COMPARATIVE TABLE ON CAPACITY DEVELOPMENT APPROACHES IN AFGHANISTAN, ACEH (INDONESIA), BANGLADESH, INDIA AND NEPAL.

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Country & Governance Context	Project name, period, scope and goal	Capacity Development Objective	Capacity Development Approach	Other Capacity Development Issues
Nepal. Post conflict (civil war) situation. New democratic-based political dispensation system in place since November 2006, with a new Constitution guaranteeing fundamental universal human rights in a competitive multiparty democratic arrangements	- Local Governance and community Development Programme (LGCDP); - 16 July 2008-15 July 2012; - 75 District development committees (DDCs), 23915 Village development committees (VDCs); - Fifty eight municipalities; - LGCDP's goal is to contribute towards poverty reduction through inclusive, responsive and accountable local governance and participatory community-led development.	- Capacity development of local governments for effective service delivery; - Capacity development of local bodies, their procedures and financing arrangements, to promote more effective delivery of basic infrastructures and services; - **Enabling policy and institutional environment at national level, for the use and management of all fiscal resources of local bodies,** not only those provided by donors; - Specifically targeting capacity development of women, **Dalits** (outcasts), **Adibasi Janajatis, Madheshis,** Muslims, old aged, disabled, indigenous groups, remote	- Support to local Governance & community development strengthening both the demand and the supply side of local service delivery; - Mobilization of local resources and use of local skills and technology opportunities, with direct involvement of local citizens;	- Project implemented following a Sector Wide Approach (SWAP) by the Ministry of Local Development (MLD) which has the overall responsibility for its management through a high level government national Advisory Committee (NAC); - Representatives of line ministries (finance for instance) and development partners and local bodies Associations are members of the NAC - No specific capacity development mechanisms or structures

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		regions and communities, other excluded or disadvantaged groups, to ensure their participation in State mechanisms.		
2. Bangladesh. Established, although at times shaky, centralized democracy. Power concentrated at national level for 20 years.	- Local Democracy and Scaling Up Support for the MDGs through Upazilas and Union Parishads (LGSP); - 2011-2015 - Seven districts representing some of the least developed districts in the country, 24-60 Upazila Parishads (UZP) countrywide, the second lowest tier of government, with 250,000 inhabitants and responsibilities in health, education, water & sanitation, agriculture & economic development; - 458 Union Parishads (UP), lowest tier of government, at village level, average of 27,000 people. Deliver a range of small scale village services (water, sewage, streets cleaning) & small community infrastructure; - Aims at strengthening good governance and enhancing capabilities to manage development.	**1. National, enabling environment:** **-** Capacity of central government & non-governmental organizations to provide appropriate policies & support to local governments; **Technical capacities**: - Assistance to broader policy and capacity development, focusing on UP level public expenditure management processes and governance processes associated with the planning and implementation of small-scale infrastructure projects; - UP possess the capacity to coordinate all service providers; -UZP ensure & facilitate funds and civil servants' adequate deployment so that services are delivered to poor, marginalized, women, children & men. - Development of a national system enabling the UZPs to fulfill their duties. **Political capacities**: - Enhancing the contribution of elected Parishads to increase democratic space, in relation with citizens-State engagement; - Improvements in the management & coordination of local services assigned to Upazilas;	- Developing national systems and institutions supporting local governments; - A body of national knowledge, lessons learned, tested systems and processes at the UZP and UP to be built and owned locally; - Training & peer-to-peer methodologies (between elected officials, functionaries, CSOs & other actors) to be used; - No broader organizational and institutional development support to be provided by the program; - Program with a national coverage, specifically for capacity development; Capacity development actions to be delivered to all – or a significant number – of the UZPs and Ups, even beyond the program reach.	- Implemented through a Program-based Approach (PBA); - A government- led partnership, with the UN (UNDP & UNCDF) and 3 DPs; - A "**Central Capacity Development Group**" to be put in place, with the National Institute of Local Governance (NILG) and other local governance training institutes; its goal is to spur a **demand-driven and sustainable approach to capacity development**; - **Selection of retired local government officers, school teachers, doctors, agriculture engineers, accountants, etc., as local capacity providers;** - Tailor-made individual capacity development services provision, including mentoring and coaching; - **A Policy Advisory Group/Think Tank to be established with budget from the Project**, enhancing the policy development function in government (s?), notably for Decentralization, Local Governance and Capacity Development, taking from field experience and advocating for change at national level.

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3. India. Long established multiparty democracy in a Federal State, with a functioning public, central administration	- Capacity Development for Local Governance (CDLG) - Along the lines of UNDP UNDAF and CPAP 2008-2012, following Government of India's schemes with limited financial provisions to roll out components of the NCBF, in 2006-2007/2011-2012 as well as with previous initiatives from 2000 to 2008 on capacity development for State Training Institutions, for elected women representatives and functionaries of the Ministry of Panchayati Raj. (MPRI), integrating lessons learnt; - UNDAF seven States among the 24 making up the Union of India, selected on the basis of their low ranking on human development indexes ;	- Using the National Capacity Building Framework, address capacity gaps by supporting State governments in strengthening training institutions and developing effective mechanisms that build capacities of elected representatives and functionaries of the Panchayati Raj Institutions (PRIs); - Develop capacities for human development oriented, inclusive planning, implementation and improved accountability in local governance; - Bridge the gap in the existing social inequalities (..) by developing capacities of elected representatives, particularly women, Scheduled Castes and Scheduled Tribes, to enable their participation in the local governance processes with confidence; - Re-conceptualize the skills and experience of first time entrants and provide them with relevant information; - Develop a cadre of local leadership that can be change agents for the society; - Reorient the government officials so that they can enable effective local government functioning; - **At the individual level,** elected representatives and officials of local	- **Training** for all elected representatives and organized regularly on matters such as rules and regulations, administrative issues, budgeting and finance, implementation of development schemes; **Other training modalities with:** - Centralized/decentralized institutional training, decentralized direct training "**in campaign mode**", **decentralized SATCOM based training, peer group training, twinning**, **distance learning**, **self-guided learning with CD-Rom or printed material, broadband transmission** of training interventions, etc., depending on State contexts; - **Use of strengthened State Institutes for Rural Development (SIRDs)** and State Training Institutions (ATIs) for capacity development. With integrated curricula (rather than focusing on sectoral needs) and staffed with well qualified, well-paid personnel, these institutions to play an effective role in capacity development of elected local representatives and functionaries ; - Use of ICT in training delivery, networking of stakeholders or in the organizational/institutional	.A **Capacity Development Strategy in place, with design of training curricula and course material, appropriate modes and methodologies of training delivery, and resources required;** . **Support by the project of a substantive policy development, advocacy and research capabilities within the Ministry, backed by a National Centre of Excellence/Think Tank;** . **Existence of a National Capacity Building Framework (NCBF) tasked with:** - Upgrading the knowledge and skills of elected representatives so that they better perform their responsibilities; - Orienting key officials associated with the devolved functions to better function as technical advisors and trainers, and to respect, be more receptive and learn from the ground-level experience of elected Panchayati representatives ; - UNDP to provide support to the implementation and enrichment of the framework, incorporating elements of its capacity development approach; - A National Framework curriculum and training manual, to be prepared with national resources institutions, covering subject matters (some upon agreement between the MoPR

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		governments able to improve the capabilities they need to perform their functions better, through inputs produced under the project; - **Achieve behavioral changes** through increased motivation, joint decision-making, provision of resources (training courses/material, information, innovative solutions and methods, etc.), personal empowerment ;	capacities; - Open University (distance education) used in capacity development for Local Governance; - State Institutes of Rural Development (SIRDs) responsible for training elected representatives and officials from the PR & Rural Development Departments (RDD) and to network with all training institutions; - Administrative Training Institutions (ATIs) responsible for training the officials of State Administrative Services; - Institutional capacity assessment of capacity development providers (SIRDs, ATIs and Panchayat Extension Centres (ETCs) Training impact evaluation	and UNDP), in line with the National Capacity Building Framework, **ensuring convergence**; - Curriculum Framework to developed with learning & experience in training of the National Institute for Rural Development (NIRD), various SIRDs, UNDP and other resource institutions; - A network of resources from various subject matters and inputs from specific training institutes, experts and trainers, elected officials and a pool of experts at the disposal of parties engaged in capacity development under the Project; - Fora for experience sharing and learning from best practices in capacity development to be established as an advocacy document
4. **Afghanistan**. Civil, international wars and civil unrest since 1978 up to present.	Afghanistan Sub-national Governance Programme (ASGP); - November 2006-December 2011; - Covers the whole country; - To play a key role in developing capacity and systems to ensure effective implementation of the governance strategies outlined in the Afghan National Development Strategy and the Afghanistan Compact addressing the challenges identified for sub-	- Provide support on strengthening national capacities in programming, administrative management, financial management, systems design to enable the Government of Afghanistan counterparts in transition to full national implementation of the programme within three years; - The democratic State and government institutions strengthened at all levels to govern	**Capacity development is a support component of the three main program components:** **1.** Support to central government agencies responsible for formulating and implementing sub-national governance policy and developing the legal framework; **2.** Support to the government public administration reform strategy;	- **ASGP to develop a strategic plan to improve the capacities of MoI officials responsible for sub-national governance**; - **ASGP to prepare and implement a capacity development strategy in line with the GoA policies,** collaborating with other donors; - Establishment of a strategic policy & regulatory framework within the MoI, for improving the operational

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	national governance;	and ensure quality public services through advocacy, policy advice and capacity development; - The fundamental purpose of ASGP support is to build a robust capacity in municipal administrations to identify and solve local service delivery problems using local resources and ingenuity.	**3**. Support for the development of representation and participation in sub national governance by strengthening the capacity of provincial councils, supporting knowledge sharing and exchange among provincial councils; **Capacities to be developed at three levels**: - **National** **-** Capacity in MoI to design and regulate a new sub-national governance framework is developed; -Capacity for national programme implementation within the life of programme is established; - Design of a revised strategic institutional framework for sub-national governance put in place; **Political**: - The capacity of elected national bodies to undertake their roles in citizen representation, public service monitoring and conflict resolution is strengthened; **Administrative/Technical**: - Individual skills and knowledge of civil servants to manage basic services are upgraded;	competence of sub-national governing units - **ASGP to help establish a policy analysis department** in the Ministry, collaborating with Kabul University faculties, international research organizations and individuals; the department will to develop the Ministry's capacity to manage policy analysis and strengthen policy-making processes; - **Coordination and integrated approach to PAR**. ASGP strengthening the Ministry's capacity in completing **the Public Administration reform process**, so that it has full capacity to guide changes at sub-national governance and administrative reform; - ASGP support to the Ministry in establishing and maintaining a **clearinghouse of information** on national and international experiences in sub-national governance.
5. **Aceh** (Indonesia). A province within a	- Aceh Governance Transformation Programme	- Strengthened capacity of the Aceh's provincial Government Executive to	- A unified approach to capacity development of various agencies	- A PMU Sub-Unit for enhanced capacity of the Provincial Executive;

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country, in the aftermath of a 30-year civil conflict and recovering from the devastating effects of the December 2004 tsunami.	(AGTP) - 2008-2011 in the Aceh Province	coordinate and facilitate the transition; - Technical capacity of the provincial and district government agencies to process assets and projects transferred from BRR, and implement ongoing recovery work; - Administration's institutional capacity to coordinate and implement reconstruction & rehabilitation work beyond the transition and for knowledge retention, management, transfer.	of the provincial government, giving it coherence; - Sustainability of soft assistance and capacity development built in the system;	- Another Sub-Unit for enhanced operational capacity of Seven Provincial Agencies; - A Sub-Unit for Institutional Capacity for Knowledge Retention, Management and Transfer.