcation of mandates, and lack of consolidated human resource management frameworks and guidelines.
- Motivation is important to sustain institutional reforms. It can be fostered through a combination of direct incentives (e.g., merit-based pay and performance evaluation systems) and indirect incentives (e.g., recognition, fellowships, a balanced work–life policy). A supportive environment – public safety, availability of basic services, the rule of law – can provide a strong non-monetary incentive.
- Decisive leadership and systems for regulation, monitoring and review are essential to developing and retaining staff.
- Salary reform, if instituted across all sectors and backed by political support, will help attract and retain good employees, particularly in transition and post-crisis situations.

SERVICES

UNDP and its network of partners support national stakeholders with advocacy, policy advisory and implementation services in the following areas:

1. Functional reviews to determine the clarity of mandates and roles, business processes and enforcement and compliance mechanisms.
2. Human resource management frameworks and practices that cover policies and procedures for recruitment, deployment and transfer, incentives systems, skills development, performance evaluation systems, and ethics and values.
3. Coordination mechanisms between central and local bodies (vertical) and across peer units and departments operating at the same level (horizontal).
4. Monitoring and evaluation systems, including peer-review mechanisms and feedback loops.
5. Interventions and solutions to improve service delivery, including public-private partnerships for service delivery, strengthening of national implementation and procurement capacities.



B) LEADERSHIP

POLICY STATEMENTS

- Leadership is a catalyst for achieving, improving and sustaining development objectives, whether exercised by a group or an individual, assigned or emergent.
- Leadership is the ability to welcome, anticipate and respond to change whether driven from the inside or the outside. It is also the ability to influence people and systems to achieve and in many cases go beyond their goals.
- Leadership is a key factor in responding to and recovering from crisis.
- Leadership is never exercised in isolation: it is a function of relationships and is always grounded in values. Leadership development should therefore be approached holistically, involving not just the individual but the organization and the enabling environment.
- Leadership development programmes should not be one-off events. They should involve the group in hands-on activities ('action learning') and should promote continuous learning. Linking leadership support to development activities, including revenue generation, demonstrates immediate concrete results and supports sustainable change.

SERVICES

UNDP and its network of partners support national stakeholders with advocacy, policy advisory and implementation services in the following areas:

1. Leadership skills development, including visioning, systems thinking, priority setting, communication and advocacy and strategic planning.
2. Management of coalitions, identification of and support to champions and change agents, development of negotiation and confidence building skills.
3. Transformation and risk management, including strengthening of decision-making and risk assessment skills, and development of executive/technocratic management skills.
4. Coaching and mentoring programmes, experiential learning, ethics and values.
5. Career management systems, including incentives for good leadership, policies for succession planning, leadership attraction and retention systems and mechanisms, including brain gain strategies.



C) KNOWLEDGE

POLICY STATEMENTS

- Knowledge is the foundation of capacity. It can be developed through education, training and learning or experience sharing.
- Greater investments must be made in education, including tertiary education and technical training. Education reform serves as a foundation for sustainable national capacity.
- Policies on secondary and post-secondary education have a significant impact on individual and institutional performance, and should be developed in line with national development outcomes, such as job creation.
- Opportunities for continued learning, through access to professional training for example, are an essential non-monetary incentive for retaining staff within an organization.
- Ethics and values, including respect for human rights and gender equality, should be a formal part of the curriculum in schools and public administration training.
- Access to data and knowledge is fundamental to capacity development and should be incorporated, with sufficient resources, into national development strategies and organizational business plans.

SERVICES

UNDP and its network of partners support national stakeholders with the following advocacy, policy advisory and implementation services:

1. Engagement in post-secondary education reforms, including support for aligning post-secondary education policies with national development goals, support to coalitions calling for increased quality and access to education, promotion of innovative partnerships for delivering in the education sector (i.e. public-private partnership), support to human skills mapping and mapping of institutions that supply capacity.
2. Support to continued learning, including advisory services on in-service civil service training and incentives, training and learning methodologies, engagement in vocational and technical education policies.
3. Promotion of South-South learning solutions, including support for linking regional education networks and institutions, facilitation and support of regional learning networks, advisory services on brain gain strategies, promotion of institutional twinning arrangements.
4. Support to domestic knowledge services, including support to local knowledge service providers, support to local knowledge capture mechanisms, facilitation and support of local knowledge networks and local communities of practice.



D) ACCOUNTABILITY

POLICY STATEMENTS

- Accountability and voice mechanisms can lead to better performance and effectiveness. They help individuals, organisations and systems to monitor, guide and adjust their behaviour and to learn and self-regulate.
- Accountability and voice mechanisms often fail to have an impact because of corruption, manipulation or lack of capacity to use them effectively. In weak states, public institutions are captured by those with power and resources.
- Accountability between the state and communities promotes mutual engagement for development and should be accorded priority.
- Accountability for development finance between donors and countries calls for transforming aid coordination mechanisms. This will strengthen national leadership, encourage participation of all stakeholders and support transparency.
- Sustained participation of civil society in national policy and budget dialogues is critical to national development and poverty reduction strategies.

SERVICES

UNDP and its network of partners support national stakeholders with advocacy, policy advisory and implementation services in the following:

1. Support to accountability systems within and across institutions, including strengthening of monitoring and evaluation (M&E) systems and accountability mechanisms of institutions, promotion of stakeholders feedback and enforcement mechanisms, strengthening of regulatory and oversight capacity of public institutions over non-state service providers (i.e. private sector; NGOs/CSOs).
2. Public oversight and arbitration bodies, including support with Capacity Assessment and Capacity Development package.
3. Support capacity for independent monitoring, including strengthening of independent monitoring systems/mechanisms, strengthening capacities of civil society organisations to participate in independent monitoring processes.
4. Supporting capacity for citizens' participation and access to information, including public information disclosure mechanisms, engagement in language reform, promotion of literacy and civic education initiatives.

4. IMPLEMENT A CAPACITY DEVELOPMENT RESPONSE

POLICY STATEMENTS

- Implementing a capacity development response is not a stand-alone or parallel process. It is an integral part of the implementation of the programme or project in which the response is embedded.
- To strengthen sustainability, implementation should be managed through national systems and processes, rather than parallel systems like project implementation units.
- Implementing a capacity development response involves change, which results in winners and losers, so political dynamics and relationships should be addressed.
- Progress indicators should include both capacity increases and system improvements, and should continue beyond the formal implementation period to ensure that improvements are sustained.

SERVICES

UNDP and its network of partners support national stakeholders with advocacy, policy advisory and implementation services in the following areas:

1. National implementation capacities, such as for project management and procurement.
2. Change management processes in implementing a capacity development response.
3. Monitoring and evaluation systems that define and measure change in capacity level and system performance, stability and adaptability.

5. EVALUATE CAPACITY DEVELOPMENT

POLICY STATEMENTS

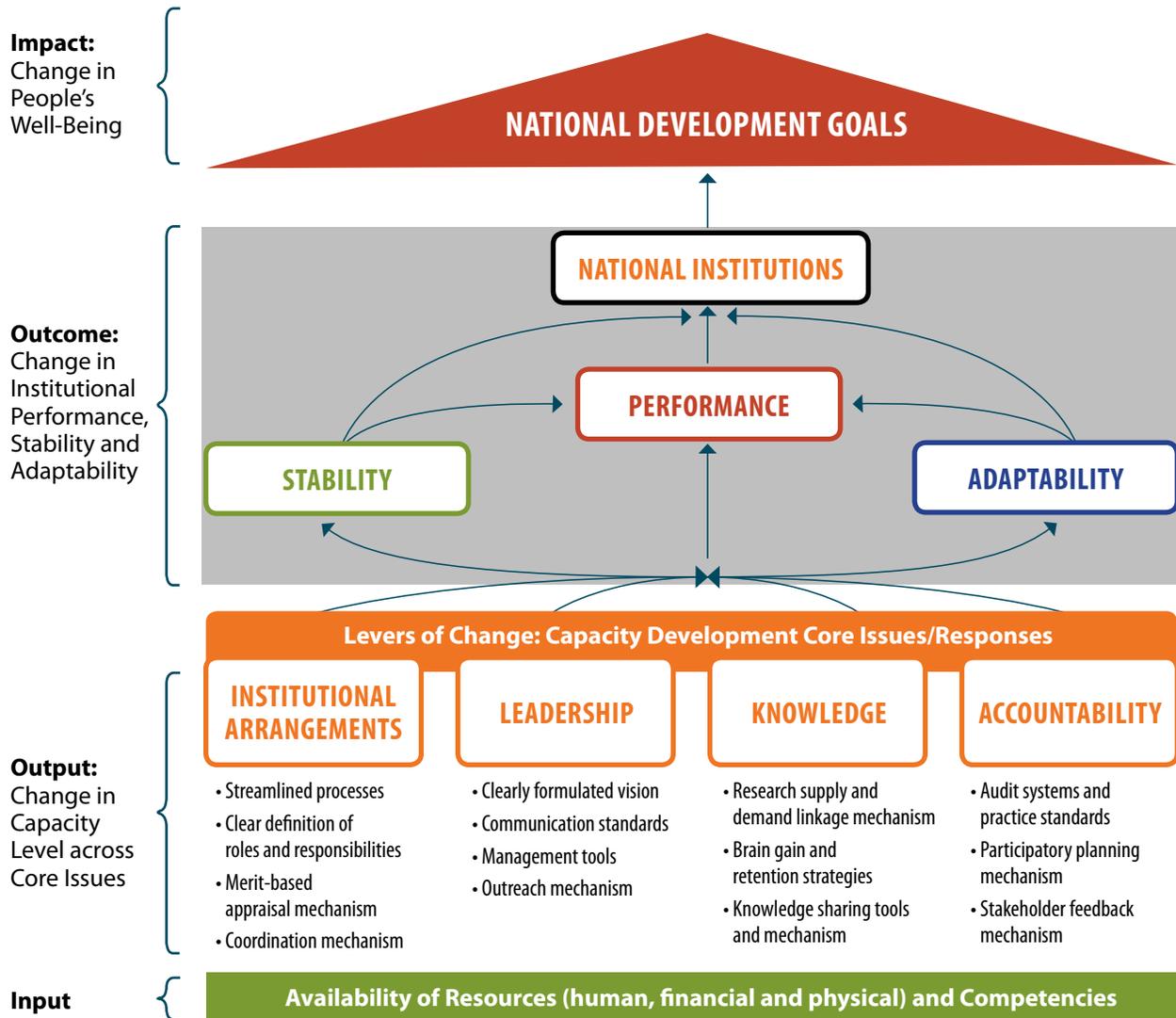
- Evaluation of capacity development promotes accountability, performance management and learning.
- Measurement should be based on clear evidence of change in an institution's performance, adaptability and stability to meet its goals. Changes in capacity are reflected by changes across the core issues of institutional arrangements, leadership, knowledge, and accountability.
- Designing an evaluation framework for capacity development requires a large dose of pragmatism. There is little point in having an elaborate evaluation framework if there are insufficient capacities and resources to use it or if relevant data are unavailable or of low quality.
- Indicators should be incorporated into a country's or an organisation's existing monitoring and evaluation framework; a separate system should not be required.

SERVICES

UNDP and its network of partners support national stakeholders with advocacy, policy advisory and implementation services in the following areas:

- Evaluation methodology, including indicators for capacity development responses in different sectors and contexts.
- Training support to national counterparts in using and adapting the evaluation framework.

FRAMEWORK FOR MEASURING CAPACITY DEVELOPMENT



CAPACITY DEVELOPMENT SERVICE AREAS

- CAPACITY DEVELOPMENT FOR AID AND DEVELOPMENT EFFECTIVENESS (CD-AID)**
- CAPACITY DEVELOPMENT FOR NATIONAL IMPLEMENTATION CAPACITIES AND USE OF COUNTRY SYSTEMS (CD-NIC)**
- CAPACITY DEVELOPMENT FOR NATIONAL AND SECTOR CD STRATEGIES (CD-NAS)**
- CAPACITY DEVELOPMENT FOR LOCAL SERVICE DELIVERY (CD-LSD)**
- CAPACITY DEVELOPMENT APPROACH TO POLICY AND PROGRAMME**

CAPACITY DEVELOPMENT FOR AID AND DEVELOPMENT EFFECTIVENESS (CD-AID)

POLICY STATEMENTS

- The effectiveness of development assistance and particularly of financial aid to developing countries is an important instrument to support poverty reduction, sustainable development and overall development outcomes and the MDGs.
- The effectiveness of aid rests on government leadership and ownership of aid coordination and management mechanisms and processes.
- Scaling up resources for development can significantly contribute to reaching the MDGs. This demands the identification of resource gaps for financing the MDGs through the lens of internal and external resource mobilisation and management to set development priorities and promote development outcomes.
- Strengthening transparency and accountability, for example through results-based management, is crucial for achieving development results and for resource mobilisation and management. It also demands a mutual accountability, resource and results-based partnership between recipient countries and donors.
- South-South knowledge sharing, learning and advocacy around the implementation and monitoring of commitments made in the Paris Declaration on Aid Effectiveness and the Monterrey 2002 Consensus on Financing for Development strengthens the voice of partner countries in the global and regional discussions with development partners, and promotes the use of good practices across countries and regions.

SERVICES

1. Provision of a capacity assessment methodology, based on the Paris Declaration principles, to assess national capacity assets and needs for aid coordination and management and for aligning resources with country development priorities.
2. Design of customised capacity development responses to address needs of national aid coordination units to assume national ownership and leadership of the process.
3. Support to developing capacity of country senior management to lead donor/government mechanisms such as Consultative Groups/Round tables and to conduct expert negotiations to support national ownership.
4. Support to developing the capacity of the legislature for ODA oversight and internal and external resource planning and allocation through the Medium Term Expenditure Framework and the budget, especially in middle-income countries.
5. Support to developing the capacity of ministries of finance and other responsible institutions for aid management and ODA monitoring, through the deployment of aid management systems that are cost-effective, web-based and transparent.
6. Support to developing the capacity of non-DAC development partners, as they scale up ODA, to manage and monitor aid flows.
7. Facilitation of South-South and “peer” learning and knowledge sharing across countries and regions.

For background information, please read:

UNDP Practice Note on Capacity Development and Aid Effectiveness

UNDP Capacity Assessment Framework for Aid Effectiveness and corresponding checklists

All documents are available at: www.undp.org/capacity/

CAPACITY DEVELOPMENT FOR NATIONAL IMPLEMENTATION CAPACITIES AND USE OF COUNTRY SYSTEMS (CD-NIC)

POLICY STATEMENTS

- The achievement of development results is highly dependent upon the human and organisational capacities to effectively, efficiently, and accountably manage and implement the programmes and projects designed to deliver these results.
- Implementation capacities include the functional areas of programme & project management, procurement, financial management, and human resources management; these capacities are independent of funding source, sector, and development objective.
- If an “implementation gap” exists between development strategies and the capacities required to implement them, even well-planned, structured and budgeted programmes will waste time and money in the best case, or fail in the worst case.
- The Paris Declaration on Aid Effectiveness sets commitments for strengthening and increasing the use of national financial and procurement systems, which can only be met through development of national implementation capacities. National implementation capacities is an important contributor there are other factors in increasing the use of country systems including level of risk, corruption, political will, etc.
- To deliver and achieve sustainable results, the implementation of development programmes and projects must be led and conducted by national public and private institutions, requiring in many cases the development of national implementation capacities to the desired level.
- Implementation capacities are required to deliver results in a specified time period that bring transformational change (through programmes and projects), and are required to efficiently deliver public services on an ongoing basis (through operational management and administration).
- Though directed at the promotion of public sector delivery, implementation capacities are best strengthened through the inclusion of appropriate public sector, private sector, civil society and donor community stakeholders who all possess a potential added value to public sector service delivery; this enriches the process of capacity development and strengthens ownership.

SERVICES

1. Engagement, advice on policy options and technical backstopping in implementation capacity scoping, assessment, planning, and monitoring support.
2. Engagement, advice on policy options and technical backstopping in defining and designing implementation capacity development responses and strategies.
3. Participation in advocacy and communications with national stakeholders in understanding and planning implementation capacity development.
4. Brokering of expertise and knowledge in implementation capacity standards, methods, and solutions from public and private sectors; including toolkits, field-based examples, case studies, analyses, and training materials.

For background information, please read:

UNDP Procurement Capacity Assessment Tool

UNDP Procurement Capacity Assessment User's Guide

All documents are available at: www.unpcdc.org and www.undp.org/capacity/

Contact us at: registry@unpcdc.org

CAPACITY DEVELOPMENT FOR NATIONAL AND SECTOR CD STRATEGIES (CD-NAS)

POLICY STATEMENTS

- Capacity development like any other development intervention cannot be left to ad hoc opportunism. Capacity development needs to be planned and specifically resourced.
- Planning for capacity development should happen at the national level and then, sectors ought to have their own capacity development plans.
- The most opportune slot for national and sector capacity development strategies is for them to be underpinning overarching national development plans or poverty reduction strategies.
- Thematic capacity development plans need to be drawn up where multisectoral responses are required by both state and non-state actors.
- Unified capacity development frameworks are cost-effective in reducing ad hocism, aligning priorities, and reducing transaction costs.
- Institutions and organisations demonstrate considerably enhanced effectiveness in delivering on their mandates when there is a clear plan and roadmap for how they will evolve in terms of their intrinsic capacities in response to evolving demands and needs.
- Unified capacity development frameworks allow for enhanced donor coordination and ultimately optimal utilisation of national and ODA resources for development effectiveness.

SERVICES

1. Policy advice to partner countries on the demonstrated utility of national and sector capacity development strategies to underpin national or sector development plans.
2. Technical support to partner countries to design national and sector capacity development strategies.
3. Learning, knowledge and evidence on national and sector strategies.
4. Training of UNDP Country Office or UN Country Team staff on how to design national and sector capacity development strategies.
5. Articulating and disseminating UNDP's policy position on national and sector capacity development strategies as may be applicable to a specific context.
6. Facilitating South-South learning exchanges on national and sector capacity development strategies.
7. Designing implementation track of national and sector CD strategies.
8. Advocacy support for increased investments in national and sector capacity development strategies.
9. Support to seeding a sectoral approach to multi-dimensional challenges like climate change or post-conflict transition.
10. Policy advice on resources coordination around the sectoral approach.
11. Technical support to capacity development in situations where UNDP provides Sector Budget Support or manages pooled funds.

CAPACITY DEVELOPMENT FOR LOCAL SERVICE DELIVERY (CD-LSD)

POLICY STATEMENTS

- Sound economic governance for pro-poor service delivery is premised on the existence of an appropriate policy and regulatory environment that enables the right mix of state and non-state engagement in the delivery and oversight of basic services at the local level.
- The regulation of the service sector is the responsibility of the state. However, it must involve local authorities, private sector, users and the community to negotiate and agree on the business processes, service standards, service level, coverage, accessibility and tariffs, to ensure both cost-efficiency and social equity in service provision.
- Engaging the private sector and other non-state actors in the delivery of basic services leads to a role change for the state, from direct provider of the given service to an enabler and regulator of the local service delivered by non-state actors, including the private sector. This change of role necessitates a different set of capacities and, hence, significant capacity development for local authorities to play their role as facilitators as well as regulators of the non-state provision of the service.
- Public-Private Partnerships (PPP) offers a methodological framework for embedding the above provisions into well designed and monitored contractual agreements with the local private sector as well as other non state actors and for effectively channeling the requisite capacity development support.

SERVICES

1. Facilitating review of policy and regulatory frameworks that govern local service delivery in a given sector.
2. Technical support to programme countries in enacting laws and regulations, formulating policies, and undertaking institutional reforms conducive to more inclusive participation of non-state actors in local public services delivery.
3. Support in undertaking capacity assessments and functional analyses of the roles and responsibilities of the state, private sector, user groups, and communities in pro-poor service delivery in specific sectors, advising on the menu of suitable service delivery models, including Public-Private Partnerships.
4. Facilitation of multi-stakeholder consultations on innovative practices, measures and standards that could be applied to improve local service delivery (efficiency, access, affordability, etc.) in a given sector.
5. Supporting downstream public service delivery initiatives that directly contribute to the achievement of the MDGs through pilot implementation of pro-poor PPP service delivery models in basic service sectors such as water supply, sanitation, solid waste management, decentralised energy services, health and education.
6. Support in institutional capacity development for improved public services delivery as well as in South-South exchanges of experiences on innovative forms of public services delivery to ensure cross-fertilization and mutual learning.
7. Provision of assessment tools, expert networks and training of national and local stakeholders in PPP design and implementation in specific service sectors.

For background information, please read:

Toolkit for Pro-Poor Municipal Public-Private Partnerships

Step-by-Step Guide for Pro-Poor Public-Private Partnership: For a Basic Urban Service

Proceedings of the Capacity Net e-Discussion on "Capacity to Effectively and Sustainably Deliver Local Basic Services to the Poor"

All documents are available at: www.undp.org/capacity/

CAPACITY DEVELOPMENT APPROACH TO POLICY AND PROGRAMME

POLICY STATEMENTS

- Policies, institutions and skills of individuals in any country can be changed for the better by following a series of systematic steps.
- UNDP uses a set of conceptual maps and frameworks to conduct how its support to partner countries is provided. These include tools of appraisal (Common Country Assessment's), integrated planning frameworks (United Nations Development Assistance Framework's) and then structured visualisation and implementation plans – Country Programme Document and Country Programme Action Plan. It is important that these be approached from the point of view of what leaves sustained capacities and capabilities in a country beyond UNDP project or programme support.
- If capacity development is UNDP's overarching contribution to its partners, then all UNDP actions should be strategically oriented to what will continue to be done intrinsically beyond UNDP's bridging support.
- It is important therefore that UNDP's instruments of programming be vigilant about whether capacity is being developed as opposed to simply, support is being provided. Therefore UNDP invests significantly in ensuring that its programming instruments are designed in a manner that pays heed to capacity development.
- Capacity development support is embedded upfront in the UN and UNDP programme design and planning process by engaging partners, building consensus around capacity development and national development priorities, and assessing capacity assets and needs. This in principle results in capacity development being fully integrated into the programme, including the conducting of focused capacity assessments. Then in the implementation, capacity development support is implemented through projects and monitored as part of the regular UNDP programme monitoring framework. Capacity development can also be integrated into UNDP's programmes through the regular programme review process or through projects.

SERVICES

UNDP and its network of partners support national stakeholders with advocacy, policy advisory and implementation services in the following areas:

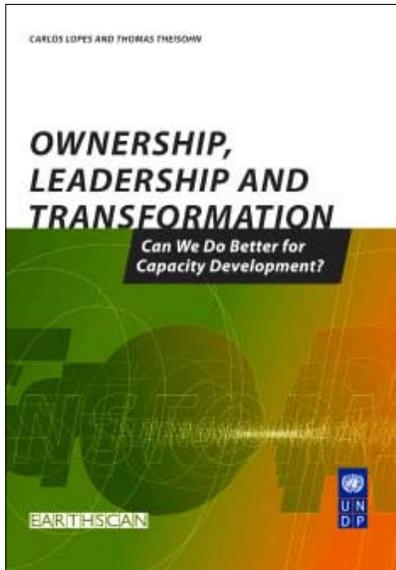
1. Advice and technical support to Country Offices in integrating capacity development into the United Nations Development Assistance Framework (UNDAF)/Country Programme Action Plan (CPAP) process and design.
2. Technical support to Country Offices in integrating capacity development through a programme review process, including specific capacity development targets, indicators thereof and reporting on changes in those indicators.
3. Support Country Offices in project design that leads to capacity development.
4. Support Country Offices in integrating capacity development measures into the monitoring and evaluation systems

For background information, please read:

UNDP Programming Policies website for more information (<http://content.undp.org/go/topics/capacity/>)

Capacity development integration checklist (developed jointly between BDP/CDG and the Country Office in Ethiopia)

UNDP CAPACITY DEVELOPMENT RESOURCES



THEORETICAL AND CASE STUDY PUBLICATIONS

- Capacity for Development: New Solutions to Old Problems
- Developing Capacity through Technical Cooperation
- Ownership, Leadership and Transformation: Can We Do Better for Capacity Development?
- Action Brief on Capacities for Integrated Local Development
- Action Brief on Brain Gain
- Action Brief on Ethics and Values in Civil Service Reforms



PRACTICE NOTES

- Practice Note on Capacity Development
- Practice Note on Capacity Assessment

CONCEPT NOTES ON CAPACITY DEVELOPMENT STRATEGIES

- Institutional Reform and Change Management: Managing Change in Public Sector Organizations
- Incentive Systems: Incentives, Motivation and Development Performance
- Leadership Development: Leading Transformations at the Local Level
- Knowledge Services and Learning
- Mutual Accountability Mechanisms: Accountability, Voice and Responsiveness
- Multi-Stakeholder Engagement Processes

PRACTICE NOTES ON CAPACITY DEVELOPMENT APPLICATIONS

- Practice Note on Supporting Capacities for Integrated Local Development
- Practice Note on Capacity Development during Periods of Transition

CONCEPT NOTES ON CAPACITY DEVELOPMENT APPLICATIONS

- Capacity Development and Aid Management
- Procurement Capacities

RESOURCE GUIDES AND TOOLS

- UNDP Capacity Assessment User's Guide and Supporting Tool
- A Review of Selected Capacity Assessment Methodologies
- UNDP Procurement Capacity Assessment User's Guide and Supporting Tool
- Guide on UNDP's Role in a Changing Aid Environment: Direct Budget Support, SWAps & Basket Funds
- Leadership for Human Development
- Toolkit on Localizing the MDGs
- Toolkit on Private Sector Development
- UNDP-LEAD Leadership Modules
- Resource Catalogue on Measuring Capacities: An Illustrative Guide to Benchmarks and Indicators
- Resource Catalogue on Capacity Development
- Manual for a Local Sustainable Development Strategy Formulation
- CSO Capacity Assessment Tools
- Applying a Human Rights-Based Approach to Development Cooperation and Programming

NETWORKS

- Capacity Development Network and Community of Practice (capacity-net@groups.undp.org)
- UNDP-Wide Expert Roster: <http://www.undp.org/capacity/roster.shtml>

CAPACITY DEVELOPMENT WEBSITES/KNOWLEDGE SPACES

- External Website: <http://www.undp.org/capacity/>
- Internal Workspace (UNDP staff only): <http://content.undp.org/go/topics/capacity/>
- Capacity.Org: <http://www.capacity.org>



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