



## Capacity Development in the oPt

### UNCT Capacity Development Workshop Report

25 March 2010 – Ramallah oPt

#### Background

At the December 2009 retreat, the UNCT decided to strengthen capacity development (CD) approaches in oPt, beginning with a one day workshop to take stock of current CD efforts, discuss UNDG CD tools, and explore potential harmonization and strengthening of CD strategies

The 3 objectives of the workshop were to:

- 1) Take stock of current CD work and hear from partners
- 2) Achieve a shared understanding of UNDG methodology
- 3) Propose practical ways forward to strengthen CD approaches in the oPt

The one day workshop was hosted in Ramallah by UNSCO, supported by the UNDP/PAPP Capacity Development Initiative Programme and facilitated by the Capacity Development Group. It was attended by 40 people representing 15 UN agencies, with participants from the Palestinian National Authority, Save the Children and Birzeit University. The agenda comprised of the following sessions:

- Introduction and Brainstorm to; 1) identify the key words or phrases for capacity development, and 2) identify the main features of an effective institution
- Capacity development: UNDG approaches and tools
- Palestinian Authority experience of capacity development support
- UN reflections on capacity development and institutional change
- Working group discussions and action plan for next steps

#### Main findings of the CD Workshop

##### Introduction and Brainstorm

The brainstorm on capacity development key words and phrases was closely aligned to the UNDG definition of capacity development:

*The process whereby people, organizations and society as a whole  
unleash, strengthen, create, adapt and maintain capacity over time.*

The group identified the following as some of main features of an effective public sector institution:

- A clear mandate that is communicated and supported by a clear vision
- Backed by political will with strong leadership.
- An independent civil service with a long term HR plan that provides incentives and retains quality and committed staff.



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- A key stakeholder that is able to participate and be involved in national institutions, with a sense of ownership. Working in partnership with a field presence.
- Good results based management focused on efficient delivery of quality services. Policies in place with supporting systems and clear intra-communication.
- Ability to measure outcomes, as well as interact and impact the local context. Ability to monitor, address weaknesses and improve performance, to provide better services, including data collection and statistical skills.

### Capacity development: UNDG approaches and tools

Capacity development helps diagnose issues correctly and manage a change process that is owned and sustainable. Capacity development is a programming principle that needs to be applied at a country level. The capacity development model can be adapted and applied to any technical/thematic area taking into account the local context and is a very relevant element in the state building agenda of the Palestinian Authority. The entry points need to be discussed with the national partner, in particular the enabling environment and organizational level need to be considered carefully in the oPt to ensure the appropriate balance between well drafted laws, ownership and organizational capacities for implementation and compliance.

The capacity development process is more effective if it involves self assessment to build understanding and ownership. The process can be scaled according to resources and need, the diagnostic work can be shared across the UNCT (if not sensitive). The UNDG capacity development process has 5 steps:-





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### Palestinian Authority experience of capacity development support

Capacity development in the Palestinian Authority education sector was seen to be more effective when; 1) there was flexibility in the program and budget so that changes could be made based on need; 2) when funding was predictable and sufficient; and 3) when there was donor coordination. Capacity responses that have been effective in the education sector included; 1) networking with other education institutions; 2) ensuring that skills development was supported by work place supervision, coaching, and performance management; and 3) non-financial incentives, such as providing accreditation for teachers who have completed professional development programs. Sustainability has been increased by also supporting functions such as leadership and planning.

The effectiveness of capacity development in general in the Palestinian Authority was reduced by a number of factors including; 1) a challenging context due to the Occupation; 2) a technical assistance model sometimes including consultants of a prescribed nationality; 3) externally imposed agendas; shifting priorities e.g. social development, gender, MDGs, poverty and capacity development; and 4) producing high quality outputs such as laws without the capacity to implement the legislation. Capacity development approaches could be improved by; 1) ensuring ownership so that the diagnostics lead to institutional change; 2) paying more attention to leadership; 3) creating momentum through quick wins; 4) ensuring that training provided could be applied in the work place; and 5) that guidance materials were produced where possible by local expertise.

The UNCT could significantly improve the impact and sustainability of capacity development in a number of ways including; 1) developing country systems and phasing out parallel systems; 2) UNCT coordination; 3) greater openness and transparency; 4) having meaningful time periods for change to take place; 5) planned evaluations that are shared; and 6) being more accountable to the beneficiaries.

### UN reflections on capacity development and institutional change

**WHO** – Capacity development is an important principle but a concept that is over used. As an agency WHO mainly supports the health sector to develop policies and standards as well as mobilizing specialists and providing technical training. An example of institutional change can be found in mental health provision, the weakness in measuring capacity here is that it was measured mainly by inputs and did not have an adequate baseline. Communicating and listening were important skills needed by the UN and its national partners, and the commitment and engagement of the counterpart was a key success factor.

**UNICEF** – oPt has a young population who are not fully involved in responding to national needs. As part of a regional initiative to get young people participating, a cross sector youth policy was prepared with UNICEF. Following the adoption of the policy, working with the PA, a youth sector strategy has been prepared; the next phase is to develop the implementation capacities to maintain the momentum.

**UNDP** – Flexible approach which allows for lessons to be learned and applied for example; avoid the capacity development process stopping at the assessment stage; work within the institutional structure to facilitate change; and utilize national talent supported by regional and international expertise. The PA's Program of the 13<sup>th</sup> Government, Palestine: Ending the Occupation, Establishing the State, provides



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a framework to align and coordinate UNCT support for capacity development and institutional change. Greater coordination of capacity development could be achieved by; 1) establishing a UNCT capacity development forum / network to share experiences, approaches and lessons learned; 2) developing a UNCT capacity development strategy aligned to PA priorities; and 3) for the UNCT to work with the PA to set up capacity development conference.

### Working group discussions

Based on the above sessions and the related discussions the following questions were identified for the three working group discussions and action planning:-

1. How does UNCT engage and align with the Palestinian Authority more effectively on capacity development?
2. Does UNCT need A Capacity Development Strategy?
3. How can UNCT improve networking and knowledge acquisition? How does UNCT improve knowledge management?
4. How does UNCT balance quick wins and longer term CD strategies?
5. What CD services does UNCT need to deliver for sector institutional reform?

### Action plan for next steps

1. UNCT engagement and alignment with the PA more effectively on capacity development				
What	When	Who	Resource	Result
1.1 Complete mapping of current CD activities.	Start immediate	UNSCO co-ord. UN sector focals.	Existing	Greater alignment between PA plans, capacity development, institutional change and UNCT programs
1.2 Evaluation of CD activities to identify lessons learned and best practice in successful institutions.				
1.3 Engage PA to develop a joint CD strategy including CD process and monitoring. Based on existing plans e.g. 13 <sup>th</sup> government plan.	Follow on to 1.1 & 1.2	PA focals sector & UN focals	Limited new resource	
2. UNCT Capacity Development Strategy				
2.1 Develop unified UNCT cross cutting CD strategy based on comparative advantage. Strategy based on CD principles and approaches. Similar approach to CAP process, share with Ministry of Planning.	Follow on to 1.1 & 1.2	UNSCO facilitate	Limited new facilitation resource	Unified approach to UNCT CD resulting in coordination and effectiveness.
3. Knowledge Management for Capacity Development in oPt				
3.1 Identify appropriate CD knowledge resources. Identify CD indicators relevant in oPt. Develop / adapt CD guidelines and tools for oPt context.	By end Sept	M&E & Governance task force	Limited new materials resource	CD knowledge products appropriate for oPt being used across UNCT with
3.2 Provide harmonized feedback on CD in	ongoing	UNCT	Linked to	



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Sector Strategies and Ministry Action Plans.			strategy	PA partners.
3.3 Increase CD and State Building awareness through one page bulletin.	2 months	UNSCO	UNCT website	Knowledge networking and acquisition within UNCT and with other development partners.
3.4 Share UNCT and capture other donor CD approaches and learning through Local Aid Coordination (LACs)	Add to agenda for next LAC	One UN focal per LAC	Use 3.1 materials.	
<b>4. UNCT balancing quick wins and longer term CD strategies</b>				
What	When	Who	Resource	Result
4.1 Quick wins are linked to long term plans with clear CD indicators and the rationale is clearly communicated.	Immediate & Continuous	UNCT	Quick wins resources	Momentum gained for CD initiatives.
<b>5. UNCT CD services needed to deliver for sector institutional reform in oPt</b>				
5.1 Relevant CD and institutional reform examples of lessons learned globally, regionally and in oPt developed into UNCT products and services with CD indicators.	See 1.2 + 3.2-4.	HQ Regional UNCT	Invest in UNCT skills, services	Quality results orientated CD and institutional reform products and services delivered by UNCT to oPt partners.
5.2 UNCT CD and institutional reform products and services delivered in collaboration with other development partners.	See 3.4	One UN focal per LAC	Invest in UNCT products and services	

Actions 3 to 5 will all be incorporated into action 2 UNCT Capacity Development Strategy.

### Suggestions from the group on completion of the workshop

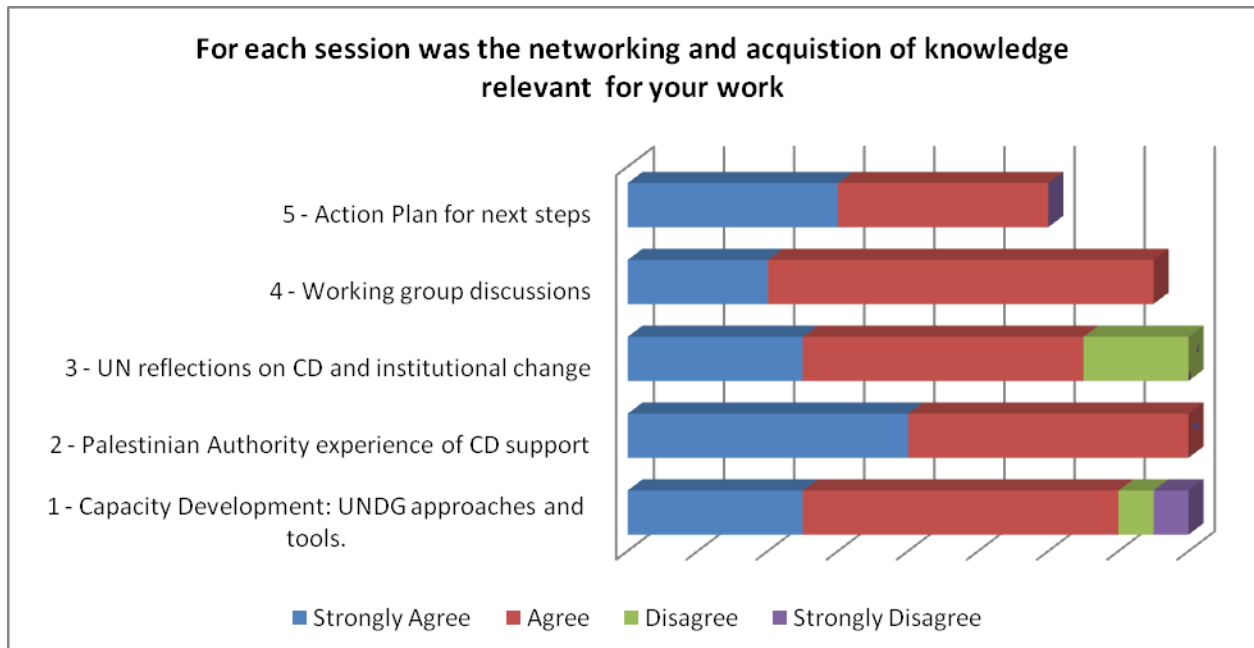
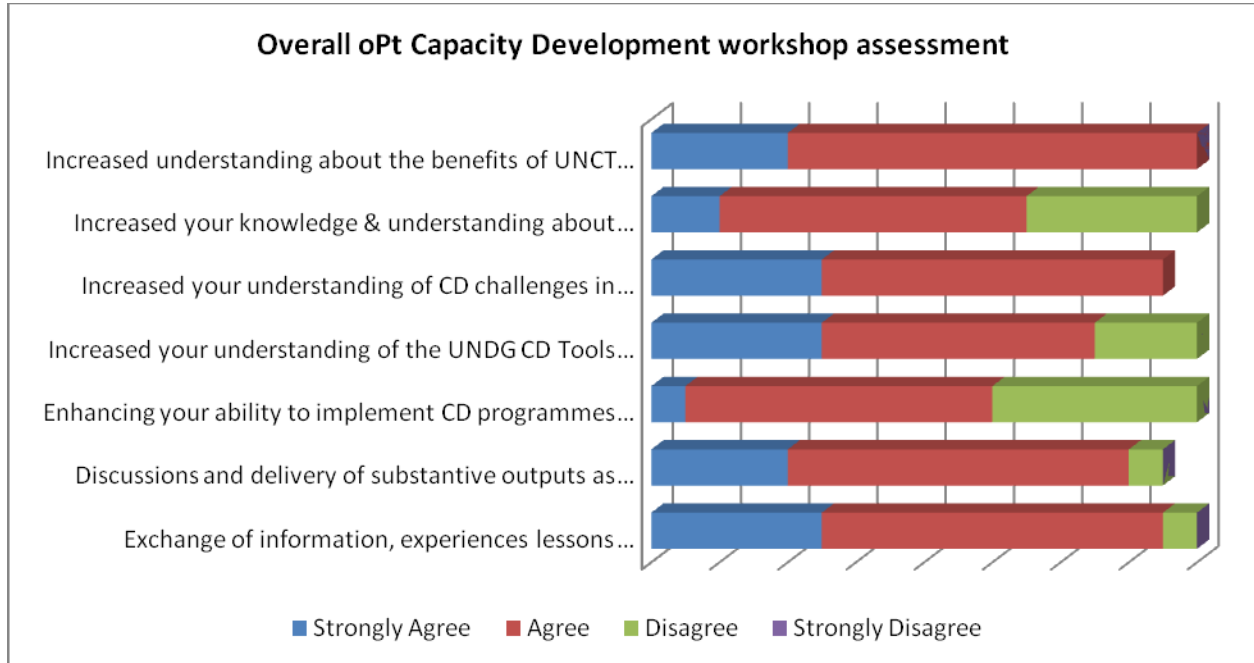
These ranged from holding follow up workshops as soon as possible, to 1, 2 and 6 months. Future workshops should have participation from heads of agencies, all UNCT members and more partners from the PA. Regular updates should be provided to UNCT members.

Subjects to be covered included; 1) further guidance on applying CD tools when designing, implementing and evaluating CD programs, projects and plans; 2) Practical exercise on applying CD UNDG tools; 3) Developing CD indicators; and 4) UNCT lessons learned/best practices and experiences from similar environments. The only complaints were about the noise from building work going on in the hotel and the need for more coffee!



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### Evaluation of oPt Capacity Development Workshop





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### Annexes

#### Annex (1) Workshop Participants

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Annexes

### Annex (2)

#### Group work Feedback

Name: Group 1

**Q.1 How does UNCT engage & align with the Palestinian Authority more effectively on capacity development?**

What	When	Who	Resource	Result
1.1 Complete Mapping of current CD activities  1.2 Evaluation of CD activities to identify lessons learned and best practice in successful institutions	Immediately	UNSCO co-ord UN sector focals	Existing resources	Greater Alignment between PA plans ,capacity ,development ,institutional change and UNCT programs
1.3 Engage PA to develop a joint CD strategy including CD process and monitoring .Based on existing plans e.g. 13 <sup>th</sup> government plan	Follow on to 1.1 & 1.2	PA focals sector & UN focals	Limited new resource	



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Name: Group 2

Q.2 Does UNCT need a capacity development strategy?

What	When	Who	Resource	Result
2.1 Develop unified UNCT cross cutting CD strategy based comparative advantage. Strategy based on CD principles and approaches .Similar approach to CAP process, share the Ministry of Planning	Follow on to 1.1 & 1.2		Limited new facilitation resources	Unified approach to UNCT CD resulting in coordination and effectiveness

Name: Group 3

Q.3 How can UNCT improve networking and knowledge acquisition?

What	When	Who	Resource	Result
3.1 Identify appropriate CD knowledge resources ,.Identify indicators CD	Follow on to 1.1 & 1.2	UNSCO facilitate	Limited new facilitation resources	Unified approach to UNCT CD resulting in coordination and effectiveness

Name: Group 4

Q 5. How does UNCT improve knowledge management?

What	When	Who	Resource	Result
5.1 Increase CD and State Building awareness through one page bulletin  5.2 Share UNCT and capture other donor CD approaches and learning through Local Aid Coordination	Immediate & Continuous	UNCT	Quick wins resources	Momentum gained for CD initiatives



## Capacity Development in the oPt

Name: Group 5

Q 5. How does UNCT balance quick wins and longer term CD strategies ?

What	When	Who	Resource	Result
5. Quick wins are linked to long term plans with clear CD indicators and the rationale is clearly communicated	Immediate & Continuous	UNCT	Quick wins resources	Momentum gained for CD initiatives

Name: Group 6

Q 6. What CD services does UNCT need to deliver for sector institutional reform?

What	When	Who	Resource	Result
6.1 Relevant CD and institutional reform examples lessons learned globally, regionally and in oPt developed into UNCT products and services with CD indicators.	Immediate & Continuous	UNCT	Invest in UNCT skills, services	Quality results orientated CD and institutional reform products and services delivered by UNCT to oPt partners.
6.2 UNCT CD and institutional reform products and services delivered in collaboration with other development partners.  6.3 Better system of mentoring and Monitoring	Immediate & Continuous	Add to Agenda for Next LAC	Invest in UNCT products and services	



## Capacity Development in the oPt Annex (3)

# UNCT Capacity Development Workshop Agenda

Date and Venue: 25 March, 2009, Grand Park Hotel, Ramallah

**Workshop objective:** At the December 2009 retreat, the UNCT decided to strengthen capacity development (CD) approaches in oPt, beginning with a one day workshop to take stock of current CD efforts, discuss UNDG CD tools, and explore potential harmonization and strengthening of CD strategies

The 3 objectives of the workshop are to:

- 1) Take stock of current CD work and hear from partners
- 2) Achieve a shared understanding of UNDG methodology
- 3) Propose practical ways forward to strengthen CD approaches in the oPt

## Agenda

8.30 am                      Arrival and Coffee

### 8.45 am – 9.15 am

#### **Introduction**

- Introduction and objectives for the workshop (UNSCO)
- Group brainstorming on Capacity Development (Facilitator)

### 9.15 am – 10.30 am

#### **Session I: Capacity Development: UNDG approaches and tools (Mr. Nigel Coulson, CDG team UNDP New York)**

- Theoretical conceptual overview of Capacity Development, at the institutional, systems and individual level, highlighting small case study approaches
- The UNDG Capacity development methodology and tool kit: rationale, components and application (globally and in the region); links to other methodologies in the UN system

Objective of the session

To introduce and clarify the UNDG capacity development unified approach, its components and its methodology, tools application; To highlight best practice capacity development methodologies and



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approaches used by other actors in crisis country settings and the benefits of a common UN CD approach.

### **10.30am - 11.30 am**

#### **Session II: PA Experience with Capacity Development support**

- Presentation by Ms Shahnaz I. El- Fan, Director of the Ministry of Education Training Institute, regarding their own capacity development experience of working with different UN agencies.
- Presentation by Dr Cairo Arafat, former Head of Aid Coordination Unit, Ministry of Ministry Planning and Administrative Development, presenting her professional experience of Capacity development programmes working with different donors and UN Agencies and lessons learnt

Objectives of session

To allow beneficiary institutions in the oPt to present their own experience of working with different UN agencies and donors and the different approaches used in capacity development, the pros and cons and the PA institutional lessons learnt

### **11.30am                      Coffee Break**

### **11.45 am – 1.00 pm**

#### **Session III: UN reflections on capacity development and institutional change**

- Panel discussion on UN CD responses, results, lessons and programme implications: WHO, UNICEF, UNDP
- Q&A

Objectives of session

To highlight the lessons learnt in the oPt regarding the barriers to institutional change and sustainability and the UN system CD responses, results and programme implications based on lessons learnt.

### **1.00 pm – 2.00 pm      Lunch (participants divided into inter-UN Agency working groups)**

### **2.00 pm – 3.30pm**

#### **Session IV: Working group discussions and exercise**

- Recommendations for a common approach to CD for the UN system in the oPt based on lessons learnt from different UN agencies and incorporating recent UNDG agreements and approaches

Objectives of the session



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Based on inter UN agency working group discussions, to propose a unified approach and the recommended methodology and tools for interventions within Opt Institutions and Ministries based on lessons learnt and feedback from the work shop participants and case study presentation of speakers

### **3.30pm -4.30pm**

#### **Session V: Summary of Recommendations from working groups and action plan for next steps**

- Plenary feedback from working groups and action plan for 2010 for UNDG/UNCT

Objectives of the session

To propose a framework for key actions and recommendations to be adopted by the UNCT in the oPt for 2010 (based on the UNDG capacity development concepts and feedback from PA and working groups)

### **4.30pm completion of Workshop (Evaluation)**