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UNITED NATIONS DEVELOPMENT GROUP

Enhancing the UN's contribution to National
Capacity Development

A UNDG POSITION STATEMENT

United Nations Development Group
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The purpose of this UNDG Position Statement is to lay out a new framework for the UN's work at country level to enhance its contribution to national capacity development. It presents in summary form the key legislative background and current development thinking that guides the UN's work; it sets out the positioning framework and key roles for UNCTs to consider; and it provides access to an initial set of tools and resources, including a matrix of optional roles for the UNCTs to undertake during the national planning cycle. The Position Statement will be complemented with a review of and practical guidance on the use of capacity development diagnostic tools, including capacity assessment tools and measuring and monitoring methodologies, to facilitate what the UN can do better to support a country's capacity to lead, manage, achieve and account for their national development priorities, plans and resources.

This Position Statement has been drafted through an extensive process of consultation among the development agencies of the UN system, represented on the UNDG Task Team on Capacity Development. It has been shared as a draft for review on the UNDG Policy Coordination Network, and with a number of UN Resident Coordinators and UNCTs, and the feedback included in this final version. It is expected that this brief will inform the UNDAF exercises, and the detailing of the UN development system's role in contributing to national capacities for development, in the short and long term. It speaks to both humanitarian works as well as longer term development agendas of countries.

Context: The Challenge of Capacity Development and the UN response

Recognizes that capacity development and ownership of national development strategies are essential for the achievement of the Millennium Development Goals, and calls upon United Nations organizations to provide further support to the efforts of developing countries to establish and/or maintain effective national institutions and to support the implementation and, as necessary, the devising of national strategies for capacity-building.

Para 26, General Assembly Resolution 59/250, December 2004

Calls upon United Nations organizations to further strengthen the capacity of developing countries to better utilize the various aid modalities, including system-wide approaches and budget support.

Para 30, General Assembly Resolution 59/250, December 2004

To ensure that the United Nations funds and programmes and the specialized agencies support efforts of developing countries through the common country assessment and United Nations Development Assistance Framework, enhancing their support for capacity-building.

Para 22(f), World Summit Outcome Document, September 2005

¹ In response to the TCPR resolution, and as agreed by the UNDG Heads of Agencies, the UNDG Programme Group established a task team to develop practical guidance for UNCTs for enhancing their contribution to national capacity development. The UNDG Task Team on Capacity Development, was convened for eighteen months June2005-Dec2006, represented by thirteen UN agencies, with a mandate to consult on and draft a consensus position statement and facilitate a review of CD methodologies and assessment tools of the UN system, to support its application.

Through the Triennial Comprehensive Policy Review of operational activities for development (TCPR)², the Paris Declaration on Harmonization and Alignment, and more recently at the 2005 World Summit, Member States have called for the UN system to enhance its efforts particularly at country level to support national capacity development. They expect a major gearing up in the support and success of those efforts in order to meet the internationally agreed goals, including the MDGs. Looking ahead, the UN system's purely financial contribution to development will be significant but small. Member States clearly view capacity development as a comparative advantage of the UN development system.

If the UN at country level is to deliver on these expectations, a major shift is required in the way the UN does business, whether it is in countries that are adjusting to new aid modalities, countries that are facing or recovering from conflict, or countries that face particular challenges (such as HIV/AIDS) in achieving their development goals and targets. UNCTs will have to make capacity development the core of their work, and develop new ways of assessing and achieving capacity development results as a team, in different contexts, clearly making more of a sustained difference than has been the case in the past.

The responsibility of rising to the challenge, however, does not rest solely at country level. The UN at global and regional levels will have to adjust too, creating an organizational environment that facilitates and encourages a shift in the work of UNCTs. Such adjustments relate to strategy and mission, capacity assessment and programming guidance for CD, delivery systems and operational processes, staff incentives, CD progress and results measurement systems and the ability to reconcile results pressures with long-term endogenously led approaches to CD. For the UN system this also implies complementarity and coherence between agencies in supporting programme countries on their CD agendas.

The OECD DAC has defined "capacity" as the ability of people, organizations and society as a whole to manage their affairs successfully, and "capacity development" is understood as the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time³. While there is general consensus on this definition, within any given country context there are different levels of capacity – national, sub-national, local – and different stages of development in different sectors that finally determine the CD response.

Of particular importance is the 2006 DAC Reference Document "The Challenge of Capacity Development"⁴. It has been adopted formally in the DAC as a common framework for working towards good practice and provides a common language and valuable basis for country level dialogue and cooperation. This provides a useful basis for implementing the TCPR resolutions and the Paris Declaration commitments on capacity development. It also informs this UNDG Position Statement.

The UNDG Position Paper on Capacity Development seeks to assist UNCTs, especially those engaged in the preparation of UNDAFs but also to guide those UNDAFs and common programmes already underway, to position themselves in line with global development policy and practice in the area of CD and identify the roles they can play at country level, framed by national priorities and plans. A second stage of guidance will be issued within the next few months, and

² General Assembly Resolution 59/250 on the TCPR contains a set of decisions on "capacity building" in paras 26-33, the most relevant of which are cited in this paper.

³ This is a widely accepted definition, and is used for the purposes of this note.

⁴ The Challenge of Capacity Development: Working towards Good Practice. OECD/DAC, 2006.

will provide practical guidance in terms of tools and approaches for assessing capacity at national level. Some tools and resources are also included in the annex to this note. Over the coming year, further guidance on best practice for capacity development strategies and activities in more specific areas of UNCT engagements will be issued.

In preparing this guidance, the UNDG Working Group has based its suggestions on the legislative framework established in the TCPR resolutions and the Summit outcomes; sought to avoid re-inventing the wheel, by drawing on existing work within the UN, as well as other bodies such as the World Bank and the OECD DAC; carried out consultations with Member States through the discussion at the Joint Meeting of the UNDG Executive Committee Boards in January 2006; consulted with selected UNCTs and Resident Coordinators; and ensured close coordination with the wider UN system especially the CEB High Level Committee on Programmes and the review it is presently undertaking of capacity development efforts of the UN system to respond to the TCPR resolution GA/59/250. The group has also benefited from close collaboration with other UNDG mechanisms on related topics.

The premise of this “guidance” is that UNCT’s are best placed to decide precisely what roles are more suited to their circumstances. Within the positioning framework described below, UNCTs should make strategic choices drawing on the “menu of options” presented in this paper. The intent is to catalyze UNCT thinking and to provide pointers to take their capacity development efforts forward collectively in their analytical work, strategic planning and programming. It is a “work in progress” that will benefit from on-going feedback and the regular exchange of good practice.

Responding to the challenge at country level: Positioning the UNCT

The overall goal for the UNCT at country level is to support national counterparts develop their capacities to lead, manage, achieve and account for their national development priorities. This is especially so for those related to the MDGs and internationally agreed development goals, as well as human rights obligations in ratified UN conventions and treaties.

The capacity development agenda reinforces the UNCTs role and responsibilities as multilateral organizations accountable to the Member States and guided by the principles of a human rights-based approach⁵. It is also integral to and builds on the relationship of trust derived from this multilateral mandate and long-standing presence and relations at country level.

The paper suggests four key entry points to guide and position the UNCT work and to make it more effective in terms of country level capacity development:

- (1) UNCTs articulate capacity development and its underlying principles as the central thrust of the UNDG’s role in the country, captured in the CCA and the UNDAF.** In doing so the UNCT will ensure a collective approach towards capacity development, maximizing individual agency strengths at country level, including non-resident agencies, in line with UN reform. Existing policies already require UNCTs to review financial management capacities during the CCA and UNDAF exercise through the micro and macro-assessment under the Harmonized Approach to Cash Transfers. This position statement broadens the scope of current policies to include a more fundamental review of activities, and a more systematic response, in light of a country’s capacity development assets and needs.

⁵ Reference the Outcome Document of the UN consultation at Stamford on human rights based approach to programming - [click here](#)

- (2) Following the principles of national ownership and leadership articulated inter alia in the TCPR resolutions and the Paris Declaration, UNCTs situate their work in capacity development **within national policy and development plans**. This comprises national processes for situation analysis, policy and strategy formulation, budget allocation, project implementation, monitoring and evaluation.
- (3) UNCTs assess the level of national and local capacity assets and respond to the identified capacity needs by **drawing on, or feeding into, national or sector capacity assessments and capacity development strategies**. They would not and should not develop separate or parallel exercises, unless specifically called upon by governments or in special post crisis and humanitarian circumstances the international community, to do so.
- (4) UNCTs **“unpack” capacity development into tangible components** that when addressed together often provide the necessary capacities to reach development goals in the context of a rights-based approach. Such is based on pursuing a “best fit” rather than “best practice” approaches as the local context is the primary determinant in a CD approach. These capacity components are: human resources; public sector accountability; access to information, development knowledge and technology; inclusion, participation, equity and empowerment; financial resources; material resources; environmental resources; and external/international relations. These components are seen as critical and cross-cutting dimensions of capacity development that are relevant to different sectors and the UNCT as a whole. They are essential to the success of a wide range of agency mandates. (see annex)

Responding to the challenge at country level: The Role of the UNCT

Within the positioning outlined above, the UNCT should consider a number of key roles it can play in enhancing national capacity, within all or any one of the capacity component areas identified in point 3 above. These roles, as evidenced by past and current practice, draw on the UN system’s strengths and demonstrate the value-added the UNCT can bring. The roles are:

- Facilitate capacity assessments, with needs, equity and distributional analysis.
- Support the capacity to review and analyse pro-poor policy options.
- Facilitate consensus-building processes and broker relations between key development stakeholders, to promote capacities for inclusion and empowerment in decision making.
- Strengthen national capacities to implement and monitor international norms/standards.
- Facilitate participation of societal and government actors in, and enhance capacities for, national coordination of development & humanitarian assistance.
- Support capacity to develop and use information, data and robust results-based management systems for greater accountability.
- Provide catalytic support for technological and knowledge acquisition and innovation capacities.
- Provide international good practice in all the above and promote knowledge networking capacities around them.

Annex 1 presents a matrix of options for the UNCT’s fulfillment of these roles by identifying possible actions at different stages in the national planning process in terms of the components of

capacity⁶. The potential actions identified in the Matrix should be geared towards developing the capacity of national partners to do it for themselves, rather than the UN doing it for them. The exception here would be a government contracting a UN agency or other third party to carry out a particular action or project on their behalf. The content of the matrix is not a prescription of roles that have to be played in all countries. Rather it is illustrative of the role UNCTs can play, depending on national context and national capacities. They also enable the benchmarking of progress and results within these activity areas.

It is recognized that the UN's own capacity needs to be enhanced if UNCTs are indeed to be able to fulfill the roles expected of them.⁷ This guidance note is part of the effort to better equip UNCTs with initial tools and knowledge to begin to shift their thinking in the area of capacity development. Training and learning opportunities have also been introduced.⁸ A concerted effort towards a strengthened role of UNCTs to support national capacity development will include the provision of policy guidelines and capacity assessment methodologies to underpin UNDAFs and Country Programmes; a review of CD strategies in the areas of UN agencies work (to be carried out by respective agencies, with some already underway) and its feedback into learning; and the monitoring and reporting on progress and results on CD as a part of results based management systems and the UN systems evaluative methodology.

Integrating a Capacity Development Framework in UNDAFs and Country Programmes: Suggested Process Steps

This section provides a synopsis of the process steps to be followed by those UNCTs embarking on the integration of a capacity development approach into national development strategies (NDS), poverty reduction strategies (PRSs) and sector plans, through embedding such a collective vision and strategy into the CCA, UNDAF and country programmes. The actual sequencing and detailing of steps would necessarily be adapted according to the local context, but this attempts a mapping based on good practice.

It must be emphasized that each step given below would take place within the broader process articulated by the UNCT, that provides the avenues for UN system engagement and support to the national development and humanitarian response agenda. This provides the basis for the elaboration of the UNDAF outcome areas and respective country programmes. The flow chart below provides this frame of reference accordingly.

⁶ See Annex 1: "Matrix I – Potential support by the UN to enhance national and local capacity development during the national planning process".

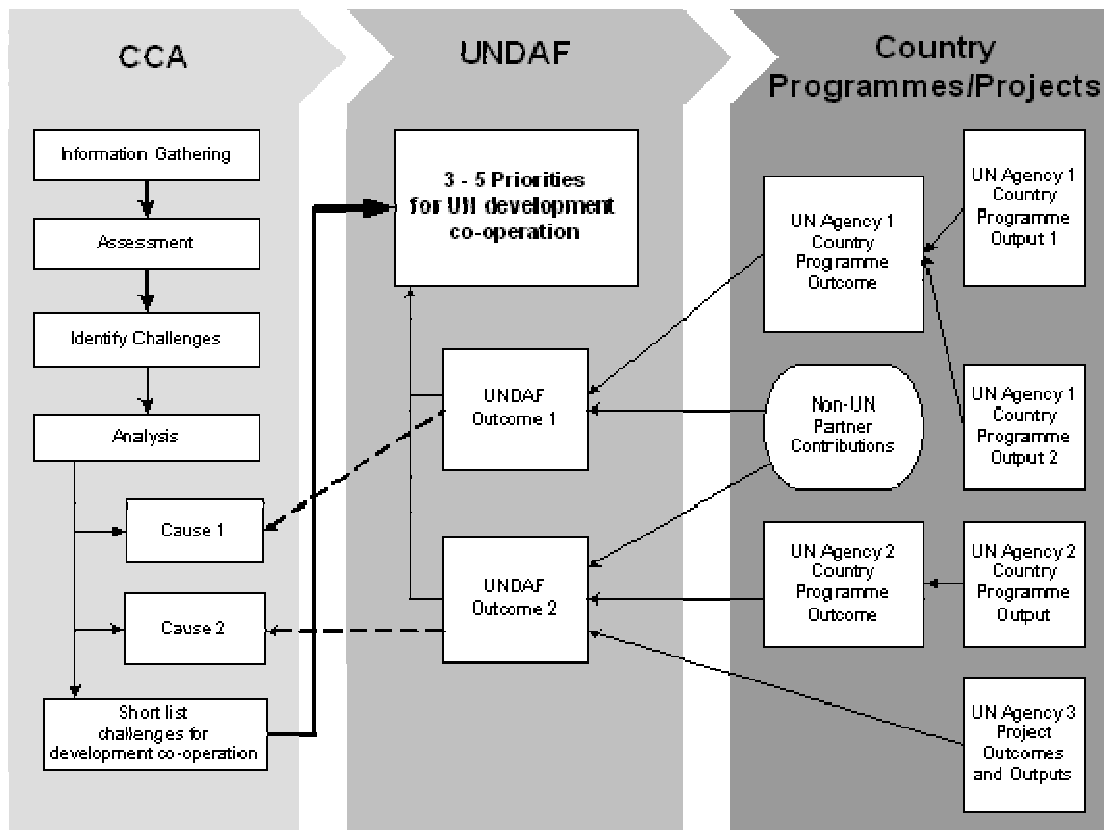
⁷ TCPR Resolution 59/250 paragraph 63, for example "Emphasizes the need for the range and level of skills and expertise assembled by the United Nations system at the country level to be commensurate with that needed to deliver on the priorities specified in each country's United Nations Development Assistance Framework, in line with the national development strategies and plans, including poverty reduction strategy papers, where they exist, and to correspond to the technical backstopping and capacity-building needs and requirements of the developing countries".

⁸ The available learning resources on CD will be made available on the UNDGGO website, to include interactive learning modules, presentations on CD basics and on cap assessment methodology, in-house training sessions run by different agencies and the UN Staff College.

Step 1: Engagement with Partners and Building Consensus

Objective: To explore how best the UN system can facilitate and contribute to partnerships and networks that support and reinforce nationally and locally driven CD efforts.

- As part of CCA/UNDAF kick-off workshops, identify the relevant stakeholders engaged in priority CD initiatives in areas of common engagement.
- Support continued national dialogue and feedback processes that focus on the emerging or agreed CD framework, components and areas of focus.
- Conduct UNCT learning workshops to agree on CD definitional and principle issues, and on common areas of CD response as a UN system (refers the Five Key Entry Points) to support NDS/PRSs. This should be embedded well within the overall UN role and support to the National Development Strategy (NDS), PRS or other national/sector frameworks as relevant.



Source: CCA/UNDAF Guidelines, UNDG, 2006

Step 2: Assessing Capacity Assets and Needs

Objective: Ensure the systematic application of, and follow up to, country led capacity assessments within national development strategies and sector planning exercises.

- As part of the CCA process, explore how to integrate capacity assessment into country driven efforts and the CCA, taking full account of the political economy realities.
- Design the capacity assessment exercise for the outcome areas, by adapting the UN “default” capacity assessment framework to local needs, determining how the assessment will be conducted (team, location) and costing the capacity assessment exercise (based on team composition, duration and depth). This should be done ideally as part of the overall analytical and diagnostic work underway in the NDS, PRS or other national exercise and not as a separate exercise.
- Conduct the capacity assessment, articulating questions to understand existing capacity assets and assessing each capacity level, as required. For UNDAF level, this may primarily be at systemic level, but could also include the organizational level for priority themes/sectors of UN engagement.
- Summarize and interpret capacity assessment results to inform the relevant country frameworks (national development strategies, PRSs, sector plans), and correspondingly feed CCA and UNDAF design.

Step 3: Designing Capacity Development Strategies

Objective: Prioritise long term capacity development investments and impact, even if some may require short term capacity enhancing or ‘quick impact’ results as well, and identify potential risks, and risk management strategies to stay the course.

- Build consensus on the how, the what, and who does what as a basis for partnerships and accountability – and work this in to the UNDAF outcome areas, keeping the collective development impact in view.
- Ensure that each UNDAF outcome clearly reflects capacity development needs, in discussion with national partners, and gather the required data and analysis to support an appropriate response.
- Reinforce and detail capacity development components more fully in the respective agency’s country programmes and projects, emphasizing strategic choices that favour long-term sustainability.
- As CD strategies correspond to the evolving logic in national frameworks, ensure provisions for the systematic reinforcement of these links, and consultative mechanisms for adjustment and updating.
- Ensure that indicators in the UNDAF results matrix (and subsequent CPs and projects) allow for measuring progress in the area of capacity development.
- Cost capacity development components within programmes and projects.

Step 4: Implementation of CD Strategies

Objective: Support the use of national systems for implementation, management and monitoring based on internationally recognised standards and good practice.

- Use the national advisory teams set up for national or sector programmes, to guide and manage application of the CD strategies in those respective areas, facilitated by the designated ‘lead’ agency and government focal for that outcome.
- Where UN-national partner teams/working groups exist, consider ways of further integrating CD strategies using these forum, expertise, and initiatives (HIV/AIDS WG, national gender task force, PRSP coordination mechanisms etc).
- Review the capacities of service delivery agents to effectively perform their functions.

- Apply ‘practice what we preach’ approach to techniques of project management, change management, accountability mechanisms and review processes.

Step 5: Evaluation of CD Efforts

Objective: Embed the tracking and impact analysis of CD progress and results as part of national evaluative mechanisms that measure impact of NDS, PRS and sector strategies and enable stakeholders to draw lessons and learning.

- Align with mainstream M&E processes as far as possible and pertinent, such as those integral to national development strategies, PRS and sector plans, ensuring meaningful participation of stakeholders in the processes.
- Validate the agreed CD progress and results indicators on systematic basis.
- Ensure results feed into and reinforce the relevant national results based management systems, as well as for own agency and for UNDAF monitoring and evaluation processes.
- To gauge UN system contribution, conduct impact evaluations of the UNDAF outcome areas with a focus on the capacity development strategies embedded therein.

Additional tools and sources of information for capacity development

An initial set of tools and resources for enhancing national capacity is summarized in Annex 2. These tools, together with others available through the UN system, will be reviewed and updated by end 2006, and will be made available through the UNDG website – [click here](#). A matrix of benchmarks for assessing capacity development is also available on the website. This is a work in progress. It provides illustrative benchmarks to measure progress and results for each of the eight components of capacity. It can be accessed directly through [this link](#).

As this is intended to be a learning exercise, with the lessons of the new cycle of CCAs and UNDAFs using these guidelines and embedding a more focused approach to capacity development, feedback is welcome on all the above to ensure the guidance is continuously enriched through its application.

Annex 1:

Potential Support by the UN system to Enhance National Capacities for Development: A Mapping of Illustrative Activities

Capacity Components	UNS support to domestic processes of					
	... Situation analysis	... Policy design	... Strategy formulation and budget allocation	... Implementation	... M&E and Learning	.. Resource Mobilization
<p>Support national capacity for deepening and retaining the needed human resources</p>	<p>Mapping and assessing the country's human resource (HR) endowment and capacity gaps for: undertaking country analytical work – including data generation and disaggregation (gender, ethnicity, age) of population and demographic trends, migration and employment trends and incentive issues.</p> <p>Identifying HR gaps in the human resource requirements to deliver MD/MDGs and other international goals and commitments.</p>	<p>Identifying the HR capacity gaps in policy issues relating to HRD including understanding and applying the internationally-agreed standards and norms and pro-poor growth.</p> <p>Facilitating HR assessments in niche areas including for example cross sectoral HR supply, key capacity areas and demand linkages, gender and human rights aspects.</p> <p>Making policy choices for addressing fundamental incentive issues impacting on motivation in public and private sectors and civil society engagement..</p> <p>Re-attracting emigrants and engaging Diaspora networks.</p>	<p>Bringing together in a holistic manner all the players (governmental and Non-governmental) to develop a comprehensive HR development strategy</p> <p>Developing adequate skills to manage budgetary processes and analysis; to help negotiate allocations and trade offs between different resource allocations and develop alternative funding schemes</p> <p>Strengthening merit based staff management systems with adequate authority to reward and sanction.</p> <p>Advocate the role of the budgetary implications of HR capacity development, and providing costing options.</p> <p>Initiating/developing targeted skills development programmes for specific needy groups (eg women living in rural areas, indigenous peoples).</p>	<p>Developing adequate human resources for cross sector programming and scaling up implementation of best practices for achievement of MD/MDGs</p> <p>Providing quality assurance of human resource development strategies, training and learning initiatives.</p> <p>Preventing implementation arrangements that undermine motivation and drain HR away from legitimate institutions.</p>	<p>Monitoring trends in the HR capacities and productivity enhancement.</p> <p>Strengthening HR capacity for monitoring and reporting progress in the achievement of MD/MDGs and the HR implications</p> <p>Developing training capacities in-country, including through tertiary education institutions, TOT workshops and continued learning.</p> <p>Support networks of institutions of excellence in HRD to exchange of learning</p>	<p>Examine issues in unemployment, underemployment, quality of life, including in working environment, and their impact on sustainable development processes.</p> <p>Facilitate partnerships with private sector and industry groups in sharing HRD facilities and expertise</p> <p>Converting donor top up schemes into transparent country led salary enhancement schemes;</p> <p>Mobilizing remittances from the Diaspora for country development.</p>

Capacity Components	UNS support to domestic processes of					
	... Situation analysis	... Policy design	... Strategy formulation and budget allocation	... Implementation	... M&E and Learning	.. Resource Mobilization
Support national capacity for public sector accountability	<p>Identifying capacity and transparency gaps and constraints to improve public services delivery</p> <p>Strengthening institutional capacity dealing with public services at the national and local levels.</p> <p>Developing capacity indicators and benchmarks to monitor and review the role , responsibilities and responsiveness of public institutions and employees</p> <p>Introducing international standards for management, procurement and implementation.</p> <p>Assessing clarity of ‘rules of the game’ that define respective rights and responsibilities and actual enforcement.</p>	<p>Raising awareness of and support compliance with international agreements/ frameworks/ norms and standards related to PSA.</p> <p>Supporting legislative frameworks that create an enabling environment for PSA;</p> <p>Facilitate multi stakeholder dialogue and processes that empower civil society in this role.</p> <p>Use recommendations of human rights treaty bodies on state party reports for consideration/use in policy formulation .</p> <p>Guaranteeing access to justice and recourse and free media.</p>	<p>Building on experiences and good practices available at the local/national/regional and international levels to build public trust and enhance PSA.</p> <p>Promoting demand for public sector performance and capacity development by engaging and strengthening the private sector and civil society.</p> <p>Support costing exercises.</p> <p>Identify and support priority programmes/projects to foster PSA, including state-citizen accountability mechanisms.</p> <p>Exploring conditional cash transfers empowering households (in particular women) to choose services and sanction non-performance.</p>	<p>Launching start-up projects that could be replicated nationally;</p> <p>Strengthening local level capacities, to provide continuity and sustainability to PSA initiatives.</p> <p>Institutionalizing client feed back mechanisms, e.g. report cards, for continuous monitoring of PS performance.</p> <p>Enforcing transparency and disclosure rules throughout PA</p> <p>Promoting awareness among rights holders about their rights and available services.</p> <p>Strengthening civil society participation in decision making and oversight processes.</p>	<p>Institutionalizing and strengthening the capacity of oversight institutions , (Parliament, Ombudsman, Anti-corruption agencies, Audit General,</p> <p>Providing voice to clients of services, consumer Groups, community-based auditing and watch dog institutions, parents, etc.</p>	<p>Strengthening accountability to tax paying citizens through domestic resource mobilization.</p> <p>Exploring upscaling of aid to support accountability institutions and for conditional cash transfers to strengthen household demand.</p>

Capacity Components	UNS support to domestic processes of					
	... Situation analysis	... Policy design	... Strategy formulation and budget allocation	... Implementation	... M&E and Learning	.. Resource Mobilization
<p>Support national capacity to provide access to information , developmenk nowledge and technology</p>	<p>Providing access to information, including on good practices for:</p> <ul style="list-style-type: none"> - quality assurance and standards - relevant and appropriate technology options - behavioral development and change (eg. health and nutrition good practice for families) - valorization of indigenous/ local knowledge <p>Providing technical know how and management information on productive activities for the poor, at community level (market access, input and output prices, credit sources etc.)</p> <p>Develop capacity to assess and analyze knowledge and capacity gaps, at all levels, for better targeting of programmes, including use of community-based information systems (eg. needs maps)</p>	<p>Introducing access to information legislation and freedom of media.</p> <p>Develop capacity to protect indigenous and local knowledge (IPR) and its management, including the legal framework</p> <p>Adapting global knowledge and technology to be relevant to local production systems.</p> <p>Empowering poor and marginalized people, including indigenous communities, their organizations, to strengthen their voice and influence in local and national development, through information resources and technologies, and an enabling legal framework</p>	<p>Identifying entities/partners who can best provide knowledge and information (partnership “due diligence”)</p> <p>Facilitate Government ‘s capacity to manage public-private partnerships, including those with the intl and domestic private sector, media, and civil society organizations.</p> <p>Promoting knowledge networking, access to markets and technology, including through diaspora networks.</p> <p>Nurturing domestic think tanks, research and S&T capacities</p>	<p>Developing capacity for communicating knowledge through</p> <ul style="list-style-type: none"> • Knowledge networking • Use of IT • Use of private sector and mass media <p>Making information accessible in adapted ways (popular version, local languages etc.)</p> <p>Establishing clear rules on disclosure and motivating compliance through conducive incentive systems and sanctions.</p> <p>Reinforcing down-stream up-stream permeability and influence.</p> <p>Establishing facts and broadening evidence in the local knowledge base.</p>	<p>Strengthening government capacity to monitor and generate feedback on use of information and knowledge</p> <p>Facilitating inter-community knowledge networks and information-sharing at local levels</p>	<p>Supporting community and grassroots organizations mobilize around local knowledge management and programme participation</p>

Capacity Components	UN support to domestic processes of					
	... Situation analysis	... Policy design	... Strategy formulation and budget allocation	... Implementation	... M&E and Learning	.. Resource Mobilization
<p>Support national capacities for multi stakeholder inclusion, and participation for equity and empowerment in development processes</p>	<p>Strengthening national capacity to generate, disseminate and use disaggregated data</p> <p>Advocating and supporting national capacity for more equitable and meaningful participation of the poor, the disadvantaged and the excluded throughout the process</p> <p>Ensuring broad/inter-ministerial involvement and coordination, and participation of civil society.</p> <p>Assessing national capacity to formulate, implement and establish accountability for policies and programs that promote women's empowerment and gender equality.</p>	<p>Developing capacity of local, national and non-governmental organizations to adopt a rights-based approach</p> <p>Facilitating the legal system and administrative practices to protect human rights of all according to international norms and standards and reflect these in national policies.</p> <p>Supporting national and sub national governments to formulate gender equality policies based on comprehensive gender needs assessments and analysis.</p> <p>Develop capacity of governments to report on, implement and assess compliance with commitments to international treaties and obligations, including CEDAW and other human rights treaties.</p>	<p>Supporting capacity to assess the benefit of strategies for the poor/disadvantaged/excluded and to set priorities to fulfill their rights.</p> <p>Developing skills base to undertake and use distributional impact assessments that focus on the poor, the disadvantaged and the excluded, both females and males.</p> <p>Facilitating assessment of the impact of legislation, administrative practices and budgets on the poor, disadvantaged and the excluded.</p> <p>Adopting an in-depth action learning process that will generate concrete examples to guide governments and civil society to formulate, implement and establish accountability mechanisms and processes to promote women's empowerment and gender equality.</p> <p>Developing the capacity of Ministries of Finance and Planning Commissions as well as civil society organizations to use gender responsive budgeting to monitor the effectiveness and equity of budget policies in ensuring women's access to services and resources especially in the context of new aid modalities and direct budget support.</p>	<p>Supporting capacity to develop institutions and self-owned organizations for poor /marginalized peoples participation</p> <p>Supporting networking and institutional arrangements for participation of the poor, marginalized and excluded people</p> <p>Facilitating access and accountability of basic service and empowerment programmes to the poorest and most marginalized people and to monitor outreach on a participatory basis.</p> <p>Strengthening capacity of government to set up delivery mechanisms that will expand women's access to social services and resources.</p> <p>Deepening capacity of civil society to hold government accountable to deliver on their commitments to women's economic and political empowerment and gender-responsive social service delivery.</p>	<p>Strengthening processes for inclusive democratic governance at national and local levels.</p> <p>Developing capacities of parliamentary bodies and, legislative oversight, including at the local level.</p> <p>Strengthening community impact monitoring and self-monitoring mechanisms.</p> <p>Supporting establishment of accountability mechanisms at the national and sub-national levels that set up reporting systems, incentives, performance measures, means of facilitating women's engagement and monitoring systems such as a scorecard on gender equality to ensure accountability to women.</p>	<p>Strengthen community capacity to develop and sustain public/private partnerships and community participation in financial oversight.</p> <p>Strengthening local resource mobilization</p> <p>Enhancing capacity of governments to ensure that resources are allocated for the implementation of gender equality laws, policies and programs especially in the context of PRSPs, SWAPs and direct budget support.</p>

Capacity Components	UNS support to domestic processes of					
	... Situation analysis	... Policy design	... Strategy formulation and budget allocation	... Implementation	... M&E and Learning	.. Resource Mobilization
<p>Support national capacity for financial resource allocation, management and oversight</p>	<p>Mapping of development finance needs and sources</p> <p>Facilitate MD/MDG costing exercises</p> <p>Support distributional analysis, and undertake them where necessary</p>	<p>Ensuring that Country's development finance needs, and sources, are best suited to reaching the MD/MDG targets in a cost effective and sustainable manner</p> <p>Strengthening capacities that ensure equitable burden sharing of financing schemes (among income groups, and between national and local)</p>	<p>Supporting negotiation capacities on direct budget support, SWAPs and untied technical cooperation and debt-reduction schemes</p> <p>Facilitating transparent budget allocation processes, that are inter sectoral, and have legislative oversight</p>	<p>Developing national and local level budget management capacities, including processes that are transparent and include anti corruption measures</p>	<p>Enabling community participation to monitor public investments and services and ensure decision-makers are accountable for infrastructure development</p> <p>Supporting vulnerability information systems and information re access to infrastructure</p>	
<p>Support national capacity to manage and maintain material resources</p>	<p>Strengthening national capacity to use MDGs Needs Assessment methodologies in the area of infrastructure are decentralized and respond to community needs</p> <p>Deepening national capacity for infrastructure and basic service analyses address the issue of sustainability, cost-effectiveness, and equitable distribution</p>	<p>Promoting multi-sector integrated approach to infrastructure and service investment and maintenance decisions</p> <p>Ensuring that norms of social infrastructure and social equity are taken into account when formulating policies</p> <p>Providing technical advice to national counterparts on policy and technological options, including promoting the use of local technologies and resources, when making decisions re infrastructure</p>	<p>Facilitating local input to infrastructure and service design/delivery decisions when defining strategies and deciding on budget allocation</p> <p>Developing alternative private sector and community co-financing schemes</p>	<p>Facilitating the introduction and implementation of that transparent and international standards of procurement (of goods and services) are applied</p> <p>Supporting community implementation and maintenance of infrastructure and services fostering ownership and sustainability of investments.</p>	<p>Supporting independent monitoring of the development and recurrent budget, that involves different government agencies, civil society, and donors</p> <p>Facilitating national channels for public access to information on budget/finance</p> <p>Supporting identification of performance benchmarks and indicators for implementation and maintenance of infrastructure and technology</p>	<p>Encourage public/private partnerships in undertaking infrastructure projects and delivery services.</p> <p>Exploring appropriateness of user fees and options for securing resource for maintenance</p>

Capacity Components	UNS support to domestic processes of					
	... Situation analysis	... Policy design	... Strategy formulation and budget allocation	... Implementation	... M&E and Learning	.. Resource Mobilization
Support national capacity to manage environmental resources	<p>Collecting quantifiable data on the economic value of ecosystems preservation (ie forests, wetlands, aquifers, coral reefs, energy resources, etc) in the project planning process.</p> <p>Producing baseline assessment, data and maps</p> <p>Analysing responsibilities and cross-sectoral coordination on environmental matters.</p>	<p>Ensuring adequate constitutional and institutional anchorage of environmental concerns.</p> <p>Raising awareness of benefits associated with investment in natural capital and ecosystems.</p> <p>Establishing legislative frameworks related to, ie genetic diversity, cleaner technologies, sustainable production and consumption patterns, etc.</p> <p>Promoting compliance with international agreements</p>	<p>Promoting understanding of nature's protective ecological infrastructure and life support systems and specific strategies dealing therewith.</p> <p>Illustrating how the poor are disproportionately affected by ecosystems losses</p> <p>Managing cost measurement of environmental services, ie carbon absorption and storage capacity of tropical forests provides more revenue than short term deforestation gains.</p> <p>Demonstrating the economic returns of conservation policies, ie improved health, decrease in displaced persons, etc</p> <p>Promoting community-based ecosystems management and stewardship.</p>	<p>Ensuring that policies and strategies are implemented coherently and in a sustainable manner, through continuous measures for the protection of natural safety nets that healthy ecosystems provide</p> <p>Promoting environmentally sound management practices throughout public administration.</p>	<p>Encouraging systematic stakeholder involvement in above steps and follow up / lessons learnt.</p> <p>Addressing gaps in encouraging a holistic public sector approach to project planning and implementation.</p> <p>Disseminating best practices and foster a continuous learning by doing culture.</p> <p>Strengthening capacities for ecological monitoring and early warning</p>	<p>Using resource mobilization strategies linked to ecosystems protection, ie debt for nature swaps, market-based instruments, etc.</p> <p>Managing royalties from natural resource extraction.</p>
Support national capacity to manage external/International relations	<p>Facilitate mapping and SWOT analysis of existing economic, knowledge and people-to-people linkages with key global and regional actors. This would include information technology, aid-trade-debt-capital flow patterns, migration, relations with regional bodies and with international treaty and human rights bodies, quality of partner relations.</p>	<p>Developing public policy to enable advantageous approaches to international opportunities, securing global public goods and to minimize external threats, based on situation analysis.</p> <p>Developing a national aid policy that defines ground rules for development cooperation.</p>	<p>Taking advantage of external opportunities (where the UN has a brokerage or facilitating role), including:</p> <ul style="list-style-type: none"> § national strategies for regional cooperation, § aid management, § debt reduction, § information technology access, § South-South cooperation, § relations with treaty bodies and § international civil society partnerships. 	<p>Establishing cross-sectoral coordination and learning on external relations.</p> <p>Strengthening national management of aid and new aid modalities</p> <p>Facilitating cross country knowledge exchange and cooperation on managing external relations, opportunities and threats.</p>	<p>Local documentation of lessons in managing external relations, and dissemination including as a basis for intra-regional and international governmental and civil society cooperation, based on common interest.</p> <p>Independent monitoring of Paris commitments and the quality of aid relations.</p>	<p>Supporting national access to information on available expert and specialist resources and advice on key issues of external relations policy and strategy.</p> <p>Mobilizing predictable aid resources.</p>

Annex 2: Initial set of Tools and Information Sources on capacity assessment and capacity development

Post Conflict Needs Assessment – <http://www.undg.org/content.cfm?id=1242>

UNDG Action Plan on Follow-up to Paris [http://www.undg.org/documents/6189-UNDG Action Plan - Implementing the Paris Declaration.pdf](http://www.undg.org/documents/6189-UNDG_Action_Plan_-_Implementing_the_Paris_Declaration.pdf)

UNDG Position on Sector Support [http://www.undg.org/documents/5574-The Role of the UN System in a Changing Aid Environment UNDG position on sector support .pdf](http://www.undg.org/documents/5574-The_Role_of_the_UN_System_in_a_Changing_Aid_Environment_UNDG_position_on_sector_support_.pdf)

UNDP, Capacity Development Website, including a Capacity Assessment Users Guide, CD Practice Note and reviews of CD strategies www.capacity.undp.org

UNICEF, Human Rights Based Capacity Development Tool [Click Here](#)

DevInfo: Building Capacity in National Database Systems on MDGs www.devinfo.org

FAO, Institutional capacity for environmental policy and integrated management http://www.fao.org/sd/en4_en.htm

UNDESA, Guidance in preparing a National Sustainable Development Strategy, http://www.un.org/esa/sustdev/publications/nsds_guidance.pdf with Indicators of Sustainable Development: Guidelines and Methodologies http://www.un.org/esa/sustdev/publications/guidelines_indicators.pdf

MDG Support/Millennium Project, Needs Assessment Methodology and Gender Budgeting. www.unmillenniumproject.org;

UNIFEM, Gender Budgeting Guidelines <http://www.unifem.org/resources/>; <http://www.gender-budgets.org>

Capacity 2015, Regional Information & Learning Networks: <http://europeandcis.undp.org/?wspc=ILN>; <http://www.iln-see.org>; <http://www.iln-best.org>; <http://iln-la.nivel7.net/>; <http://www.c2015as-iln.org/>

EASYPol - An on-line, interactive, multilingual repository of downloadable resources on tools for policy analysts, policy makers and trainers on economic analysis of policy impacts (on poverty based on poverty lines, on inequality in income distribution, on food security); tools and software for cost-benefit analysis of investments. <http://www.fao.org/tc/easypol>

World Bank, Capacity Development Resource Centre [click here](#)

World Bank Institute, capacity development resources [click here](#)

OECD DAC website on capacity development [click here](#)

Development Gateway Capacity Development for the MDGs Website <http://topics.developmentgateway.org/mdg>

Capacity.org, Journal and CD Resources www.capacity.org

LenCD--Learning Network on Capacity Development <http://www.capacitywhoiswho.net>

CIDA Capacity Development Extranet <http://remote4.acdi-cida.gc.ca/cd>

INTRAC www.intrac.org

Impact Alliance: supporting capacities of non government organisations www.impactalliance.org

SNV: Analysis Instruments for Local Governance <http://www.snvworld.org/cds/rglgp/report.doc>

FIVIMS – <http://www.fivims.org/index.jsp?lang=en>