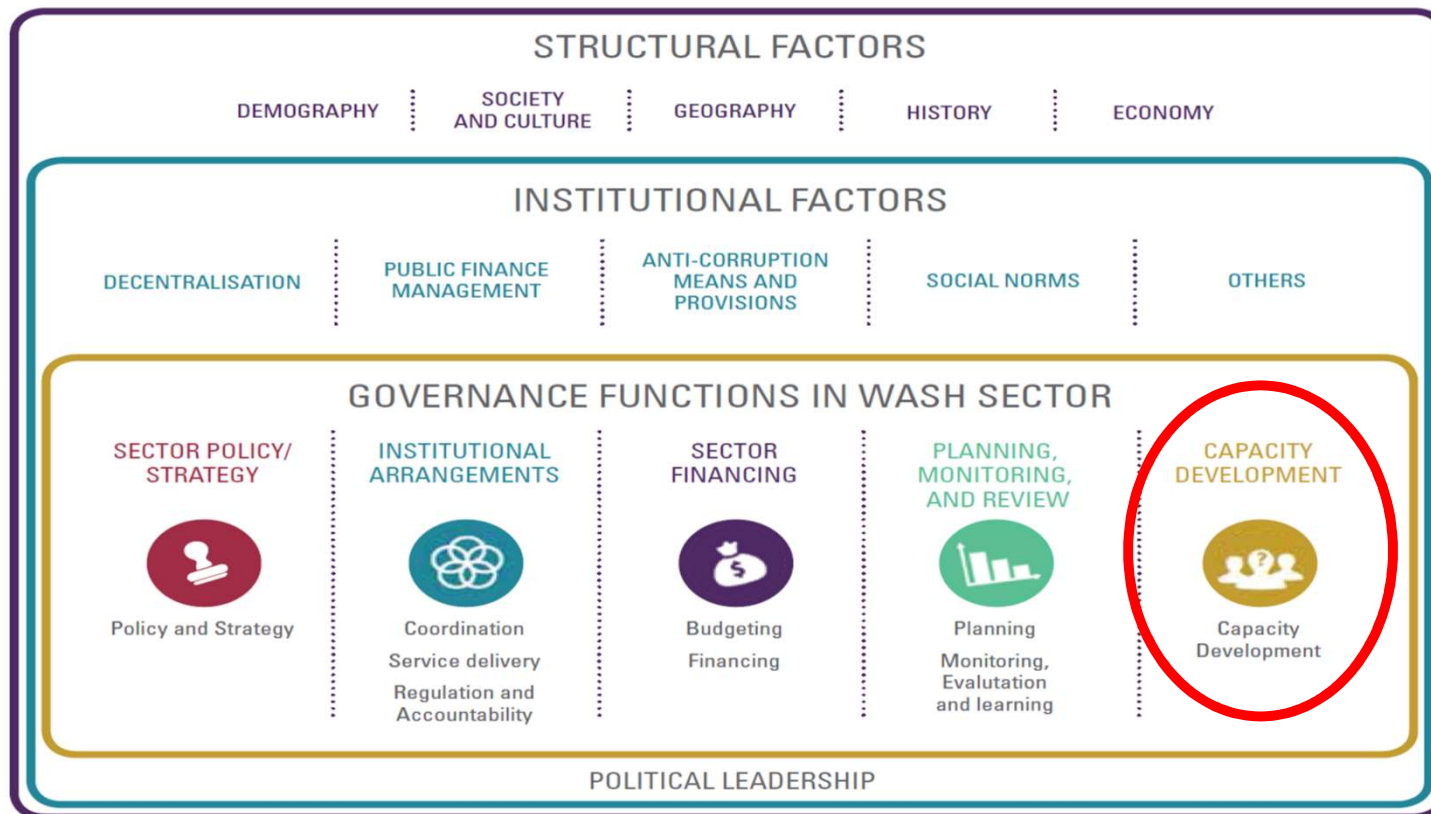


# WASH Enabling Environment: Capacity Building

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# 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

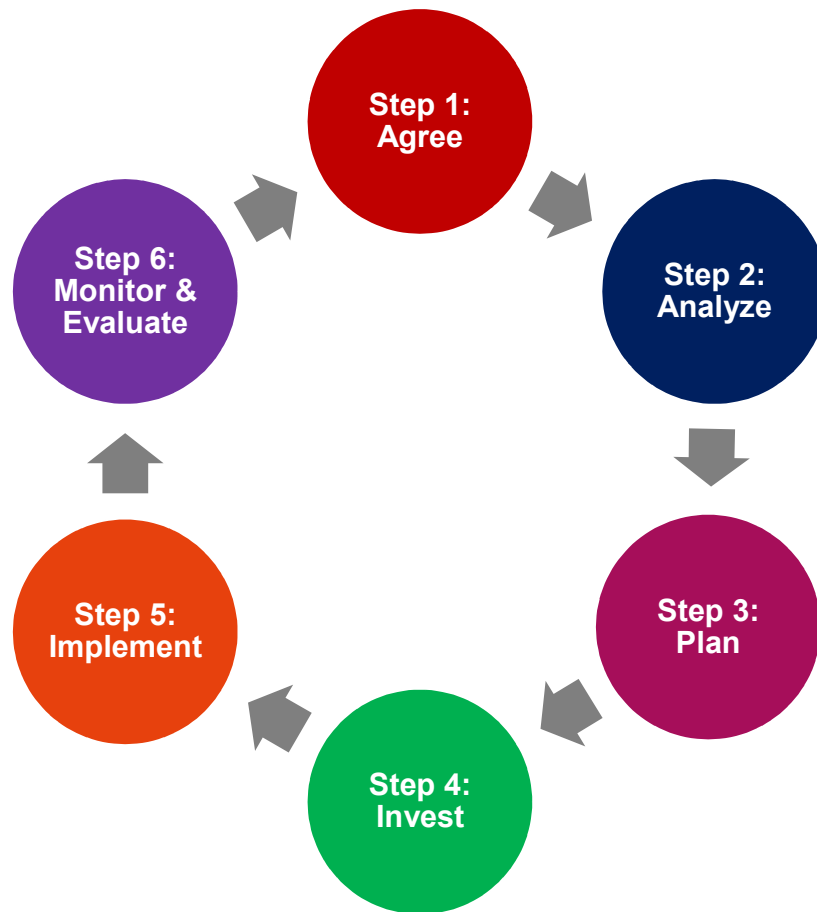
## ***Capacity development is about change***

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



# 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 manner

Capacity exists to monitor services against indicators defined by national standards

# Targeting beneficiaries – whose capacities to develop?

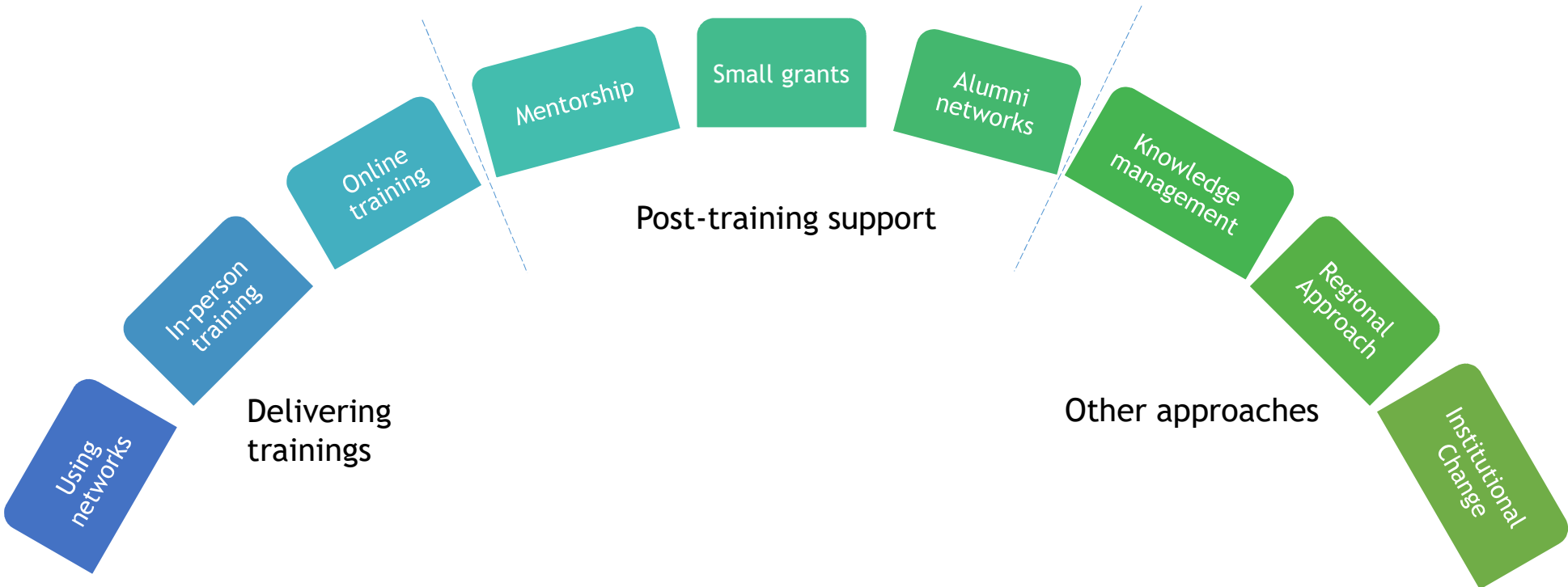


# The gender dimension



- 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

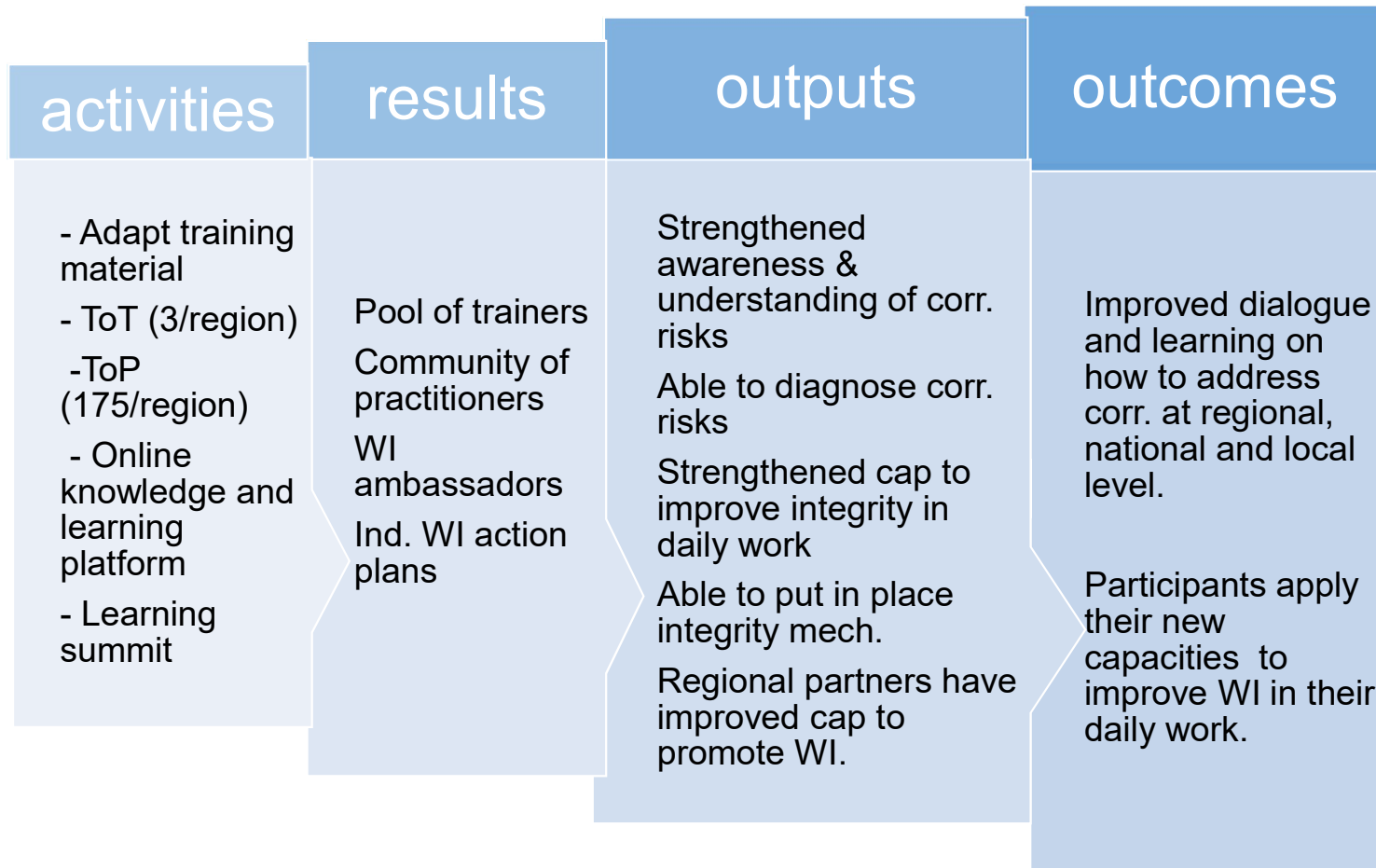
# Types of interventions



# Assessing the impact

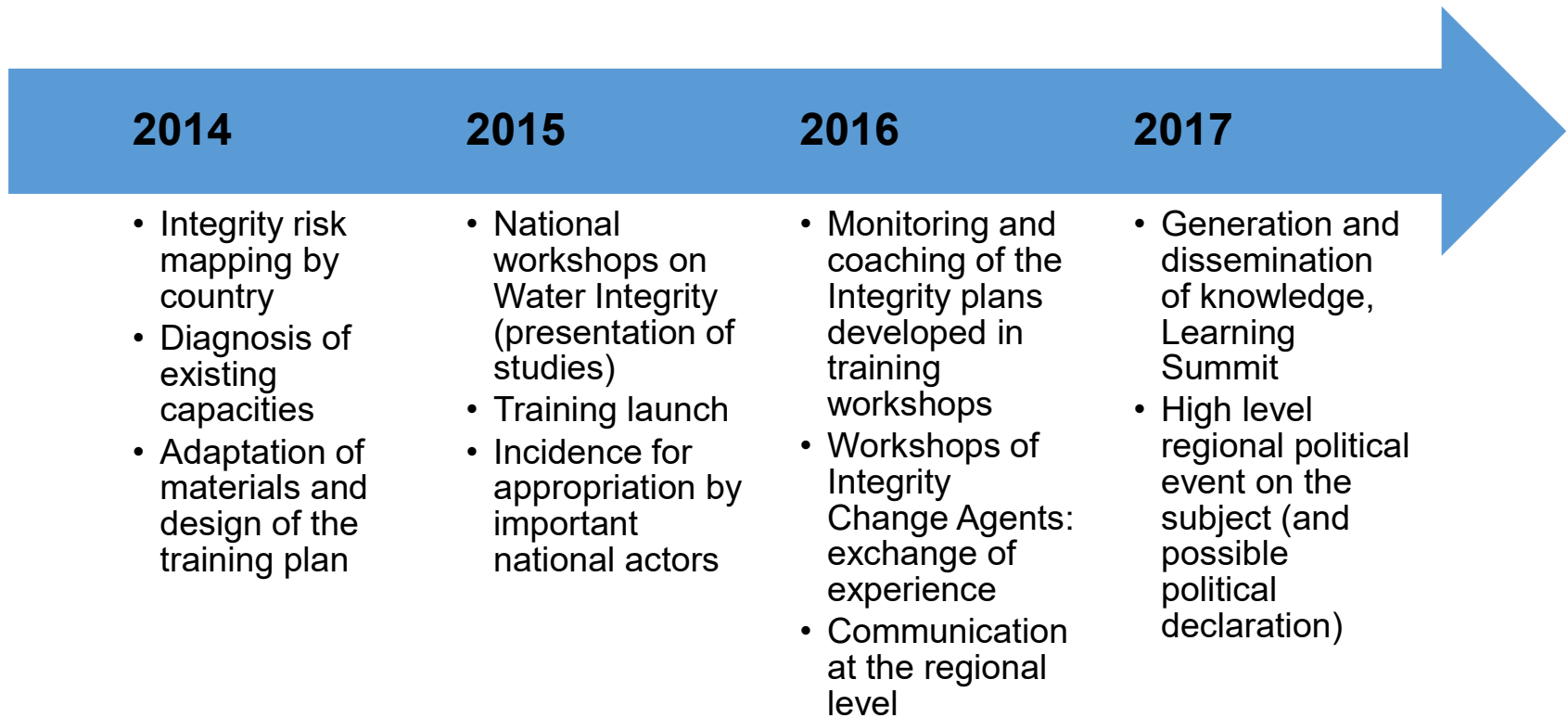
- Can be a significant challenge
- Capacity development is a theory of change activity – takes time to see results and may not be direct
- What can help:
  - Set clear indicators
  - Create a monitoring framework from the outset
  - Be realistic about what success will look like

# Example: Water Integrity Capacity Building programme





# Example: Water Integrity Capacity Building programme



# Discussion

- Whose capacities are you normally targetting when you build capacity in your country?
- Which tools do you use?
- Do you follow up? How?
- How do/will you measure success?

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Thank You

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