

# MA Cheat Sheets: Capacity Development



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UNDP issued the [UNDP Guidelines for Engagement with NGOs under Country Based Pooled Funds](#) in late 2016 and rolled these out in 2017. This was part of an effort to harmonize implementation approaches with those of the OCHA Operational Handbook.

To complement the Guidelines, UNDP has developed MA Cheat Sheets to provide additional practical information on selected subject matters. There are 9 available Cheat Sheets on the following topics: MA Structure and Performance Review \* Capacity Development \* Results Logic and ATLAS Architecture \* MA and ATLAS \* HACT \* Quality Assurance \* NEX Advance \* Asset Management \* Fraud. These can be found [here](#)

## Developing the Capacity of the NGO partners

The Managing Agent function, through its nature, has the added value that it enables humanitarian financing to be directly channeled to local and national NGOs in crisis countries, without having to pass through a UN agency or international NGO. Therefore this builds the capacity and supports self-sustainable local NGO partners who participate in humanitarian, recovery and development action. UNDP, through its MA function is enabling investment in the capacities of these partners with a view to enable their full engagement and participation in recovery and development interventions. The MA function therefore fulfills one of UNDP's priorities of strengthening and providing capacity support to national partners, both in the context of humanitarian commitments (in the Grand Bargain), as well as in the pursuit of localizing the SDGs.

The Grand Bargain, which brings together over 25 donors together with the main UN and international NGO humanitarian actors, jointly committed to providing 25 per cent of global humanitarian funding to local and national responders by 2020. The MA functions provided by UNDP is a catalyst for OCHA to reach this target in some of their largest pooled funds. In doing so, UNDP also contributes to the "roadmap for localizing the SDGs" which aims to support local and regional governments and other local stakeholders in implementing the 2030 Agenda at local level. This helps to:

- (i) Raise awareness and advocate for the active role of local actors in the localization of the SDGs
- (ii) Support them to make decisions that contribute towards the achievement of the SDGs.

For MAUs, providing such support begins with those partners not fully meeting the initial eligibility criteria, to new partners requiring additional capacity support, to existing partners facing challenges of expanding to assume greater project delivery responsibility and increased funding.

Policy Documents:

- [Grand Bargain – Localisation Agenda](#)
- [Capacity Development Brochure UNDP](#)
- [UNDP Primer on Capacity Development](#) – See Chapter V Resources, p.43-52
- [Measuring Capacity Development](#)

## HACT and Capacity Development

Capacity development is a central part of the HACT vision and is a core component of managing risk, rather than just assessing it. Identification of capacity gaps in NGO partners and plans to address these is an element of implementation MA projects. Since project management capacity is key for any NGO partner seeking to effectively achieve envisaged results, the role of the MA is to provide guidance and capacity support throughout the project cycle with the ultimate outcome of having an NGO partner better able to address local needs and contribute to national priorities.

### Best practices and lessons learned on capacity development in the context of CBPFs:

#### MAU Team

- The MAU should have one Capacity Development Focal Point who coordinates all CD initiatives within the unit and with the Fund Manager. He/she will be responsible for developing and updating the Capacity Development Plan.

#### Identifying areas for capacity development initiatives

- Eligibility capacity assessments, Micro-Assessments, Spot Checks, Audits and performance against the PMI should be used to identify areas that need strengthening with an NGO partner.
- NGO performance evaluations undertaken jointly with the Fund Manager will also provide indications of areas for improvements.
- Client surveys have provided an opportunity to ask NGO partners in which they would like to receive additional support

## Capacity Development Activities

Below are examples of capacity development initiatives:

- Orientation for new NGO leadership: provides the opportunity to explain the role of the MAU and create a direct relationship with the NGO partner
- Fraud Mitigation and HACT workshops
- Financial and project management
- Joint induction trainings with the Fund Manager to clarify how the CBPF operates as well as the roles and responsibilities of the Fund Manager and the MAU
- Sharing of good practices/tools/policies etc. of other NGOs
- Develop/share SOPs for key functions
- Provide a space for partners to engage and share experiences/ask questions (could be a only group or physical meetings)

## Capacity Development Plan

Each MAU is suggested to prepare a Capacity Development Plan based on context specific criteria. While the criteria can differ from one MAU to another and from one year to another, these are the key elements to be reflected:

- Target groups
- Technical/functional capacity
- Identified capacity gap, i.e. current capacity and future desired capacity
- CD Activity
- Responsible person
- Budget
- Indicator/benchmark
- Source of measurement
- Timeline

Examples:

[A Capacity Development Plan for CSOs in the Pacific](#)

[Capacity Development in the Global Fund](#)

[How to prepare a capacity development plan](#)



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United Nations Development Programme  
One United Nations  
Plaza New York, NY,  
10017 USA