

Annual Report 2007



Developing Capacities for a Region in Transition

Capacity Development Team
Bratislava Regional Center, RBEC

Table of Contents

1. Situation Analysis	3
2. The Year in Review: Description of Services Provided	3
2.1 <i>Capacity Development Trainings and Sensitization Exercises</i>	4
2.2 <i>Local Leadership and Statistical Literacy Trainings</i>	4
2.3 <i>Decentralization and Local Governance training</i>	4
2.4 <i>Capacity Assessments</i>	4
2.5 <i>Programme and Project Support</i>	6
2.6 <i>Regional Programming</i>	6
2.7 <i>Knowledge Sharing, Knowledge Products, and Partnerships</i>	6
3. Lessons Learned	7
4. Looking Ahead: New Tools for 2008	9
4.1 <i>Absorption Capacities Assessment Tool</i>	9
4.2 <i>Access to Justice Capacity Assessment Tool</i>	9
4.3 <i>Local Service Delivery Capacity Assessment Tool</i>	10
4.4 <i>CCA and UNDAF Integration</i>	10
5. Annexes	11
5.1 <i>Mission Log 2007</i>	11
5.2 <i>Demand Log 2008</i>	13

Foreword

From the Bratislava Regional Centre, the Capacity Development Team of the Europe and CIS Region is pleased to present you with the Annual Report of 2007. This past year witnessed a rapid increase in the demand for capacity development (CD) services across the Region. As such, this Report is written to provide fellow UNDP colleagues with an overview of the CD activities undertaken in 2007 and the lessons that have been drawn from the wide array of experiences. This Report also contains a brief look ahead to the exciting new initiatives planned for 2008 that will support the work of the Region's Country Offices (COs) and the national and local Government's they serve. We hope that you will find this an informative and interesting read and look forward to working with you further this year.

Sincerely,

Dafina Gercheva, Capacity Development Advisor

Joe Hooper, Capacity Development Specialist

Alexandra Windisch-Graetz, Capacity Development Research Assistant

1. Situation Analysis

The Europe & CIS Region spans 29 countries in Central and Eastern Europe and the former Soviet Union, ranging from the Balkans through to the Caucasus and on to Central Asia. The geographical diversity is matched by a similar diversity of development contexts. Despite this, there are three commonalities for all countries and territories in the Region. Firstly, most countries share European cultural/historical heritages, which influence prospects for regional integration and cooperation (but which weaken as one moves east and south), as well as the influence of the European Union and the Accession process (as is relevant for the Balkans and Turkey). Secondly, there exist relatively high human development levels, with most countries in the region being classified as middle income countries. Thirdly, many countries share the post-communist transition including both the transition from authoritarian regimes and planned economies to market-based democracies, and to the challenges of state- and nation-building in the some two dozen successor states created by the dissolution of the socialist federations that were the Soviet Union, Yugoslavia, and Czechoslovakia.¹



Countries of the Europe & CIS Region

Overall in the Region there are sharp contrasts between the comparatively high human development levels inherited from the socialist period and the relative underdevelopment of its democratic and market institutions. In general, human development levels are higher and governance institutions are stronger for countries in the western parts of the region; conversely, poverty rates are higher and governance institutions weaker for countries located in the eastern parts of the region. Furthermore, despite the fact that many countries of the region since 1990 have undergone profound governance transformations and have become progressively more democratic, two formidable governance challenges remain across the region. The first is the weak political interest in further reform, which is a reflection of inadequate efforts to promote inclusive citizenship and empower the excluded, whilst the second is the inadequate state and institutional capacity to implement reforms, deliver public services, and help elites to be more accountable to taxpayers and constituencies.

In light of these needs, and as a result of a pivotal shift in thinking within UNDP and the UN system towards CD², the team in the Bratislava Regional Centre saw a rapid increase in requests for CD services coming from Governments and CO's in 2007. The following sections outline the services provided across the Region by the Capacity Development Team in 2007.

2. The Year in Review: Description of Services Provided

This section provides an overview of the wide array of services the CD Team has provided in 2007 with the aim of highlighting achievements and also informing partners about the support that can be provided. A full list of missions can be found in Annex 5.1.

¹ While exceptions can be found, all Europe and CIS countries share at least one of these commonalities. Many share all three.

² Illustrative of this paradigm shift is the focus on capacity development within the UNDP Strategic Plan 2008-2011 and placement of capacity development as “UNDP’s overarching contribution” to development (see p. 12 of the Strategic Plan), as well as the 2007 Triennial Comprehensive Policy Review’s focus on “...reinforcing national ownership and leadership, notably in capacity development efforts.”

- 2.1 *Capacity Development Trainings and Sensitization Exercises.* As the CD agenda was new to the Europe & CIS region, basic training on the CD approach was frequently requested. Two Regional training events were held – the first in Bratislava for colleagues from UN Agencies, UNDP Bratislava Regional Centre, South Eastern Europe COS, and external experts, and a second in Kazakhstan for Central Asia CO's as well as for staff from the Oslo Governance Centre. In addition to the regional trainings, there were country specific events held in Albania, Turkey, Armenia and Georgia. In total, over 300 UNDP staff, counterparts, and independent experts received training on UNDP's CD approach and the capacity assessment (CA) methodology.
- 2.2 *Local Leadership and Statistical Literacy Trainings.* Jointly with the Poverty Practice colleagues three training events were conducted (two in Kazakhstan and one in Armenia) on Local Leadership and Statistical Literacy. This training is based on the proven need to strengthen the capacity of local leaders to mobilize all stakeholders for local development planning and budgeting, as well as the need for improving usage of disaggregated data in local development decisions. The training events provided local government officials, civil society organisations and other stakeholders with a better understanding, in regards to the MDGs at the national and sub-national level, capacities to undertake integrated and participatory planning, methods for data collection on local development and related challenges of local level data, and lastly practical skills needed to establish MDG indicator frameworks and monitoring mechanisms.
- 2.3 *Decentralization and Local Governance training.* Supporting decentralization reforms in the region is one of the key priorities for RBEC. Against this background a need was felt for enhancing the capacity of UNDP COs senior staff for policy dialogue and programming in this area. The CD team in partnership with the DGG advisers developed and conducted a training workshop which was attended by 32 colleagues from 20 UNDP COs.
- 2.4 *Capacity Assessments.* Capacity assessments were a new undertaking for the CD Team in Bratislava in 2007. In total four assessments were completed, three in the last quarter of 2007 alone. Primarily the assessments focused on the executive branch of government at the national and local levels, though initial discussions took place concerning follow up assessments of the judicial branch in some countries (see Annex 5.2 Demand Log 2008).

UN Administered Territory of Kosovo (hereinafter referred to as Kosovo). This was the first CA for the Europe and CIS Region and was undertaken in the as a joint mission with colleagues from CDG HQ and the Democratic Governance Practice, as well as local Kosovan experts. The focus of the mission was to examine capacity assets and needs of municipal institutions, including their linkages with the central level and with other municipalities, and to formulate recommendations for strengthening their capacity for effective local governance. The team examined the functional capacities to plan and budget, to implement projects, and to monitor and evaluate performance as they related to the 18 competencies that were to be devolved to the municipal level. Core issues that were examined included public engagement and participation, access to information, mutual accountability, and leadership. A wide array of capacity gaps at the enabling and organizational levels were found including lack of collaboration in development of the proposed Settlement, lack of clarity regarding devolved competencies (ownership, scope of each competency, cost efficiency), unfunded mandates, a weak Association of Kosovo Municipalities, lack of performance-based management culture, and wide disparities of capacity levels among municipalities. The mission was catalytic in that subsequent demand has come from the CO and the Provisional Institutes of Self Government to develop an overarching CD strategy for Kosovo in 2008.

Turkey. The second assessment took place in Turkey and focused on the Ministry of Finance and its Department of Revenue Policy. This mission combined technical expertise of the Bratislava

Regional Centre Fiscal Decentralization Advisor with those of the CD Team to assess the ability of the Department to perform its policy formulation functions. Utilizing a self assessment questionnaire, face to face interviews and focus group discussions, the team noted the key capacity assets and gaps within the Department at the enabling environment and organizational levels. A series of CD response strategies were developed focusing on results based management training, human resources policy development, and technical skills building. Strong support of the CO and ownership by the Department was evident throughout the process, and contributed to the success of the mission. Further requests from the Turkey CO for support in the area of CA and CD have been forthcoming for 2008 (see Annex 5.2)

Kazakhstan. In Kazakhstan, the CD team undertook a 10 day assessment at the Oblast and Rayon levels focusing on the social protection system. This mission was requested by the Deputy Akim and Head of Social Protection Department for Shymkent Oblast in south Kazakhstan. The primary purpose was to conduct a capacity assessment of the Department of Coordination of Employment and Social Programmes and provide forward looking and proactive recommendations for mid and long-term capacity development response strategies. Five rayons were visited and a wide range of stakeholder consultations were held. Additionally, a review of the enabling environment was undertaken as per the norms of UNDP's capacity assessment model. At the enabling environment level the key findings were: the complexity of the legal framework (over 19 laws, decrees, and programmes covering the provision of social assistance) which made it difficult to be enforced and implemented at the oblast and rayon levels; the reactive and supply driven nature of the social assistance system and the complexity of the process to apply for benefits, as well as the myriad of organizations and government units involved in providing assistance; lack of or insufficient number of trained front-line social workers; and lastly, the limited definition and comprehension of the concept of poverty (focus only on income poverty) within the Department, and within Kazakhstan in general. At the organizational level key findings included: the need for a more robust and innovative human resources management system, need for a capacity development and incentive system which motivates civil servants to constantly develop and enhance their capabilities for provision of quality social services; necessity for greatly improved internal and external accountability mechanisms; further strengthening of coordination, planning, budgeting, and monitoring and evaluation capacities within the Department, and lastly better use of CSO and the private sectors for service delivery, as well as better tailored vocational training programmes.

Georgia. The final assessment of 2007 was conducted in Georgia focusing on the government in the Gardabani Municipality and Kvemo Kartli Region and their ability to provide selected public services. This assessment was primarily designed as "hands on" training through application of the CA methodology for the staff members of the UNDP Kvemo Kartli Project. The CD team utilized a combination of data gathered through a Baseline Survey conducted by the Project, the results of a self-assessment questionnaire handed to 21 staff at the municipal level and 4 staff at the Regional level, and interviews with selected Department directors as staff, as well as with Regional Planning Unit Director and staff, and the Deputy Governor of the Kvemo Kartli Region. Key capacity constraints at the enabling environment level included the complex legal framework, lack of political will for decentralization, and lack of clear vision vis-à-vis regional development. At the organizational level, the key capacity constraints concerned human resources management and development, weak internal and external accountability mechanisms, and the lack of Strategic Planning, Budgeting and Coordination capacities. The CO has requested regular engagement with the CD team throughout 2008 as they move towards an innovative completely CD-oriented programming approach.

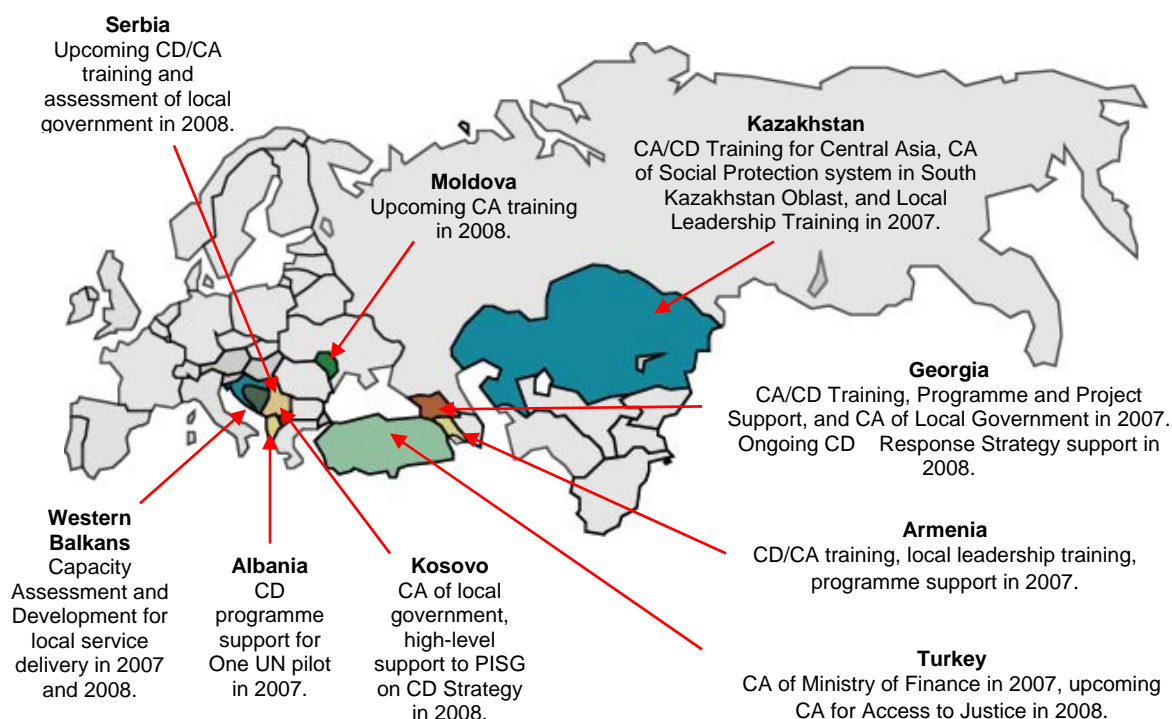
2.5 *Programme and Project Support.* A broader service provided by the CD Team concerned programme and project support to the COs to ensure that the capacity development approach was integrated into country programming and the individual projects. Often this support was provided as follow up to the CD/CA trainings. Overall, this service was provided three times throughout 2007. In Albania, support was given to the UNCT concerning the capacity development perspective of the One UN Programme. In Armenia, broader support was given to the entire programme team on how to work with the CD concept and include it into the programming. Lastly, in Georgia, the CD team worked extensively with the project and programme staff of the Democratic Governance Programme to discern entry points in their work for utilization of the CD approach. In terms of project support, more than 15 COs were supported to develop project proposals and mobilize resources from different sources including the DGTTF and MDG Trust Fund.

2.6 *Regional Programming.* The regional dimension of programming for the CD team came through two projects: the Western Balkans Service Delivery project, and the Local Governance and Decentralization Sub-Practice project. The Western Balkans project aims to strengthen the capacity of local governance systems and actors including civil society in the Western Balkans countries (Croatia, Serbia, Montenegro, BiH, Albania, and Macedonia) and Kosovo for effective and inclusive service delivery as a means to achieving broader human development outcomes such as the MDGs. The project has a strong CD and CA approach that combines capacity assessments of two municipalities per target country (and Kosovo) with the definition of CD response strategies to address the capacity gaps. It is foreseen that the adapted capacity assessment methodology utilized by the project will be revised based on the experiences and lessons learned and developed into a broader capacity assessment tool for local service delivery.

The Local Governance and Decentralization project also worked on a regional level to develop a Toolkit for the capacity development of local government associations. With a wide array of partners (OSI, SNV, GTZ, KDZ of Austria, KS of Norway, USAID in Moldova, VNG International of Netherlands, Council of Europe, and the Network of Associations of Local Authorities of SE Europe), the toolkit was formulated to strengthen the functional capacities of national associations of local authorities with the rationale that such associations are essential in representing the interests of local government, working with central authorities as a strategic partner, and serving as a direct capacity building agent for local authorities.

2.7 *Knowledge Sharing, Knowledge Products, and Partnerships.* The CD team participated in a number of global (Nairobi) and regional events (Bangkok, Sharm-el-Sheik, Colombo, Berlin) where the experience of Europe and CIS region in CD for institutional reform and change management, integrated local development and localization of the MDGs, inter-municipal cooperation and cross-practice collaboration was shared. In addition the CD team in partnership with other practices and external partners (including Council of Europe, OSI, Birmingham University, Central European University, Urban Institute, global and regional NGOs and think-tanks) developed several knowledge products on topics including inter-municipal cooperation, public-private-partnerships, Area Based development, partnerships based preparation and implementation of local and regional development strategies, and lastly on municipal performance management. In addition to developing these knowledge products, the CD team strengthened the capacity of COs for the adaptation and application of them.

Regional Map Outlining 2007 and Planned 2008 CD Activities



3. Lessons Learned

A considerable amount of experience was gained by the CD Team through 2007. The key lessons learned for the year can be divided into the following three categories:

- i). Broad lessons learned concerning the overall CD paradigm.* These lessons have been drawn from the array of services described previously. In general, there is a lack of understanding of the CD concept within UNDP and other partners. This is not exceptional as the concept is relatively new, but does underscore the need for continued sensitization, promotion of the concept, and training. Additionally, it was noted by the CD team that the “default” thinking of COs towards capacity development is still training-centric; too often the other dimensions of the CD paradigm are left aside and only a narrow focus on training remains. One lesson learned by the CD team that provides a rationale for this is the lack of incentives for COs and other partners to move away from short-term results and technical assistance provision to that of more mid to long-term capacity development; the allocation of TRAC 2 resources is not significant enough of a financial incentive to spur this shift. It was also noted by the CD team that COs have difficulties mobilizing resources for longer term initiatives that will foster sustainable capacity development; one year project cycles encourage the “default” focus on training and immediate deliverables. In terms of larger conceptual issues, the CD team has received feedback on numerous occasions regarding the use of the terms institution” versus “organization” and how these need to be better defined. These terms are often used interchangeably which results in confusion in both the literature and training.
- ii). Lessons learned specific to capacity assessments.* In terms of general aspects of the CA, the CD team noted that several components of the training needed to be improved. Firstly, the CA group

work exercises must be expanded and better thought through. A lack of relevant case examples (as CD is a relatively new area) hindered the development of exercises enabling groups of training attendees to apply their new skills in the CD and CA areas. Furthermore, there was lack of different possible exercises for different audiences, leading to a sometimes awkward utilization of the same exercises on vastly different groups. The exercises that will be improved and diversified in 2008 include the exercise on summarizing and interpreting results, and the exercise on choosing the entry points and driver (capacities or core issues) of an assessment. An exercise on monitoring capacity development would also be useful. Another area that needs to improve concerns the definition of desired capacities and subsequent monitoring of capacity development efforts; it is not currently rigorous enough in its theory or body of case evidence. Guidance on the elaboration of a quantitative or qualitative monitoring framework beyond what is currently available in the Practice Note is needed.

The CD team also developed a set of key criteria for a successful capacity assessment; these criteria have been developed based on the experience from previous assessments and include the following:

- *Ensure that national and CO ownership and commitment is present from the beginning of the process.* Greater pre-assessment discussion between the COs and the government needs to occur from the outset of the process in order to ensure that focal points are identified and that the commitment from all parties is present. This helps to foster ownership of the process as well as the results, thereby increasing the likelihood that the CD response strategies will be implemented.
- *Define the objectives of the CA and client's expectations.* Managing expectations is crucial in order to ensure that the assessment is organized to meet the client expectations. This is also necessary to remove any 'myths' surrounding the CA and what it can provide. Meetings prior to the assessment are essential and can be done through conference calls, video-conferencing, or scoping missions. Responsibilities of each party should also be defined in advance at this point.
- *Allocate sufficient time to prepare the CA, conduct it and analyze the results.* Assessments are time-intensive exercises that can not be rushed. For example, fielding of self assessment questionnaires should be done prior to the arrival of the mission team to ensure that results are available for interpretation and can guide focus group and face-to-face interview sessions. These elements and others in preparation for the assessment take time and must be factored in to the work plan.
- *Work with a team of national consultants on the scope of the CA and the adaptation of the methodology.* This fosters further national ownership and provides the needed local expertise and knowledge to ensure a successful assessment. For example, when adapting a self-assessment questionnaire, the national experts are extremely useful in assisting the CO and client in developing an appropriate question set. An additional benefit is that the pool of experts trained in the CD/CA approach can be increased through such collaboration.
- *Ensure a multiplicity of information sources for the assessment.* Triangulation (3 sources) of capacity assessment information sources is the minimum to ensure valid results of the assessment. Due to time constraints of UNDP staff or Government counterparts the CD Team often found it difficult to utilize at least three different information generation techniques (eg: self assessment questionnaire, focus group discussions, and face to face interviews). Often the information generated had to be substantiated through the use of secondary sources such as previous evaluations. While this method produced satisfactory results, the secondary information was at times dated. As such, the CD Team will endeavour to utilize at least three assessment-generated information sources in future initiatives.

- *Consider resource mobilization implications from the outset.* The CD strategies that follow the assessment are dependent upon human and financial resources for their implementation. Thus, resource mobilization or resource allocation options must be considered prior to requesting a CA and ideally be known in advance in order to properly cost CD response strategies, adequately manage expectations, and ultimately ensure follow up to the assessment. Including donor representatives in the CA mission team, or in the meetings is important to increase their buy in.

iii). *Lessons learned concerning capacity development response strategies.* During training events and in work supporting COs in project and programme development, the CD team has noted the lack of a strong evidence base for the CD response strategies. This lack of evidence has created difficulties in elaborating upon the strategies, which in turn has led to feedback from clients that the CD strategies are mainly a collection of techniques and methods (not strategies as such), that they do not address the “core issues” related to improving the performance of functions, and lastly that they do not address the three levels of capacity assessment. These issues can be addressed through a better body of practical examples; as such, the CD Team has begun to collect case studies that will substantiate the theory behind the CD response strategies.

4. Looking Ahead: New Tools for 2008.

In line with the CDG services (Advocate and Advise on CD Policy, Assess Capacity Assets and Needs Formulate and Cost CD Response Strategies, Support CD Programme Implementation, Monitor and Evaluate CD Response Strategies and Results), the CD team will focus its efforts in 2008 as follows:

- Continued advocacy and advice on CD policies and the CD approach through training events and other CO support;
- Continued capacity assessment support (see Annex 5.2 for the 2008 Demand Log);
- Elaboration of CD response strategies through case study evidence and support to COs in CD strategy formulation;
- Further programming and project support for COs to integrate the CD approach into their work;
- Support to COs to establish monitoring frameworks for CD.

In addition to the continued provision of these “core services” the CD team is developing several new tools and initiatives to better support COs and the Governments they serve; these are briefly described below.

4.1 *Absorption Capacities Assessment Tool.* In 2004, Bulgaria developed and implemented a rigorous assessment utilizing questionnaires and focus groups of 209 Municipalities and 24 District Administrations to discern their capacity strengths and weaknesses in a range of areas affecting their ability to absorb funds. Though a full-fledged capacity development strategy was not formulated, the analysis of the findings pointed to key capacity gaps that had to be addressed. As the current round of candidate and potential candidate countries begin to utilize the funds available under the Instrument for Pre-Accession Assistance (IPA), absorption capacities will become ever more crucial. The Bulgarian case will serve as a model and will be adapted to include the capacity development approach and other dimensions. It is expected that this tool will be ready for use by COs by March 2008. The CD team will support COs to adapt the tool and apply it, thereby further enhancing their capacity for policy impact and programming.

4.2 *Access to Justice Capacity Assessment Tool.* A first testing of a capacity assessment for access to justice will occur in Turkey in 2008 and will focus on the Ministry of Justice, High Council of Prosecutors and Judges, the Constitutional Court, and clients (such as NGOs representing minorities). This pilot assessment will occur in three phases throughout the first half of 2008 and will

serve as the basis for a broader assessment tool that will be developed from the experiences and lessons learned gained through it. Once finalized the assessment tool (including user guide, methodology, questionnaire and other components) will be shared with COs in combination with training on the utilization of the materials and key factors to consider when adapting it.

- 4.3 *Local Service Delivery Capacity Assessment Tool.* A Regional Project entitled “Western Balkans on the path to EU Integration: Strengthening Decentralized Service Delivery for Achieving the Millennium Development Goals” is currently being implemented in Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro, Serbia and Kosovo. One aim of the project is to undertake an overview of the current state of local service delivery and pilot a methodology to assess municipalities’ local service delivery capacities. As the project progresses, lessons learned and best practices will be compiled, as well as feedback on the capacity assessment tool developed. Based off this information a more comprehensive capacity assessment tool will be developed for utilization by COs of the Europe & CIS and other regions.
- 4.4 *CCA and UNDAF Integration.* As noted in the table below, 2008 is a crucial year for eight COs (Armenia, Azerbaijan Kazakhstan, Macedonia, Serbia, Tajikistan, Turkmenistan, Uzbekistan) to begin their new CPD and CPAP processes. These countries all have 2009 as the end date of their CPAPs. With the placement of CD at the core of the Strategic Plan, and the allocation of TRAC 2 resources dependent upon integration of CD into country programming, these COs will request assistance to integrating the CD approach. The CD Team will provide support to these COs through further training in the CD approach, and direct advising.

Country	PRSP	Next UNDAF	Start CPD, CPAP	End CPD, CPAP
Armenia	2004-	2010	2005	2009
Azerbaijan	2004-	2010	2005	2009
Bosnia & Herzegovina	2004-2007	2010		
Bulgaria		2010	2006	2009
Kazakhstan	-	2010	2005	2009
Macedonia	2005-	2010	2005	2009
Romania	-	2010	2005	2009
Serbia	2005-	2010	2005	2009
Tajikistan	2003-	2010	2005	2009
Turkmenistan	-	2010	2005	2009
Uzbekistan	2005-2010	2010	2005	2009
Albania		2011	2007	2010
Belarus		2011	2006	2010
Georgia		2011	2006	2010
Kyrgyzstan		2011	2005	2010
Russia		2011	2008	2010
Turkey		2011	2006	2010
Ukraine		2011	2006	2010
Croatia		2012	2007	2011
Moldova		2012	2007	2011
Montenegro		2012	2007	2011
Kosovo		?	?	?

5. Annexes

5.1 Mission Log 2007

Country or Territory	Services	Strategies	Input Provided	Partners
Kosovo	Policy Advice	Institutional Reform and Change Management	Review of UNDP experience and lessons learnt in developing capacity of local government to program and absorb EU funds	UNDP Kosovo office
Kazakhstan	Advocate and Advise on CD Policy	Leadership Development	Policy advice to develop leadership programme for local actors in Kazakhstan	UNDP-Kazakhstan CO,BRC
Turkey	Policy Advice	Institutional Reform and Change Management	Piloting and adapting Inter-Municipal cooperation toolkit;	UNDP- Turkey CO, BRC
Turkey	Advocate and Advise on CD Policy	Institutional Reform and Change Management	Piloting of the toolkit on Transforming Local Governments Associations and conducting training courses	BRC, UNDP-Turkey CO
Kazakhstan	Assess Capacity Assets and Needs	Capacity Assessment	Conducting CA of local government capacities in cooperation with CO and local consultants in the Social Protection Directorate, South Kazakhstan Oblast.	BRC, UNDP Kazakhstan CO
Central Asia COs	Advocate and Advise on CD Policy	Knowledge Services and Learning	Training on CA/CD for all five central asia COs.	BRC, UNDP CO in Kazakhstan, UNDP-CDG NY.
Armenia	1. Advocate and Advise on CD Policy.	Knowledge Services and Learning	Introductory Training of CO on CA and CD methodologies	BRC, UNDP-Armenia CO, Government
Georgia	1. Advocate and Advise on CD Policy. 2. Assess Capacity Assets and Needs 3. Formulate and Cost CD Response Strategies	1. Capacity Assessment 2.Knowledge Services and Learning	Introductory Training of CO on CA and CD methodologies and two day assessment of regional and local government authorities.	BRC, UNDP-Georgia CO

UNDP-BRC, Slovakia	Advocate and Advise on CD Policy	Knowledge Services and Learning	Conducted Regional Workshop on CA and CD to gather and share experiences across the region and begin to develop a pool of regional expertise in the area of CA/CD	BRC, Europe and CIS Regions COs, external experts
Albania	Advocate and Advise on CD Policy	Institutional Reform and Change Management	Provided referral/backstopping support for capacity assessments and IRCM	UNDP-Albania CO, BRC
Turkey	1. Advocate and Advise on CD Policy 2. Assess Capacity Assets and Needs	1. Knowledge Services and Learning 2. Capacity Assessment	Conducting capacity scoping mission and formulating capacity development action Plan for Directorate General of Revenues Policy, Ministry of Finance	UNDP-Turkey CO, UNDP-BRC
Kosovo	Assess Capacity Assets and Needs	Capacity Assessment	Assessment of municipal capacities to deliver public services.	UNDP Kosovo office

5.2 Demand Log 2008

Country or Territory	Services	Strategies	Input Provided	Partners
Regional Project (Western Balkans and ECIS)	Advocate and Advise on CD Policy	Institutional Reform and Change Management	Support to adaptation of CA methodology to Anti-corruption institutions and their functions vis-à-vis UNCAC in the Western Balkans and ECIS region. Also, CA and CD inputs provided to AC project document and activities planned for 2008.	UNDP CO, BRC Capacity Development team and Anti-Corruption Sub Practice
Western Balkans and Kosovo	1. Advocate and Advise on CD Policy. 2. Assess Capacity Assets and Needs	Capacity Assessment	1. CA and CD training of consultants and project staff to enable them to undertake the CAs 2. Conducting capacity assessment of municipal public service delivery capacities	UNDP COs of the Western Balkans, BRC, Local governments
Turkey	Assess Capacity Assets and Needs	Capacity Assessment	Support to adaptation of CA methodology in cooperation with the COs and HR sub-practice to assess access to justice and capacities of Ministry of Justice	UNDP Turkey CO, BRC, Government of Turkey
Macedonia	Assess Capacity Assets and Needs	Capacity Assessment	Conducting capacity assessment of municipal public service delivery capacities	UNDP-Macedonia CO, BRC, Government
Georgia	Assess Capacity Assets and Needs	Capacity Assessment	Undertake CA of Ministry of Justice in line with access to justice criteria	UNDP-Georgia CO, BRC, Government
Georgia	Formulate and Cost CD Response Strategies	Institutional Reform and Change Management	Support the Kvemo Kartli project to refine existing CD response strategies and formulate new ones if needed.	UNDP-Georgia CO, BRC, Regional government and seven municipalities
Kosovo	Advocate and Advise on CD Policy	Institutional Reform and Change Management	Advise Provisional Institutes of Self Government on CD	UNDP-Kosovo Office, BRC, Government of

			approach and define further scope of assistance for CA	Kosovo
Turkmenistan	Advocate and Advise on CD Policy	Knowledge Services and Learning	Provide CA and CD training for Country Office staff and selected Government counterparts	UNDP-Turkmenistan CO, BRC, Government of Turkmenistan
Western Balkans and Kosovo and Turkey	1. Advocate and Advise on CD Policy. 2. Assess Capacity Assets and Needs	1. Knowledge Services and Learning 2. Capacity Assessment	Provide training on new Capacity Assessment for Absorption Capacities methodology and undertake assessments in selected countries	Western Balkans and Kosovo and Turkey COs
Regional Project (Western Balkans and ECIS)	Advocate and Advise on CD Policy	Institutional Reform and Change Management	Support to adaptation of CA methodology to Anti-corruption institutions and their functions vis-à-vis UNCAC in the Western Balkans and ECIS region. Also, CA and CD inputs provided to AC project document and activities planned for 2008.	UNDP CO, BRC Capacity Development team and Anti-Corruption Sub Practice
Moldova	Advocate and Advise on CD Policy	Knowledge Services and Learning	Provide CA and CD training for Country Office staff	UNDP Moldova, Belarus and Ukraine COs. UNDP BRC.
Serbia	Advocate and Advise on CD Policy	Knowledge Services and Learning	Provide CA and CD training for Country Office staff	UNDP Serbia, UNDP BRC, Serbian Standing Conference on Towns and Municipalities