



2011
UPDATE

CAPACITY *is* DEVELOPMENT

UNDP WORKS ON CAPACITY DEVELOPMENT AT THESE THREE LEVELS:

- ENABLING ENVIRONMENT
- ORGANIZATIONAL
- INDIVIDUAL



INSTITUTIONAL ARRANGEMENTS



LEADERSHIP



KNOWLEDGE



ACCOUNTABILITY

<http://www.undp.org/capacity>

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2011 Update

The importance of understanding -and supporting -the transformative points of change that can create, retain and sustain capacities critical to the achievement and safeguarding of development results has been key to our work in 2011. The following pages present a 'recap' of how the team provided these capacity development (CD) services to our Country Offices and to the Practices, and through them to our national clients. The impetus to do more with less in 2011 saw a renewed focus on development and CD results. We were therefore mindful, more than ever before, that the outcome of effective and sustainable CD is to empower and enable institutions to take national ownership, and strengthen national institutional capacities to lead, plan, coordinate, manage and evaluate.

The CD services included policy advisory and programme support, knowledge development and sharing. What the CD approach brought together was the synergy from the combined efforts of the practice/technical expert with the capacity development specialist, to work on the institutional reform/change management aspects. Our services included capacity diagnostics, change management and learning tools, capacity development indicators/trackers/measures, evidence of what works in other institutions and contexts, and examples of adapted approaches for different practice areas.

APRC's commitment to providing support to our clients in an integrated manner helped to dismantle the silos sometimes imposed by practice architecture. Addressing new development challenges called for new ways of working, and we responded to that call, in addressing issues such as climate change and accelerating the progress on MDGs. We therefore worked to complement the thematic practices in delivering CD services. Some notable examples were the support to a range of CD initiatives in the area of environmental sustainability and climate resilient development. In Indonesia, we helped formulate a capacity development plan for the pilot province of Central Sulawesi, where the Ministry of Forestry, together with FAO, UNEP, and UNDP is implementing the UN-REDD National Joint Programme, with the objective of 'supporting the Government of Indonesia in attaining REDD Readiness.' A cross-practice pilot mission

in Lao PDR with the Environment and Governance teams helped initiate a Climate Fiscal Framework analysis to help them, and subsequently other countries in the region, to access global climate funds. Public Private Partnerships for waste management were strengthened in Nepal and Bhutan. Supporting the development of capacities of local governments to deliver on their mandates was the focus of our work in settings as diverse as the Chittagong Hill Tracts in Bangladesh, and the Solomon Islands in the Pacific, in partnership with the Governance Team, and with UNCDF.

We helped close the loop between policy and project work, capturing, collating and sharing knowledge based on the work that we have been doing jointly in the field. With the Disaster Risk Reduction team we brought out a flagship knowledge product, "Strengthening Capacities for Disaster Risk Reduction: A Primer", developed through contributions by experts and specialists in both the areas. It is already being recognized as a substantive contribution to this critical area of development. In collaboration with the Asia Pacific Forum and OHCHR, the Governance team compiled a manual focusing on strengthening capacities for National Human Rights Institutions in both the Asia Pacific and Arab States regions, capturing the lessons of our joint work with NHRIs in seven countries, presenting the analytical framework adapted from the UNDP capacity assessment methodology and applied to support the NHRIs. We collaborated closely in the area of Poverty Reduction, working jointly towards policy options and capacity issues for social protection, as well as supporting accelerated progress towards MDG achievement. APRC provided support, integrated across the various practices, to the countries in the region to prepare for the 4th High Level Forum on Aid Effectiveness in Busan, and a country led discussion on Technical Cooperation (TC) produced the "Bangkok Call to Action on Technical Cooperation for Capacity Development". From international to the local level we reinforced thus the message that "Capacity Is Development".



Dipa Bagai

Capacity Development Team Leader
UNDP Asia Pacific Regional Centre

Key Engagements & Results

■ Afghanistan

- Support to Capacity Development (CD) programming and project formulation.
- Capacity Assessment (CA) of Afghanistan National Disaster Management Authority.
- Capacity Development Facilities South-South sharing.

■ Bangladesh

- Support to UNDAF process and programming.
- Capacity Assessment of Hill District Councils, Chittagong Hill Tract Development Facility.

■ Bhutan

- Contributed to UNDAF CD evaluation design.
- Programme support to Environmental Sustainability and services delivery through Public Private Partnerships (PPP) especially through the Integrated Sustainable Waste Management (ISWM) programme.
- Support to design of Sustainable Rural Biomass Energy Programme.

■ China

- Programme and policy advice on application of innovative PPP models for "low carbon cities".

■ Fiji

- Support for the planning and organisation of the 2012 event on "Promoting PPPs for MDG Acceleration for Human Development and Local Economic Development in the Pacific".

■ Indonesia

- CA in Central Sulawesi for UN-REDD.
- Programming support to integrate PPP in new country programming cycle.

■ Iran

- CD and PPPSD advice provided to UNDAF, CPD, CPAP processes.
- Support to Poverty and MDG programme design.
- Facilitated knowledge sharing on PPP from Malaysia and Indonesia.
- Policy advice to engage informal sector in Teheran's urban development and activities.

■ Korea, DPR

- Expert referral for Busan Private Sector Forum.
- Case study on the Korean Development Experience.

■ Lao, PDR

- Support to develop climate fiscal framework/ institutional capacities for direct access to the Adaptation Fund.
- Programming strategy support to CPD (2012-2015).
- Evaluation and design of the National Implementation project.

■ Maldives

- Policy and programming advice for UNDAF (private sector and livelihoods development).
- Programming support on MDG acceleration strategy and framework (MAF).
- CD support to enhance awareness on PPP to newly elected local council members.



■ Mongolia

- Support to integrate CD and PPPs in country strategy formulation including UNDAF, and Human Development and MDGs (2012-2016).
- Support to integrate CD for PPP approaches in social protection project proposal.

■ Nepal

- PPPSD Capacity Development and Assessment methodology adapted and applied in ISWM.
- Case study on "Capacity Challenges to Delivering Basic Services in Nepal".
- Capacity Development for Pro-Poor Inclusive Micro-Enterprise Development.
- Support to MDG acceleration (MAF).
- Support provided to CCA, CPD and UNDAF.

■ Pakistan

- Support to the CCA and programming for the "one UN framework".
- Advice on the Development Policy Forum.
- Policy advice provided on Public Private Dialogue and PPP programming.

■ Papua New Guinea

- Policy advice provided for UNDAF.
- Technical input on Capacity Assessment.

■ Samoa

- Policy and programming advice on MDG acceleration.

■ Sri Lanka

- Capacity Development for integrated coastal management – Mangroves for the Future.

■ Solomon Islands

- Capacity Development Needs Assessment for provincial governments.

■ Timor-Leste

- CD support provided to the Ministry of State Administration and Territorial Management.

■ Thailand

- Support to Common Country Programme design (2012-2016).
- Support to the development of the climate fiscal framework.

■ Vietnam

- Support to Common Country Programme design (2012-2016).
- Orientation on Capacity Assessment methodology.

Country Programming and Internal Services



CD and PPPSD Advisory Services Provided in 2011

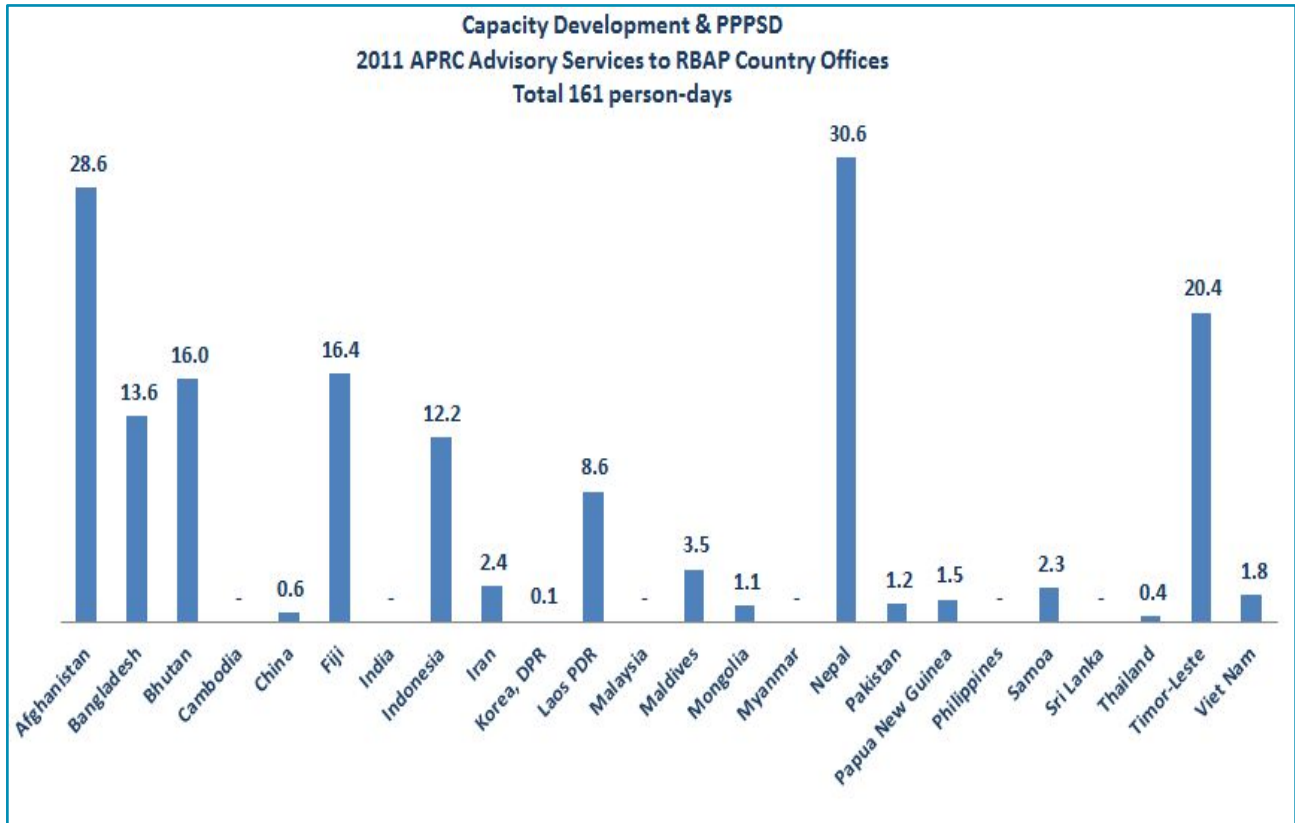


Figure 1: Advisory Services to RBAP Country Offices

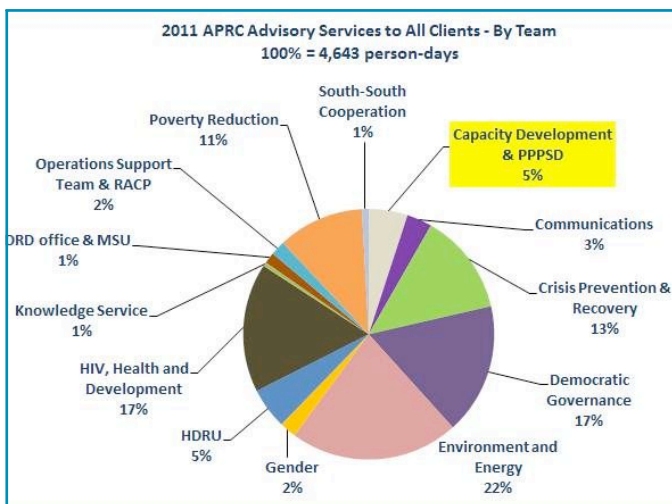


Figure 2: Advisory Services to All Clients- By Team

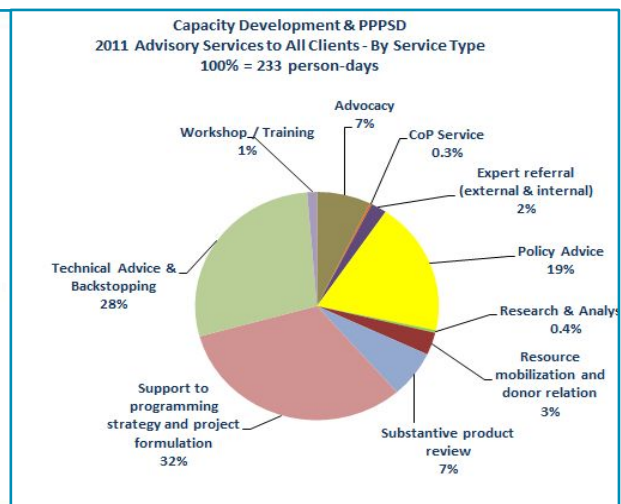


Figure 3: Advisory Services to All Clients - By Service Type

UNDP APRC provided support to clients through a combined staff time of 4,643 person-days. Of this total, 233 person-days (5%) were contributed by the Capacity Development & PPPSD team.

Thematic Highlights



Disaster Risk Reduction (DRR)

Collaboration with the Crisis Prevention and Recovery practice, formalized in 2008, continued over the course of 2011 through the realization of several joint support initiatives in the region.

The flagship knowledge product, “**Strengthening Capacities for Disaster Risk Reduction: A Primer**”, was completed and piloted in 2011. The Primer was developed through contributions by experts and specialists in the areas of both Disaster Risk Reduction and Capacity Development, and will continue to be refined and updated based on its practical application in the field.

In June 2011, a capacity assessment of the Afghanistan National Disaster Management Authority was conducted using the primer’s analytical framework. A signatory to the Hyogo Framework for Action, **Afghanistan** is one of the 20 most disaster-prone countries in the world, with ANDMA being the national level nodal body responsible for coordinating and managing all aspects of disaster preparedness, mitigation and response. The assessment focused on identifying baseline capacities, in the five key areas defined by the Hyogo Framework, and capacity development strategies were proposed that will feed into the ANDMA 2012-2015 strategic plan.



Joint workshop between CD team and ANDMA, Kabul.
Photo: Sudha Gooty

In partnership with UNDP Indonesia, a regional policy dialogue, “**Peer-to-Peer Exchange: Lessons Learned for Improving Policy and Practice on Disaster Risk Reduction**”, was held in Padang, **Indonesia** in November, in anticipation of the 5th Asian Ministeria Conference on DRR, which will take place in October 2012. The peer-to-peer exchange considered recent APRC-supported capacity assessments for disaster risk reduction, including in the Philippines, Indonesia, Lao PDR and Timor-Leste, and took stock of the resulting capacity development strategies. In addition, given that a substantial number of countries in the region have enacted new DRM laws, including the establishment of new institutional arrangements, there are significant changes that provide opportunities for engagement and policy influence. These include comprehensive new laws in Sri Lanka (2005), India (2006) and Thailand (2008).



Environmental Sustainability & Climate Resilient Development

During 2011, the Capacity Development team supported a range of CD initiatives in support of environmental sustainability and climate-resilient development.

In **Indonesia**, the Capacity Development Team undertook a mission at the request of the UN-REDD programme, to formulate a capacity development programme in the pilot province of Central Sulawesi. The Ministry of Forestry, together with FAO, UNEP, and UNDP is implementing the **UN-REDD National Joint Programme**, with the objective of 'supporting the Government of Indonesia in attaining REDD Readiness.' Based on the mission findings, a proposal was developed for an institutional mechanism to address the significant demand for REDD+ knowledge and learning initiatives amongst all major stakeholder groups in the province. As a result, planning is underway to establish a “REDD+ Knowledge and Learning Facility”, which is proposed to be institutionally anchored to the Provincial REDD+ Working Group, and launched by mid-2012.

Managed by IUCN and UNDP, **Mangroves for the Future** is a multi-stakeholder partnership initiative to strengthen environmental sustainability of coastal development and promote investment in coastal ecosystem management, with policy guidance from a National Coordinating Body

(NCB), in selecting priorities aligned with national concerns. To further improve the effectiveness of this role at the national level in **Sri Lanka**, the Capacity Development team, jointly with the regional Environment & Energy and Gender teams undertook a capacity development mission to explore a range of institutional and capacity needs, with a focus on identifying capacity gaps in gender mainstreaming within Integrated Coastal Management (ICM) practices. A preliminary summary of findings (baseline capacities) along with a draft capacity development framework has kick-started a planning and reflective process within the NCB in Sri Lanka.

Given the anticipated increase in climate finance in the coming years, UNDP has been supporting countries to develop the capacities of relevant national institutions to directly access and manage climate financing resources. A cross-practice pilot mission was undertaken in **Lao PDR** with the involvement of the CD, Environment, and Governance teams. The mission included a **Climate Fiscal Framework** analysis, as well as an institutional assessment of capacity needs to qualify for accreditation as a National Implementing Entity to directly access the resources of the Adaptation Fund. As a result of the recommendations put forward by the mission, the government is in the process of formulating a program to address the identified capacity gaps to achieve accreditation.



Local Governance and Local Development

In **Bangladesh**, the team supported UNDP's Chittagong Hill Tracts Development Facility (CHTDF) in the design and launch of a CD programme, beginning with capacity assessments of the three Hill District Councils (HDCs). As a result of the positive response to the initial assessments of the three HDCs, CHTDF received addi-



Workshop participants in Chittagong Hill Tracts.
Photo: Ashley Palmer

tional requests from other institutions to participate in the initiative. Specifically, the Chakma and Mong Circles (CHT traditional leaders) have now undertaken capacity self-assessments, and are in the process of designing multi-year capacity development plans, which will be supported through the EU-funded CHTDF component "Supporting Local Development in the CHT".

In addition, the initiative has been upscaled further, with the Ministry of Chittagong Hill Tract Affairs (MoCHTA) and the CHT Regional Council (RC) having also expressed keen interest to undergo capacity self-assessments, which will take place in early 2012. As a result of the capacity development initiative, MoCHTA, the RC, and the three HDCs have also agreed to form a committee with representatives from all the institutions to undertake CD strategies which require a common approach (for instance policy development), as well as to monitor implementation of capacity development plans.

In the **Solomon Islands**, the Capacity Development team supported the launch of a Capacity Development Needs Assessment (CDNA) for provincial governments, under the auspices of the Provincial Government Strengthening Programme (PGSP) of UNCDF. This focus on sub-national capacity development is timely, given the fiscal decentralization context in the Solomon Islands, with provincial governments expected to receive more than a 300 percent increase in discretionary development budgets from 2012.

Also under the collaboration framework with UNCDF, the team provided capacity development support to **Timor-Leste's** Ministry of State Administration and Territorial Management (MSATM). The Ministry, which plays a critical role in implementing and overseeing the ongoing decentralization reform process in the country, has been supported by UNCDF's Local Governance Support Program (LGSP). The capacity development support included recommendations for a comprehensive capacity development approach for LGSP and MSATM, and CD inputs to the extension of LGSP beyond 2011.



Social Protection

The Capacity Development team collaborated closely with the Poverty Reduction team, work-

ing towards joint outputs and common development results in the areas of social protection, and policy options for countries in special circumstances - contributing to MDG acceleration, and supporting the APRC Task Force on MDG acceleration.

The UNDG-AP Thematic Working Group on Social Protection was commissioned by the UNDG-AP Regional Directors to develop a joint document, the UNDG-AP Issues Brief on Social Protection, to support UNCTs in their work on social protection. The Issues Brief was developed jointly by ILO, UNICEF and UNDP, with the Poverty and CD teams working closely together. The Issues Brief provides an overview of social protection in Asia and the Pacific and lays out a joint UN position on social protection in Asia and the Pacific. It also highlights potential entry points for UNCTs to support the development of national social protection strategies and implementation of social protection, providing concrete examples of ongoing work on social protection in the region, and listing the resources available to UNCTs.

An e-discussion on social protection brought together lessons and experiences on the topic from within and outside of the Asia-Pacific region, drawing from the experience and expertise of development practitioners - from UNDP and other UN agencies, civil society, academics and experts. The e-discussion enriched the social protection discussions at the meeting of the Asia-Pacific Regional Poverty CoP, in providing greater understanding of the complexity of social protection issues, and identifying UNDP's niche and opportunities for social protection interventions at the country level. The CD team contributed to this sharing and learning.

The roll out of the MDG Acceleration Framework (MAF) in select countries, especially LDCs, has been an important priority for RBAP. To give a strong push to this work a training workshop on the MAF was organized in October, during the Asia-Pacific Regional Poverty CoP. It helped deepen understanding of the Framework, and to strengthen regional and country level capacity to rollout results-based MDG Acceleration action plans in countries, and facilitate rapid progress towards the MDGs by 2015. The CD team supported this agenda as an integral part of the APRC Task Force on MDG Acceleration, working closely with the Poverty Team, contributing to the workshop, and supporting the MAF roll out in countries.



Public Private Partnerships for Local Service Delivery

Over sixteen Country Offices were provided with PPPSD policy advisory and programme backstopping services in 2011. The close ties between the MDG poverty reduction agenda, local governance, environmental sustainability and services delivery allowed the team to closely engage with the governance, poverty, human development, gender and environment and energy practices.



Members of Kawadi scrap dealers committee.
Photo: Lilliana Abarca

A clear focus has been on providing project assurance and support to the Promoting Integrated Sustainable Waste Management projects in Nepal and Bhutan supported by the global PPPSD facility with funding from DGIS (the Netherlands) and co-funding from municipalities. Local Service Delivery institutions in **Nepal** and **Bhutan** municipalities received Capacity Development support to improve waste management services through effective and sustainable pro-poor **Public Private Partnerships** (PPPs) contributing to MDG efforts.

Nepal

The PPPSD team, in collaboration with UNDP Nepal, has continued to support Biratnagar Municipality in implementing a PPP-ISWM initiative, which is further integrated in the national PPP for Urban Environment Programme, led by the Ministry of Local Development.

In February, the Municipality selected a new private operator to be responsible for all levels of waste handling, from primary collection of waste from streets, commercial areas and households until the final disposal takes place. Altogether 1,920 households and 444 commercial



Ms. Kalpana Dom, employee of Biratnagar Municipality.
Photo: Lilliana Abarca

holds are benefiting from the municipal waste delivery services.

In addition to these local level results, at the national level, cross ministerial collaboration mechanisms were institutionalized through the establishment of PPP coordination units, and a national PPP white paper was developed and endorsed by the Government of Nepal.

Bhutan



Mr. Rambali Sha, Coordinator of the Kawadi scrap dealers committee.
Photo: Lilliana Abarca

The Thimphu Municipality launched a PPP-ISWM project in the capital of Bhutan in 2009. The project's aim is to reduce environmental impacts of waste and reduce the associated risks to human health while also creating employment opportunities. Following the application of UNDP's capacity assessment tool in 2010, a **Capacity Development Response strategy** and subsequent action plan was designed in 2011, creating a roadmap for broader institutional reform, organisational change and (individual) capacity development.

A new democratic municipal institutional set up, established in spring 2011, changed the downward accountability of Thimphu Thromde (TT), as well as its mandate to act upon the noted challenges and opportunities. This was an important impetus to reflect on TT's new role and mandate in relation to wider service delivery contexts in addition to ISWM.

TT conducted several technical studies, collected data on solid waste flows and waste compositions, adjusted its current Management Information System, conducted a **willingness-to-pay survey** amongst 2,600 households and 550 building owners, and strongly engaged with citizens, schools and businesses through frequent interactions to discuss options to reduce and segregate waste and establish a tariff system. This new focus on **creating partnerships with citizens** to develop a sustainable waste management system has been identified as a critical success factor for the programme.

TT entered this year into **formal partnership agreements** with different private sector organisations that now collect and recycle paper and carton, operate a pet bottle crushing plant and manage the landfill site. TT furthermore initiated a separate household collection system for organic waste, for the vegetable market and larger hotels, and financed and constructed a composting plant. It is anticipated that a private operator will manage the plant under a PPP modality from 2012 onwards.

Widening access to energy services through Public Private Partnerships

Engaging the private sector in providing energy services in rural areas through PPPs is seen as a viable and strategic solution by leveraging the private sector's capital, technical skills and operational experiences, while also sharing business risks.

Together with the APRC Energy and Environment practice, the PPPSD team partnered with ESCAP and IFAD on the initiative "Leveraging Pro-Poor Public Private Partnerships for Rural Development". In September, during the inception workshop with country governments and private sector representatives, academia and the Thailand Business Advisory Council, the PPPSD team shared lessons learned from PPP (policy and programming) modalities and their merits, barriers, and prospects of success. Specific



School children receive solar panels.
Photo: UNDP Nepal

cases from Fiji, Sri Lanka, India, the Philippines, Bhutan, China and Indonesia were shared.

Pro-Poor Inclusive Micro-Enterprise Development

The Government of Nepal (GoN) has requested UNDP's Capacity Development support for country-wide scaling up of the successful Micro-Enterprise Development Programme (MEDEP). Since its inception, MEDEP has supported 38 districts in Nepal to diversify livelihoods and increase the income of poor families through the creation of pro-poor micro-enterprises. In 2012, GoN will replicate the MEDEP model in over 45 districts.

As a result, a new programme phase has been formulated with the support of the PPPSD team, and in October a Capacity Development Roadmap and Strategy was designed with the MEDEP team and key stakeholders. The CD approach is an integral part of GoN's Poverty Reduction strategy to facilitate the application of MEDEP within broader national systems and using sectoral approaches, and to ensure further institutional and organisational development at the local level.



MoI Joint Secretary Mr. Sita Ram Timilsina Formal at the MEDEP workshop (right side).
Photo: Hendrik Visser

Knowledge Sharing & Learning



Knowledge Sharing Events

A Country-Led Approach Towards Reform of Technical Cooperation

Seventy participants from over twenty countries met in Bangkok on 15th September to engage in a Southern-led discussion on Technical Cooperation (TC) reform and to spur Capacity Development ideas for the 4th High Level Forum on Aid Effectiveness (HLF4). In connection with UNDP's broader support to preparations for the HLF4 in Busan, the TC workshop was held back-to-back with both the Asia-Pacific HLF4 Consultation (14th September) and the Asia-Pacific Dialogue on Climate Change Finance and Development Effectiveness (12th-13th September). Technical Cooperation (technical assistance, training, educational grants) is perhaps the most visible and long standing instrument of development assistance. Over the last few decades, evaluations of TC have emphasized its strategic importance and contribution to development results. However, reviews have also acknowledged that TC is not realizing its full potential as a lever for development. The Bangkok workshop drew out some of the positive and innovative examples where TC has made a difference, with a focus on the Asia Pacific region. The workshop confirmed that TC is alive and thriving, but focused on discussing elements of the new TC paradigm which is coming to the fore. This paradigm involves an increasing focus on shared solutions and South-South Cooperation. The workshop produced the "Bangkok Call to Action on Technical Cooperation for Capacity Development".

Preparations for the Busan High Level Forum on Aid Effectiveness

APRC provided broad support, integrated across the various practices, to the preparations for the HLF4 in Busan. The Asia-Pacific Dialogue on Climate Change Finance and Development Effectiveness (12th-13th September), the Asia-Pacific HLF4 Consultation (14th September) and a country led discussion on Technical Cooperation (TC) reform were held back-to-back, to support the countries in the region for their effective and

outcome oriented participation in Busan.

Asia Pacific Urban Forum



Over 400 APUF participants visited the CD/PPPSD booth during the three day event.

Photo: Omar Siddique

The fifth Asia Pacific Urban Forum (APUF), held in Bangkok in June, gathered over 600 participants for a week-long series of debates, presentations, exhibits and networking. In close collaboration with APRC's Poverty Reduction/HDR practices and in partnership with ESCAP, UNHABITAT, LOGOTRI, the French Embassy, ICLEI, UCLG, Rockefeller Foundation, AIT, UNEP and UNICEF, the PPPSD team helped organize two high level panel sessions: "Cities of Opportunity: Partnerships for an Inclusive and Sustainable Future" and "Climate Change Resilience for Sustainable Cities".

During the APUF, participants had the opportunity to learn and share experiences of Public Private Partnerships, Private Sector/CSR contributions to inclusive and sustainable urban development, and innovative approaches to climate change mitigation and adaptation, through a range of relevant knowledge products and tools from across Asia and the Pacific.

Resulting from the success of the APUF, the Embassy of France in Thailand's Office for Regional Cooperation entered into a cost-sharing agreement with APRC. The agreement focuses on utilising the Asia Pacific Human Development Report series to promote sustainable human development initiatives through policy dialogue and Public Private Partnerships, with an emphasis on the lead-up to Rio+20. The first multi-country dialogue and workshop is scheduled to take place in the first half of 2012.

Capacity Development Facilities: A Review of Experience and Lessons Learnt

Delegates from Afghanistan, Nepal and Timor-Leste met in Bangkok in September to share experiences, challenges, and lessons learnt with the use of Capacity Development Facilities (CDFs). CDFs are commonly defined as mechanisms through which capacity development support services are provided or funded, activities coordinated, and funds mobilized to support the implementation of a capacity development programme or its components. Since the introduction of CDFs, a significant body of experience has emerged with distinct differences in approaches responding to different circumstances. UNDP has embarked on a global review of these different CDF experiences. In the Asia Pacific region, these three countries offer substantive knowledge and experience on CDF and are crucial to solicit suggestions for a new CDF approach and modality. What have we found out from Afghanistan, Nepal and Timor-Leste?. The vivid discussion validated particular CDF findings from the global review and highlighted some key concerns: Country representatives emphasized the 'most relevant agency' approach to ensure sustainability. In addition, flexibility and country-specific management arrangements may be required to ensure effective CDF functioning. Participants strongly agreed to have exit and transformation strategies considered from the beginning based on a rigorous results framework.

South-South Exchange between Bhutan and Thailand: Improving Environmental Sustainability and Service Delivery through Public Private Partnerships

Twenty (local) government representatives from Bhutan travelled to Thailand in September to learn from the Klang and Nonthaburi



Thimphu Municipality waste exhibition in Thimphu. (present: Minister of Works and Human Settlement, Executive Secretary of Thimphu Tromde and Project Manager PPP-ISWM).

municipal experiences in waste reuse and recycling, including strengthening community partnerships for improved local systems of waste management.

The exchange visit was timely for the Bhutanese delegates, who are focusing on scaling-up local ISWM programs and integrating PPPs in other municipal services such as energy, water and sanitation. These developments in Bhutan have followed from the 2011 "Strategy for Local Government" and draw upon the "Capacity Development Strategy for Thimphu Municipality" and recently signed Public Private Partnership agreements in the UNDP-supported PPP-ISWM project.



Representatives from Nepal listen to a session on CD Facilities.
Photo: Ashley Palmer

Asia Pacific Gender Community of Practice

The CD/PPPSD team supported the fifth annual Asia Pacific Gender Community of Practice event in Bangkok including facilitating a session for UNDP Country Office representatives on incorporating gender into the PPPSD agenda. Best practices and methodologies including the "UNDP Public Private Partnerships in Service Delivery Capacity Development Approach" and the "Assessing and Developing Capacities for Implementing Gender Mainstreaming Strategies" assessment tool were shared.

The discussion further featured examples of good practice from programs that support women's economic empowerment and provide opportunities for women to become service providers (by advocating for more supportive regulations and affirmative action).



Case Studies, Research, and Analytical Papers

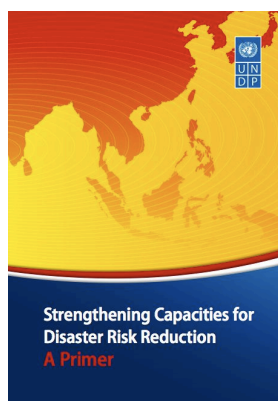
Joint Issue of PRIA Global Partnership Newsletter



PRIA, the Society for Participatory Research in Asia, brought out the third issue of its PRIA Global Partnership (PGP) newsletter in

collaboration with APRC's CD team. The July-September 2011 newsletter issue addressed the topic **Capacity Development of Local Governance Institutions**, and featured articles contributed by UNDP: "Investing in Local Capacity by Development" and "Trends in Local Governance Capacity Development in the Philippines". The newsletter's section on Resources for Development Practitioners also highlighted several knowledge products developed through UNDP's partnership with SNV Netherlands Development Organization on local capacity development in the Asia region. The PGP newsletter can be accessed at <http://www.pria.org>

Strengthening Capacities for Disaster Risk Reduction: A Primer



This Primer, completed and piloted (in Afghanistan) in 2011, is a result of the regional collaboration between the CD and BCPR teams at APRC, and was developed through contributions by experts in the fields of both disaster risk reduction and capacity development. In this way, it

has been shaped by real experiences that illustrate the importance of a systematic approach to strengthening capacities for DRR and the current trends in doing so. The Primer will be continuously updated based on its use in the field and in order to remain relevant to the ever changing environment where it is applied. The development of the Primer reflects UNDP's longstanding commitment to supporting developing and high-risk countries through its

programmes for CD and DRR. The Primer can be accessed at <http://asia-pacific.undp.org/practices/cpr/rcpr/drr-primer/index.html>



Desperate to return: Men in Badin carrying flour sacks on their back move towards their home as the waters recede.
Photo: Hira Hashmeyer@UNDP Pakistan

Capacity Assessment Manual for National Human Rights Institutions (NHRIs)

Developed in collaboration with UNDP's Democratic Governance Group, Asia Pacific Forum, and OHCHR, this manual focuses on strengthening capacities for NHRIs in both the Asia Pacific and Arab States regions. This flagship publication presents an analytical framework which has been adapted from the UNDP capacity assessment methodology and applied to support the NHRIs in seven countries. Not limited to assessments alone, the manual also discusses strategies for addressing identified capacity needs, as well as presenting the country-specific experiences across two regions.

Capacity Development Methodology for Public Private Partnerships in Service Delivery

This methodology, developed in 2010, and piloted in 2011, builds upon practices and lessons derived from UNDP support provided to Governments, non-state actors (including private sector) and communities, in the specific context of Public Private Partnership for Urban Environment and Public Private Partnerships for Service Delivery.

The methodology makes reference to the 2010 Commission on Sustainable Development, which recognized Public Private Partnerships as a global policy priority in sectors such as water and sanitation, integrated sustainable waste management, energy, transport, as well as social services like health, HIV/AIDS, education, and services to support

rural development and environmental sustainability. The tool has been piloted and applied to several of UNDP's service delivery and economic development programs in Bhutan and Nepal.

Case Study: "The Korean Development Experience and Aid Effectiveness"

Ensuring the effectiveness of aid to deliver development results is one of the most critical issues affecting progress on the Millennium Development Goals. This has been well recognized in the 2005 Paris Declaration on Aid Effectiveness and the Accra Agenda for Action (AAA), and was a key agenda item of the 4th High Level Forum (HLF4), held in Busan in late 2011. In this connection, the development story of Korea, the host country of the HLF4, has been highlighted by the international development community as offering lessons on effective use foreign assistance, as evidenced by the country's rapid economic growth. This timely case study provides an in-depth exploration and discussion of Korea's development experience, focusing on lessons learned in the mobilization and effective use of aid to achieve national development priorities.

Case Study: "Capacity Challenges to Delivering Basic Services in Post-Conflict Nepal"



Woman making bio-briquettes, a better option for firewood resulting in reducing forest cuts, and a source of livelihood.
Photo: UNDP Nepal

This case study explores the challenges faced in Nepal to deliver basic services in a post-conflict context. The study gives particular attention to the multi-level stakeholder and participatory approaches to service delivery through Public Private Partnerships that have been undertaken in Nepal since early 2002. The findings suggest that the way forward to scale

up service delivery initiatives must involve identifying and addressing existing capacity gaps of relevant state and non-state institutions at both central and sub-national levels. Among other recommendations, the study discusses strategies such as awareness-raising among stakeholders on the concept of PPP; establishing public private dialogue mechanisms between government and private partners; and supporting governments and their partners to create an enabling legal environment and institutional framework.

and strengthening institutional arrangements for the delivery of social protection services.

Case Study: “Partnerships for Effective Municipal Service Delivery in Bhutan”

This case study looks at the UNDP-supported PPP-ISWM project in Bhutan’s Thimphu Municipality. It discusses the institutional and organisation-focused CD approaches employed in the project’s pilot stage, which go beyond technical solutions, presenting them as imperative for affecting the transformational change needed to meet the challenges of new municipal mandates, severe service delivery constraints and high pressure to perform.

By sharing lessons learned, the case study has been key to plans to scale-up the ISWM programme to two additional municipalities in Bhutan, and promotes the further integration of PPPs in other municipal services such as energy, water and sanitation.

Additional Knowledge Products

-A story on “Development Results and Capacity Development in Nepal” was featured by the Learning Network on CD (LenCD), an important CD learning platform.

-Stories focusing on PPPSD in the Philippines, India and Nepal were contributed to the publication “Making a Real Difference: UNDP stories from Asia and the Pacific”, as well as to the Asia Pacific Human Development Report on Climate Change (forthcoming).

-The team contributed substantively to a number of global e-discussions, as well as to e-queries from UNDP Country Offices and their partners, to share experiences including on PPPs, MDG scaling up initiatives, programming for municipal solid waste management, approaches to creating innovative engagements with informal actors in energy and water and sanitation services,

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Photo Credits

1. Joint workshop between CD team and ANDMA, Kabul.
Photo: Sudha Gooty
2. Workshop participants in Chittagong Hill Tracts.
Photo: Ashley Palmer
3. Members of Kawadi scrap dealers committee.
Photo: Lilliana Abarca
4. Ms. Kalpana Dom, employee of Biratnagar Municipality.
Photo: Lilliana Abarca
5. Mr. Rambali Sha, Coordinator of the Kawadi scrap dealers committee.
Photo: Lilliana Abarca
6. School children receive solar panels.
Photo: UNDP Nepal
7. MOI Joint Secretary Mr. Sita Ram Timilsina Formal at the MEDEP workshop (right side).
Photo: Hendrik Visser
8. Over 400 APUF participants visited the CD/PPPSD booth during the three day event.
Photo: Omar Siddique
9. Thimphu Municipality waste exhibition in Thimphu.
Photo: Tashi Dorji
10. Representatives from Nepal listen to a session on CD Facilities.
Photo: Ashley Palmer
11. Desperate to return: Men in Badin carrying flour sacks on their back move towards their home as the waters recede.
Photo: Hira Hashmey@UNDP Pakistan
12. Woman making bio-briquettes, a better option for firewood resulting in reducing forest cuts, and a source of livelihood.
Photo: UNDP Nepal

Figures

Figure 1: Advisory Services to RBAP Country Offices

Figure 2: Advisory Services to All Clients- By Team

Figure 3: Advisory Services to All Clients - By Service Type



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