

UNDG Working Group on Capacity Development

Enhancing the UN's contribution to national capacity development

Position Statement

The purpose of this Position Statement is to lay out a new overall 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 at country level in this regard; 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. Based on feedback and consultations with UNCTs it is expected that the Position Statement will be complemented with practical guidance on capacity assessment tools and on what the UN can do better to support national capacity to own, lead, manage, achieve and account for their national development priorities.

Introduction: the challenge of capacity development in the 21st Century and the UNDG 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

The Challenge

Through the Triennial Comprehensive Policy Review of operational activities for development (TCPR)¹, the Paris Declaration on Harmonization and Alignment, and more recently at the 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. Given that the UN system's contribution is not a significant financial one, the UN is being challenged to demonstrate its value-added in other ways. 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 meeting their development priorities. UNCTs will have to make capacity development the core of their work, and develop new ways of assessing and achieving capacity development 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.

There is much to draw on. Capacity development has been much discussed and documented. Important work and experience has been undertaken and gathered by bilateral donors, the IFIs, including the Regional Banks, NGOs and the UN system – at the normative, operational and technical levels. While the purpose of this note is not to duplicate those efforts or synthesize them, basic elements from these works have been adopted in this document, including the concept of “capacity development” as it has evolved in the last decade.

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 time². While there is general consensus on this definition, within any given country there are different levels of capacity – national, sub-national, local – and different stages of development in different sectors.

The UNDG response to the challenge

In response to the TCPR, and as agreed by the UNDG Heads of Agencies, the UNDG Programme Group established a working group to develop practical guidance for UNCTs for enhancing their contribution to national capacity development.

¹ 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.

² This is a widely accepted definition, and is used for the purposes of this note.

The first stage of this guidance is contained in the present Position Paper, which seeks to assist UNCTs, especially those in the preparation of UNDAFs, to position themselves in line with global development policy and practice and identify the roles they can play at country level. A second stage of guidance will be issued within the next few months, and 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 in this note. In the longer term, through the United Nations Evaluation Group and other means, further guidance on best practice for capacity development strategies and activities for UNCTs 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 (limited) 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 on its initiative to undertake an analysis of capacity development efforts of the UN system under the same policy guidance of GA Resolution 59/250. The group has also benefited from close collaboration with other undg mechanisms on related topics.

The premise of this “guidance” is that UNCTs are best placed themselves to decide precisely what roles are best 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 possible tips to take their capacity development efforts forward collectively in their analytical work and strategic planning. It is a “work in progress” that will benefit from on-going feedback and the dissemination 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 own, lead, manage, achieve and account for their national development priorities, especially those related to the MDGs and internationally agreed development goals, as well as human rights obligations in ratified UN conventions and treaties.

This paper suggests five key entry points to guide and position the UNCT work and to make it most effective in terms of country level capacity development:

- (1) Following the principles of national ownership and leadership articulated inter alia in the Paris Declaration, UNCTs situate their work in capacity development **within the national policy and planning process**. This process comprises situation analysis, through policy and strategy formulation, budget allocation, implementation and monitoring and evaluation.
- (2) UNCTs assess the level of capacity and respond to the capacity needs by **drawing on, or feeding into, national or sectoral capacity assessments and/or capacity development strategies**, ie not developing separate or parallel exercises.
- (3) UNCTs **“unpack” capacity development into different components** that together provide the necessary capacity to reach development goals in the context of a rights-based approach. The 8 components proposed are: human resources; public sector

accountability; access to information and knowledge; 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.

- (4) **UNCTs articulate capacity assessment and capacity development as the central thrust of the CCA and the UN's programme.** 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 however broadens the scope of current policies to include a more fundamental review of activities in light of partners' capacity development needs.
- (5) **UNCTs position themselves as reflecting a multilateral organization accountable to the Member States and guided by the principles of a human rights-based approach³,** and one which builds on (and lives up to) the relationship of trust derived from its multilateral mandate and long-standing presence at country level.

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, drawing on the UN's particular strengths and demonstrating the value-added the UNCT can bring. The roles are:

- Support to needs assessment/mapping of national capacities
- Support to equity and distributional analysis and the promotion of inclusion and empowerment
- Support to analysis for pro-poor policy options
- Promote international norms/standards
- Provide international good practice and promote knowledge networking
- Facilitate participation of different societal and government actors ("neutral broker") and enhance national coordination and management of development and humanitarian assistance within and between central and line ministries.
- Support to Information/data/monitoring and results-based management tools and systems.
- Catalytic material support for innovation.

Matrix I in Annex 1 presents a series 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 eight components of capacity⁴. It is expected that UNCTs will use Matrix I to make strategic decisions that will enable them to have the most impact in their efforts to strengthen national capacity. The potential actions identified in Matrix I should be geared towards building the capacity of national partners to do them for themselves, rather than the UN doing it for them. The content of the

³ Reference the Outcome Document of the UN consultation at Stamford on human rights based approach to programming - [click here](#)

⁴ See Annex 1: "Matrix I – Potential support by the UN to enhance national and local capacity development during the national planning process".

matrix is not a prescription of roles that have to be played in all countries. Rather it provides illustrations of the role that UNCTs can play, depending on the national context and their own capacities.

It is recognized that the UN's own capacity needs to be enhanced if UNCTs are to indeed be able to fulfill the roles expected of them. This is recognized with the undg agencies as well as by Member States⁵.

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. The matrix included herein can be seen as a tool to guide reflection within UNCTs. As noted above, further guidance will be provided in terms of capacity assessment and capacity assessment tools, as well as on successful strategies for capacity development interventions.

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 are also available through the undg website – [click here](#)

A draft matrix of benchmarks for assessing capacity development is also available on the website. This is a work in progress. It aims to provide a framework for identifying benchmarks in the capacity-building process for each of 8 components of capacity. The matrix is divided into the three levels of capacity – enabling environment, institutional/organizational and individual – for each of the components. It can be accessed directly through [this link](#) . Feedback is welcome.

⁵ 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”.

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

Component for UN support ⁶	Steps in national planning process				
	Situation analysis	Policy formulation	Strategy formulation and budget allocation	Implementation	M&E and Learning
Supporting national capacity for human resources	Mapping and assessment of 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, situation assessment, analysis and policy development;	Identifying the HR capacity gaps in policy issues relating to HRD and applying the internationally-agreed standards and norms and pro-poor growth. Facilitating HR assessments in niche areas including for example cross sectoral HR supply and demand linkages, gender and human rights aspects.	Bringing together in a holistic manner all the players (governmental and Non-governmental) to develop a comprehensive HR development strategy 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 Amplifying the role of the budgetary implications of HR capacity development. Initiating/developing targeted programme with budget for specific needy groups (eg women living in rural areas, indigenous peoples).	Developing adequate human resources for cross sectoral programming and scaling up implementation of best practices for achievement of MD/MDGs Quality assurance of HRD/training	Supporting the country in monitoring trends in the HR capacities and productivity enhancement. Support the country in strengthening its HR capacity for monitoring and reporting progress in the achievement of MD/MDGs and the HR implications Developing training and capacity building exercises including through training workshops in HRD. Supporting networks of institutions of excellence in HRD to exchange of learning Examining issues in underemployment, quality of life inc in working environment and their impact on sustainable development processes. Facilitating partnership with private sector and industry groups in sharing HRD facilities and expertise

⁶ The overall role of the UN is to support national partners manage their own planning process. The potential actions identified in this matrix should be geared towards building the capacity of national partners to do them for themselves, rather than the UN doing it for them. As noted above, the actions are presented as a “menu of options” for UNCTs to adopt and adapt as they see fit in their particular context.

Supporting national capacity for public sector accountability	<p>Identifying capacity gaps and constraints to improve public services delivery and to build-strengthen institutional capacity dealing with public services at the national and local levels.</p> <p>Developing capacity indicators and benchmarks</p> <p>Introducing international standards or comparative benchmarks</p>	<p>Raising awareness (Being aware) of and supporting compliance with international agreements/frameworks/norms and standards related to PSA;</p> <p>Setting up legislative frameworks and creating an enabling environment for PSA; Empowering civil society.</p> <p>Using recommendations of human rights treaty bodies on state party reports for (Consideration/use in) policy formulation</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>Cost measurement exercises.</p> <p>Identifying priority programmes/projects to foster PSA;</p> <p>Factoring in externalities.</p>	<p>Launching Start-up projects that could be replicated nationally;</p> <p>Ensuring that local/national capacity exists/is built to provide sustainability to programmes/projects related to PSA.</p>	<p>Building/strengthening capacity of oversight institutions (Parliament, Ombudsman, Audit General, Consumer Groups, etc)., including community-based auditing</p>	
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Supporting national capacity to provide access to information and knowledge	<p>Developing Government capacity to provide access to good practice in information and knowledge management for</p> <ul style="list-style-type: none"> • Quality assurance and standards • Awareness of relevant and appropriate technology options • Behavioral development and change (eg. health and nutrition good practice information packages for families) • Valorization of indigenous/local knowledge • Provision of strategic information for productive activities of poor people (market access, input and output prices, etc.) 	<p>Developing capacity to protect indigenous and local knowledge (IPR) and its management, including the legal framework</p> <p>Empowering poor people and marginalized indigenous communities, their organizations and their influence in local and national government through information resources and technologies, and enabling legal framework</p>	<p>Assisting Government (s capacity) to identify entities/partners who can best provide knowledge and information (partnership "due diligence")</p> <p>Developing Government 's capacity for managing partnerships with the private sector, media, civil society organizations, especially those specializing in knowledge management, information dissemination and communication</p>	<p>Developing (To ensure) 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>Developing (To ensure) government capacity to monitor and generate feedback on use of information and knowledge</p> <p>Strengthening the role and effectiveness of inter-community knowledge networks and information-sharing</p>	Supporting community and grassroots organizations in mobilizing for local knowledge management and programme participation
<p>Developing capacity to assess and analyze knowledge and capacity gaps (especially among the poor) for better targeting of programmes, including use of community-based information systems (eg. needs maps)</p>						

Supporting national capacity to ensure inclusion, participation, equity, empowerment	Strengthening/developing:	Strengthening/developing:	National capacity to assess the benefit of strategies for the poor/disadvantaged excluded and to set priorities to fulfill their rights.	Strengthening/developing:	Strengthening/developing:	Strengthening/developing:
National capacity to generate, disseminate and use disaggregated data	Capacity of local, national and non-governmental organizations to adopt a rights-based approach	Capacity of local, national and non-governmental organizations to adopt a rights-based approach	National capacity to undertake assessments that focus on the poor, the disadvantaged and the excluded, both females and males.	National capacity to develop institutions and self-owned organizations for poor/marginalized peoples participation	Capacity for inclusive democratic governance at national and local levels.	Capacity to develop and sustain public-private partnerships, community ownership and participation.
National capacity for more equitable and meaningful participation of the poor, the disadvantaged and the excluded throughout the process	Capacity of legal system and administrative practices to protect human rights of all according to international norms and standards and reflect these in national policies.	Capacity of legal system and administrative practices to protect human rights of all according to international norms and standards and reflect these in national policies.	National capacity to assess the impact of legislation, administrative practices and budgets on the poor, disadvantaged and the excluded.	Capacities to expand opportunities and institutional arrangements for participation of the poor, marginalized and excluded people	National capacity for parliamentary processes, legislative oversight, including at the local level.	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.
National capacity to ensure broad/inter-ministerial involvement and coordination, and participation of civil society.	Develop capacity of national and subnational governments to formulate gender equality policies based on comprehensive gender needs assessments and analysis.	Develop capacity of national and subnational governments to formulate gender equality policies based on comprehensive gender needs assessments and analysis.	Adopt 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.	National capacity to extend access and accountability of basic service and empowerment programmes to the poorest and most marginalized people and to monitor outreach on a participatory basis.	Capacity to enable community impact monitoring and self-monitoring.	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.
Assessment of national capacity to formulate, implement and establish accountability for policies and programs that promote women's empowerment and gender equality.	Build capacity of governments to report on, implement and assess compliance with commitments to international treaties and obligations, including CEDAW and other human rights treaties.	Build capacity of governments to report on, implement and assess compliance with commitments to international treaties and obligations, including CEDAW and other human rights treaties.	Develop 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.	Capacity of government to establish 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.	Capacity of government to establish 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.	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.

Supporting national capacity for financial resources	<p>To support mapping of development finance needs and sources</p> <p>To facilitate MD/MDG costing exercises</p> <p>To undertake Distributional analysis</p>	<p>To ensure 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>To ensure equitable burden sharing of financing schemes (among income groups, and between national and local)</p>	<p>To support negotiation capacities on direct budget support, SWAPs and untied technical cooperation and debt-reduction schemes</p> <p>To facilitate transparent budget allocation processes, that are inter sectoral, and have legislative oversight</p>	<p>To support national and local level budget management processes that are transparent; anti corruption measures</p>	<p>To enable community participation to monitor public investments and services and ensure decision-makers are accountable for infrastructure development</p> <p>To support vulnerability information systems and information re access to infrastructure</p>	<p>To foster national capacity to encourage public/private partnerships in undertaking infrastructure projects and delivery services.</p>
	<p>Strengthening/developing:</p> <p>National capacity to use MDGs Needs Assessment methodologies in the area of infrastructure are decentralized and respond to community needs</p> <p>National capacity for infrastructure and basic service analyses address the issue of sustainability, cost-effectiveness, and equitable distribution</p>	<p>To promote Multi-sectoral integrated approach to infrastructure and service investment and maintenance decisions</p> <p>To ensure that norms of social infrastructure and social equity are taken into account when formulating policies</p> <p>To provide 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>To ensure local input to infrastructure and service design/delivery decisions when defining strategies and deciding on budget allocation</p> <p>To develop alternative private sector and community co-financing schemes</p>	<p>To ensure that transparent and international standards of procurement (of goods and services) are applied</p> <p>To support community implementation and maintenance of infrastructure and services fostering ownership and sustainability of investments.</p>	<p>To support independent monitoring of the development and recurrent budget, that involves different government agencies, civil society, and donors</p> <p>To facilitate national channels for public access to information on budget/finance</p> <p>To support identification of performance benchmarks and indicators for monitoring</p>	
Supporting national capacity to manage material resources						

Supporting national capacity to manage environmental resources	<p>Provide quantifiable data on the economic value of ecosystems preservation (ie forests, wetlands, aquifers, coral reefs, etc.) in the project planning process.</p> <p>Assist in producing baseline assessment, data and maps</p>	<p>Raise Awareness of benefits associated with investment in natural capital and ecosystems.</p> <p>Assistance with legislative frameworks related to, ie genetic diversity, cleaner technologies, sustainable production and consumption patterns, etc.</p> <p>Promoting compliance with international agreements</p>	<p>Promote understanding of nature's protective ecological infrastructure and life support systems and specific strategies dealing therewith.</p> <p>Illustrate how the poor are disproportionately affected by ecosystems losses</p> <p>Assistance with cost measurement of environmental services, ie carbon absorption and storage capacity of tropical forests provides more revenue than short term deforestation gains.</p> <p>Demonstrate the economic returns of conservation policies, ie improved health, decrease in displaced persons, etc</p> <p>Promote 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>Ensuring 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>Disseminate best practices and foster a continuous learning by doing culture.</p>	<p>Provide advice on resource mobilization strategies linked to ecosystems protection, ie debt for nature swaps, market-based instruments, etc.</p>
Supporting national capacity to manage external/Inter national relations	<p>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.</p>	<p>Strengthening National capacity to develop public policy to enable advantageous approaches to international opportunities and to minimize external threats, based on situation analysis.</p>	<p>Promote awareness of and strategies to take advantage of external opportunities where the UN has a brokerage or facilitating role, including 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>	<p>Facilitating documentation of national successes achieved in external relations, and of management of threats, and support to dissemination including as a basis for intra-regional and international governmental and civil society cooperation, based on common interests.</p>	<p>Support to national access to information on available expert and specialist resources and advice on key issues of external relations policy and strategy.</p>	

Annex 2: Tools and information sources on capacity assessment and capacity development

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

MP Assessment Methodology. www.unmillenniumproject.org

<http://www.gender-budgets.org>

<http://www.unifem.org/resources>

<http://www.unmillenniumproject.org/policy/index.htm>

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>

The Outcome Document of the UN consultation at Stamford on human rights based approach to programming:

<http://www.undg.org/search.cfm?by=keywords&q=Stamford&country=§ion=1>

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

World Bank Institute website on governance [click here](#)

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

UNDP Capacity Development Website www.capacity.undp.org

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

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/>

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 www.impactalliance.org

UNDG Action Plan on Follow-up to Paris 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](#)

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

Devinfo - www.devinfo.org

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

www.expandnet.net