The approach of UNICEF to Capacity Development

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The Approach of UNICEF to Capacity Development

"[UNICEF] supports the development of the capacity of national and sub-national government institutions and civil society organizations, community groups, families and caregivers to address gaps and disparities related to the realization of the rights of children and women in development and humanitarian contexts." **(Oral report,** E/ICEF/2010/CRP.20**)**

Capacity development: a priority for UNICEF and the international community

United Nations Development Group (UNDG)

capacity development is one of five key principles for United Nations programming at country level

UNICEF

MTSP 2006-2013

"continued support for building national capacities to fulfill children's rights, with increased emphasis on strengthening policy frameworks, service delivery and protection systems and institutions."

TCPR Res. 62/208 stressed the importance of capacity development and ownership of national development strategies

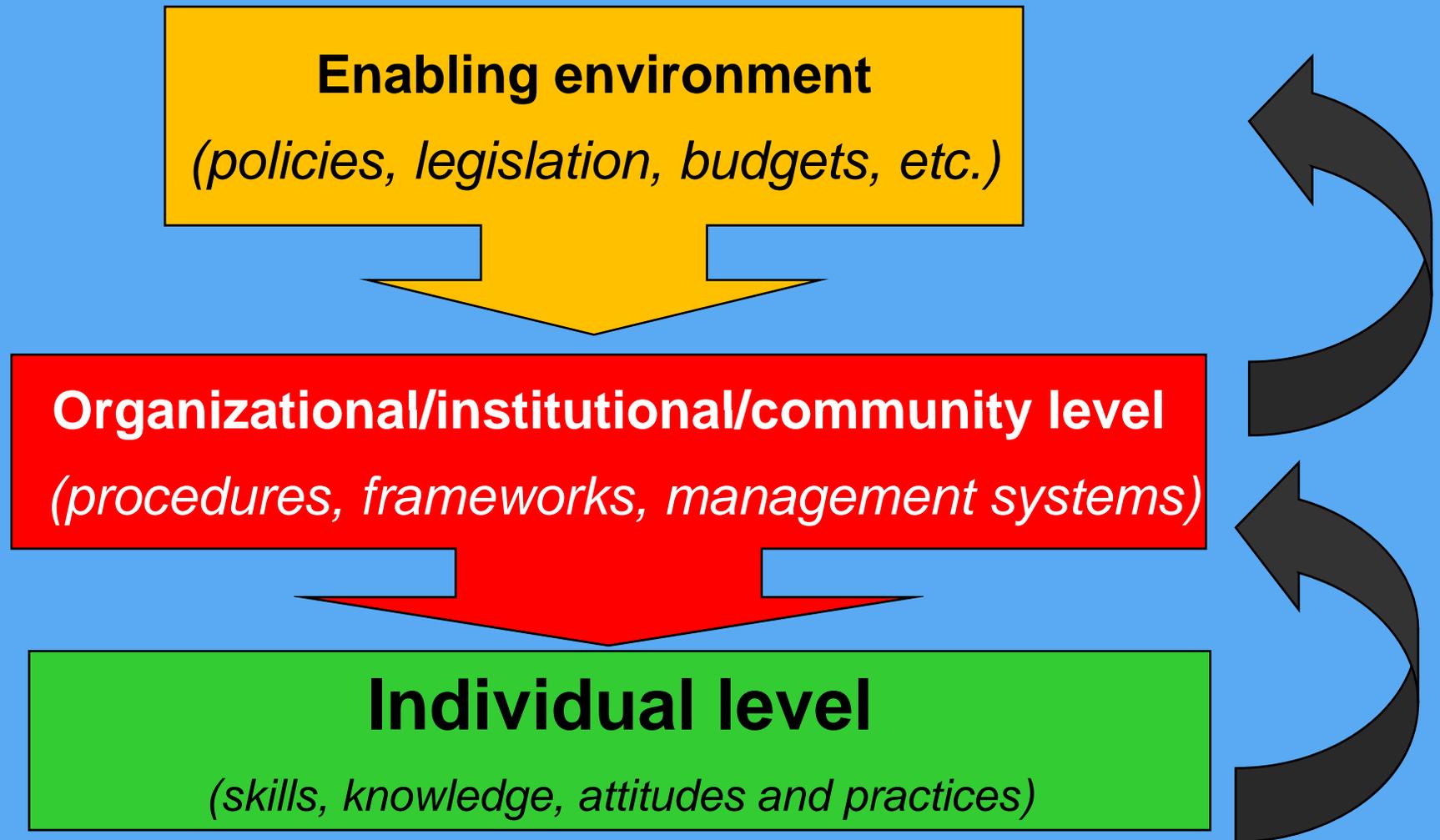# Capacity development: a priority for binternational community

Paris Declaration on Aid Effectiveness "integrate specific capacity strengthening objectives in national development strategies and pursue their implementation through country-led capacity development strategies"

Inter-Agency Standing Committee's Guiding Principles for Early Recovery emphasizes national ownership and the strengthening of local and national capacities throughout the recovery period

Strategic framework and dimensions of capacity development

Enabling environment

(policies, legislation, budgets, etc.)

Organizational/institutional/community level
(procedures, frameworks, management systems)

Individual level

(skills, knowledge, attitudes and practices)

Adapted from UN Development System: A Collective Approach to Supporting Capacity Development

The Approach of UNICEF: Examples

Strengthen key national institutions, accountability, coordination and representation mechanisms

Transfer knowledge and provide technical assistance

Strengthen national and local policies, planning and monitoring

Introduce new technologies for effective service delivery and support the strengthening of delivery approaches

Strengthen processes that enable the participation of young people

Enhance the knowledge and skills of children, parents,women

Focus area 1: Young child survival and development - examples

Marginal Budgeting for Bottlenecks (MBB) to inform health policy-making and planning: over 20 country support missions

Community Approaches to Total Sanitation (CATS): effective approach in over 50 countries.

Behaviours Change Communication on life-saving behaviours: breast-feeding promotion in West Africa

Focus area 2: Basic education and gender equality - examples

Global Capacity Development Programme on Child-Friendly Schools including policy engagement

Enhancing community engagement in management of schools

Promoting Child-to-Child Communication on behaviours related to ECD, education

Focus area 3: HIV & AIDS and Children - examples

Promotion of an enabling environment through policy engagement, media support etc.

Support to improved PMTCT service and delivery capacity

Behaviour change communication with youth: innovative approaches

Focus area 4: Child Protection against Violence, Abuse and Exploitation - examples

Improved protective environment through policy developments, judicial, legislative reform

Training of service-providers:

magistrates, police, social workers

Support to orphans and highly vulnerable families

Focus area 5: Policy advocacy and partnerships for children's rights - examples

Situation analysis: generation and analysis of data for equity-focused planning including Multiple Indicator Cluster Surveys, research

Devinfo rolled-out:

with other 100 national adaptations

Youth sensitized and participating in policy engagement – e.g. Youth leaders for Climate Change and Adaptation

Humanitarian Assistance - examples

Assessment to inform response planning: e.g. post-disaster needs assessment, vulnerability and capacity assessment

Establishment of monitoring system based on the Core Commitments for Children

Promotion of life-saving behaviours among affected populations

Five Steps to systematize Capacity Development in Country Programming

- Engage with partners and communities to build consensus and promote national and local ownership;

- Jointly assess capacity assets and gaps;

- Jointly design capacity development strategies;

- Support the implementation of capacity development interventions;

- Evaluate capacity development efforts.

Constraints and Lessons Learned

1) Need for more systemic approach to capacity development, *two key constraints:*

- limited technical and financial capacity to support analysis
- challenges in ensuring consistent approach

2) Holistic approach is required as all three levels of capacity are interrelated

- based on the analysis of capacity gaps, including disparities, within each context
- support provided in both the short and long-term

3) Iterative process of design-application-learning-adjustment critical

- monitor changes in capacity during implementation and make adjustments as required
- evaluate results to inform future approaches

Ways forward

1. **Adopt a more systematic, holistic approach to capacity development through enhanced UNICEF capacity, programme guidance and support**
   - facilitating participatory, high-quality analyses to support systemic approach tailored for each context
   - strengthen communication and social mobilization strategies including promoting the participation of children and women
   - enhanced partnerships with United Nations agencies, civil society organizations and community groups
   - enhance capacity of UNICEF at all levels to support the approach

2. **Ensure adequate focus on the most vulnerable children and women by addressing capacity gaps which result in disparities**

3. **Strengthen monitoring of capacities and effectively evaluate capacity development initiatives**

4. **Share experiences, lessons and evidence more systematically**