WASH Enabling Environment: Capacity Building
Context: Structural and Institutional Factors
Why is capacity development important?

• Lack of capacity is often mentioned as one of the causes of poor governance, in general, and as a driver for corruption, in particular (WWAP, 2015; Stålgren, 2006).

• Lack of capacity, including insufficient understanding of roles and responsibilities, can lead to blurred lines of accountability and to procedures being captured by corrupted interests (UNDP Water Governance Facility, & UNICEF, 2015).
Definition of Capacity Development

Implementation of activities to build capacity to meet sector targets, based on an understanding of the capacity gap in human and other resources and the financial resources needed to fill the gaps
Capacity development is about change

Intended outcomes of a capacity development programme consist of the extent to which people perform their jobs differently.
Expected Outcome

Stakeholders and institutions possess the human, technical, and financial resources to execute their roles and responsibilities under the guiding sectoral plan with a structure in place to ensure their continuous renewal and/or adaptation.
WASH EE Support Process

Step 1: Agree

Step 2: Analyze

Step 3: Plan

Step 4: Invest

Step 5: Implement

Step 6: Monitor & Evaluate
Getting to agreement and consensus

What: Gather representation and buy-in

Who: Partners needed
  • From inside the sector (urban, rural, water, sanitation)
  • From outside the sector

What: Outcomes
  • Links to larger development goals?
  • Links to goals in the WASH sector?

How: Consensus building process
  • Select tools and process
  • Agree on a plan/roadmap/strategy
Assessing the current situation and triggering demand

• Analyze the political and institutional context

• Invest in assessments to understand the organizational incentives that would either support or block reform

• Investing in preparatory activities to foster local ownership is also about investing in sustainability

• Raise awareness among key stakeholders as a way to identify change agents and trigger demand
Assessing capacity development needs

- Assess if the stakeholders organizations, institutions and people are able to support the WASH sector’s enabling environment
- Identify gaps or challenges that exist within the sector
- Identify bottlenecks that constrain the sector using WASHBAT criteria
- Identify causes for bottlenecks
## WASHBAT Criteria

PRIORITy: Institutions have capacity to fulfill sector roles and responsibilities for sustainable service delivery at scale, including the availability of necessary structures, tools, training, and incentives

- Government-led overarching capacity development plan for urban water based on needs assessment
- Different institutional stakeholders/providers have own capacity development plan
- A human resources strategy exists that identifies the problems and capacity gaps and actions to develop and manage human resources for urban water supply
- Training institutions have the capacity and resources to deliver the cadres needed for scaling up urban water supply
- Implementation is progressing against capacity development plans
- Private sector capacity exists to deliver safely managed urban water services in an efficient matter
- Capacity exists to monitor services against indicators defined by national standards
Targeting beneficiaries – whose capacities to develop?

- Individuals (with their knowledge, experience, skills and attitudes)
- Organizations (operating through procedures, routines, knowledge management and incentive systems)
- Sector institutions and the “enabling environment” (the legal, fiscal, policy and administrative frameworks)
- Civil society organizations
- Law enforcement agencies
- Water user groups
- Social and environmental groups
- Media
- Private sector
- Academia
The gender dimension

- Need to take deliberate actions to raising participation and engagement of women in capacity development.

- Gender sensitive trainings, including female and male trainers.

- Have both men and women identify gender specific aspects of the matter of the trainings and development of strategies.

- Important to build the capacity of local trainers have a better grasp of regional sensitivities.
Types of interventions

- Small grants
- Alumni networks
- Knowledge management
- Regional Approach
- Institutional Change
- Other approaches
- Post-training support
- Delivering trainings
- In-person training
- Online training
- Mentorship
- Using networks
Assessing the impact

• Can be a significant challenge

• Capacity development is a theory of change activity – takes time to see results and may not be direct

• What can help:
  • Set clear indicators
  • Create a monitoring framework from the outset
  • Be realistic about what success will look like
Example: Water Integrity Capacity Building programme

<table>
<thead>
<tr>
<th>activities</th>
<th>results</th>
<th>outputs</th>
<th>outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Adapt training material</td>
<td>Pool of trainers</td>
<td>Strengthened awareness &amp; understanding of corr. risks</td>
<td>Improved dialogue and learning on how to address corr. at regional, national and local level.</td>
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<tr>
<td>- ToT (3/region)</td>
<td>Community of practitioners</td>
<td>Able to diagnose corr. risks</td>
<td>Participants apply their new capacities to improve WI in their daily work.</td>
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<tr>
<td>- ToP (175/region)</td>
<td>WI ambassadors</td>
<td>Strengthened cap to improve integrity in daily work</td>
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<tr>
<td>- Online knowledge and learning platform</td>
<td>Ind. WI action plans</td>
<td>Able to put in place integrity mech.</td>
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<tr>
<td>- Learning summit</td>
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<td>Regional partners have improved cap to promote WI.</td>
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### Example: Water Integrity Capacity Building programme

<table>
<thead>
<tr>
<th>Year</th>
<th>Activities</th>
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<tbody>
<tr>
<td>2014</td>
<td>• Integrity risk mapping by country&lt;br&gt;• Diagnosis of existing capacities&lt;br&gt;• Adaptation of materials and design of the training plan</td>
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<tr>
<td>2015</td>
<td>• National workshops on Water Integrity (presentation of studies)&lt;br&gt;• Training launch&lt;br&gt;• Incidence for appropriation by important national actors</td>
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<td>2016</td>
<td>• Monitoring and coaching of the Integrity plans developed in training workshops&lt;br&gt;• Workshops of Integrity Change Agents: exchange of experience&lt;br&gt;• Communication at the regional level</td>
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<td>2017</td>
<td>• Generation and dissemination of knowledge, Learning Summit&lt;br&gt;• High level regional political event on the subject (and possible political declaration)</td>
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Discussion

• Whose capacities are you normally targeting when you build capacity in your country?

• Which tools do you use?

• Do you follow up? How?

• How do/will you measure success?
Thank You