

# Capacity Building Plan

2022-2025

UNICEF WASH Programme Group  
NYHQ



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# Foreword

The attainment of Sustainable Development Goals will largely depend on the capacities and abilities of the national governments, partners and professionals managing WASH programme at various levels. With WASH programming in over 130 countries and over 700 WASH professional staff – one of the largest of any international development partner working in the sector – needs to be well-equipped to play its normative and convening role at the global, regional and national levels in ensuring that national targets on WASH SDGs are effectively met.

UNICEF mobilizes its entire operational and cross-cutting programming capacity and convening power to ensure that quality WASH results for children are delivered at the global, regional, national and sub-national levels. This includes capacity in the areas of research, monitoring and evaluation, public and private partnership development, and gaining access to decision makers and partnership networks across all WASH-related sectors.

Building capacity and skills of its professional workforce as well as national partners within the sector building blocks is an ongoing priority for UNICEF. This Capacity Building Plan outlines the vision, approach and means of how UNICEF enhances the knowledge, capacity and skills of its staff to empower WASH

sector stakeholders and partners in delivering WASH results for Children.

The capacity gaps and needs of UNICEF staff are drawn from the Global Capacity Mapping Survey from 2019 that outlines the levels of capacity and the needs in key WASH programming areas of UNICEF. Based on these needs, existing trainings are delivered based on demand, while new trainings and learning packages are developed in collaboration with strategic partners and academic institutions. Given the recent changes to travel and the online communication and learning environment, it is critical that UNICEF uses cutting-edge tools and methods that encompass a mix of face-to-face, virtual and e-learning approaches to facilitate capacity building.

To bridge the gap between existing trainings and the new demands, UNICEF is launching this Capacity Building Plan to ensure that its staff are “fit for purpose” to lead, convene, coordinate and facilitate WASH sector learning to help accelerate implementation of SDG 6 and related targets. While the shifts in the new UNICEF strategic plan 2022-2025 requires WASH staff to continually stay up to date by a continual self-development and capacity building, we also believe that this capacity building plan will contribute to staff capacity development.

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## Abbreviations

CCPM	Cluster Coordination Performance Management
COs	Country Offices
EAPRO	East Asia and Pacific Regional Office
ECARO	Europe and Central Asia Regional Office
ESARO	Eastern and Southern Africa Regional Office
FCDO	Foreign, Commonwealth & Development Office
GWC	Global WASH Cluster
HNO	Humanitarian Needs Overview
HRP	Humanitarian Response Planning
HQ	Headquarters
IM	Information Management
IRC	International Water & Sanitation Center, The Netherlands
KM	Knowledge Management
LACRO	Latin America and the Caribbean Regional Office
MDGs	Millennium Development Goals
MENARO	Middle East and North Africa Regional Office
ODF	Open Defecation Free
PCA	Programme Cooperation Agreement
PG	Program Group
PF4C	Public Finance for Children
PFP	Private Fundraising and Partnerships
RAM	Results Assessment Module
ROs	Regional Offices
ROSA	Regional Office for South Asia
SDG	Sustainable Development Goal
SHT	Sanitation and Hygiene Team
SIWI	Stockholm International Water Institute
SP	Strategic Plan
SWA	Sanitation and Water for All (partnership)
TWGs	Thematic Working Groups
UNC	University of North Carolina
WASH	Water, Sanitation and Hygiene
WET	Water and Environment Team
WiE	WASH in Emergencies
WCARO	West and Central Africa Regional Office

# 1. Background

The staff, and their capacity to deliver on the organization's objectives, is an organization's greatest resource. UNICEF's Water, Sanitation and Hygiene (WASH) programme therefore seeks to develop the capacity of its staff and partners through identifying the gaps in knowledge and capacity that prevent the achievement of WASH sector goals, and to provide training and career development activities to fill that gap.

Staff will not build their capacity if they are not motivated and afforded the time and space to do so – hence we encourage our global WASH workforce to be motivated to continuously learn and develop in the pursuit of UNICEF's programme objectives. We collaborate with subject matter experts to ensure all UNICEF staff receive consistent guidance based on a holistic appreciation of best practices in WASH programme delivery. We endeavour to provide training, learning opportunities and resources to ensure that our staff serve as stewards of programme excellence to generate the best results for children globally. The following is an important clarification of what capacity building is and what it is not:

*Capacity development is about implementing a transformation process that empower individuals, leaders and organizations. If something does not lead to change that is generated, guided and sustained by those whom it is meant to benefit, then it cannot be said to have enhanced capacity, even if it has served a valid organizational development purpose. ([Capacity Development: A UNDP Primer](#), page 6).*

The 2016-2030 UNICEF WASH Strategy provides the overall direction of the UNICEF WASH programme. With decades of experience in service delivery and programming in WASH in both development and humanitarian contexts, UNICEF has a strong foundation for accelerating the WASH-relevant Sustainable Development Goals (SDG) both in terms of sector knowledge and capacity and our field presence. The SDG era requires the scaling up of WASH services in a changing environment and thus challenges us to achieve a step change in how we reach more beneficiaries with equitable, affordable, sustainable and quality services. Figure 1 provides a strategic framework for UNICEF to do better and move in new directions in areas of emerging priorities if the sustainable development goals are to be effectively met. These priorities are also anchored in Goal Area 4 of the new UNICEF Strategic Plan 2022-2025 as discussed in the subsequent chapter.

**Figure 1.** A Snapshot of UNICEF’s Strategy for WASH (2016-2030)

Goal Area 4 of the UNICEF Strategic Plan (2022-2025) aims that “Every child, including adolescents, has access to safe and equitable water, sanitation and hygiene services and supplies, and lives in a safe and sustainable climate and environment.” In the Strategic Plan 2022-2025, UNICEF expands its WASH work across two distinct result areas (see Table 1):

1. Sustained access to and use of safe water, sanitation and hygiene services and practices for all children and adolescents, particularly the most disadvantaged and those living in humanitarian and fragile contexts;
2. Strengthened and resourced WASH systems and empowered communities for gender-equal, inclusive, affordable and sustainable services to meet the rights of all children and adolescents, particularly the most disadvantaged and those living in humanitarian and fragile contexts.

**Table 1.** WASH outcome and indicators in the UNICEF Strategic Plan 2022-2025, by result area

<b>OUTCOME INDICATORS</b>	
<b>4.1.</b> Proportion of population using at least: (a) basic drinking water services (b) basic sanitation services (c) basic hygiene services	
<b>4.2.</b> Proportion of schools with: (a) basic drinking water services (b) basic sanitation services (c) basic hygiene services	
<b>4.3.</b> Proportion of health-care facilities with: (a) basic water services (b) basic sanitation services (c) basic hygiene services (d) basic waste-management services (e) basic environmental cleaning services	
<b>4.4.</b> Proportion of women and girls aged 15 to 49 years who have menstruated in the last 12 months who did not participate in work, school or other social activities during their last period	
<b>4.5.</b> Proportion of population living in areas of high or extremely high water vulnerability	
<b>4.6.</b> Number of countries reducing the funding gap to reach national WASH targets	
<b>4.7.</b> Ratio of access to WASH services across the richest and poorest quintiles for: (a) basic sanitation (b) basic water (c) basic hygiene	
<b>RESULT AREA 1 – Output indicators</b>	<b>RESULT AREA 2 – Output indicators</b>
<b>4.1.1.</b> Number of people reached with at least basic sanitation services through UNICEF-supported programmes	<b>4.2.1.</b> Number of countries that have prepared and implemented a costed and inclusive national WASH financing strategy, with UNICEF support
<b>4.1.2.</b> Number of people reached with at least basic water that is safe and available when needed, through UNICEF-supported programmes	<b>4.2.2.</b> Number of countries with increased annual sector expenditures from different funding and financing sources resulting from UNICEF support
<b>4.1.3.</b> Number of people reached with at least basic hygiene services through UNICEF-supported programmes	<b>4.2.3.</b> Number of countries with national monitoring systems incorporating sustainability in previous two years, with UNICEF support
<b>4.1.4.</b> Number of schools reached with basic WASH services, through UNICEF-supported programmes	<b>4.2.4.</b> Number of countries that have developed a climate rationale for the impact of climate change and water scarcity on WASH services
<b>4.1.5.</b> Number of health-care facilities reached with basic WASH services, through UNICEF-supported programmes	<b>4.2.5.</b> Number of countries integrating a humanitarian[1]development-peace nexus approach on WASH programming through the participation of affected populations
<b>4.1.6.</b> Number of women and adolescent girls reached whose menstrual health and hygiene needs are addressed through UNICEF-supported programmes	
<b>4.1.7.</b> Number of people in humanitarian contexts reached with appropriate drinking water services, through UNICEF-supported programmes	
<b>4.1.8.</b> Number of people in humanitarian contexts reached with appropriate sanitation services, through UNICEF-supported programmes	

UNICEF support to WASH service delivery, including accelerating and sustaining behaviour change, will continue to have a strong focus on the most vulnerable populations, low-income countries and fragile/-conflict-affected states. This will complement system strengthening work for a stronger, more resilient enabling environment to scale-up and sustain WASH services with governments, partners and stakeholders across all countries. UNICEF will continue to play a critical role in strengthening leadership and accountability for coordination around the Core Commitments to Children in Humanitarian Action (CCCs).

UNICEF has identified the following strategic shifts to contribute to the sustainable agenda within the Strategic Plan 2022-2025:

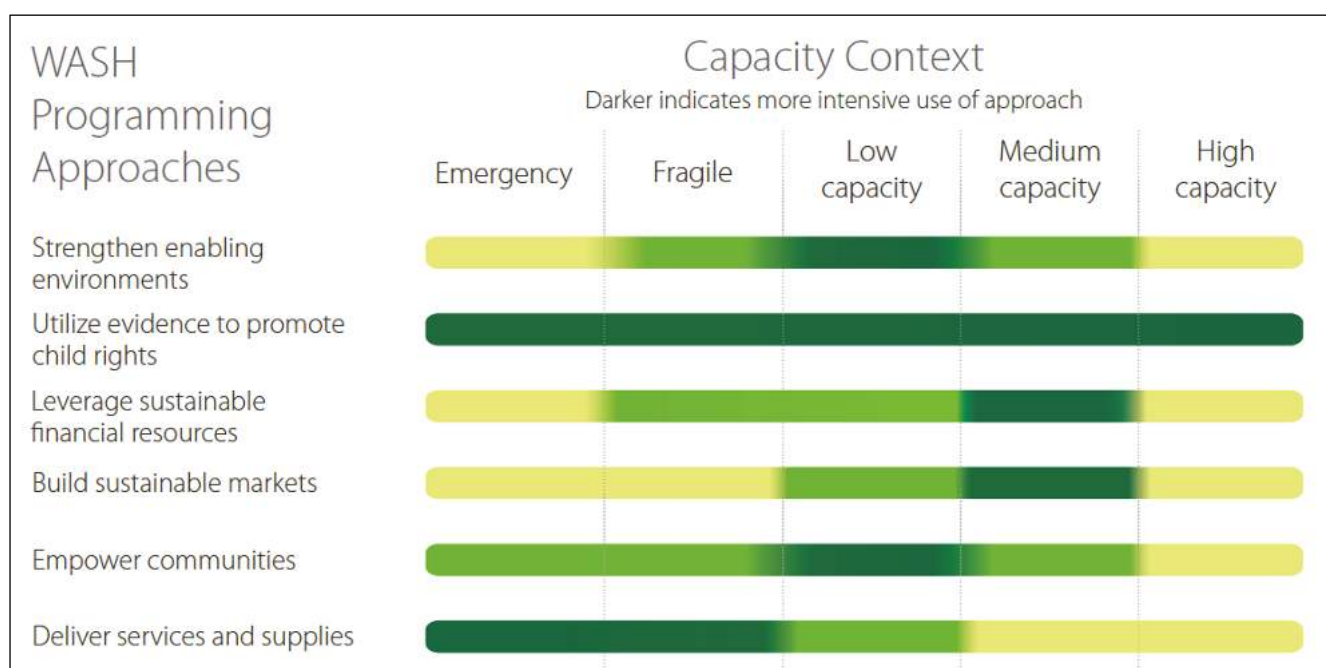
- 1.** Making all WASH programming climate-resilient and addressing increasing water scarcity as per the recently released programming guidance and the UNICEF Water Game Plan, while engaging with a broad spectrum of partners to leverage innovative resources and approaches.
- 2.** Addressing the full ambition of the SDGs towards universal access to safely managed sanitation and hygiene services and practices; especially on maintaining the push towards the elimination of open defecation, building on the momentum developed under the COVID-19 response to push for strengthened Hand Hygiene for All, and continuing efforts on market-shaping.
- 3.** Accelerating the scale-up of WASH in health care facilities and schools through increased commitment and investment in national plans.
- 4.** Linking lifesaving WASH needs with sustainable development solutions and peace-building, 50 while working with young people to drive this change.
- 5.** Increasing the focus on strengthening the enabling environment, including policies, financing, market development, delivery capacity, knowledge management and learning, and supporting national and sub-national governments to deliver on the SDGs.

Building staff capacity in all these areas is ongoing but significantly more is needed for our global staff and our partners to be fully skilled to deliver successfully on the SDG WASH targets. Our ambition to support a dynamic and inclusive global WASH team is supported by UNICEF's Strategic Plan 2022-2025 where staff capacity is one of the five 'enablers' for the strategy: "Equipping UNICEF staff with fit-for-purpose skills will be key to addressing the changing world and evolving programmes in countries " (paragraph 118). For this, it will be critical to work in partnership, not only providing capacity support to our partners, but also learning from them and co-creation of capacity building initiatives. At the global level, this includes working under the umbrella of the SDG 6 Acceleration Framework where Capacity Building is one of five accelerators.



The delivery of UNICEF WASH programming as well as capacity building initiatives will depend very much on the country capacity context as well as the demand from government and partners. Similarly, comparative advantages of other UN agencies and other partners in WASH capacity and strength will determine the capacity building needs and demand. Taken from the WASH Strategy, Figure 2 helps guide countries which programming approach to focus on according to their capacity context. As such the focus of this capacity building plan will be primarily on countries having low capacity combined with fragility and emergency situation for ensuring universal access and services.

**Figure 2.** Six main WASH programming approaches and intensity per capacity context



## 2. Vision, Objectives, Mechanisms and Theory of Change

The **vision** for UNICEF WASH is to strengthen the sector's capacity to deliver on the Sustainable Development Goals and to be a recognized thought leader and a partner of choice in the WASH sector.

The **overall objective** for capacity building is to support sector processes and enhance in-house capacity as well as the capacity of partners and stakeholders including government (primarily) in collaboration with sector partners at country, regional and global levels.

To achieve the Vision, the development of staff capacity is one of the most direct and important routes. With the higher service levels explicit in the SDGs, and the shift from the MDGs, issues such as quality and sustainability come to the forefront of UNICEF's WASH programming. Institutional WASH – in particular, schools and healthcare facilities – has also grown in importance. Together with this expanded scope of WASH sector targets comes multiple challenges faced by the sector, including persisting inequities, declining official development assistance (ODA), public financing, climate change, rural-urban migration and continued population growth. The right selection of the six programming approaches in different contexts becomes critically important.

Hence the **first specific objective** of the capacity building plan is for UNICEF to maintain and strengthen its position in the global WASH sector in topics it already has achieved global recognition.

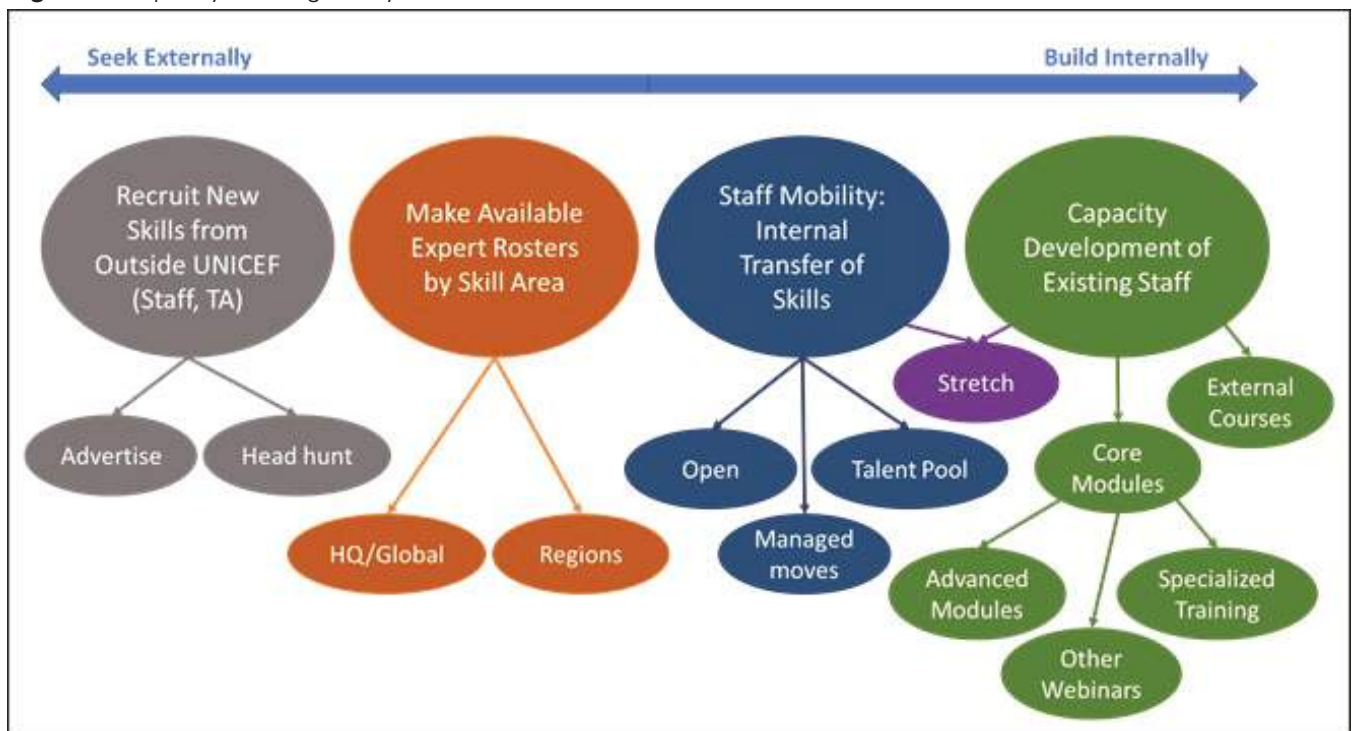
A **second specific objective** is that UNICEF builds its capacity to be a global thought leader in topics that are critical to achieving the SDG WASH targets, such as knowledge management, private sector development, market shaping, climate resilience, and other aspects of training and capacity building. While UNICEF through its country and field offices is one of the biggest players and influencers in the WASH sector globally, there exist other avenues for being more influential and hence impactful through its partners at various levels.

A **third specific objective** is to fulfill UNICEF's commitment of Leaving No One Behind in WASH towards the realization of human rights to water and sanitation for all. Indeed, the 'Leaving No One Behind' agenda requires a different approach to policy-making, programming, advocacy, financing and technology selection, among others, and this requires solid evidence to show how we are responding to this challenge as well as requiring us to adapt (or radically renew) the previously-adopted programming approaches. The emphasis on "leaving no one behind" and achieving sustainable results at scale requires strong government capacity at various level, hence stressing the need for UNICEF to continue / increase its focus on systems strengthening, requiring skills in areas as mobilizing political commitments, sector wide approaches to capacity building, application of new technologies in monitoring, data management and use, and so on.

To achieve optimal in-house capacity within the UNICEF WASH team, efforts are ongoing to identify the skills gap and fulfill the gaps through the following four mechanisms which are under implementation (see Figure 3):

1. Recruit new staff to UNICEF that have the needed skills and knowledge in the areas of emerging interests and gaps;
2. Recruit short- and longer-term capacity through sub-contracting to fulfil immediate and strategic needs;
3. Promoting staff mobility within the technical areas within the team to facilitate placement of right skills at right place, and;
4. Enhance and strengthen capacity of existing staff in the areas that require new skills set and capabilities.

**Figure 3.** Capacity building ecosystem in WASH



This current plan focuses on strategy 4 related to capacity building of existing staff, although it is related to strategy 3 as well. Such a strategy requires all UNICEF staff working in WASH to be conversant in the topics that fall under their responsibility, and that a core number of staff at all levels are competent in these topics to lead sector dialogues and build capacity of other staff. This requires a capacity building programme that enables all UNICEF staff working on WASH to develop their knowledge and skills in new and emerging areas.

UNICEF is already a recognized global thought leader in many topics, which include WASH in emergencies, sector monitoring, partnerships, communications, training, technologies and innovation, the enabling environment. It also has a moderate but growing capacity in financing, institutional strengthening, climate resilience programming, economics and the private sector. Some of this capacity resides in

other sections or divisions at HQ such as Health, Education, Social Policy, Innovation, Division of Global Communication and Advocacy, Division of Data, Analytics, Monitoring and Policy, Office of Evaluation and Private Fundraising and Partnerships.

Development of a well thought through and implementable theory of change is vital for impactful capacity building. This capacity building plan covers the WASH results areas as outlined in the UNICEF Strategic Plan 2022-2025, including the provision of WASH services in households and institutions, in development and humanitarian contexts, and on systems strengthening for achieving UNICEF WASH results globally.

The enablers and change strategies as well as cross-sectoral and cross-cutting issues as identified in the UNICEF Strategic Plan 2022 - 2025 – including Knowledge Management, Capacity Development Innovation, Resource Mobilization and Partnerships, Cross-Cutting Elements (Gender, Disability, Youth Engagement, and so on) – are picked up under different themes. The ‘System Strengthening’ is a broad mix of different topics and themes, and includes financing, private sector, partnerships, knowledge management, and some cross-cutting themes not fully picked up in other areas. Each Result area have their specific strategies or frameworks implemented through the annual work plans which can be referred to the Tools and Guidance Page [here](#).

The broad **Theory of Change** for capacity building is that to get the maximum results for children, UNICEF staff and key partners need to be knowledgeable about the most impactful ways of designing and implementing WASH programmes, all the way from upstream interventions in the enabling environment to downstream interventions (service delivery). Given capacity building could take 100% of our efforts and resources, the right amount of investment is required to ensure that each staff member has the knowledge they need to perform their specific function, and that staff have the interest and ability to engage in the broader conversations and to grow professionally. It will therefore be important to monitor how UNICEF staff are increasingly able to lead or support major sector initiatives on the enabling environment, financing and private sector development, as well as emergency responses.

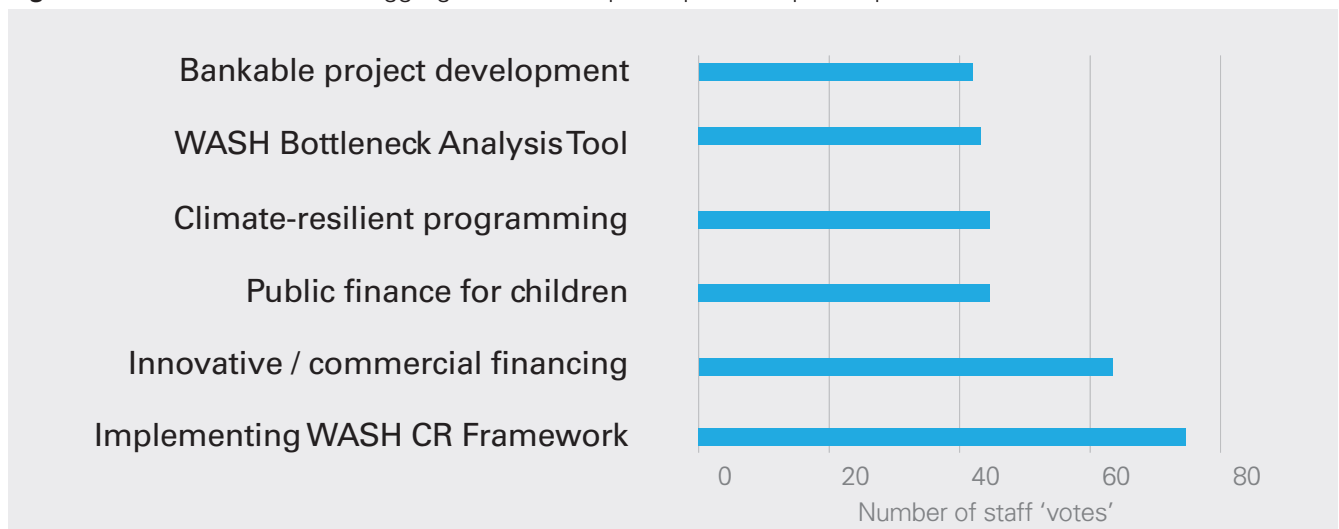
### 3. Topics for core capacity building

#### 3.1 Staff Capacity Mapping

A staff capacity mapping survey was conducted in December 2019 in order to inform this current global capacity building plan with up-to-date and detailed data on staff capacities and perceived capacity gaps. Over 50% of UNICEF staff (353 responses) completed the survey. Capacity needs were assessed in 8 major areas including, i) Enabling Environment, ii) Water, iii) Climate Resilience, iv) Sanitation and Hygiene, v) Urban WASH, vi) WASH in Institutions, vii) WASH in Emergency, viii) Cross-sectoral linkages as well as three management areas: i) Core Competences, ii) Management Skills, iii) General WASH.

In terms of overall prioritization of training and capacity building needs, 96 per cent of staff expressed the need for building capacity on implementing the WASH Climate Resilient Framework followed by Climate financing at 81 per cent, Public Finance for children (PF4C) and Innovative / Commercial Finance at 78 per cent each, shifting our programmes towards climate-resilient programming at 66 per cent and finally, bankable project development at 56 per cent.

**Figure 4.** Overall Prioritization (aggregated across up to 5 priorities per respondent)



#### 3.2 Accessing WASH trainings

The KM team in headquarters maintains an inventory of both internal and external trainings offered to the WASH team which has been published as a [Training catalogue](#) and the inventory is updated periodically. The offer of WASH trainings available is updated at least twice a year and distributed to staff by email (prior to PER review) and via the WASH Bulletin . The latest training inventory can be found [here](#).

Based on the analysis of needs and ongoing conversations with partners and regional and country offices, some of the key areas for capacity building in the Strategic Plan 2022-2025 and beyond are provided by major results area.

## General WASH topics

Below are the course contents for the WASH Foundation course delivered in 2019 and the WASH Essentials for the Strategic Plan 2022-2025 course delivered in 2022.

**Table 2.** [WASH Foundational Course](#)

<b>WASH Foundational Course Delivered live from April to November</b>
Session 1: Global WASH sector, SDGs and UNICEF strategies
Session 2: Water
Session 3: Sanitation
Session 4: Hygiene
Session 5: WASH in Institutions
Session 6: WASH in Emergencies
Session 7: The WASH Enabling Environment
Session 8: Knowledge Management and Capacity Development for WASH

**Table 3.** [Essentials of the Strategic Plan 2022-2025](#)

<b>Essentials of the Strategic Plan 2022-2025 Delivered live from January to May 2022</b>
Session 1: Global Sector Status Update and Overview of the New WASH Strategic Plan 2022-25
Session 2: Results Area 1: Water, Climate Resilience and Water Security
Session 3: Results Area 1: Sanitation & Hygiene, Menstrual Health and Hygiene
Session 4: Results Area 1: WASH in Institutions (Schools and Healthcare Facilities)
Session 5: Results Area 1: WASH in Emergencies and Triple Nexus
Session 6: Results Area 3: Climate, Environment, Energy & Disaster Risk Reduction (CEED)
Session 7: Results Area 2: WASH System Strengthening and Financing
Session 8: Results Area 2: Monitoring and Sustainability
Session 9: Enablers and Change Strategies: Knowledge Management, Capacity Development, Innovation, Resource Mobilization and Partnerships, Cross-Cutting Elements (Gender, Disability, Youth Engagement) and working across Programme Group

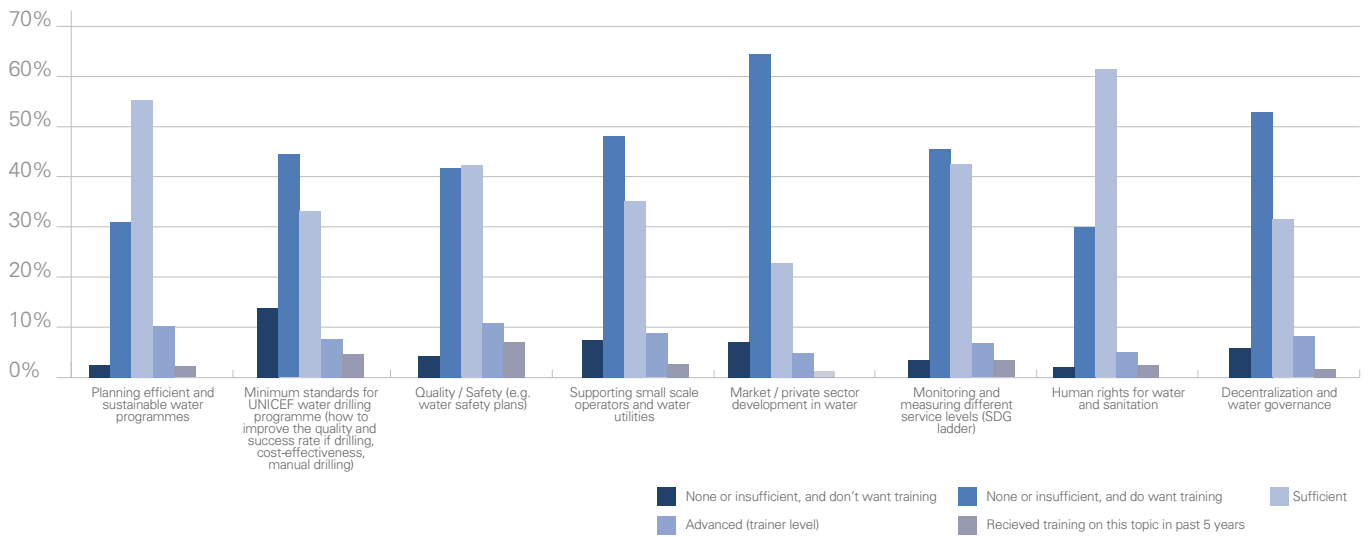
## Water, Environment and Climate

Water, environment and climate is a core component of UNICEF WASH programme. In **Goal Area 4** of the Strategic Plan 2022 – 2025, there are a number of targets set related to water, environment and climate and the Water Team supports Country Offices in all areas including trainings and capacity building related to the provision of safe, resilient and sustainable water in households, schools and health care facilities.

The global knowledge management survey conducted in 2019 revealed that UNICEF WASH staff had several capacity gaps related to water, environment and climate for which training or other forms of capacity building efforts are required to fill the gaps. The diagram below summarizes the capacity gaps expressed by the staff.

<sup>1</sup> <https://n9.cj/6zb2>

**Figure 5.** Capacity Gaps and needs related to Water

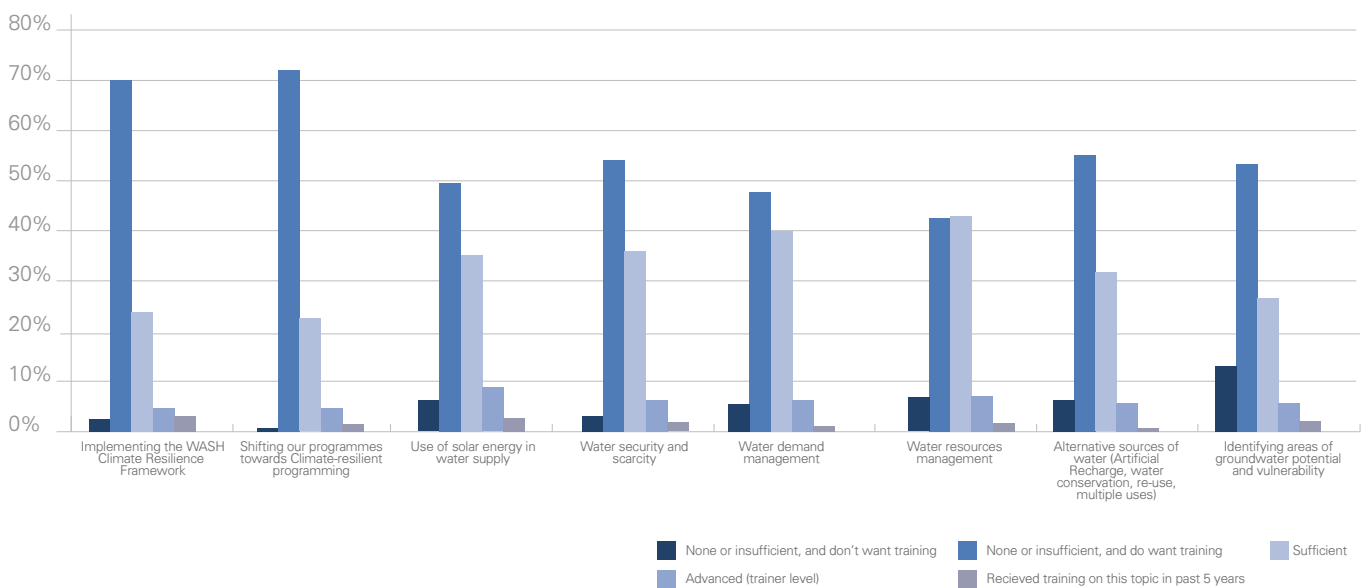


The feedback indicated a wide range of areas where technical gaps have been identified in making our results climate resilient, in order of largest gap (Figure 6):

- Shifting our programmes to be climate resilient
- Implementing the Strategic Framework for WASH Climate Resilient Development
- Identifying areas of groundwater potential
- Alternative sources of water
- Water security and scarcity

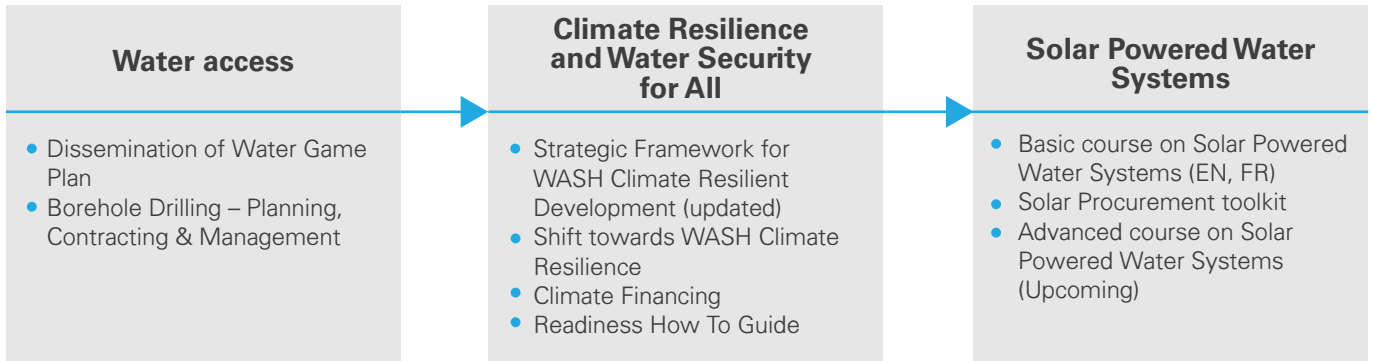
Interestingly, many staff considered that they had sufficient knowledge of water resource management. Also of note is that the highest level of advanced knowledge was reported as being related to solar powered water systems.

**Figure 6.** Capacity gaps and needs related to Climate Resilient WASH



Water, Environment and Climate team has developed trainings and capacity building in line with the needs and a summary of the trainings offer is provided in Figure 7.

**Figure 7.** Major trainings offered on water, environment and climate (you can access it by clicking on the name of the training)



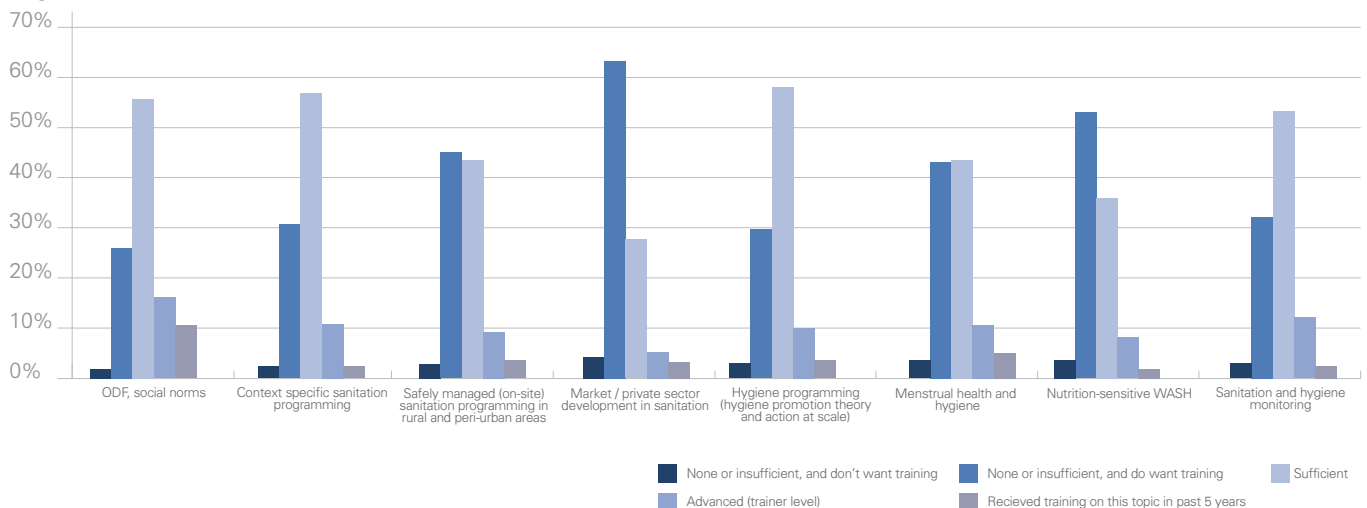
### Sanitation and Hygiene, including Urban Programming

UNICEF’s sanitation programme in the Strategic Plan 2022-2025 aims at working with governments and partners to move towards progressively achieving safely managed sanitation working across the sanitation service chain to reduce the unsafe discharge of fecal wastes into the environment.

Achieving the full ambition of SDG 6.2 will also include increased focus on hygiene. The expanded focus of hygiene in the new SP is to consider hygiene as not only a practice but also a service. This requires promoting hygiene behaviour and strengthening the market systems and policy environment that will support increase in access to hygiene services. Building on the gains of COVID-19 response, the UNICEF’s hygiene programme will primarily focus on hand hygiene and menstrual health and hygiene for the new SP.

From the staff capacity survey conducted in 2019, staff expressed the need to gain skills around safely managed sanitation programming, markets/private sector development in sanitation as well as in nutrition sensitive WASH (see Figure 8).

**Figure 8.** Capacity Gaps and needs related to Sanitation



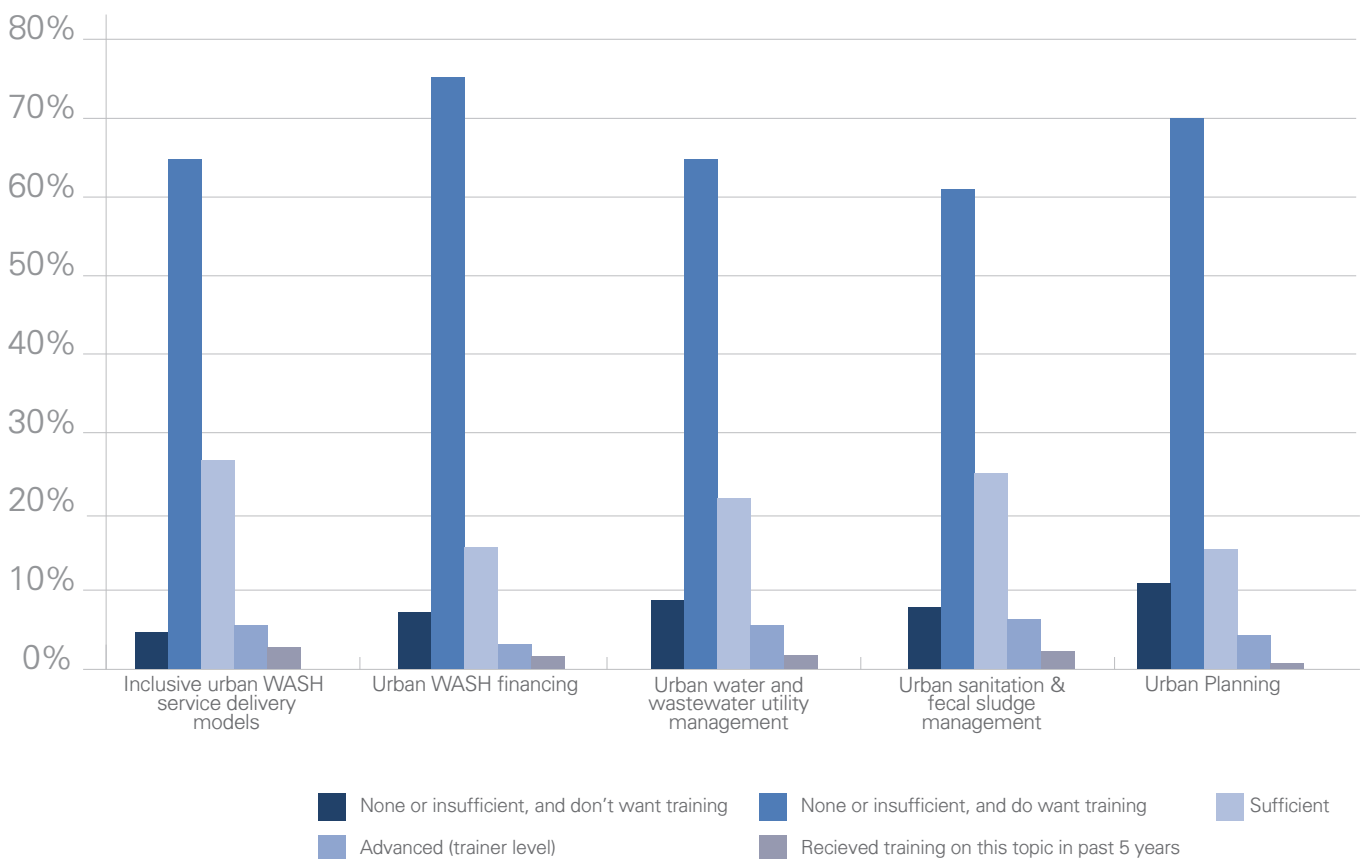


UNICEF’s urban WASH programme is aimed at ensuring equitable access to WASH services for the poor and most vulnerable children and their families. Towards achieving this, UNICEF has developed the Global Framework for urban WASH to provide basis for urban WASH engagement across global, regional and country levels.

In line with its mandate, UNICEF’s vision is to have the required capacity to be thought leaders and influencers on equity focused urban WASH approaches that meet the needs of the poor and most marginalized children and their families.

UNICEF’s engagement in urban WASH programming is relatively new, and there are many areas where staff have expressed the need to enhance their skills around inclusive urban WASH service delivery models, financing, urban water and wastewater utility management, urban sanitation and fecal sludge management and urban planning.

**Figure 9.** Capacity gaps and needs related to urban WASH



The Sanitation and Hygiene team has developed trainings and capacity building in line with the needs and a summary of the trainings offer is provided in Figure 10.

**Figure 10.** Major trainings offered on sanitation and hygiene, including urban (you can access it by clicking on the name of the training)



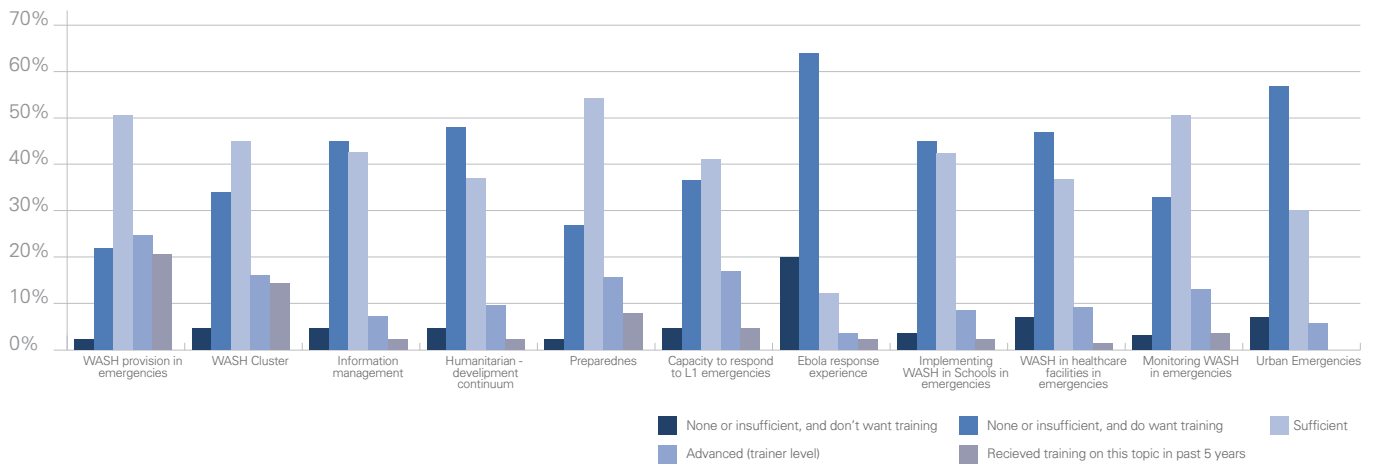
## WASH in Emergencies and Fragile Contexts

UNICEF’s existing internal capacity at country level is composed of a combination of emergency and development WASH profiles, supported by expertise and human resources at the regional and HQ level. To complement this arrangement before, during and after an emergency response, UNICEF draws capacity from Internal re-deployment which meets 40% of requirements, standby partners (SBP) is 30%, and external recruitment is 30 %. To ensure that all these mechanisms, excluding external recruitment, have the core skill set to adequately respond in emergency settings, UNICEF is proposing to improve its professionalization of staff by investing in a minimum benchmark of WASH in emergency (WiE) capacity along with a toolkit of best practice approaches and tools for preparedness, response and transition and/or durable solution (as per the ground situation).

UNICEF also leads the Global WASH Cluster as the ‘Cluster Lead Agency’ and provides sector and cluster capacity building trainings, workshops and webinars. By doing so, it is expected that through strengthening wider sector capacity gaps and needs, WASH Sectors can achieve a minimum level of resilience, hence, reducing the need for a full-fledged emergency response. It will also contribute to reducing reliance on external human resources, effective emergency response, alignment of humanitarian- development-peace work, and informed decision making.

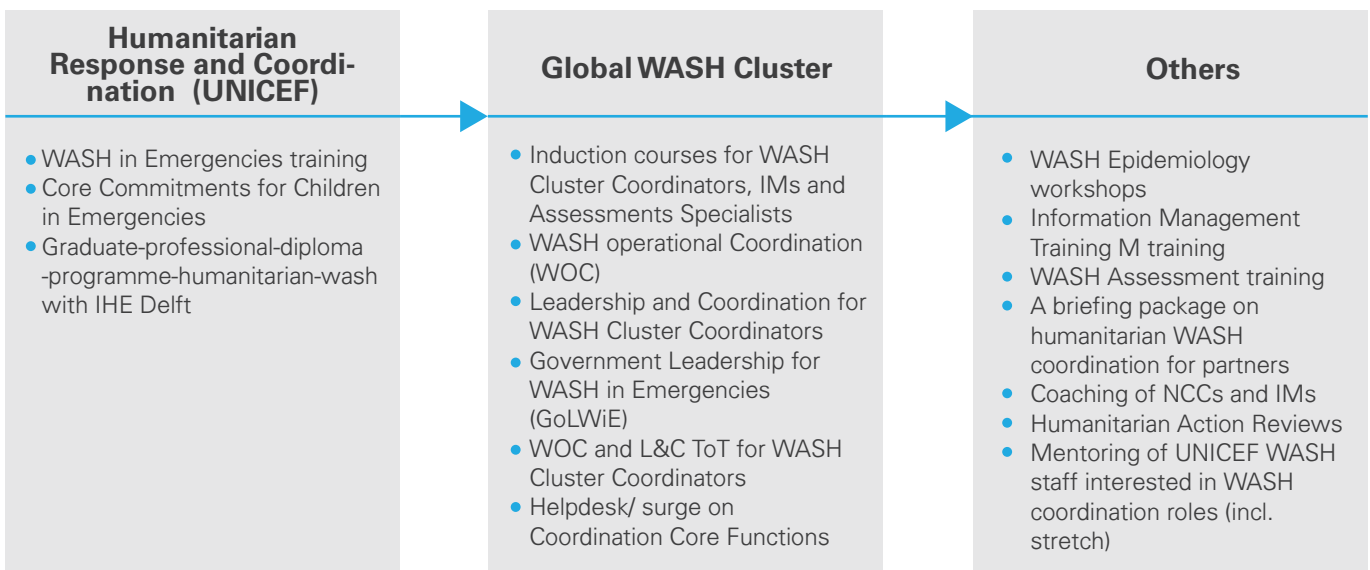
From the staff capacity survey conducted in 2019, staff expressed the need to gain skills around humanitarian development continuum, Ebola response experience and addressing urban emergencies (Figure 11).

**Figure 11.** Capacity gaps and needs related to WASH in emergencies



The WASH in Emergencies team has developed trainings and capacity building in line with the needs and a summary of the trainings offer is provided in Figure 12.

**Figure 12.** Major trainings offered on WASH in Emergencies (you can access it by clicking on the name of the training)



### WASH in institutions

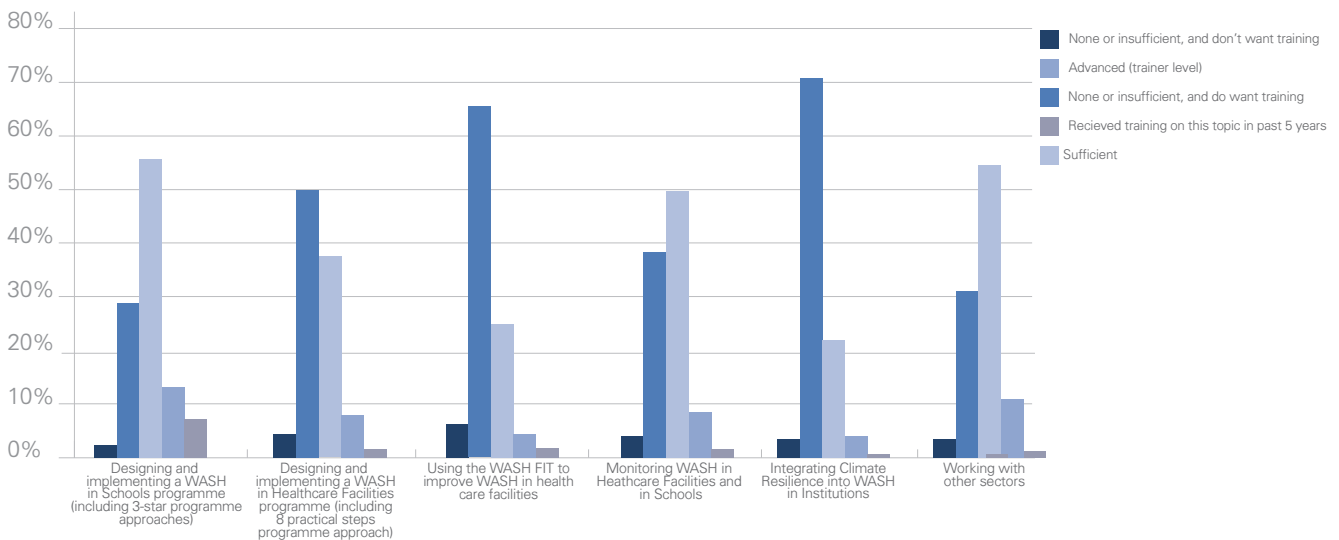
The Vision for capacity building on WASH in Institutions is to strengthen UNICEF’s position as a global leader and convener on WASH in Schools and WASH in healthcare facilities by empowering its staff with the necessary skills and knowledge to enable them to provide technical advice and assistance to governments and national counterparts.

UNICEF is a global leader on WASH in schools and works with a network of over 80 organizations globally-including NGOs, civil society, the UN, academia and governments, as well as donors, foundations and philanthropies. Five technical working groups on Advocacy, Monitoring, Evidence, Menstrual Hygiene Management and Programme Guidance were established to lead Network partners in discussions around crucial topics on each of the groups. Partners collaborate via regular webinars, the Yammer Community of Practice and via face to face meetings such as the Water and Health Conference at University of North Carolina and the International Learning Exchange in Asia and the Pacific.

Regarding WASH in health care facilities (HCFs), UNICEF, together with World Health Organization (WHO), co-lead the WASH in Healthcare Facilities (HCFs) programme leading over 40 partners globally, including NGOs, civil society organizations and academia to provide technical support to and governments. An Advisory Group composed of members from the UN, World Bank, NGOs, private sector, academia provides advice on key issues outlined in the SGs Call to Action for WASH in HCFs and the Eight Practical Steps (including the World Health Assembly Resolution on WAHS in HCFs endorsed by all governments in 2019).

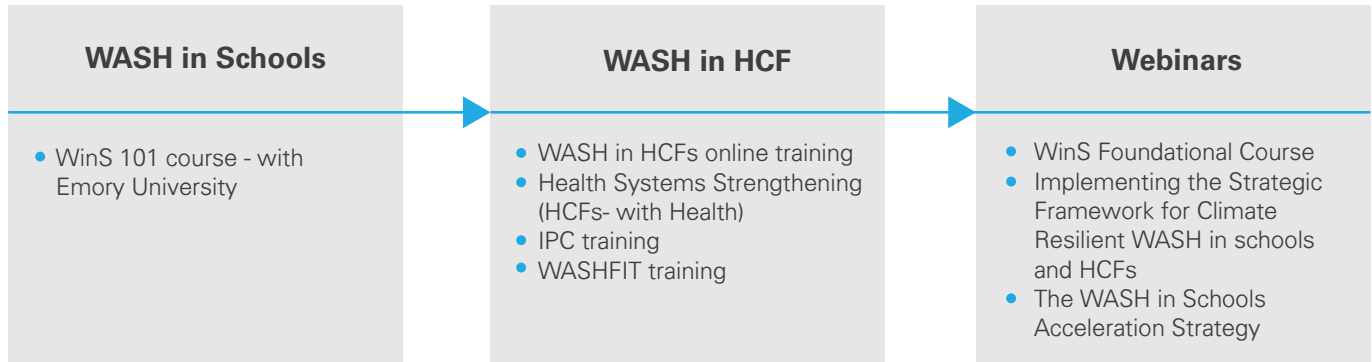
Regarding UNICEF staff capacity on WASH in Institutions programming and delivery, while majority of staff possess sufficient capacity to design and deliver WASH in Schools programme and working with other sectors, needs for newer skills around designing and implementing WASH in Health Care Facilities, using the WASH FIT to improve programming as well as integrating climate resilience into WASH in Schools programming are expressed by UNNICEF staff.

**Figure 13.** Capacity gaps and needs related to WASH in institutions



The WASH in Institutions team has developed trainings and capacity building in line with the needs and a summary of the trainings offer is provided in Figure 14.

**Figure 14.** Major trainings offered on WASH in Institutions (you can access it by clicking on the name of the training)



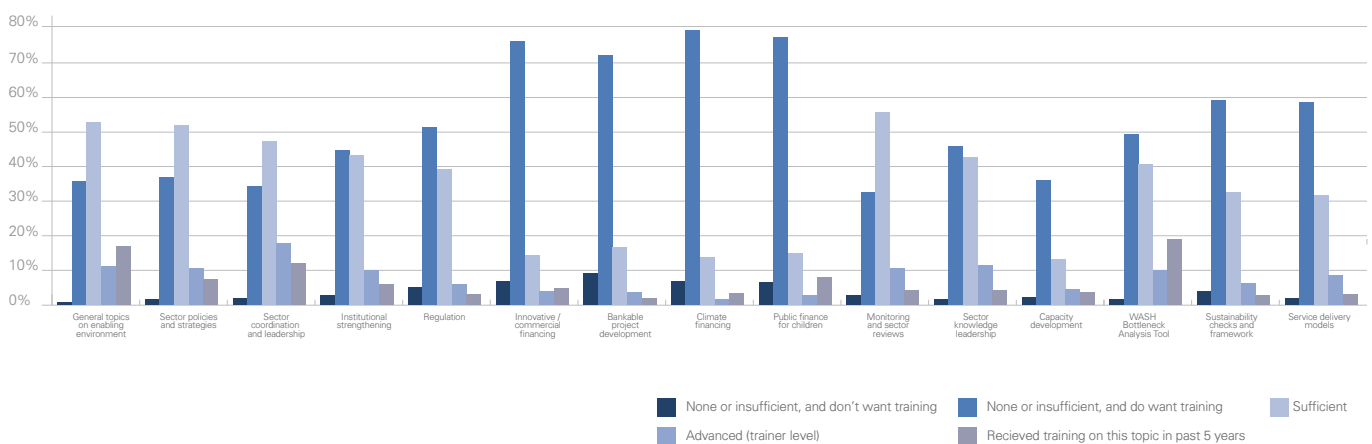
### Scaling Up Programming through strengthening enabling environment and systems

The Scaling Up Team in UNICEF WASH (New York, HQ) leads three of the six programming approaches covered in the 15-year UNICEF WASH Strategy: using evidence, financing and enabling environment. It supports a fourth programming approach (building sustainable markets) through the work on the private sector. To implement these topic areas, the Scaling Up Team is working closely with other HQ WASH teams, with the Regional Advisers under the umbrella of the “extended WASH team”, now Global Technical Team (GTT), the Office of Evaluation, Division of Global Communication and Advocacy, DAPM and Supply Division, among others.

The aim for capacity building is to strengthen UNICEF’s thought leadership position in WASH, first by ensuring that all UNICEF’s WASH staff globally are (at a minimum) conversant in the topics that fall under their responsibility, and that a core number of staff at country and regional levels have advanced competency in these topics to lead sector dialogues and build capacity of other staff. Second, we aim to facilitate or provide opportunities to UNICEF staff to develop their knowledge and skills in new and emerging areas.

The 2019 staff capacity survey clearly identified areas for strengthening our internal capacity in new and

**Figure 15.** Capacity gaps and needs related to WASH enabling environment and systems



The Scaling Up team has developed trainings and capacity building in line with the needs and a summary of the trainings offer is provided in Figure 16.

**Figure 16.** Major trainings offered on WASH Systems (you can access it by clicking on the name of the training)

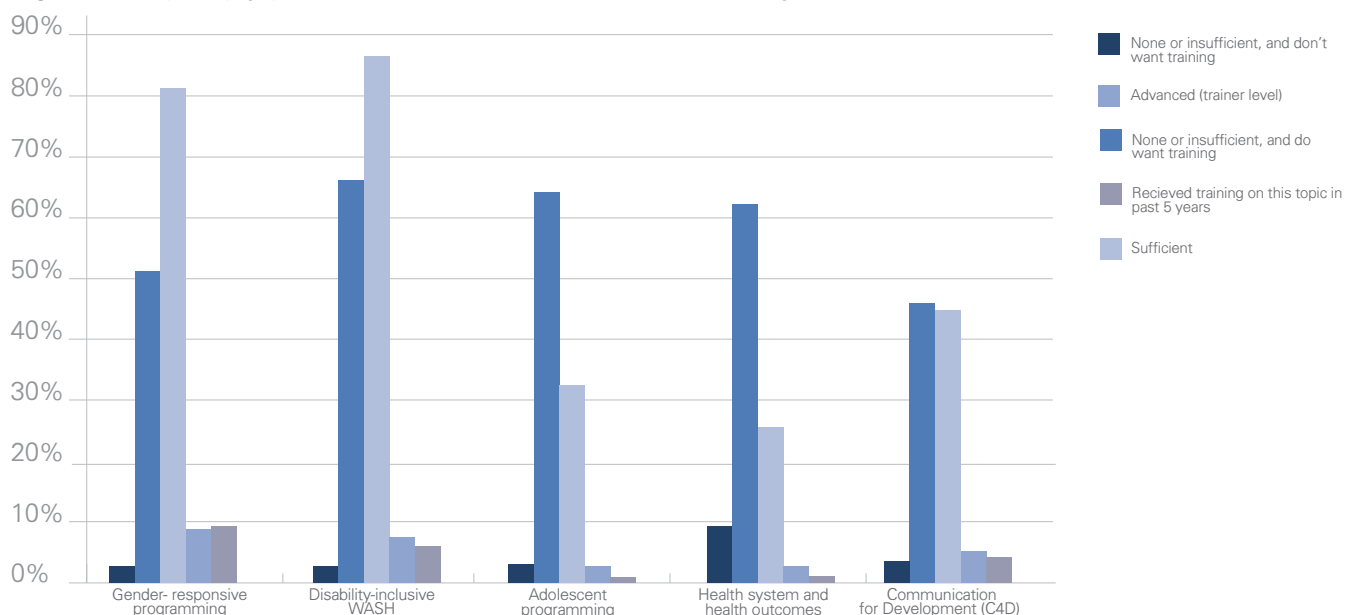


### Cross-cutting Areas

UNICEF has the core commitment to ensure gender equal and inclusive WASH programme for fulfilling its obligation of Leaving No One Behind in WASH. Special considerations are made in ensuring gender responsive and disability inclusive approaches are adopted in UNICEF supported programmes and results are monitoring and reported according.

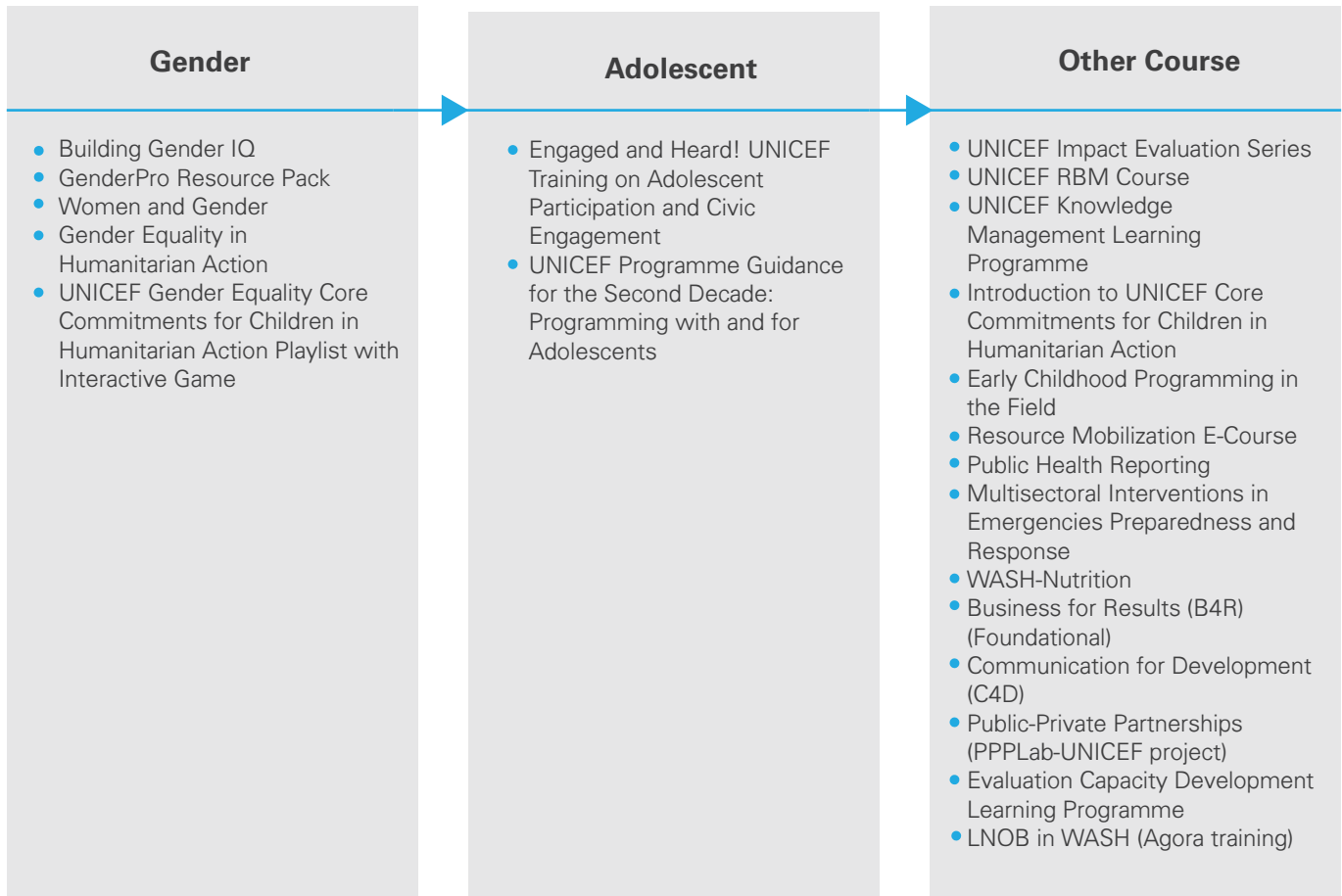
As WASH cuts across many programming areas, capacity mapping also covered areas including gender responsive and Disability Inclusive WASH programming, Communication for Development and Health Systems and Health outcome. While majority of staff expressed sufficient capacity around gender responsive and disability inclusive WASH programming, need for building skills around health system and health outcomes was expressed by a majority of staff as per Figure 17.

**Figure 17.** Capacity gaps and needs related to WASH cross-cutting issues



The various WASH teams have developed trainings and capacity building in line with the needs and a summary of the trainings offer is provided in Figure 18.

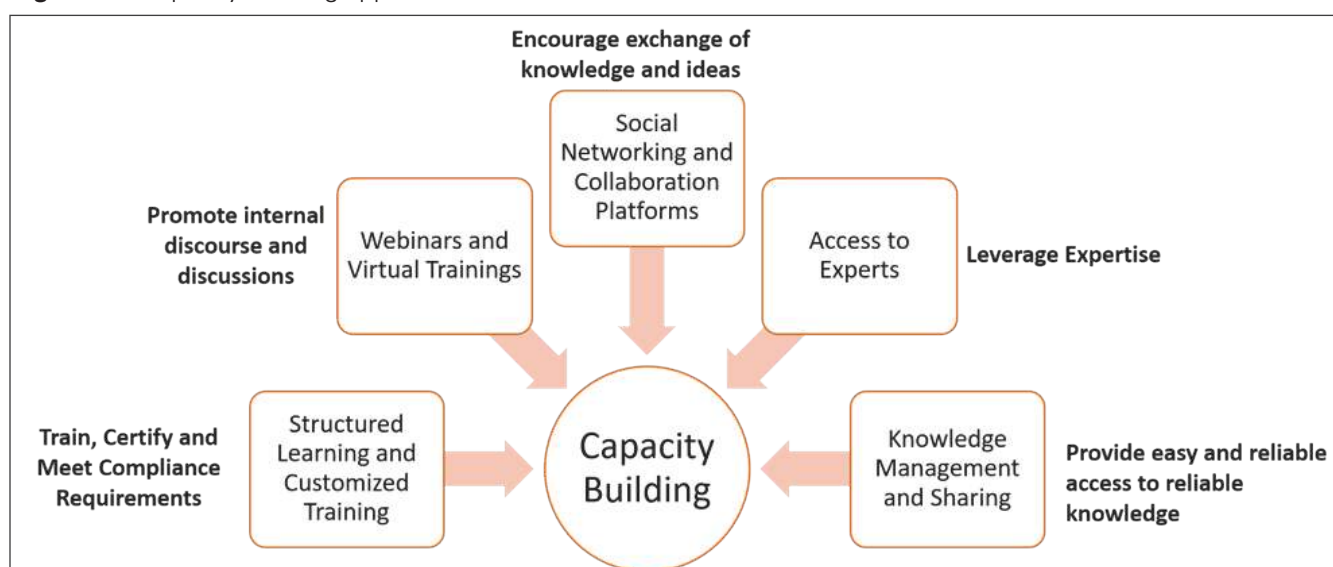
**Figure 18 .** Major trainings offered on WASH Systems (you can access it by clicking on the name of the training)



## 4. Means of delivery

There is growing evidence that most of what we learn, we learn in the act of doing, often in the context of work experience. Referencing information resources and knowledge products such as fact sheet, field notes, bulletins, success stories as well as failures, policy briefs, etc. is part of the learning process. We also learn from others, through collaboration, coaching and mentoring, and receiving feedback for continuous improvement of our performance. Learning from colleagues and experts who willingly share their knowledge and experiences through structured, formal or informal means is another way of learning and knowledge retention. Structured trainings and capacity building events are other more formalized means of developing capacity and competences in achieving organizational results. In developing the capacity of our staff and partners, the following inter-related approaches will be adopted

**Figure 19.** Capacity building approaches



The details of these capacity building approaches are as follows:

- 1. Structured learning and customized training** will be used to train, certify and meet the needs and requirements of our staff and partners. Structured learning will involve a hybrid approach using both on-line and face to face modules that are developed both for beginners through our WASH Foundational Course and Essentials of the Strategic Plan Course, as well as for experts through advanced courses.
- 2. Webinars and Virtual trainings events** will be another means of keeping our staff up-to-date on the latest topics and areas of interest in the sector. The webinars will be delivered on demand and some of these will be converted into on-line on demand training courses to allow self-paced learning.



3. **Social networking and collaboration platforms** will be of key importance for fostering learning, collaboration and exchange among the WASH community. WASH has been the leader in using Yammer and other Community of Practices to bring practitioners together and exchange both explicit and tacit knowledge. Some of the popular networks include [WASH Network](#), [CATS Connect](#), and [WASH Covid-19](#).
4. **Access to experts on subject matters** through maintaining pools of experts and making aware of long-term agreements (LTAs) for offices to draw on. Currently different teams across the world keep different lists of experts, hence efforts are needed to consolidate these and maintain a system of feedback and client satisfaction on these experts.
5. **Knowledge management and sharing** through the UNICEF [WASH PD SharePoint](#) which provides a one-stop resource for all staff by providing easy and reliable access to information, support in generating lessons learned and other templated knowledge products, and dissemination through various channels and means for adoption of learnings.

## Partnerships for Capacity Building

Partnership with key research and learning institutions as well as other sector stakeholders will continue to be the strategic approach of UNICEF in designing and delivering high quality training and learning programme. UNICEF will continue to engage in global high-level forums and events like Sanitation and Water for All (SWA) High Level Political Forum and Sector Ministers Meeting, World Water Week, UNC Water Conferences, UN Water Assemblies etc., to showcase our progress, innovations and lessons for global learning and adoption.

**Table 4.** Partnerships and collaborations to achieve capacity building goals

Programme Areas	Strategic Partnership	Areas of Collaboration
Water, Environment and Climate	Global Water Partnership	Climate Resilient WASH
	WHO	Water Quality Monitoring
	SIWI	Regulations and Accountability around sustainable WASH services
Sanitation and Hygiene	World Bank	City Wide Inclusive Sanitation
	WHO	Safely Managed Sanitation
	WaterAid	Rural Sanitation Approaches and Knowledge Management
	London School of Hygiene and Tropical Medicines	Hand Hygiene For All
	WASH United	Menstrual Health and Hygiene
	Sanitation Learning Hub	Learning and Knowledge Management
WASH in Institutions	Emory University	WinS foundational Course
	WHO	WSH FIT and WASH and IPC
WASH in Emergencies and Fragile Contexts	UNHCR	Refugees' response
	IHE DELFT	Diploma Course on
	Global WASH Cluster	WASH Cluster Coordination and Capacity Building
WASH Enabling Environment, Financing and Knowledge Management	SWA	Leadership of Sanitation and Water For All
		Global Partnership
	SIWI	WASH BAT and Enabling Environment
	IRC	Capacity Building and Training courses, Knowledge Management

## Implementation of the Capacity Development Plan

This capacity building plan is designed as a medium- to long-term engagement, aligned with our Global WASH Strategy 2016 – 2030 as well as anchored in our current UNICEF Strategic Plan 2022- 2025. To meet the capacity needs and demand of our staff and partners, internal capacity need survey will be conducted every SP cycle. For assessing the capacity needs of the sector, UNICEF in partnership with IRC The Netherlands is carrying out the survey in 15 countries in Africa. The findings of that survey will inform the capacity needs and plan for strengthening sector needs in Africa and a capacity building plan will be developed to fulfill the capacity gaps. Similar surveys will be conducted in other regions to understand the sector training and learning needs in the achievement of SDG6.

In terms of responsibilities of the four technical teams in PG-WASH Section, Table 1 shows which teams will lead on which programming areas, and which play a more supportive and/or implementation role. Note that there is significant cross-team collaboration on all these areas, and the lead versus support roles are not fixed in stone.

## Monitoring and Evaluation

This capacity building plan will need effective and timely monitoring in order to ensure that the capacity gaps within UNICEF WASH work force as well as in the broader WASH sector are responded to. The uptake of trainings from UNICEF Agora platform will be monitored periodically to assess the coverage internally as well as by external stakeholders. Similarly, training inventory of face to face trainings delivered will be maintained and post-trainings surveys conducted to assess the effectiveness of trainings and learning events. At the same time, review of SWA Building Blocks and the UN-Water Global Analysis and Assessment of Sanitation and Drinking-Water (GLAAS) and other monitoring activities of the SDG 6 Integrated Monitoring Initiative will be leveraged to assess sector capacity needs and gaps.

Training Certification: All trainings offered by UNICEF will have certifications as per UNICEF standards. The online trainings completed in Agora will receive the certificates upon completion of the basic requirements as per the training curriculum and all face-to-face trainings will also offer certificate to participants upon completion of the course requirements.

For every child

Whoever she is.  
Wherever he lives.  
Every child deserves a childhood.  
A future.  
A fair chance.  
That's why UNICEF is there.  
For each and every child.  
Working day in and day out.  
In more than 190 countries and territories.  
Reaching the hardest to reach.  
The furthest from help.  
The most excluded.  
It's why we stay to the end.  
And never give up.



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