Capacity Development & Transition

UNDP & Health

Health is both a driver and outcome of development

UNDP focuses on addressing the social, economic and environmental determinants of health.

UNDP's mission is to eradicate poverty and reduce inequalities and exclusion.

UNDP supports countries to make progress towards the achievement of Universal Health Coverage.

UNDP supports governments to implement large-scale health programmes in challenging and high-risk country contexts.

UNDP promotes enabling environments for equitable health service delivery through capacity building and policy engagement.

UNDP HIV, Health and Development Strategy 2022-2025: Connecting the Dots: Towards a More Equitable, Healthier and Sustainable Future

▶ Reducing inequalities and social exclusion that affect health and drive epidemics;

▶ Promoting effective and inclusive governance for health; and

▶ Building resilient and sustainable systems for health.

Universal Health Coverage & the Sustainable Development Goals

Health and development are intrinsically linked

UNDP's activities to strengthen systems for health are guided by an emphasis on supporting governments to attain **Universal Health Coverage (UHC).**

UHC aims to ensure that all people obtain required health services – preventive, curative and rehabilitative without financial hardship.

UNDP is committed to the achievement of the **Sustainable Development Goals (SDGs),** which embody an integrated approach to health and development.

Health is one key area where successful outcomes can positively impact multiple SDGs.

Good health can make important contributions to achieving gender equality and empowering women, reducing inequalities, and ending poverty and hunger – In return, advances in these areas can benefit health.

What is Capacity Development?

Capacity Development is key to the long-term success and sustainability of programmes.

Central to the UNDP's Capacity Development for Resilient and Sustainable Systems for Health approach is a strong focus on strengthening national systems for health.

The approach ensures that capacity gaps are identified in focus areas, and feed into prioritised capacity development plans, which are implemented and monitored against performance indicators.

What is Capacity Development?

Capacity development is a process of change. It is often equated with additional staff, training and workshops. While individual training and workshops may be part of a comprehensive capacity development plan, they are not sufficient by themselves.

For example, training an individual does not ensure that this training is then implemented in the workplace.

Capacity development must be broader to address improvements in systems for health to improve performance and ensure sustainability.

Capacity Development Process

The success of any capacity development programme is very dependent on the culture, context, and circumstances of the country, organisation, and individuals involved, so the process should be adjusted to the country context as required.

Critical Success Factors

- **National support and ownership** to drive the planning and implementation; led by national leaders who are empowered and willing to change structures and processes in order to improve health systems performance.

- **A common understanding of capacity development** its purpose, scope and objectives, and agreement on the end goal.

- **An objective assessment process** to reach a common understanding of needs and recommendations.

- **Adapting the capacity development approach** to the specific context and circumstances of the country and organisations involved.

- **Clarity of responsibilities** including who is responsible for implementing and evaluating the capacity development plan.

- **Planning and budgeting for capacity development** Capacity development plans and budgets should be developed as part of the initial programme development to support implementation of health programmes.

- **Integration of capacity development plans** with existing national plans and strategies, rather than being seen as separate programmes.

Critical Success Factors

- **Involving donors and stakeholders** at the planning stage is important, to ensure coordination of various capacity development initiatives and cost sharing.

- **Resource mobilisation** The plan should be clear on all resources required in terms of both money and technical support.

- **Regular review and updating of the capacity development plan** to monitor progress and make necessary changes.

- **On-going and transparent communications and collaboration** with all country stakeholders regarding the plan and its progress.

What is Programme Transition?

The sustainable handover or 'transition' of programmes being managed by UNDP to national entities can be one of the results of capacity development processes.

Capacity development activities are given top priority in all countries where UNDP is acting as a channel for donor funding to reach the implementation level, onward granting to both government bodies and civil society organisations. The aim is to transition management and implementation of these programmes to national entities once capacity in the national organisation is strong.

The objective of a transition plan is to design a staggered process to allow for responsibilities to increasingly move from UNDP to the national entities, developing capacity where required during this time.

Critical Success Factors

- **National vision and leadership:** is essential to ensure ownership of the process and the results.

- **Political context and priorities:** Be responsive to the context and gain consensus.

- **Facilitated participatory process:** A participatory process helps to engage stakeholders and partners in conducting evidence-based assessments, prioritised action planning and agreeing measurable milestones.

- **Early identification of the national entity should take place:** and clear timelines should be set for capacity development planning, implementation and transition of the grant management role.

- **Set up of new programme management structure:** Putting new implementation structures and arrangements in place early.

- **Defining realistic schedules for transition or handover:** Transition timing should be guided by defined capacity development milestones within an agreed timeline.

- **Stage the transition or handover:** Transition is most effective when done gradually.

Sustainable Transition

International funding of health programmes has been experiencing significant constraints over recent years.

This has led to moves to shift the financial burden from external donors to sustainable domestic sources.

Many donors are looking for increased domestic funding from governments to 'match' or compliment donor funding.

Increasing domestic finances for health is essential for long-term sustainability.

At the same time, health programmes are aiming to achieve significantly higher targets, and committing to Universal Health Coverage.

Sustainable Transition

Experience shows that planning a transition from donor to domestic support takes time and resources.

Early planning is needed to mobilise domestic financing to cover costs previously funded by donors.

There is a need to conduct transition readiness assessments with the government and a wide range of domestic stakeholders.

There is often significant political advocacy needed to ensure that all interventions (including those that focus on criminalised key populations) are transitioned given the legal framework.

There may be a need to change legislation to allow for the public sector to contract with non-public sector providers, such as civil society organizations, known as 'social contracting'.

Focus Areas

Financial Management	**Procurement & Supply Chain Management**	**Health Information Systems**	**Programme Management**
Legal & Policy Support	**Innovation & Technologies for Health**	**Solar for Health**	**Non-Communicable Diseases**

Financial Management

Financial management cycle: Planning → Budgeting and forecasting → Revenue generation → Expenditure → Monitoring and routine controls → Reporting → Audit and assurance
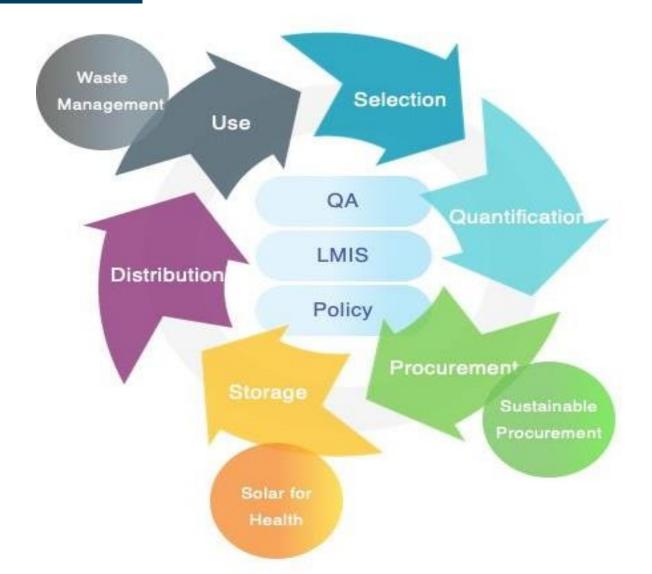
UNDP strengthens financial management systems to increase accountability and promote achievement of national health goals.

Financial management and systems capacities are required to plan, direct, and control financial resources so that organisational objectives can be effectively and efficiently achieved.
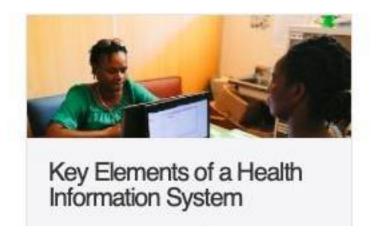
UNDP is taking a lead globally to support countries in the procurement of health products and to strengthen national supply chains in some of the most challenging operating environments.

The expertise built through 15 years of supporting the PSM implementation of donor grants in such contexts is being used to deliver value-for-money, quality assurance and reliability for domestically funded health products procurement and to support ongoing reforms in national procurement systems.

Health Information Systems

Key Elements of a Health Information System

Strengthening Health Information Systems

Health Information System Data

Strengthening health information systems is critical to establishing a more resilient and sustainable health system.

Achieving national goals requires reliable data, in order to properly understand the scale of the work to be done, and to make good decisions about how to allocate resources for the most efficient and effective results.

Having quality data also ensures that information is available on vulnerable groups and key populations most affected by health issues, to ensure that services include activities tailored to the specific needs of those communities.

Programme Management

UNDP

1. Assess the best models for service delivery based on national plans and stakeholder dialogue

2. Ensure that enough health workers are trained and motivated to meet countries' needs

3. Collect and analyse relevant reliable data to inform decision making

4. Guarantee essential medicines and other health technologies are safe, effective and affordable

5. Budget and monitor expenditure

6. Manage and support other implementing partners

7. Relate programme achievements back to national health strategies and plans to ensure the optimal use of available country resources

Stakeholder involvement

Legal & Policy Support

Effective and sustainable health responses require legal and policy environments that reduce stigma, discrimination, inequality and violence against all affected populations, and that empower communities to access their health rights and participate in the governance of the national response.

1. UNDP supports the development of enabling environments that ensure health services may fail to reach **vulnerable and key populations,** who are stigmatized, discriminated against, marginalized by society and even criminalized in law, policy and practice.
Communicable diseases such as HIV, TB and malaria, and non-communicable diseases such as cancers and chronic respiratory illnesses, disproportionately impact on vulnerable and key populations.

Legal & Policy Support

2. **Identifying Human Rights Barriers:**
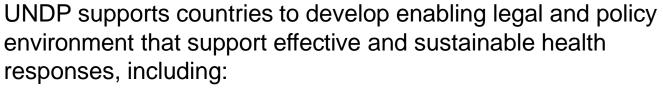UNDP supports countries to assess:
- Who are the vulnerable and key populations whose health is most at risk?
- What legal, human rights and gender-related inequalities and barriers drive HIV and poor health for these populations?
- How can countries best respond to address these critical enablers, by creating an enabling legal and policy environment that protects human rights, promotes gender equality, reduces stigma, discrimination, inequality and violence and empowers and includes vulnerable and key populations?

Legal & Policy Support

3. **Enabling Legal Environments**

UNDP supports countries to develop enabling legal and policy environment that support effective and sustainable health responses, including:

- Assessing, reviewing and reforming laws and policies that affect health, HIV, TB, malaria and vulnerable and key populations, to ensure they protect fundamental human rights.
- Protecting and upholding the rights to equality, non-discrimination and health, including sexual and reproductive health and rights, and access to medicines.
- Providing programmes and services to reduce stigma, discrimination and violence, including gender-based violence, and promote access to justice for all vulnerable and key populations.
- Empowerment of adolescent girls and young women and other vulnerable and key populations, to fulfil their rights to equality and health and to foster their meaningful participation in the governance of national health responses.

Innovation & Technologies for Health

Seeking out innovations and utilizing technologies is central to UNDP's approach to supporting resilient and sustainable systems for health.

Innovation and technologies for health have the potential to strengthen systems and their resilience to shocks, increase speed of interventions, improve data quality and reporting, increase accountability and ensure continuity.

Examples of UNDP working with national groups to implement innovative solutions to build capacity:

- Digitizing the last mile of the vaccine supply chain using eVIN in India.
- Supporting countries to harness the use of solar power to strengthen the sustainable, climate-resilient delivery of essential services.
- Financial management technologies, such as the development of real-time public financial management in Zimbabwe.
- Innovative health information systems, outlining the collecting and reporting data from district health facilities using mobile technologies.

Solar for Health

Health facilities need power. Clinics, maternity wards, operating rooms, medical warehouses, and laboratories rely on electricity to power the lights, refrigerate vaccines, and operate life-saving medical devices. The inability to carry out these essential services puts lives at risk.

UNDP's Solar for Health initiative supports governments to increase access to quality health services through the installation of solar energy photovoltaic systems (PV), ensuring constant and cost-effective access to electricity, while also mitigating the impact of climate change and advancing multiple Sustainable Development Goals.

Non-Communicable Diseases

Non-communicable diseases (NCDs), principally cardiovascular disease, diabetes, cancer and chronic respiratory disease, are the world's leading source of premature death, illness and disability.

NCDs are not confined to wealthier nations - nearly 75 percent of NCD deaths occur in low and middle-income countries.

In line with its Strategic Plan 2022-2025 and HIV and Health Strategy, UNDP's work on NCDs contributes to its broader commitment to eradicate poverty, reduce inequalities, strengthen effective and inclusive governance, and build resilient and sustainable systems for health.

UNDP, in cooperation with WHO, the Secretariat of the WHO FCTC and other partners, supports governments in all regions to implement or strengthen whole-of-government NCD responses.

For more information…

https://undp-capacitydevelopmentforhealth.org/