UNDP AND CIVIL SOCIETY ORGANIZATIONS

A TOOLKIT FOR STRENGTHENING PARTNERSHIPS

United Nations Development Programme

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United Nations Development Programme

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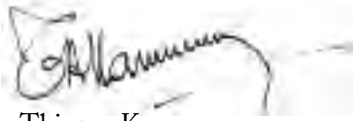


Thierno Kane
Director, CSO Division

FOREWORD

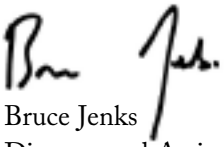
UNDP recognizes the multiple functions civil society organizations play in addressing the main challenges of poverty and environmental degradation, conflict and disaster, the HIV/AIDS pandemic and governance at all levels, from the local to the global. The growing strength and sophistication of civil society actors in the development arena presents us with new challenges in building multi-faceted and creative alliances with civil society partners. To design and sustain genuine partnerships with civil society actors, it is essential to understand the civil society sector, assess its capacities and weaknesses, and develop appropriate and effective tools and instruments to engage with civil society organizations (CSOs).

This toolkit, produced by the Civil Society Organizations Division in the Bureau for Resources and Strategic Partnerships, is aimed at providing colleagues with practical guidance and essential information in forging partnerships with CSOs. It includes examples of innovative country-level mechanisms to build and strengthen collaboration with CSOs.

This is a timely initiative, given the 2004 report of the Secretary-General's high-level panel of eminent persons on United Nations–civil society relations, which has emphasized the importance of the United Nations broadening and deepening its engagement with civil society in all its forms. The panel recommended "more meaningful interaction between civil society and the United Nations." The panel's report and the

Secretary-General's response urge the United Nations to become more outward looking, engage with a plurality of actors and constituencies in policy dialogue as well as in programme implementation, and connect the local with the global. For UNDP, the specific recommendations on strengthening the UN system's engagement with civil society at the country level are especially significant. Further, the priorities emerging from the 2005 World Summit, ranging from the Millennium Development Goals to peace-building, peacekeeping, human rights, democracy and the rule of law, cannot be realized without the active engagement of civil society partners.

At UNDP we have much to learn and gain from creative and strategic engagement with CSOs at multiple levels. The Bureau for Resources and Strategic Partnerships remains committed to supporting UNDP country offices and regional service centres in broadening their understanding of civil society actors and facilitating and strengthening partnerships with them. I hope this toolkit will help you in this critical task.



Bruce Jenks
Director and Assistant Secretary General
Bureau for Resources and Strategic Partnerships

OVERVIEW

This toolkit seeks to equip UNDP country offices with the essential tools, instruments and information to build substantive partnerships with civil society organizations (CSOs). It also provides examples of successful and innovative initiatives of UNDP engagement with CSOs at the programme and policy levels. While CSOs have a tremendous amount to offer UNDP in pursuing its mandate in ways that complement and supplement its work with governments, country offices are often faced with a number of issues as they seek to establish partnerships with civil society actors. The CSO Division has developed this toolkit to respond to the most frequently asked questions from country offices and regional service centres. We are grateful for the valuable inputs from programme officers and civil society advisors from country offices, regional service centres and headquarters.

Chapter One provides the UNDP definition of CSOs and a brief description of their various roles and functions, as set out in the policy of engagement with CSOs (2001). (Most references to CSOs in this toolkit are to national and local CSOs, not international institutions and networks.)

Chapter Two presents a methodology for mapping CSOs, aimed at assessing the strengths and weaknesses of CSOs working in a particular sector and identifying previously unknown civil society actors.

Chapter Three provides operational information on working with CSOs, outlining policies guiding implementation, contracts, grant making and partnership agreements. It includes guidelines for assessing CSO capacity and a list of suggested criteria that can be used to select CSO implementing partners.

Chapter Four describes the role, mandate and structure of the CSO Advisory Committee to the Administrator, set up in 2000. It also provides the methodology used by some country offices to set up national civil society advisory committees, such as in Botswana and Brazil.

Chapter Six describes an innovative mechanism for peer-to-peer community learning and includes a model agreement to establish an exchange between communities.

Chapter Seven contains a list of select CSO resources in areas such as NGO legislation, training, and assessments. The section also includes links to UNDP policies and procedures that guide engagement with CSOs.

The annexes provide further information on UNDP CSO Division programmes and initiatives. Annex I describes the BCPR-BRSP Pilot Small Grants Programme, launched in 2004, to strengthen partnerships with CSOs at the country level in post-conflict environments. Annex II provides a brief description of the indigenous peoples' component of the Human Rights Strengthening Programme (HURIST), aimed at fostering dialogue between indigenous peoples' organizations and UNDP at the policy level. Annex III describes the partnership agreement with SNV (Netherlands Development Organization), which led to the development of a three-year programme (2005-2007) aimed at strengthening the participation of local actors in the MDG and poverty reduction processes. Annex IV describes community dialogue spaces and highlights the key outcomes.

The toolkit is designed as a practical aid to colleagues. We hope that its user-friendly format will encourage staff to make copies of specific components for use in trainings, planning and programming.[1]

It is a work in progress that will continually be updated with relevant information.

We hope that the information contained in this toolkit is useful to your work. We look forward to receiving your suggestions and inputs to improve it further. ■

1. The toolkit is available electronically at the UNDP CSO Division website (http://www.undp.org/cso) and on the UNDP Intranet (http://content.undp.org/go/groups/brsp/brsp-cso/)

FREQUENTLY USED ACRONYMS

ACP	Advisory Committee on Procurement
AWP	Annual Work Plan
BCPR	Bureau for Crisis Prevention and Recovery
BDP	Bureau for Development Policy
BOM	Bureau of Management
BRSP	Bureau for Resources and Strategic Partnerships
CAP	Contracts, Asset and Procurement Committee
CBO	Community-Based Organization
CO	Country Office
CPAP	Country Programme Action Plan
CPO	Chief Procurement Officer
CSO	Civil Society Organization
DGG	Democratic Governance Group
ECOSOC	Economic and Social Council
FfD	Financing for Development
GEF	Global Environment Facility
HURIST	Human Rights Strengthening Programme
INGO	International Non-Governmental Organization
IPs	Indigenous Peoples
IPO	Indigenous Peoples' Organization
IUCN	World Conservation Union
LIFE	Local Initiative Facility for the Urban Environment
LPAC	Local Project Appraisal Committee
LTA	Long Term Agreement
MDGs	Millennium Development Goals
MoU	Memorandum of Understanding
NEX	National Execution
NGO	Non-Governmental Organization
NHDR	National Human Development Report
OHCHR	United Nations Office of the High Commissioner for Human Rights
OLPS	Office of Legal and Procurement Support
PAC	Project Appraisal Committee
PRS	Poverty Reduction Strategy
PSIA	Poverty and Social Impact Analysis
SGP	Small Grants Programme
SIDS	Small Island Developing States
SNV	Netherlands Development Organization (Stichting Nederlandse Vrijwilligers)
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNIPACK	United Nations Indigenous Peoples' Advisory Committee of Kenya
UN-NGLS	United Nations Non-Governmental Liaison Service
WCAR	World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance
WSF	World Social Forum
WSSD	World Summit on Sustainable Development

1

DEFINING CIVIL SOCIETY

Previous page: Guatemala; photo by Pedro Cote/UNDP

Until 1993, UNDP used the term non-governmental organization (NGO) to describe all the non-state/non-business organizations it worked with. The term civil society organization (CSO) is now the term of choice, as it encompasses a wider variety of organizations engaged in development work. CSOs comprise the full range of formal and informal organizations within civil society: NGOs, community-based organizations (CBOs), indigenous peoples' organizations (IPOs), academia, journalist associations, faith-based organizations, trade unions, and trade associations, for example.

Civil society constitutes a third sector, existing alongside and interacting with the state and market. UNDP defines civil society organizations in its policy of engagement with CSOs (2001) as:

> **CSOs are non-state actors whose aims are neither to generate profits nor to seek governing power. CSOs unite people to advance shared goals and interests. UNDP collaborates with CSOs whose goals, values and development philosophies accord with its own.**

In general, UNDP engages with CSOs concerned with (inter)national public policy and governance as well as those with expertise in service delivery.

UNDP tends to work with NGOs that have sufficient capacity to handle large development projects. Increasingly, however, UNDP is working with a wide variety of CSOs, including grassroots organizations, faith-based organizations and IPOs, on a smaller, localized scale. Over the last decade there has been a considerable increase both in the number of CSOs and in the scope of their activities. Development CSOs work in a variety of roles and perform a wide range of functions, including:

- **Advocacy:** change public opinion with regard to a given issue.
- **Watchdog:** measure both progress towards commitment made at United Nations world conferences and to assess the current state of aid and development cooperation programmes.
- **Networking:** coordinating other CSOs that work in a particular sector.
- **Research:** research issues, which are important to the CSO, often linked to an advocacy function.
- **Serve as umbrella CSO:** perform a coordinating and representative function.
- **Federations:** CSOs in one area or sector federate together for goals they can best achieve through greater numbers. CSOs interested in a particular issue also federate together with specific joint objectives.

CSOs play an increasingly influential role in setting and implementing development agendas throughout the world. Many have been in the forefront of advocating principles of social justice and equity. UNDP actively encourages all its offices to engage with a wide range of organizations and associations whose goals, values and development philosophies accord with its own. ■

2

MAPPING CIVIL SOCIETY ORGANIZATIONS

Previous page: Panama; photo by Doranne Jacobson/UNDP

Background

In 2004, the Bureau for Crisis Prevention and Recovery (BCPR) and the Civil Society Organizations Division of the Bureau for Resources and Strategic Partnerships (BRSP) launched an initiative to strengthen the capacity of CSOs in post-conflict environments. The small grants mechanism was identified as a practical means for developing CSO capacity and strengthening cooperation between UNDP and CSOs in post-conflict situations. A Global Selection Committee, made up of UNDP staff from headquarters and country offices with expertise in small grants, formulated the selection criteria and, having reviewed proposals from eleven countries, selected Colombia, Liberia and Sri Lanka to pilot the programme.

A critical component of the BCPR-BRSP Pilot Small Grants Programme (SGP)[2] was to conduct a comprehensive mapping exercise of national CSOs in the three pilot countries. Based on an analysis of the country context and the aim of the intervention, each country office set out to identify local CSOs and their capacities. They first agreed upon a focus area in consultation with the national civil society advisory committee that was created to provide oversight during the programme (see Chapter Four). The mapping exercise then served to identify CSOs working in similar areas. In Colombia, attention was placed on peace-building initiatives. Liberia concentrated on peace-building as well as capacity building. Sri Lanka also focused on peace-building, targeting CSOs not based in the capital city.

In each of the three countries, the mapping exercise was intended as an identification tool; it did not establish selection criteria.[3] The exercise is applicable to other country office programmes as well, and not only in crisis situations.

2. For more information on the BCPR-BRSP Pilot Small Grants Programme to strengthen the capacity of CSOs in post-conflict environments, please see Annex I.
3. For CSO selection criteria, please refer to Chapter Three, or visit: http://www.undp.org/cso/policies.html

In the past, country offices have limited their partners to well known and established NGOs, overlooking the potential of other civil society actors to contribute to achieving their development goals. Mapping exercises allow country offices to identify as many potential partners as possible to build lasting development relationships with the appropriate organizations.

Consultants from the civil society sector with experience and knowledge of CSOs in the country were selected to assist in the design and implementation of surveys of CSOs.

Methodology

Based on the experiences of the SGP in Colombia, Liberia and Sri Lanka, the CSO Division has developed a broad framework for CSO mapping, applicable to other regions and other contexts. ■

4. The Civil Society Advisory Committees in Colombia, Liberia and Sri Lanka played an advisory role in defining the scope of the exercise.
5. In Colombia, a local consultant affiliated with the national CSO network REDEPAZ (*La Red Nacional por la Paz y Contra la Guerra,* which specializes in peace-building) and familiar with key civil society actors in Colombia conducted the mapping exercise. In Liberia, a national consultant and an international consultant, with sociology students from the University of Liberia, carried out the exercise. In Sri Lanka, two local consultants, one Tamil and one Sinhalese, undertook the mapping effort, with six research assistants, most of them university students.
6. Extra attention was given to the degree of networking in the Colombia exercise, as building and strengthening alliances supports, protects and raises awareness of the organization's activities.

TABLE 1. FRAMEWORK FOR CSO MAPPING

1. Objective	■ Background and context ■ Define the scope of the exercise (focus area(s))[4] ■ Select geographical area where the exercise will take place (county/state/nation-wide) ■ Identify participants/interview subjects in the mapping exercise (CSO leaders and members, civic and/or village leaders) ■ Identify surveyors who will undertake the mapping exercise (independent consultants [domestic and/or foreign], UNDP staff)[5] ■ Notifications/permissions, if needed (local/national authorities, CSOs, etc.) ■ Design mapping exercise schedule/timeframe
2. Instruments	■ Design of questionnaire ■ Identify desired information, gather background information and assess the capacity of CSOs using several possible indicators: • Composition and size of staff • Legal status/history (active vs. inactive CSO, organization name changes, re-registration of organization with the authorities) • Experience in implementing projects with UN agencies, NGOs • Type of organization (CBO, IPO, NGO, member-based, etc.) • Links with constituency: Who the organization targets, how it works with the constituents • Annual financial flow and size of contingency fund • Degree of networking[6] (local, global linkages); membership of, or association with, CSO networks; links with government authorities, institutional entities, INGOs, international community, donors • Training: expertise and experience of staff • Experience in focus area • Geographical area of work • Identification of successful CSO-led initiatives

[continued on following page]

4, 5, 6. Please see previous page.

Framework for CSO mapping [continued]

3. Data collection	■ Translation of questionnaire into national languages ■ Train survey team on use of questionnaire ■ Survey team (consultants, UNDP staff, etc.) visits with CSOs to discuss the questionnaire ■ Field visits to CSO project sites; visits with CSO constituencies and members ■ Group meetings with CSO staff ■ (In)formal discussions and interviews with community leaders, local civic leaders, village elders and/or chiefs
4. Data analysis	■ *Qualitative assessment,* such as: What are the development objectives of the organization? Does the organization meet its goals? What is the relationship between the organization and the community? ■ Strengths and limitations of organization;[7] challenges faced by organization; capacity needs and strengths, main achievements ■ *Quantitative assessment,* such as: number of CSOs operating within country; number working in any given focus area ■ Synthesize results and draft mapping exercise report
5. Continuity/ evolution of exercise	■ Creation of CSO database ■ Continue to expand the mapping exercise to monitor progress of CSOs in terms of partnership building, networking activities, resources mobilized, outreach to beneficiaries, number and profile of members, training received, and thematic areas of work ■ Undertake additional mappings of CSOs (in other counties/districts/states, and in different focus areas) ■ Update and maintenance of the CSO database
6. Information sharing	■ Share mapping report with all actors who participated in the exercise, as well as the results and experiences from the field ■ Translation of report into national languages ■ Distribution of reports, methodology and tools to relevant actors and stakeholders: UNDP staff, other UN partners, local authorities, government partners, donors, community leaders and civil society representatives

7. In Colombia, UNDP is currently designing DIGITS (Diagnóstico Global de Iniciativas), a tool to evaluate and analyze the strengths and limitations of a CSO.

3

OPERATIONAL GUIDE TO WORKING WITH CSOs

Previous page: Liberia; photo by Mary Speck/UNDP

This section provides some tips on working with CSOs. The Financial Regulations and Rules, the newly launched Results Management Guide, and the Procurement User Guide[8] provide the specific policies and procedures for NGO participation in UNDP project activities.

UNDP can engage with NGOs in three different ways:

1) NGO as managers of a UNDP project. In this case, the NGO would be an Implementing Partner (in countries with harmonized programming procedures) or an Executing Agency (in countries that have not yet harmonized).[9] The Project Cooperation Agreement would be used under this arrangement.
2) NGOs as a contractor. In this case, procurement procedures and contracts would apply.
3) NGOs as recipients of grants. In this case a grant agreement in the form of a Memorandum of Understanding is signed.

These are described more fully in Sections I - III and Table 2.

I. NGO as Implementing Partner

When NGOs are designated as an implementing partner for UNDP activities, management responsibility for the entire project including achieving the project outputs lies with the NGO. This arrangement is particularly useful if one NGO can provide the bulk of project inputs or can undertake the project activities, and has the necessary administrative/accounting capacity to manage the project, track and report expenditures.

The advantage of this type of arrangement is that the NGO has full control over project operations, and can use its own supply channels for recruitment and procurement, provided that the process is in line with UNDP standard requirements and based on "best value for money". The NGO can respond quickly to a changing environment, and its own mission and the project's overall objective should match. The amount an NGO can receive as implementing partner is limited by its management capacity, as

8. Previously known as Procurement Manual. Available at: http://content.undp.org/go/userguide/cap/
9. Implementing Partner: The Implementing Partner is the entity responsible and accountable for managing a project, achieving project outputs, and for the effective use of UNDP resources. A single Implementing Partner is designated to lead the management of each UNDP-supported project. The Implementing Partner may enter into agreements with other organizations or entities to assist in successfully delivering project outputs. Possible Implementing Partners include government institutions, other eligible UN agencies, UNDP, and eligible NGOs. Eligible NGOs are those that are legally registered in the country where they will be operating. Proposed Implementing Partners should be identified based on an assessment of their technical, financial, managerial and administrative capacities that will be needed for the project. In countries not yet harmonized, these would be executing agencies.

assessed by the Local Project Appraisal Committee (LPAC).[10] The NGO receives the funds through advances, based on its financial reporting.

The following text provides the procedures for NGO implementation.

NGO Implementation

1. UNDP seeks to collaborate with national as well as international NGOs that have adequate staff and reasonably sound financial status; have experience in working with external organizations or donors; and, importantly, have the necessary capacities within their fields of expertise to carry out activities and achieve results on behalf of UNDP.

2. Management by an NGO[11] is appropriate in the case of a project that:
   (a) Involves close interaction with target groups such as the poor and vulnerable;
   (b) Would benefit from established contacts with grass-roots associations; or
   (c) Calls for expertise in the use of participatory methods.

3. Some benefits of NGO implementation are that it provides expertise in areas where NGOs have a comparative advantage. It offers an opportunity to enhance the dialogue between the government and the CSO community in the programme country; it also enlarges the range of UNDP partners.

4. An NGO is defined as a non-profit organization, group or institution that operates independently from a Government and has humanitarian or development objectives. The designated NGO may be a national or an international NGO.[12] In either case, the NGO must have the legal status to operate in accordance with the laws governing NGOs in the programme country. For each project, UNDP signs a standard Project Cooperation Agreement with the designated NGO, and this serves as the basic legal agreement between UNDP and the NGO.

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10. Under the *Simplification of NGO Execution in Crisis and Post-Conflict Situations*, for projects with an annual value of $300,000 or less, subject to the country office's decision, the whole amount can be provided in one annual advance, and semi-annual financial reports are required. If the annual budget exceeds $300,000, quarterly financial reports are required, and funds are advanced accordingly. Please see http://www.undp.org/cso/resource/policies/NGOexec_crisis.doc
11. NGOs are partners in many UNDP-supported activities besides managing projects. For example, NGOs may play an active role in policy dialogue.
12. An international NGO is an NGO operating in a programme country but legally registered in another country. The Project Cooperation Agreement is annexed to the project document, which is required for each UNDP project.

5. The UNDP country office must assess the capacity of the NGO to carry out the project. The Project Document must specify any exceptional support measures required to ensure that the NGO can meet UNDP requirements for managing projects.

6. Normally, the parties use a competitive process to select an NGO to manage a project. Since such designation of an NGO is not a procurement action, the LPAC reviews the proposal to designate the NGO and verifies its competitiveness.[13] The NGO is designated where one specific NGO is clearly the most suitable to manage the project or when no other NGOs are available or interested. The LPAC minutes must describe the outcome of the review, the alternatives considered and the reasons why the proposed NGO was selected.

7. The designated NGO generally carries out the project activities directly but, if necessary, it may also contract other entities, including other NGOs, to undertake specific activities. This is done through a competitive process in accordance with the description of management arrangements in the Project Document as reviewed by the LPAC.

8. All NGO-managed projects must be audited periodically.[14] The audit must be carried out by the auditors of the NGO or by a qualified audit firm, which will produce an audit report and certify the financial statement. The project may be subject to audit by the auditors of UNDP, and UNDP shall have right of access to the relevant records of the NGO. Where a United Nations agency participates in NGO-managed projects as an implementing agency, the auditors of the project appointed by the NGO should restrict the scope of the audit, stating that the audit opinion does not cover expenditures incurred by organizations of the United Nations system. This restriction also applies to expenditures incurred by UNDP.

Simplification of NGO Execution for Crisis and Post-Conflict Situations

To strengthen UNDP strategic partnerships with key constituencies and its responsiveness in crisis situations, an assessment of UNDP NGO execution procedures was undertaken in 2001. The Bureau for Crisis Prevention and Recovery hosted two regional workshops in 2002, aimed

13. When designating the NGO, the LPAC uses *Capacity for Programme and Project Management: Key Considerations* to analyze the relevant capacities of the NGO. For reference please see footnote 26.
14. For additional information on NGO/NEX audits, please see: http://intra.undp.org/oapr/ngo-nex/index.html

at strengthening collaboration with CSOs operationally in post-conflict environments. Both the assessment and the regional workshops identified some of the operational obstacles to an effective partnership between UNDP and CSOs in crisis and post-conflict situations. Simplified procedures to overcome them have since been established. In 2004, UNDP endorsed simplified NGO execution procedures in crisis and post-conflict situations, addressing the selection of CSOs, government clearance, project award, and financial advances and reporting.[15]

II. NGO Contract

The following information provides overall guidance on the use of NGO contracts. When the office is not working with NGOs as an implementing partner/executing agent or as a grantee, then the relationship with the NGO is usually one of contractor. The Procurement User Guide applies in such cases.

The intention of a contract with an NGO is to provide a project input or conduct a specific project activity through an NGO that is the best supplier for the service (or goods). While an NGO within a contract can be tasked to take over a certain degree of project management, the overall responsibility, especially regarding budget control and reporting, rests with the implementing partner (national institutions, UN agency, NGO or UNDP country office). Within the framework of a contract, the implementing partner and the NGO can freely agree on the scale and scope of the service, the timetable, the reporting requirements/frequency, and the payment schedule.

With more complex project activities that include both a service and a goods component, a practice tip is to contract the NGO for coordination, use, or distribution of the assets, and to issue a separate procurement contract for goods to a different supplier, thereby decreasing the overall value of the NGO contract. This method allows UNDP to take full advantage of the comparative advantages of various partners (e.g. distribution channels of local NGOs on the one side, and competitive market access of private sector supplier on the other).

The Procurement User Guide provides for special procedures regarding contracting in countries in special development situations.

15. More information on the *Simplification of NGO Execution for Crisis and Post-Conflict Situations* is available at: http://www.undp.org/cso/resource/policies/NGOexec_crisis.doc

Among the simplified procedures, it expands the authority of the Contracts, Asset and Procurement Committee (CAP) to review contracts up to $300,000 (Advisory Committee on Procurement (ACP) review above $300,000).[16]

III. NGO Grants

The following information provides overall guidance on NGO grants. For additional and detailed information, please refer to the Results Management Guide.[17]

There are a number of UNDP programmes designed to provide small grants to NGOs and community-based organizations (CBOs). These examples can provide a wealth of information on the use and management of NGO/CBO grants.[18] As stated in the Financial Rules and Regulations, a grant mechanism can be incorporated into technical cooperation programmes and can be implemented through NGOs or grassroots organizations.[19] Grants are funds to finance a proposal from civil society. While UNDP sets the general parameters and selection criteria, the NGOs themselves design the grant projects based on their ideas, needs and capacity.

In contrast to contracts, competitive bidding in the conventional sense does not apply. A steering/selection committee is established to select grants on a competitive basis emphasizing innovative ideas, new approaches, sustainability, impact, feasibility and cost.

Grants are limited to $150,000 per organization and project,[20] and several organizations may often work on different aspects of the same project, but nevertheless only one grantee is selected. In cases where the project design calls for individual grants larger than $150,000, a specific request should be submitted to the Associate Administrator in accordance with the Results Management Guide.[21] Once clearance is obtained, larger grants can then be awarded using the same procedures.

16. Procurement User Guide, "Countries in Special Development Situations" (previously in Procurement Manual, Chapter 5.2)
17. Results Management Guide, Initiating a project, Additional information, Operations of projects, Micro-capital grants.
18. Examples are: INT/92/104 "Partners in Development Programme", RAF/96/020 "Africa 2000 Network", GLO/97/627 "Local Initiative Facility for the Urban Environment", INT/98/G52 "UNDP/GEF Small Grants Programme".
19. Please see Financial Rules and Regulations Article 19: Grants, Regulation 19.01.
20. Results Management Guide, Initiating a project, Additional information, Operations of projects, Micro-capital grants.
21. Ibid.

For complex activities, it is often more advantageous to split them into several components, for example into a grant component with a CBO/NGO, and a separate procurement contract with a private supplier. This will reduce the total grant amount and at the same time may reduce overall cost because goods are procured directly from the supplier, and not via the NGO (import duties, tax exemption).

IV. Long-Term Agreements

A Long Term Agreement for Professional and/or Consultancy Services (LTA) is to institute a mechanism for the procurement of services that is both effective and efficient. The LTA allows UNDP to enter into agreements with various providers of professional services in a number of areas including partnership building, and operational support and specific professional service.

It intends to achieve the following:

- Reduce the contracting costs associated with the sourcing, solicitation and bidding processes.
- Achieve lower costs through volume leverage.
- Reduce the end-to-end process time currently required to award the contract.

The intention of the long-term agreement is to pre-determine and plan a joint response by UNDP and a partner, like a CSO, in a given situation based on a generic scenario, without necessarily specifying a country. This kind of arrangement is particularly useful in crisis or post-crisis environments as it provides a way of working with CSOs quickly because it establishes areas of work ahead of time. Country offices would be encouraged to develop a roster of CSOs with whom they would like to partner before a crisis erupts. This type of arrangement is also especially useful in the context of global, interregional, and regional projects, so that UNDP can identify partners with a capacity to respond in more than one country in advance.

The user guidelines for LTAs provide information on contracting, areas of work, pricing and roles and responsibilities.[22]

22. The guidelines and examples of LTAs can be found at: http://practices.undp.org/management/procurement/longtrm_agreements.cfm

V. Partnership Agreements

UNDP has partnership agreements with multiple actors such as donor governments, international organizations, regional development banks, United Nations agencies and CSOs. Each agreement is unique and expresses a commitment to collaborate on a specific set of issues.

UNDP administers two main instruments to receive and manage donor contributions to other (non-core) resources: cost sharing and trust funds. Country offices are strongly advised to, as much as possible, use the UNDP standard cost sharing or trust fund agreement formats with partners in such cases. A government cost-sharing agreement can also be included in the Country Programme Action Plan (CPAP) (for the whole programme) or Annual Work Plan (AWP) (for a project), which is signed by UNDP and the government coordinating agency or UNDP and a national implementing partner. UNDP headquarters must clear any deviation from the standard agreement format.

A Memorandum of Understanding (MOU) is used in the partnership area (not procurement area) to indicate that UNDP wants to work with another entity (such as UN agencies, CSOs, intergovernmental organizations, private sector) in areas of mutual interest. MOUs must not be used in place of a contract when the purchase of a service or good is the essence of the relationship. Any proposed MOU that is not consistent with a model template must be referred to the relevant bureau in headquarters for review and clearance, including the regional bureau concerned, Bureau for Resources and Strategic Partnerships (for the partnership perspective), Bureau for Development Policy (where operational issues are implicated), and the Bureau of Management and Office of Legal and Procurement Support (for clearance prior to signature by the head of the office).[23]

Please review the UNDP Internal Control Framework on the UNDP Intranet site for more information on the implementation of effective internal controls in finance, management and operations.

23. BRSP has compiled a list of partnership agreements, which can be found on the BRSP Intranet site at: http://content.undp.org/go/groups/brsp/?src=brsp

TABLE 2. TYPES OF NGO ENGAGEMENT

	NGO as implementing partner
General intention	To give overall management of an entire project to an NGO; NGO is responsible for achieving the project results.
Selection	1) Assess most appropriate project management arrangement for the project (National institution, country office, UN agency, or NGO). 2) Capacity assessment of NGOs to choose the one best-suited NGO.
Applicable agreement	Project Cooperation Agreement.
Financial limits	No limit as such (whole project).
Financial reporting	NGO implementing partner has to submit quarterly financial reports to receive the next advance.
Additional funding	NGO can bring additional, non-UNDP funds, to the project.
Intellectual property	All property rights rest with UNDP.
Other partners	The NGO implementing partner contracts other partners (consultants, suppliers, NGOs), or gives out grants to NGOs; can request services from other UN agencies.
Overall reporting	Responsibility of NGO.
Typical examples	

Contract with NGO	Grant to NGO
To request a specific project input from an NGO; NGO is responsible for providing the service.	To support an activity proposed by an NGO within the project framework; NGO is responsible for achieving the grant objective.
In accordance with the procurement rules of the contracting agency – usually implementing partner, provided that those rules are in line with UNDP standard requirements. If UNDP issues contract, UNDP rules apply (a competitive process is undertaken if competition not feasible, waiver must be obtained in accordance with Procurement Manual); generally only one contractor for each activity.	Selection by a steering or selection committee.
Procurement contract – typically contract for professional services.	Memorandum of Understanding.
No limit as such, but approval subject to procurement rules (CAP, ACP/CPO, waivers).	Limit is currently $150,000.
Negotiable.	Negotiable.
The contract is fully paid from UNDP funds.	NGO can receive other funds and/or contribute own funds.
All property rights rest with UNDP unless explicitly stated in contract.	The property rights of the proposal rest with the NGO.
Usually no further contracting.	Usually no further contracting; the NGO might request specific services from UNDP (e.g. procurement).
Responsibility of implementing partner.	Responsibility of implementing partner.
Workshop organization, other services.	GEF Small Grants Programme, LIFE.

VI. Framework of Selection Criteria to Assess CSO Capacity

The intention of this tool is to provide country offices with a broad framework to assess capacity when selecting a CSO partner.[24] It outlines particular criteria to consider within some of the main elements that make up a CSO: mission, organizational structure, leadership, management practices and activities. Most importantly, the tool provides guidance for selection and should *not* be seen as a one size fits all approach to selection, nor as a scorecard for CSOs.

As CSOs comprise the full range of formal and informal organizations within civil society, such as non-governmental organizations (NGOs), community-based organizations (CBOs), academia, journalist associations, faith-based organizations, trade unions, and indigenous peoples' organizations (IPOs), their capacities, expertise and scope will also vary. Furthermore, some countries may have well-established regulatory frameworks that allow for, protect, and strengthen the CSO sector, while others may be more repressive. Other factors like a large donor presence and aid flow can create an environment with numerous large-scale international NGOs managing vast resources. Countries differ from one another in the civil society environments, the diversity of their national actors, their competence and the role they play in society. Therefore, these guidelines may have to be adjusted to reflect national and local circumstances. A CSO mapping exercise identifying the CSOs active in a country or sub-region may also be a useful complement to this tool (see Chapter Two).

Before embarking on this exercise, it is important that the country office be clear on the kind of work the CSO will be asked to undertake, the purpose of the partnership and the opportunities, as well as the limitations, of working with CSOs. While this tool is intended to assess CSO capacity, separate tools are necessary to assess financial capacity. Annex III of the United Nations Development Group document *Framework for Cash Transfers to Implementing Partners* (September 2005) contains guidelines to assess the financial management capacity of implementing partners.[25] Another helpful guide in analyzing the capacity of an NGO for implementation of UNDP projects is the document *Capacity for Programme and Project Management: Key Considerations.*[26] ■

24. For the UNDP definition of a CSO, please see Chapter One.
25. *Framework for Cash Transfers to Implementing Partners* is available at: http://www.undg.org/documents/6642-Framework_for_Cash_Transfers_to_Implementing_Partners.doc
26. Available at: http://content.undp.org/go/prescriptive/Project-Management---Prescriptive-Content-Documents/download/CAPACITY+FOR+PROGRAMME+AND+PROJECT+MANAGEMENT.doc?d_id=241807&g11n.enc=ISO-8859-1

TABLE 3. CSO CAPACITY ASSESSMENT TOOL

PART I. ASSESSING CSO COMMITMENT TO THE UNDP PRINCIPLES OF PARTICIPATORY HUMAN DEVELOPMENT AND DEMOCRATIC GOVERNANCE

INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS AND TOOLS
1.1 LEGAL STATUS AND HISTORY *Degree of legal articulation and biographical indications*		
1.1.1 Legal status	■ Is the CSO legally established? ■ Does the CSO comply with all legal requirements of its legal identity and registration?	■ Name and name of officers ■ Registration with government or umbrella CSO ■ Legal incorporation documents
1.1.2 History	■ Date of creation and length in existence ■ Reasons and circumstances for the creation of the CSO ■ Has the CSO evolved in terms of scope and operational activity?	■ Annual reports ■ Biographical note on CSO ■ Media kit ■ Website
1.2 MANDATE, POLICIES AND GOVERNANCE *Compatibility between the goals of the CSO with those of UNDP and a sound governance structure*		
1.2.1 CSO mandate and policies	■ Does the CSO share UNDP principles of human development? ■ Does the CSO share similar service lines to UNDP? ■ Is it clear on its role?	■ Mission statement/ Charter document ■ Annual report ■ Policy statements
1.2.2 Governance	■ Who makes up the governing body and what is it charged with? ■ How does the independent governing body exert proper oversight? ■ Does the CSO have a clear and communicated organizational structure?	■ Reports on the meetings of the governing body ■ Profile of board members/ trustees ■ Copies of rules and procedures ■ Minutes of management or decision-making meeting; Code of Conduct ■ CSO organizational chart

[continued on following page]

CSO Capacity Assessment Tool [continued]

INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS AND TOOLS
1.3 CONSTITUENCY AND EXTERNAL SUPPORT *Ability to build collaborative relationships and a reputable standing with other sectors*		
1.3.1 Constituency	■ Does the CSO have a clear constituency? ■ Is the organization membership based/or not? ■ Is there a long-term community development vision? ■ Does the CSO have regular and participatory links to its constituency? ■ Are constituents informed and supportive about the CSO and its activities?	■ Mission-statement-goal ■ Webpage / webforum ■ Newsletter ■ Report of field visits ■ Media coverage ■ Resource centre or public assembly space
1.3.2 CSO local and global linkages	■ Does the CSO belong to CSO umbrella organizations and/or CSO networks in its own sector? ■ Does the CSO have strong links within the CSO community and to other social institutions?	■ Membership/affiliation in a CSO umbrella ■ Letters of reference ■ Participation in regional/national/international CSO meetings and conferences ■ Partnerships agreements with other CSOs
1.3.3 Other partnerships, networks and external relations	■ Does the CSO have partnerships with government/UN agencies/private sector/foundations/others? ■ Are these partnerships a source of funding?	■ Partnerships agreements and/or MoUs ■ Records of funding and list of references ■ Reports on technical external support from national and/or international agencies ■ Minutes of partnership interactions

[continued on following page]

CSO Capacity Assessment Tool [continued]

PART II. ASSESSING CSO CAPACITY FOR PROJECT MANAGEMENT		
INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS AND TOOLS
2.1 TECHNICAL CAPACITY *Ability to implement a project*		
2.1.1 Specialization	■ Does the CSO have the technical skills required? ■ Does the CSO collect baseline information about its consituency? ■ Does the CSO have the knowledge needed? ■ Does the CSO keep informed about the latest techniques/competencies/ policies/trends in its area of expertise? ■ Does the CSO have the skills and competencies that complement those of UNDP?	■ Publications on activities, specific issues, analytical articles, policies ■ Reports from participation in international, regional, national or local meetings ■ Tools and methodologies ■ Evaluations and assessments
2.1.2 Implementation	■ Does the CSO have access to relevant information/resources and experience? ■ Does the CSO have useful contacts and networks? ■ Does the CSO know how to get baseline data, develop indicators? ■ Does it apply effective approaches to reach its targets (i.e participatory methods)?	■ Evaluations and assessments ■ Methodologies/ training materials ■ Use of tookits, indicators and benchmarks/capacity-development tools ■ Databases (of CBOs, partners, etc.)
2.1.3 Human resources	■ Does the CSO staff possess adequate expertise and experience? ■ Does the CSO use local capacities (financial/ human/other resources)? ■ Does the CSO have a strong presence in the field? ■ What is the CSO's capacity to coordinate between the field and the office?	■ Profile of staff, including expertise and professional experience ■ Staff turnover ■ Chart of assignments of roles and functions ■ Reports on technical experience from national or international agencies for operations and capacity-building

[continued on following page]

CSO Capacity Assessment Tool [continued]

INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS AND TOOLS
2.2 MANAGERIAL CAPACITY *Ability to plan, monitor and co-ordinate activities*		
2.2.1 Planning, monitoring and evaluation	■ Does the CSO produce clear, internally consistent proposals and intervention frameworks? ■ Does the development of a programme include a regular review of the programme? ■ Does the CSO hold annual programme or project review meetings? ■ Is strategic planning translated into operational activities? ■ Are there measurable objectives in the operational plan?	■ Well-designed project and programme documents as well as evaluations and reports ■ Action/operational plans ■ Evaluation and monitoring reports
2.2.2 Reporting and performance track record	■ Does the CSO report on its work to its donors, to its constituency, to CSOs involved in the same kind of work, to the local council, involved government ministries, etc.? ■ Does the CSO monitor progress against indicators and evaluate its programme/project achievement? ■ Does the CSO include the viewpoint of the beneficiaries in the design and review of its programming?	■ Reports on performance ■ Reports to donors and other stakeholders ■ Internal and external evaluation and impact studies
2.3 ADMINISTRATIVE CAPACITY *Ability to provide adequate logistical support and infrastructure*		
2.3.1 Facilities and equipment	■ Does the CSO possess logistical infrastructure and equipment? ■ Can the CSO manage and maintain equipment?	■ Adequate logistical infrastructure: office facilities and space, basic equipment, utilities ■ Computer capability and library materials ■ Proper equipment for area of specialisation/inventory to track property and cost

[continued on following page]

CSO Capacity Assessment Tool [continued]

INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS AND TOOLS
2.3.2 Procurement	■ Does the CSO have the ability to procure goods, services and works on a transparent and competitive basis?	■ Standard contracts ■ Examples of how procurement is done ■ Written procedures for identifying the appropriate vendor, obtaining the best price, and issuing commitments
2.4 FINANCIAL CAPACITY *Ability to ensure appropriate management of funds (For detailed guidelines and checklists to assess financial management capacity, please visit: http://www.undg.org/documents/6642-Framework_for_Cash_Transfers_to_Implementing_Partners.doc)*		
2.4.1 Financial management and funding resources	■ Is there a regular budget cycle? ■ Does the CSO produce programme and project budgets? ■ What is the maximum amount of money the CSO has managed? ■ Does the CSO ensure physical security of advances, cash and records? ■ Does the CSO disburse funds in a timely and effective manner? ■ Does the CSO have procedures on authority, responsiblity, monitoring and accountability of handling funds? ■ Does the CSO have a record of financial stability and reliability?	■ Operating budgets and financial reports ■ List of core and non-core donors and years of funding ■ Written procedures ensuring clear records for payable, receivables, stock and inventory ■ Reporting system that tracks all commitments and expenditures against budgets by line
2.4.2 Accounting system	■ Does the CSO keep good, accurate and informative accounts? ■ Does the CSO have the ability to ensure proper financial recording and reporting?	■ A bank account or bank statements ■ Audited financial statements ■ Good, accurate and informative accounting system ■ Written procedures for processing payments to control the risks through segregation of duties, and transaction recording and reporting

4

THE CIVIL SOCIETY ADVISORY COMMITTEE

Previous page: Bangladesh; photo by Munira Morshed Munni/UNDP

I. CSO Advisory Committee to the Administrator

As described in the policy of engagement with CSOs (2001), UNDP recognizes the importance of engaging CSOs at the policy advocacy level. In May 2000, UNDP set up a CSO advisory committee to provide advice and strategic guidance to the Administrator and senior management on the future directions of UNDP. The advisory committee allows for frank dialogue between civil society leaders and the UNDP Administrator and senior management on key development issues.

Fifteen CSO policy leaders from around the world, with expertise in the substantive areas in which UNDP engages (such as governance, human rights, poverty reduction, conflict prevention and peace-building, environment and gender) constitute the committee.[27]

The primary functions of the CSO advisory committee are to provide advice and strategic guidance to the UNDP Administrator, support and monitor the implementation of key policies and advocacy efforts, and pilot strategic CSO/UNDP initiatives and activities.

Within these three broad areas, the CSO committee has advised UNDP on:

- Policies of engagement with CSOs, the business sector, indigenous peoples, and on public information and disclosure.
- *Human Development Reports:* through involvement in readers' groups.
- The 2003 UNDP report, *Making Global Trade Work for the People:* through contributions to and drafting of background papers.

Committee members have also:

- Participated in joint UNDP-CSO missions (Bangladesh on indigenous peoples, and Sri Lanka on community empowerment in post-tsunami context).
- Participated in local selection committees of the BCPR-BRSP pilot small grants programme and provided ongoing substantive advice.

27. For a compete list of committee members, summary reports and recommendations from meetings, please visit: http://content.undp.org/go/groups/brsp/brsp-cso/csocommittee/?g11n.enc=ISO-8859-1

- Co-sponsored events with UNDP at roundtables at the World Conference Against Racism (2001), the International Conference on Financing for Development (2002), the World Summit on Sustainable Development (2002) and the World Social Forum (2002, 2003).
- Co-produced with UNDP publications on MDGs, indigenous peoples and crisis.

UNDP actively promotes and supports advisory committees, as they provide a forum for policy advocacy and debate, as well as advice on UNDP policy direction. Based on the experience of the advisory committee at headquarters, some country offices have set up national advisory committees. Botswana was the first to do so (2003), followed by Brazil (2004). Colombia, Kenya, Liberia and Sri Lanka have established committees that focus on sectoral issues. The following section presents the methodology used by the Botswana, Brazil and Kenya country offices in setting up their advisory committees. It also describes the procedures followed to establish committees under the BCPR-BRSP Pilot Small Grants Programme in Colombia, Liberia and Sri Lanka.

II. Civil Society Advisory Committee to UNDP in Botswana

Background

The Botswana Civil Society Advisory Committee was established in September 2003 to expand and diversify UNDP collaboration with CSOs, within the framework of sustainable human development. The committee makes it possible for UNDP and its staff to gain a broader and deeper understanding of important forces and movements in society, thus making UNDP potentially better equipped to respond to the challenges facing the country. Specific cooperation is taking place with CSOs in UNDP-supported programmes in HIV/AIDS, natural resource management and poverty reduction.

Purpose of the Committee

i) To strengthen and support the ability of UNDP in Botswana to understand and analyze the role of CSOs and groupings in the development process of Botswana.

ii) To contribute to policy development and thinking in UNDP in Botswana, not only with regard to policies directly affecting and involving civil society, but on broad development policy.

Steps to Set up the Committee

When the Botswana country office appointed representatives to the advisory committee, it was not attempting to set up a representative body. Instead, it sought a mix of people who could provide UNDP with different insights through their professional skills, as well as different experiences through their positions elsewhere. Several principles guided the establishment of the committee:

- Members represent only themselves on the committee, and not the organization(s) that s/he may be employed by, a member of, or on the board of.
- Members are appointed by the resident representative, based on advice from UNDP management and heads of units.
- The committee membership is gender balanced and covers a broad diversity of interests and backgrounds.
- The committee should meet at least three times a year, focusing each time on one or two thematic issues based on well-prepared background material; and with senior management participating.
- The members of the committee will select a chair, who will organize the meetings in cooperation with the resident representative, and will chair the sessions.

Eight members, ranging from church leaders to academics to CSO directors, were invited to participate. The meetings of the committee and the informal communication with civil society representatives provide UNDP with useful perspectives, other than those of the government.

Some of the issues addressed by the advisory committee in Botswana include:

- **The Botswana development model:** Trying to create a shared understanding of the limitations of the present model with regard to breaking the impact of the HIV/AIDS pandemic; dealing effectively with poverty reduction issues; diversifying the economy; and managing globalization.
- **The national MDG report:** The committee has discussed ways to use this report as a tool or avenue for a broader debate on the development paradigm in Botswana. One issue that has come up several times is that of the 'paternalistic' nature of the state as well as the mode of development, and how this needs to be changed for the country to be able to deal with present challenges.
- **Indigenous peoples:** The issue of the Basarwa, the San People, is one that has in recent years created a lot of tension, not least because of the 'relocation' of Basarwa from inside the Central Kalahari Game Reserve to new settlements outside. The INGO Survival International has taken a keen interest in this. The committee's discussion focused on how UNDP could play a role in establishing a dialogue among the stakeholders, ensuring that the long-term development issue is not forgotten.
- **Botswana Human Development Report:** A first concept note from the country office was presented to the committee, to allow it to guide the process of identifying the theme for the planned 2007 report. Also discussed was how the committee as a whole could fit into the 'governance structure' of the report. This has resulted in a very productive exchange of ideas between the country office and the committee.

Where to Find Out More

- Viola Morgan, UNDP Resident Representative a.i., Botswana (viola.morgan@undp.org)
- Rebonyebatho Moaneng, UNDP Assistant Resident Representative, Botswana (r.moaneng@undp.org)

III. Civil Society Advisory Committee to UNDP in Brazil

Part I. Establishment and Experience to Date

Background

Civil Society in Brazil: Civil society in Brazil is a powerful force in shaping and building the economic, social, political and environmental agenda of the country and a major constituent in setting a new development path in Brazil, contributing to the achievement of the Millennium Development Goals. When President Luiz Inácio Lula da Silva came to power in 2002, he created the Economic and Social Development Council (CDES), with 90 members from different sectors of civil society and twelve government ministers, to discuss national development issues. President Lula also assigned a new task to the General Secretary of the Presidency: to sustain a permanent dialogue with social movements and civil society organizations to keep the Government in touch with their demands.

UNDP in Brazil and Civil Society: UNDP in Brazil has around 270 organizations from civil society involved in its programmes. Although its 'traditional' counterpart has long been the Government, UNDP has now recognized that development cooperation with Brazil cannot be relevant or effective without engaging civil society and its organizations more formally. UNDP has been collaborating closely with CDES, in particular in adapting the Millennium Development Goals to the Brazilian context, and with the Millennium Campaign. The country office set up a Civil Society Advisory Committee in 2005 to formally reach out to and deepen relations with civil society (a mirror to the CSO Advisory Committee to the Administrator). This idea grew not only from the positive experience of working with civil society on the MDGs, but also from the recognition that UNDP is accountable to civil society: UNDP can learn from CSOs and they can provide feedback on UNDP activities and strategies.[28]

28. Georgina Fekete (BDP) provided this report following a mission to UNDP Brazil. It is available as a separate document, titled *Learning from Practice,* at http://content.undp.org/go/groups/brsp/BRSP-Workspace/download/?d_id=339162&g11n.enc=ISO-8859-1&src=brsp.

Purpose of the Committee

A two-way relationship:

i) The committee provides UNDP with strategic, political and substantive guidance on policies and programmes to improve development effectiveness; and

ii) UNDP provides the committee with a space for dialogue, engagement and influence with the government and an avenue to make 'UNDP relevant to the lives of Brazilian people'. The committee and UNDP plan to generate dialogues on issues that need to be on the social and governmental agendas.

Steps to Set Up the Committee

The steps to establish the committee were as follows:

i) Terms of reference for the advisory committee were drafted and agreed, including the purpose, composition and frequency of committee meetings (see Part II).[29]

ii) Fourteen members from civil society were chosen and invited – in their individual capacity – to be part of the committee. The members came from the country office's existing network of contacts with civil society. A cross-section of civil society was covered taking into account three factors: i) focus (community, indigenous peoples, labour unions, media etc.); ii) gender; iii) regional composition.

iii) The first meeting took place in April 2005 and provided the committee with a general overview of the country office mission and portfolio and a thematic presentation on the forthcoming NHDR on racism, poverty and violence. The committee made four main recommendations to UNDP: i) UNDP needs to work more on social and environmental inequalities; ii) the MDGs need to be adapted to the Brazilian context; iii) work on public security should take into account racial issues and iv) the NHDR should analyze data qualitatively as well as quantitatively. Ten of the fourteen members participated. The committee agreed on the date of the next meeting.

iv) The second meeting took place in September 2005. The agenda was agreed by the committee in advance and began with an update on how UNDP had addressed the April recommendations. UNDP

29. Also available online at: http://content.undp.org:80/go/groups/brsp/BRSP-Workspace/download/?d_id=240293&g11n.enc=ISO-8859-1&src=brsp

provided the committee with an update on new projects and the work of the new human rights unit and the governance unit. Members debated amongst themselves and recommended that UNDP organize an international conference on human rights, democracy and development in 2006 and undertake an MDG report on indigenous peoples in Brazil. The committee also suggested that alternates to committee members be nominated (to be approved by UNDP), as only five of the fourteen members participated in the meeting.

v) UNDP sends documents and publications to committee members to keep them abreast of developments in UNDP.

Lessons Learned

Visioning

- Formalizing engagement with civil society through an advisory committee ensures that engagement is structured and civil society is a partner to UNDP.
- The formation of an advisory committee should be anchored in the country office's overall strategy, given that engagement with civil society is a long-term process of continuous engagement, and not a few meetings.
- The formation of an advisory committee should ideally stem from existing engagement with civil society around a common theme, e.g. the MDGs.
- Practice areas that have a strong tradition of working with CSOs should be engaged in the process, for example the environment team in the case of Brazil.

Membership of the advisory committee

- Members (and alternates) should be chosen in their individual capacity, although the selection should not be random but take account of potential local sensitivities in the civil society community.
- Members should already be networked with the country office, at all levels.
- Members should be 'credible' representatives of civil society, not solely representatives of the headquarters of 'well-known' civil society organizations.
- The number of members should be determined by the size of civil society in the country, although a minimum of five and maximum of fifteen is recommended to ensure productive dialogue.

- The composition of the committee should ensure a balance between i) background/typology (NGOs, trade unions, media, and community representatives) ii) gender iii) race iv) region.
- It is not necessary to have a chair of the advisory committee; if one is deemed necessary, s/he should be nominated by the advisory committee, not UNDP.
- Incentives (not financial) should be provided to members to ensure sustainability of the work of the committee, e.g. copies of pertinent publications, invitations to meetings as special guests, etc.

Advisory role and meetings

- The committee should determine the frequency, timing and agenda of meetings – ideally once a quarter.
- UNDP should provide updates to the committee on how recommendations are being taken on board.
- Initially UNDP and the advisory committee will engage in a mutual learning experience; as time progresses the committee will develop as an advisory body to the office. Eventually the advisory committee should be used as a sounding board to provide input into the design, implementation and monitoring of UNDP programmes and projects.
- Regular information and publications should be provided to the committee between meetings.

Where to Find Out More

- Lucien Muñoz, UNDP Deputy Resident Representative, Brazil (lucien.munoz@undp.org.br)
- Marielza Oliveira, Coordinator, Strategic Partnerships Unit (marielza.oliveira@undp.org.br)

Part II. Terms of Reference

Objective

The committee's objective would be to strengthen UN relations with CSOs in Brazil and adapt the relationship to the current needs, which are quite distinct from when the UN was founded. The committee will also

serve to reinforce in UNDP an understanding and analysis of the role of CSOs and their contribution to solving the country's development problems. It will also help to improve UNDP policies in Brazil.

Background

Different UN organs and agencies have been creating informal advisory groups with NGO representatives and others as a means of strengthening dialogue and relations with civil society. For UNDP, this process has been slower. Frequent and systematic consultations with CSOs, in particular receiving political and operational advice from this sector, could benefit UNDP. The UNDP policy on engagement with CSOs has underlined the importance of developing a collaborative relationship with CSOs, as UNDP believes that CSOs are not only essential partners in collaboration, but also necessary articulators and advocates.

The Role of the Advisory Committee

- To offer strategic, political and substantive guidance to the UNDP resident representative in Brazil;
- To revise and oversee the preparation of an effective operational strategy aimed at UNDP engagement with civil society, based on advisory functions, political dialogue, research, analytical work and programming;
- To work with the UNDP country office in promoting collaboration between civil society actors in Brazil and help to resolve bottlenecks or conflicts that affect UNDP/CSO collaboration;
- To present recommendations and conclusions to the resident representative to facilitate policy or procedural changes appropriate within UNDP, if necessary;
- To support and monitor political, informational and advisory efforts. Such activities could include:
  (i) Implementation of the UNDP Public Information and Disclosure Policy;
  (ii) Coordinate and disseminate information on UNDP-CSO partnerships and lessons learned to relevant partners and absorb them within UNDP;

(iii) Support within and outside UNDP issues relating to the promotion of partnerships amongst various partners, as well as with those who strengthen a participative development policy.

- To lead joint UNDP-CSO initiatives that could include:
  (i) CSO-UNDP partnerships in the context of the Millennium Development Goals;
  (ii) CSO-UNDP partnerships in the context of the Framework of Assistance of the United Nations for Development/Common Country Assessment;
  (iii) Preparation of a periodic CSO evaluation of UNDP practice.

Structure and Composition

The committee will be composed of individuals representing different types of institutions with which UNDP has relations, including amongst others: politically focused CSOs, community organizations, advisory organizations based on rights, indigenous peoples' organizations, national movements, labour unions and communications companies. It is important that the committee's representation reflect the different levels at which UNDP is involved in Brazil: local, national, regional and global. Special attention should also be given to the balance between gender and regional composition. It is recommended that twelve to sixteen members make up the committee, selected in their individual capacity by the resident representative. It is up to the committee to elect its president, whose mandate will not exceed one year.

Committee members will not receive any form of remuneration; UNDP will cover costs relative to their participation in the committee's meetings. To assure continuity of representation, it is suggested that two or three members initially selected serve a two-year mandate, with possible renewal. The committee will meet at least three times a year, with an agenda prepared by the resident representative in consultation with the committee president.

IV. United Nations Indigenous Peoples' Advisory Committee of Kenya

Background

The United Nations Indigenous Peoples' Advisory Committee of Kenya (UNIPACK) was one of the outputs of the 2004-2005 Human Rights Strengthening (HURIST)[30] project focused on mainstreaming indigenous peoples' rights in Kenya.

The formation of UNIPACK is an unprecedented experience and a great learning opportunity for UN agencies and Kenyan indigenous peoples alike. The committee will offer strategic guidance and advice to UNDP on indigenous peoples' issues, in the manner that the Permanent Forum on Indigenous Issues[31] advises the Economic and Social Council and UN agencies at the global level.

The indigenous peoples' component of the HURIST programme in Kenya has created a space for dialogue between diverse groups of indigenous peoples of Kenya and ministers in the Government, most of whom had never sat together around the same table before.

Steps to Set Up UNIPACK

An interim committee was established in consensus with indigenous representatives participating in the June-July 2004 HURIST workshop in Kenya on indigenous peoples' issues and human rights. The interim committee was composed of nine indigenous peoples' representatives and one UNDP representative. The interim committee served for one year (2004-2005) and supported, amongst other things, UNDP activities under the HURIST project.

30. For more information on HURIST, please see Annex II.
31. For more information on the Permanent Forum on Indigenous Issues, please visit: http://www.un.org/esa/socdev/unpfii/

The interim committee has contributed to the terms of reference for the permanent UNIPACK (to be put in place in 2006) and a framework for membership. The committee will:

1. Establish a mechanism for dialogue and information sharing amongst indigenous peoples, UNDP/UN system and relevant national actors, such as Government authorities and parliamentarians.
2. Provide strategic guidance on indigenous peoples' concerns, principles and perspectives for UNDP country programming and related policy initiatives supported by UNDP and the UN system.
3. Promote stakeholder dialogues and initiatives with state and non-state actors including representatives from IPOs and CSOs that strengthen networks and raise awareness about influencing policy.
4. Provide spaces for mutual learning and understanding between indigenous peoples and UNDP/UN staff.

Where to Find Out More

- Petra de León, UNDP Assistant Resident Representative a.i., Kenya (petra.leon@undp.org)
- Maina David, UNDP Programme Associate, Kenya (maina.david@undp.org)

V. Local Civil Society Advisory Committees to UNDP in Colombia, Liberia and Sri Lanka

Background

As part of the small grants programme (SGP) piloted by the Bureau for Crisis Prevention and Recovery and the Bureau for Resources and Strategic Partnerships (BCPR-BRSP),[32] UNDP country offices in Colombia, Liberia and Sri Lanka have set up local selection committees composed of multidisciplinary groups of partners and experts from civil society to serve in an advisory capacity to UNDP throughout the programme.

In Sri Lanka, the committee is charged with providing guidance and oversight to the project, including setting criteria for review and selection of proposals from CSOs. The committee advises UNDP throughout the project cycle, defines the selection criteria for CSO initiatives to be supported, reviews CSO proposals, and makes recommendations for implementation. It has provided overall oversight of ongoing activities. The committee has also advised the country office on civil society-related issues more broadly, especially in the post-tsunami environment.

In Colombia, the local selection committee is actively involved in the UNDP-CSO partnership process for post-conflict recovery and reconciliation. Committee members strongly support the programme, recognizing the importance of such initiatives in strengthening civil society actors in preventing conflict, rebuilding or strengthening legal institutions, civic participation, and respect for human rights. The committee in Colombia has become a key forum for regular interaction between UNDP and civil society actors. It has provided overall guidance to the programme direction and has enhanced UNDP capacity in CSO partnership building. For UNDP, there are clear benefits of a committee made up of civil society actors that can act as a sounding board and feedback mechanism in UNDP programme development. The committee is expected to be enlarged with an enhanced mandate to serve as a vehicle for a more institutionalized relationship between CSOs and UNDP.

In Liberia, the local selection committee was initiated prior to the BCPR-BRSP pilot small grants programme. The country office used

32. See Annex I for more details of the BCPR-BRSP Pilot Small Grants Programme to strengthen the capacity of CSOs in post-conflict environments.

previously established links with Liberian CSO networks to establish a civil society advisory committee, which agreed to meet periodically on the SGP and other issues pertaining to strengthening civil society. Since November 2004, the committee has met on several occasions and reviewed the questionnaire for the mapping exercise, briefed consultants leading the mapping exercise, reviewed the findings, screened project proposals and debated the issue of a CSO regulatory framework.

The committee has also addressed the Guidelines on NGO Operations in Liberia, issued by the Ministry of Planning and Economic Affairs (MPEA). A main area of concern has been the bureaucratic and expensive registration and accreditation process, and the control of assets of INGOs. Through the committee, UNDP is encouraging MPEA to hold stakeholder consultations with local and international NGOs for final endorsement. At present time, the country office would like to re-engage some of the members and re-formulate a new civil society advisory committee with a defined terms of reference. It is envisaged that the committee should not only advise UNDP, but moreover the government-elect. The country office plans to draw on the experiences of other country offices, and initiate the committee in the first quarter of 2006.

In all three countries, members participate on a voluntary basis in their personal capacities. The advisory committee model used for this project promotes local ownership and transparency and augurs well for bringing together individuals with necessary experience and expertise.

The committee has proven to be a useful mechanism in guiding the CSO mapping exercise (see Chapter Two), identifying criteria for the selection of CSO proposals, advising the grant beneficiaries and generally serving as a sounding board for the overall project. The main strengths of the committee are its high-profile membership, the members' extensive knowledge and expertise, and the quality of support and insights given to the small grants programme as a result.

Where to Find Out More

- María Paulina García, UNDP Civil Society Coordinator/REDES (Reconciliation and Development) Programme, Colombia (maria.paulina.garcia@undp.org)
- Indu Gautam, UNDP Community-Based Recovery Programme Manager, Liberia (indu.gautam@undp.org)
- Devanand Ramiah, UNDP Programme Analyst, Sri Lanka (devanand.ramiah@undp.org) ■

5

COMMUNITY-TO-COMMUNITY LEARNING EXCHANGES

Previous page: Honduras; photo by Erkki Siirila/UNDP

Background and Context

Communities play a critical role in human development and in achieving the Millennium Development Goals (MDGs). Local government and community-level efforts are demonstrating that the MDGs can be met if the creative forces of local actors are unleashed. To realize this potential, new approaches to capacity development and learning must be employed. Efforts to achieve the MDGs must be locally driven, cost-effective, and must foster innovation and replication.

Over the past few years, UNDP and other partners have explored fostering peer-to-peer local learning based on successful work in Latin America, which has demonstrated both the cost-effectiveness and impact of these approaches. In July 2003, a regional workshop, "Learning from Community Action to Realize the MDGs: Biodiversity and HIV/AIDS", organized by the Equator Initiative and the CSO Division and CSOs, was held in Nairobi, Kenya.[33] More than 100 representatives of communities, grassroots organizations, community-based organizations, indigenous peoples' organizations, and local government gathered to share experiences and innovative practices and forge partnerships in the areas of food security, land and water management, biodiversity and HIV/AIDS.

A main output of the workshop was a grant facility managed by the Equator Initiative and the CSO Division at UNDP headquarters to implement learning exchanges between community participants to continue sharing knowledge, practices and skills. Since then, this modality has been repeated in other regions, such as in the small island developing states (SIDS).

Learning exchanges are dedicated to providing small amounts of catalytic support to allow for peer-to-peer learning at the local and community level. Building upon good community-level practices, they encourage low-cost and high-impact exchanges of knowledge and experience. The exchanges can be organized nationally, sub-regionally, globally or thematically. Though small, they can be scaled up to influence policy and programmes.[34]

33. For more information on the July 2003 regional workshop "Learning from Community Action to Realize the MDGs: Biodiversity and HIV/AIDS", please visit http://www.undp.org/cso/resource/workshops/kenya2003.html.
34. For learning exchange reports and updates, please see the websites of the Equator Initiative or CSO Division: www.undp.org/equatorinitiative; http://www.undp.org/cso/MDGs.html

Methodology

In a workshop setting, community participants identify good practices that have great potential for replication. Through presentations and small group discussions, they share their experiences, practices, ideas, innovations and successes under specific areas of work and explore how their work can be supported and replicated. Over the course of the discussions, community participants identify other initiatives that offer potential for success.

Once the initial sharing of experience and practice has taken place, participants engage in a 'mapping learning' activity, with discussions in small working groups. The session provides an opportunity for each group to reflect on the experiences shared during the workshop and to articulate and refine their learning goals and objectives. For each thematic area discussed during the workshop, participants identify good practices that would frame the content of the learning exchange agreements (i.e. what each group wanted to learn from the other), and the groups with whom they wish to partner to carry out the exchanges. Communities then group themselves, as either teachers or learners (see Table 4).

In the July 2003 regional workshop, in the area of HIV/AIDS, for example, participants highlighted strategies for potential learning, such as the testimonial approach to breaking the silence around HIV/AIDS, home-based care and orphan care, community mobilization for awareness raising and planning, and the use of herbal traditional medicines to treat symptoms. In biodiversity conservation, participants identified skills in forest management, income generation strategies, such as ecotourism, food storage and processing, and community mobilization for effective management of natural resources.

Upon identifying the learning goals, groups then established actions to be taken and the external support needed to achieve their knowledge transfer and learning objectives. Table 4 can be used to identify: 1) the strategy to be applied 2) the teacher and 3) the learner.

Based on this information, participants prepare their local learning agreement (please see the Learning Exchange Model Agreement form at the end of this chapter) outlining their proposal, budget and timeframe, and submit it to the steering committee, made up of UNDP staff, CSOs

TABLE 4. LEARNING GOALS: TEACHERS AND LEARNERS

Strategy	Teachers	Learners
HIV/AIDS		
■ Testimonial approach to breaking the silence	Name of CBO(s)	Name of CBO(s)
■ Community Awareness and Planning	Name of CBO(s)	Name of CBO(s)
BIODIVERSITY		
■ Agroforestry	Name of CBO(s)	Name of CBO(s)
■ Forest Management and Reforestation	Name of CBO(s)	Name of CBO(s)
■ Food Security (storage and processing)	Name of CBO(s)	Name of CBO(s)

and other partners. The committee makes the final selection of participating communities based on criteria established in consultation and consensus. Implementation then begins.

BOX 1. THE UGANDA COMMUNITY-BASED ASSOCIATION FOR CHILD WELFARE (UCOBAC) AND GRASSROOTS ORGANIZATIONS OPERATING TOGETHER IN SISTERHOOD (GROOTS) KENYA LEARNING EXCHANGE

In January 2005, UCOBAC and GROOTS participated in a peer learning exchange on HIV/AIDS. UCOBAC shared its community initiatives and lessons learned on orphan care with GROOTS Kenya's community leaders, and GROOTS Kenya shared their experiences on home-based care. The exchange was hosted by UCOBAC in Uganda.

Three projects were shared. The Community Resource Mobilization Project provides agricultural and business loans to vulnerable grassroots households afflicted by HIV/AIDS. The Butumula Women's Dairy Cattle Project distributes cows among HIV afflicted households, provides training in dairy keeping, childcare and savings. The FOCA street children rehabilitation programme offers a home, education, vocational training, medical care and training, and recreational opportunities to street children in urban areas of Uganda.

Based on the exchange, UCOBAC and GROOTS seek to initiate small-scale industries for women's groups, and to develop projects on women's economic empowerment through training in access to credit.

The selected communities work with the steering committee to develop guidelines, refine their objectives and establish a schedule for the exchanges. The facility provides a small grant ($2,000-$10,000) for participating communities to implement agreements in their home setting after the workshop.

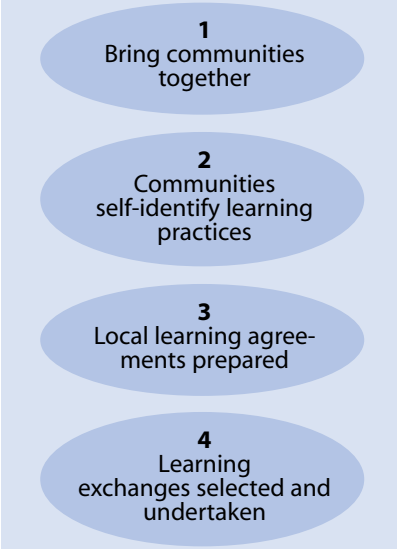
Local Learning Phases

It is strategic to partner with a national CSO to support the design of the exchange, logistics and the codification of learning. This support proves beneficial as it empowers the CSO and ensures that lessons learned are fed back to the broader CSO sector.

By introducing the exchange mechanism in workshop settings where community members are together, an environment is created to match communities who share interests in similar issues, but currently pursue different approaches to community development. The goal is to strengthen local community-based development work by applying the strategies and approaches learnt and shared.[35]

The CSO Division, Equator Initiative, and donors, such as SwedBio, have allocated small resources to implement exchanges between different communities in Africa and SIDS.[36] ■

FIGURE 1. LOCAL LEARNING PHASES



35. For information on community dialogue spaces where exchanges among the SIDS emerged, please see Annex IV.
36. For more information, please visit: http://www.undp.org/cso/MDGs.html or www.undp.org/equatorinitiative, or contact brsp.csodivision@undp.org or equatorinitiative@undp.org.

LEARNING EXCHANGE MODEL AGREEMENT

1. GROUPS

These communities have met and agree to participate in a learning exchange:

(1) _____

(2) _____

Others: _____

_____

_____

2. KNOWLEDGE SHARING

We wish to share and learn the following skills, approaches and strategies:

_____

_____

_____

_____

_____

_____

_____

3. ACTIVITIES

We propose the following activities for each participating group:

_____

_____

_____

_____

_____

_____

_____

_____

_____

4. CONTRIBUTION FROM COMMUNITIES

Participants agree to make the following concrete contributions to the learning exchange process (for example, establishing meeting places, providing accommodation, etc.):

Community Group 1: _____

_____

_____

_____

_____

Community Group 2: _____

_____

_____

_____

_____

5. FOLLOW-UP ACTIVITIES

After the exchange we plan to (for example, visit with other communities to share lessons; liaise with government and donor partners):

_____

_____

_____

_____

_____

6. SHORT PROPOSAL

A timeline for the learning exchange, a preliminary budget, and a list of expected outcomes is attached to this form on a supplementary page.

In our capacity to represent the groups and communities named herein, we agree to act as partners in this learning exchange. We agree to undertake the tasks and responsibilities specified and commit to evaluating and reporting on the process and results within three weeks of our last activity.

Community 1 Representative	**Community 2 Representative**
Signature _____	Signature _____
Name _____	Name _____
Position _____	Position _____
Community _____	Community _____
Address _____	Address _____
_____	_____
_____	_____
_____	_____
_____	_____
Country _____	Country _____
Phone _____	Phone _____
E-mail _____	E-mail _____

Signature _____

Name/title of UNDP partner _____

Signed in _____,
(name of place)

on the _____ day of _____,_____
(month, year)

(If more than two communities are involved please attach their signatures and contact information on a supplementary page)

6
RESOURCES

Previous page: Uganda; photo by Jorgen Schytte/UNDP

CSO Resources

The following is a select list of civil society organizations that provide useful knowledge sharing and capacity building resources.

Expertise and Good Practice Exchange

Allavida: http://www.allavida.org/
Allavida is an international development organization that works to enable local action. Their mission is to help people acquire the skills, knowledge, confidence and resources to lead local action and achieve constructive change in their communities. Its main development programmes are in southeast Europe, east Africa, and central Asia and encompass grant making, training and mentoring, research and publishing, support for associations and networks, and convening seminars.

Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP): http://www.alnap.org/
ALNAP is an international, interagency forum working to improve learning, accountability and performance across the humanitarian sector. As an active learning membership network, ALNAP is dedicated to improving the quality and accountability of humanitarian action by sharing lessons, identifying common problems, and, where appropriate, building consensus on approaches.

Association for Progressive Communications (APC)
http://www.apc.org/
APC is an international network of civil society organizations dedicated to empowering and supporting groups and individuals working for peace, human rights, development and protection of the environment, through the strategic use of information and communication technologies (ICTs), including the internet. For member networks, see http://www.apc.org/english/about/members/index.shtml.

Choike.org: http://www.choike.org
Choike is a portal dedicated to improving the visibility of the work done by NGOs and social movements from the South. It serves as a platform where citizen groups can disseminate their work and at the same time enrich it with information from diverse sources, which is presented from the perspective of Southern civil society.

CivilSocietyBuilding.net: http://www.civilsocietybuilding.net/csb
CivilSocietyBuilding.net is a network for exchange of knowledge, with mostly unique content provided by network members. Share your stories and experiences, or browse for case studies, lessons, research or relevant events.

Commonwealth Foundation
http://www.commonwealthfoundation.com/index.cfm
The Commonwealth Foundation, created by governments to serve the non-governmental sector, is governed by both governments and its civil society constituency. The foundation's mandate is to strengthen civil society in the achievement of Commonwealth priorities, which include democracy and good governance, respect for human rights and gender equality, poverty eradication and sustainable, people-centred development. The foundation's *Citizens and Governance Toolkit* sets out practical ways to promote the participation of people in decisions that affect their lives.

Comunica: http://www.comunica.org
The Communica network researches and supports the use of ICTs in local and independent media in less developed countries to reinforce local initiatives for development and democracy.

Communications Rights in the Information Society (CRIS)
http://www.crisinfo.org/
CRIS is a campaign to ensure that communication rights are central to the information society. The campaign is sponsored and supported by the Platform for Communication Rights, a group of NGOs involved in media and communication around the world.

Global Knowledge Partnership (GKP)
http://www.globalknowledge.org/
GKP is an international multi-stakeholder network committed to harnessing the potential of ICTs for sustainable and equitable development. Through the GKP, governments, business and civil society organizations share experiences, ideas, issues and solutions to unleash the potential of ICTs to improve lives, reduce poverty and empower people. GKP also provides a platform for building effective multi-stakeholder partnerships to generate innovative and practical solutions to development problems, and creates opportunities for scaling up ICT initiatives and spreading their benefits.

International Institute for Environment and Development (IIED)
http://www.iied.org/
IIED is a policy research institute and nongovernmental body working for environmental sustainability and people's livelihoods. It works globally through a range of relationships with partners in developing countries, from smallholder farmers and big city slum-dwellers to national governments and regional NGOs, and global institutions. IIED acts as a catalyst, broker and facilitator and helps vulnerable groups find their voice and ensure their interests are heard in decision-making.

Network Women in Development Europe (WIDE)
http://www.eurosur.org/wide/home.htm
WIDE is a European network of development NGOs, gender specialists and human rights activists. WIDE monitors and influences international economic and development policy and practice from a feminist perspective. Its work is grounded on women's rights as the basis for the development of a more just and democratic world order.

North-South Institute (NSI): http://www.nsi-ins.ca/english/default.asp
The North-South Institute is dedicated to eradicating global poverty and enhancing social justice through research that promotes international cooperation, democratic governance, and conflict prevention. NSI provides research and analysis on foreign policy and international development issues for policy-makers, educators, business, the media and the general public.

Panos Network: http://www.panos.org.uk/index.asp
Panos London stimulates informed and inclusive public debate around key development issues to foster sustainable development. It works to promote an enabling media and communications environment worldwide. Its aim is to ensure that the perspectives of the people whose lives are most affected by development (mainly the poor and marginalized) are included within decision-making and that decisions are subject to their scrutiny and debate. Priority issues are: media and communications, globalization, HIV/AIDS, environment and conflict, with gender as integral to all.

Tebtebba Foundation: Indigenous Peoples' International Centre for Policy Research and Education: http://www.tebtebba.org/
Tebtebba is an indigenous peoples' organization and a research, education, policy advocacy and resource centre working with indigenous peoples at all levels and arenas. It seeks the recognition, promotion and protection of indigenous peoples' rights and aspirations while building unities to uphold social and environmental justice and sustainability. Tebtebba achieves this by reinforcing the capacities of indigenous peoples for advocacy, campaigns and networking, research, education, training, and institutional development, and by actively articulating and projecting indigenous peoples' views and perspectives.

Third World Network (TWN): http://www.twnside.org.sg/
TWN is an independent non-profit network of organizations and individuals involved in issues relating to development, developing countries, and North-South issues. Its objectives are to conduct research on economic, social and environmental issues pertaining to the South; to publish books and magazines; to organize and participate in seminars; and to provide a platform representing broadly Southern interests and perspectives at international fora, such as the UN conferences and processes.

Knowledge Sharing and Capacity Development

APC Women's Networking Support Programme (APC WNSP)
http://www.apcwomen.org/about/index.html
APC WNSP promotes gender equity in the design, development, implementation and use of information and communication technologies (ICTs), with special focus on inequities that stem from women's social or ethnic backgrounds. It provides research, training, information, and support activities in the field of ICT policy, skills sharing in the access and use of ICT, and women's network building.

BRIDGE: http://www.bridge.ids.ac.uk/index.html
BRIDGE, the gender and development research and information service in the Institute of Development Studies in the United Kingdom, supports gender advocacy and mainstreaming efforts of policymakers and practitioners by bridging the gaps between theory, policy and practice with accessible and diverse gender information. BRIDGE supports global

gender advocacy and mainstreaming efforts down to the operational level. It does this through accessible and appropriate knowledge creation, sharing, and management, in long-term collaboration involving mutual capacity building with Southern and Northern partners.

Capacity.org: http://www.capacity.org/
A web magazine-cum-portal intended for practitioners and policy makers who work in or on capacity development in international cooperation in the South. Each issue of Capacity.org focuses on a specific theme relevant to capacity development, with feature articles, reports on policy and practice, interviews and a guest column, and annotated links to related web resources, publications and events. Capacity.org is jointly published by the European Centre for Development Policy Management, the Netherlands Development Organization (SNV), and UNDP.

The Global Partnership for the Prevention of Armed Conflict (GPPAC): http://www.gppac.net/index.html
GPPAC is an international network of organizations working in conflict prevention and peacebuilding worldwide. The Global Partnership has developed a programme, entitled 'The Role of Civil Society in the Prevention of Armed Conflict', which is exploring the role of and strengthening networks of civil society organizations (CSOs) in the prevention of armed conflict. The programme aims to identify and implement mechanisms for interaction between the United Nations, governments and civil society in the field of conflict prevention and peace-building.

Grassroots Organizations Operating Together in Sisterhood (GROOTS): http://www.groots.org/
GROOTS operates as a flexible network linking leaders and groups in poor rural and urban areas in the South and the North, particularly women engaged in redeveloping their communities. It is open to grassroots groups and their partners who are committed to strengthening women's participation in the development of communities, helping urban and rural grassroots women's groups identify and share successful development approaches and methods globally and focusing international attention on grassroots women's needs and capabilities.

Hakikazi Catalyst: http://www.hakikazi.org/
Hakikazi Catalyst based in Tanzania is a non-profit, non-political and non-religious organization committed to achieving social and economic justice. It promotes the rights of people to fully participate in the social, technical, environmental and economic decisions that affect their lives. It works on the basis that being able to understand issues of policy is a strategic need for the poor and marginalized.

Impact Alliance: http://www.impactalliance.org/ev_en.php
The Impact Alliance makes it possible for capacity building service providers to access the best approaches within and across different sectors globally. The concept of the Alliance is simple: link organizations looking for high quality capacity building services with organizations or individuals capable of delivering those services, and stimulate new standards of innovation, excellence and effectiveness in the capacity building field. By leveraging the skills and innovations of their peers, service providers are better able meet the needs of local and regional organizations close to home.

Isis International: http://www.isiswomen.org/index.php
Isis International is a feminist NGO dedicated to women's information and communication needs. It documents ideas and visions, creates channels to communicate, collects and moves information, and helps with networking and building links. Isis focuses on those advancing women's rights, leadership and empowerment in Asia and the Pacific. With connections in over 150 countries, it also keeps up with changing trends and analyses concerning women worldwide.

The Integrated Social Development Centre (ISODEC)
http://www.isodec.org.gh/
ISODEC, based in Ghana, seeks to promote social justice and fundamental human rights, especially of the poor and those without organized voice and influence. ISODEC currently provides basic needs services (health, education and micro-finance). It works in an integrated and multidisciplinary manner linking the grassroots to the national and

global to effectively implement its programme. These activities are being executed through two main units: the Centre for Budget Advocacy at the national and West African sub-region and Media and Campaigns at the grassroots level.

Pact: http://www.pactworld.org/
Pact's mission is to help build strong communities globally that provide people with an opportunity to earn a dignified living, raise healthy families, and participate in democratic life. Pact achieves this by strengthening the capacity of grassroots organizations, coalitions and networks and by forging linkages among government, business and the citizen sectors to achieve social, economic and environmental justice.

Southern African Regional Poverty Network (SARPN)
http://www.sarpn.org.za
SARPN promotes debate and knowledge sharing on poverty reduction processes and experiences in Southern Africa. It aims to contribute towards effective reduction of poverty in the countries of the Southern African Development Community through creating platforms for effective pro-poor policy, strategy and practice. SARPN achieves this goal through widening participation, bringing people together across the region to exchange ideas, and disseminating information to deepen understandings of poverty issues and improve policy and practice.

Siyanda: http://www.siyanda.org/
Siyanda (hosted by BRIDGE) is an online database of gender and development materials. It is also an interactive space where gender practitioners can share ideas, experiences and resources, including a continually updated database of gender experts and consultants. Siyanda presents short summaries of online work to save time, enables users to download full-length materials quickly and easily, free of charge, facilitates a culture of sharing information and materials on gender and development, and works with partner organizations to build an online space that reflects their interests and needs and connects them with like-minded colleagues.

Assessment of Civil Society and Impact Measurement

CIVICUS: http://www.civicus.org/new/default.asp

CIVICUS is an international alliance of over 1000 members from 105 countries. The alliance seeks to provide a focal point for knowledge-sharing, common interest representation, global institution-building, as well as amplifying the voices and opinions of civil society. In many countries, knowledge about the basic contours and state of civil society is limited. To address this issue, CIVICUS has developed the Civil Society Index (CSI). CSI is an action-research project that aims to assess the state of civil society in countries around the world, with a view to creating a knowledge base and an impetus for civil society strengthening initiatives.

Johns Hopkins University Institute for Policy Studies, Centre for Civil Society Studies: http://www.jhu.edu/~ccss/

The Johns Hopkins Centre for Civil Society Studies seeks to improve understanding of the civil society sector in the United States and throughout the world. The Centre is part of the Johns Hopkins Institute for Policy Studies and carries out its work through a combination of research, training, and information-sharing. Their series of reports entitled Global Civil Society specifically addresses and measures, through empirical studies, the impact of CSOs on development work around the world.

London School of Economics Centre for Civil Society

http://www.lse.ac.uk/collections/ccs

The Centre for Civil Society is a leading international organization for research, analysis, debate and learning about civil society. Their annual yearbooks, Global Civil Society, seek to chart and analyze the nature and terrain of global civil society, while at the same time stimulating thinking and encouraging debate among a range of actors and scholars at global and local levels.

OneWorld.net: http://www.oneworld.net/

The OneWorld network and portal brings you the latest news, action, campaigns and organizations in human rights and global issues across five continents and in 11 different languages, published across its international site, regional editions, and thematic channels. Many of these are produced

from the South to widen the participation of the world's poorest and marginalized peoples in the global debate. To access OneWorld's global partner database, visit: http://www.oneworld.net/section/partners. The Global Accountability Project Framework provides an overview of what is important if organizations are to improve their accountability to stakeholders. It can be used by organizations, internally, to increase their accountability, and by stakeholder groups to advocate for accountability reform of organizations that affect them. The GAP Framework is available at: http://www.oneworldtrust.org/?display=gapframework. For a OneWorld perspective on NGO self-regulation, visit: http://www.un-ngls.org/cso/cso9/Self-Regulation.pdf

NGO Legislation

European Centre for Not-For-Profit Law (ECNL)
http://www.ecnl.org.hu
Based in Budapest, ECNL is a Hungarian public benefit organization. ECNL works to promote the strengthening of a supportive legal environment for civil society in Europe by developing expertise and building capacity on legal issues affecting CSOs and public participation. Programme areas include legal frameworks for CSOs, public participation, and financial sustainability of CSOs.

International Centre for Not-for-Profit Law (ICNL)
http://www.icnl.org
ICNL works to increase civil society participation in public decision-making. In pursuit of that goal, ICNL programmes and research focus on promoting an enabling legal environment for civil society and public participation worldwide. ICNL helps establish the legal framework for strengthening civil society through its: technical assistance, staff expertise, and civil society partnerships. For additional information on the legal framework for civil society, please visit: http://www.icnl.org/programs/default.htm#Legal_Framework_for_Civil_Society

CSO/NGO Training

International NGO Training and Research Centre (INTRAC)
http://www.intrac.org/pages/training.html
INTRAC is a non-profit organization working in the international development and relief sector. It supports NGOs and CSOs around the world by helping to explore policy issues, and by strengthening management and organizational effectiveness. The INTRAC training programme is one of its main strategies towards improving civil society performance. The organization seeks to promote a belief in the values of social justice, empowerment, and the participation of poor people in their own development in their approach to training and learning. Courses concentrate on strengthening civil society and institutional development, organizational capacity building and programme development.

Itrain online: http://www.itrainonline.org/
The Itrain Online initiative, a joint initiative of seven organizations with expertise in computer and Internet training in the South, aims to assist CSOs and other development actors in developing countries to confront the challenges posed by ICTs. In seeking to overcome skills gaps in development, it connects people and know-how with the needs of ICT learners and trainers.

UN Resources

The following is a list of UNDP policies, guides and procedures and select UN organizations and resources pertaining to engagement with civil society.[37]

UNDP Policies and Procedures

UNDP and Civil Society Organizations: A Policy of Engagement (2001)
The UNDP policy guidance note on civil society provides a renewed framework for UNDP engagement with CSOs in light of the policy imperatives of UNDP and the recent developments within civil society. Available in French and Spanish.
http://www.undp.org/cso/resource/policies/UNDPCSOPolicy.doc

UNDP and Indigenous Peoples: A Policy of Engagement (2001)
This document provides UNDP staff with a framework to guide their work in building sustainable partnerships with indigenous peoples. Available in French and Spanish.
http://www.undp.org/cso/resource/policies/IPPolicyEnglish.doc

UNDP Public Information and Documentation Disclosure Policy (1997, revised 2004)
The UNDP Public Information and Documentation Disclosure Policy is intended to ensure that information concerning UNDP operational activities is made available to the public in the absence of a compelling reason for confidentiality. Available in French and Spanish.
http://www.undp.org/idp/

Simplification of NGO Execution in Crisis and Post-Conflict Situations (2004)
These revised procedures provide a set of rules and regulations required of an NGO implementing a UNDP-supported project in a crisis situation.
http://www.undp.org/cso/resource/policies/NGOexec_crisis.doc

UNDP User Guide (includes former Programming and Procurement Manuals): http://content.undp.org/go/userguide/

37. This is not an exhaustive list. For resources related to specific thematic areas, please refer to relevant UN and UNDP websites.

Guide to CSOs Working on Democratic Governance (2005)
This guide, produced by the Democratic Governance Group of the UNDP Bureau for Development Policy, is intended primarily as a resource for UNDP offices on democratic governance and strengthening engagement and collaboration with civil society.
http://www.undp.org/oslocentre/docs05/3665%20Booklet_heleWEB_.pdf

UNDP CSO Division Publications[38]

CSO Perspectives on Poverty Reduction Strategies: A Resource Sheet (2005)
This resource sheet lists key papers and reports by CSOs on poverty reduction strategies at the national and regional levels.
http://content.undp.org/go/groups/brsp/brsp-cso/about/?g11n.enc=ISO-8859-1?src=brsp

Millennium Development Goals: A Resource Sheet (2005)
This resource sheet, produced by UNDP-CSO Division and UN-NGLS, lists some key papers and reports on the MDGs from the perspective of civil society organizations and international institutions.
http://www.undp.org/cso/documents/UNDP_brochure_links_pages.pdf

Experiences from the Field: UNDP-CSO Partnerships for Conflict Prevention (2005)
This report highlights innovative partnerships between UNDP and CSOs in conflict prevention and peace-building at the national, regional and global levels.
http://www.undp.org/cso/documents/cpr_case_studies.pdf

Beyond the Silencing of the Guns (2004) edited by Chandra K. Roy, Victoria Tauli-Corpuz and Amanda Romero-Medina
This publication is a collection of ten case studies from Latin America, Asia and Southern Africa. The case studies explore the roles of indigenous peoples and local NGOs in preventing and resolving conflict. Two

38. All UNDP CSO Division resources are available online at: http://www.undp.org/cso/resource.html

members of the UNDP CSO Advisory Committee to the Administrator oversaw the drafting of the ten case studies.
http://www.undp.org/cso/beyondSG.html

Partners in Human Development:
UNDP and Civil Society Organizations (2003)
This publication documents good practices of UNDP/CSO partnerships working in one of the focus areas of UNDP; Democratic Governance, HIV/AIDS, Poverty Reduction, Crisis Prevention and Recovery, Energy and Environment and Sustainable development. Available in French and Spanish. http://www.undp.org/cso/partnershd.html

Select United Nations Resources

The Equator Initiative: http://www.undp.org/equatorinitiative/
The Equator Initiative is a partnership that brings together the United Nations, civil society, business, governments and communities to help build the capacity and raise the profile of grassroots efforts to reduce poverty through the conservation and sustainable use of biodiversity.

United Nations Non-Governmental Liaison Service (UN-NGLS)
http://www.un-ngls.org/index.html
UN-NGLS provides information, advice, expertise and support services. This is a comprehensive resource on civil society engagement throughout the UN system, and includes reports, news bulletins, updates on UN and civil society conferences and CSO perspectives on a range of issues.

United Nations Research Institute for Social Development (UNRISD)
http://www.unrisd.org
UNRISD is an autonomous UN agency engaged in multidisciplinary research on the social dimensions of contemporary problems affecting development. Current areas of research include civil society and social movements, and democracy and human rights". Through its research, UNRISD stimulates dialogue and contributes to policy debates on key issues of social development within and outside the United Nations system. The Institute conducts rigorous comparative research in collaboration with scholars and activists, primarily in the developing world.

Report of the Secretary-General's Panel of Eminent Persons on United Nations – Civil Society Relations (June 2004)
http://www.un.org/reform/panel.htm
The panel's main task was to produce a set of practical recommendations for the Secretary-General on how the UN's relations with civil society, as well as with private sector and parliaments, could be improved. The final report was released in June 2004, and is available online, along with the response of the Secretary-General to the recommended actions.

UNDP Regional Service Centre Websites

Bangkok: http://regionalcentrebangkok.undp.or.th/

Bratislava: http://europeandcis.undp.org/

Colombo: http://www.undprcc.lk/index.asp

Eastern and Southern Africa (Johannesburg):
http://www.undprsc.org.za

Panama: http://www.undp.org/surf-panama/index.html

UNDP Oslo Governance Centre: http://www.undp.org/oslocentre ■

ANNEXES

Previous page: Sudan; photo courtesy of UNDP/Sudan

Annex I

BCPR-BRSP Pilot Small Grants Programme (SGP) for Strengthening CSOs in Post-Conflict Environments

In late 2002, BCPR and BRSP launched an initiative to strengthen partnerships with CSOs in post-conflict countries. The initiative focused on capacity development of CSOs to create effective and sustainable partnerships between UNDP and CSOs. The small grants mechanism was identified as a useful approach to support capacity building initiatives, strengthen capacities of national CSOs and foster an enabling environment for CSO-UNDP partnerships in post-conflict environments.

During 2003, a group consisting of UNDP staff in BCPR (New York and Geneva), the BRSP Civil Society Organizations Division, Bureau of Management and staff with experience of small grants programmes both at the headquarters and country office level engaged in various meetings to develop guidelines for a grants programme. The grants programme launched in 2004 consists of a pilot phase in Colombia, Liberia and Sri Lanka to initiate work. The process to select the three pilot countries was based on many criteria, including, *inter alia:* 1) that relevant government institutions recognized the role civil society can play in building peace; 2) that the country office could identify CSOs that would be willing to engage in partnership with UNDP and that have experience in implementing peace building projects; and, 3) that the UNDP country office would show commitment by assigning staff to manage the programme (e.g., organize the selection of projects, identify capable CSOs and assess the quality of the proposals). Each country office received a $100,000 grant to carry out programme objectives. The lessons learned from the pilot phase will feed into the design and framework for future work.

The SGP has enabled UNDP country offices to partner with CSOs involved in building peace through dialogue, the recovery of democratic and civilian institutions and economic revitalization. Capacity enhancement was achieved through various CSO-led activities, such as trainings, development of strategic alliances, establishment of partnership strategies

between national CSOs and UNDP based on mutually set agendas and a shared common vision (advisory support), and stimulation of local activities for peace building and conflict prevention.

The pilot projects have provided the needed indicators for future programming based on strategic partnerships between UNDP and CSOs in post-conflict countries that can contribute constructively to restore civilian institutions and improved governance.

The objective of the pilot small grants programme is to develop CSO capacity through sustainable partnerships with UNDP country offices that build peace through dialogue and the recovery of democratic and civilian institutions and economic revitalization. Specific objectives include:

- Enhancing the capacity of local CSOs through trainings, advisory roles, and the development of strategic alliances.
- Establishing partnership strategies between national CSOs and UNDP based on mutually set agendas and a shared common vision.
- Stimulating local activities for peace building and conflict prevention measures. ■

Annex II

Human Rights Strengthening Programme (HURIST)

Background

HURIST is a joint programme of UNDP and the Office of the High Commissioner for Human Rights (OHCHR) aimed at integrating human rights in development by building the capacity of UN country offices, preparing methodologies and toolkits on human rights and documenting and disseminating good practices in the application of these rights in development. HURIST supports implementation of the UNDP policy on human rights as presented in the policy document *Integrating Human Rights with Sustainable Human Development* (1998), by supporting development of national capacity for the promotion and protection of human rights and the application of a human rights-based approach to development programming.[39]

Integrating Human Rights into UNDP Activities

In 2002, HURIST incorporated an indigenous peoples' component, aimed at enabling implementation of the UNDP policy of engagement with indigenous peoples (2001)[40] and to create a mechanism for dialogue at the national level to ensure the participation of indigenous peoples in UNDP activities at both the policy and programme levels. The principal objectives of the component are:

- To build the capacity of indigenous peoples, CSOs, UNDP and governments for implementing and/or monitoring international and national agreements that either recognize the rights of indigenous peoples or are of direct relevance to them.
- Promote multi-stakeholder dialogues and initiatives with the State and non-State actors, including representatives from indigenous peoples' organizations and CSOs. These initiatives can serve to strengthen networks and raise awareness for influencing policy.

39. To access the document *Integrating Human Rights with Sustainable Development* (1998), please visit: http://www.undp.org/governance/docs/HR%20-%20Pub%20-%20policy5.htm
40. For more information on UNDP policy of engagement with indigenous peoples (2001), please visit: http://www.undp.org/cso/resource/policies/IPPolicyEnglish.doc

- Support and/or participate in development of programmes and projects, focusing on IP issues.

The key underlying principle is to promote the active, free and meaningful participation of indigenous peoples in the planning, implementation and evaluation of the projects that (may) affect them.

In 2004, two HURIST projects were launched, in Ecuador and Kenya. Support is being given to Phase Two of HURIST Ecuador, which focuses on project development. The four goals of Phase Two of HURIST Ecuador are:

- To strengthen the Ombudsman's Office on indigenous peoples' issues.
- To strengthen existing dialogue mechanisms at the national level, and create new ones that focus on the implementation of human rights through the establishment of a National Indigenous Peoples Forum.
- To disseminate inter-culturalism and human rights in primary education curricula of DINEIB (National Office of Intercultural and Bilingual Education).
- To promote attention to indigenous peoples' rights in international cooperation.

The Catalan Agency for Development Cooperation has agreed to provide seed resources for two HURIST projects in Bolivia and Guatemala, as well as additional resources for Phase Two of HURIST Ecuador. ■

Annex III

Partnership Agreement between UNDP and SNV

Following a Memorandum of Understanding signed in October 2004, UNDP and the Netherlands Development Organization (SNV) have established three distinct multi-year programmes (2005-2007).[41] They aim to:

- Strengthen local actors in the MDG and poverty reduction processes (Activity Agreement 1)
- Enhance the generation of relevant capacity development expertise and its ongoing sharing and improvement by relevant practitioners (Activity Agreement 2)
- Develop activities and systems for cross fertilization and learning (Activity Agreement 3)

The CSO Division in BRSP manages Activity Agreement 1, and collaborates with the Poverty Group in BDP. The agreement funds country-level projects that seek to:

- Bring about an inclusive participatory process involving local governments, civil society and the domestic business sector organizations in the national MDG and poverty reduction processes; and
- Bridge the gap between national plans and local development priorities and capacities to achieve the MDGs.

The CSO Division led the formulation of a project document submitted to 32 country offices (in countries where both UNDP and SNV have a presence). A global selection committee, comprised of UNDP and SNV staff with strong experience in capacity building, poverty reduction strategies and participatory approaches, approved 15 proposals for funding. Activities are being implemented in Albania, Benin, Ethiopia, Ghana, Guinea-Bissau, Honduras, Kenya, Macedonia, Malawi, Niger,

41. For more information on the UNDP-SNV partnership, please visit: http://content.undp.org/go/groups/brsp/brsp-cso/snv/?g11n.enc=ISO-8859-1

Serbia, Tanzania, Uganda, Viet Nam and Zimbabwe. Examples of activities include:

- Monitoring of MDG indicators in pilot municipalities (Benin)
- Use of poverty and social impact assessments in monitoring poverty reduction strategies and MDGs in pilot districts (Tanzania)
- Training on statistical literacy (Albania)
- Training on Participatory Poverty Assessment (Viet Nam)
- Collection, analysis and validation of qualitative and quantitative data (Honduras) ■

Annex IV

Note on Community Dialogue Spaces

What is a community dialogue space? It is a forum that brings together representatives of grassroots and community-based organizations to share their experiences, practices and successes in poverty reduction, biodiversity conservation and sustainable use, HIV/AIDS and sustainable livelihoods. Community dialogue spaces provide a unique advocacy and learning platform, where innovative grassroots initiatives are celebrated, peer-to-peer exchanges promoted and direct access to policy makers is established. These spaces create opportunities for community leaders to discuss the programmes and policies that affect their daily lives.

Why is it a success? The community dialogue space is helping to effectively position local communities in global, regional and national conferences and fora for exchange and interface with policymakers, sharing of experiences and to enhance local leadership and develop capacities for partnership to meet the MDGs. This is a critical contribution, given that the innovative development solutions of local communities and the lessons they have learned through partnerships are rarely visible in national, regional and global meetings, which set policy and programme frameworks.

What are the specific outcomes? Over the last three years, community dialogues have emerged as an important means of supporting community voices at the regional and global levels. They help to achieve the following specific outcomes:

- The celebration and documentation of grassroots best practices;
- Invigorated global conferences and regional workshops with local voices and perspectives;
- Knowledge sharing and best practice exchange at the local level;
- Training of local leaders to promote community advocacy initiatives;
- Enhanced policy debate by ensuring interface between local leaders and policy makers at all levels;

- Policy advocacy (via community declarations, policy reports, and participation at high-level meetings).[42]

Global Community Dialogue Spaces

UNDP has supported seven global community dialogue spaces since the World Summit on Sustainable Development (WSSD) in 2002. A number of special events have also been hosted in support of community work to realize the MDGs.

Community Kraal
WSSD
Johannesburg, South Africa
20 August - 5 September 2002

Community Park
Fifth World Parks Congress
Durban, South Africa
8-17 September 2003

Community Kampung
Conference of the Parties to the Convention on Biological Diversity (COP 7)
Kuala Lumpur, Malaysia
5-20 February 2004

Community Shamba
International Eco-agriculture Conference
Nairobi, Kenya
25 September - 1 October 2004

Community Mubaan
Third IUCN World Conservation Congress
Bangkok, Thailand
17-25 November 2004

Community Vilaj
Barbados Programme of Action +10
Port Louis, Mauritius
6-14 January 2005

Community Commons
Fordham University
New York, USA
16-18 June 2005

Pastoralist Manyatta
Nairobi, Kenya
19-21 October 2005 ■

42. Information on these events can be found at www.undp.org/equatorinitiative, or write to equatorinitiative@undp.org to get more details on how to organize a community dialogue space.

Civil Society Organizations Division

The Civil Society Organizations (CSO) Division, housed in the Bureau for Resources and Strategic Partnerships (BRSP), leads UNDP efforts to put into practice its commitment to partnerships with CSOs. The division is responsible for strengthening UNDP policies and procedural methods to collaborate more effectively and systematically with CSOs. It provides programme support and guidance to country offices to strengthen their capacity to work with CSOs. In close collaboration with other UNDP bureaux, the division also supports strategic processes of civic engagement at local, regional, and global levels.

United Nations Development Programme

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