Communication for Development (C4D) Capacity Development

Workshop on Enhancing Communication around Influenza Vaccination
11th – 13th June, 2013, Atlanta

Perspectives from UNICEF

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• *Long history in use of strategic communication for children’s issues and rights:* context of national country programmes

• *Evolution in thinking and practice across the decades:* diversification of communication expertise and practice (Communications/ C4D); changing reference/terminologies – C4D

• *Strong operational relevance of C4D for UNICEF:* cross-cutting programme strategy to address behavioural and socio-cultural determinants of programmes and humanitarian actions; encompasses wide range of approaches; emphasis on community participation; field presence

• *Comprehensive approach to capacity development:* assessments 2006-2008; core functions and required competencies to research, design and evaluate across range of sectoral issues; **C4D Capability Development Framework:** who, what, when, etc
Capacity and Capability

- **Capacity**: individual competencies + institutional support - policy and structural levels

- **Capability**: individual competencies – knowledge, skills, abilities (science and art, human rights focus)

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Leaders and Policy Makers: set organizational priorities and high level directions

Programme Managers & Enablers: constrict or enable C4D (systems, operations, funding)

C4D Practitioners: responsible for delivery of C4D results
Institutional Capacity Development

- **Periodic Capacity Assessments:** staff levels, regional trends etc

- **Learning & Training:** range of cross-sectoral learning programmes and products; over 3000 staff and partners reached over past 3-4 years

- **Guidelines, Standards, Tools, Resources:** sector specific guidelines and resources, job descriptions and terms of references, rosters

- **C4D within UNICEF processes, documents, courses:** coded within institutional system

- **Advocacy:** senior leaders

- **IKM/ Communities of Practice:** peer learning

- **Regional centres of expertise:** collaboration with regional institutes and academia
National Capacity Development

- **Country training initiatives and coordination mechanisms:** UNICEF staff and partners

- **Azerbaijan:** SBCC training for state civil officials and students at Public Administration Academy; work with Ministries for family and community capacity development through provincial level mechanisms and partnerships

- **Egypt:** Al Ahram Canadian University graduate programme / credit courses for students, CSOs and government officials

- **Ethiopia:** regional inter-sectoral partnership forum for integrated C4D planning, coordination and monitoring; university consortium of national and sub-national level academic institutions for R,M&E

- **India:** reviews of IEC bureaus and academia; collaborative curriculum development for embedding within existing masters programmes of 9 institutions; C4D in national civil administration training; communications skills training for frontline workers
Capacity in what?*

*Assessment of 80 UNICEF facilitated regional and country level training workshops for staff and partners, 2010-2012
Lessons Learned & Implications - 1

• **Growing demand for communication expertise** across diverse regional contexts and programming environments: need for **context-specific capacity development and new areas for competency development**
  – Social norms and measurement of social change
  – ICTs and new media
  – preparedness and response to emergencies: building resilience
  – Scaling –up community based approaches
  – Policy advocacy

• **Bridging the gap between knowledge and action***: need for **advanced skills and systems** for strategic and sustainable C4D planning, research, monitoring and evaluation with **focus on social change**
Lessons Learned & Implications - 2

• Effective capacity development strategies entail evidence-based, multi-dimensional initiatives:
  – *capacity assessments* to include both systems analysis based on individual competency needs/gaps;
  – *training not enough*: need for follow-up & on-the-job support; tools and resources (e.g. cholera, pneumonia and diarrhoea vaccines, API); surge capacity investments*
  – Investments in *national, provincial and community level systems and networks*
  – *Capacity - resource – result triangle**: build enabling environments to address policy, structural support and funding issues

• Lack of common underlying frameworks for assessing the outcomes of capacity development: need to place mastery of concepts and systems strengthening within the *larger context of building resilience of communities and promoting long term, sustainable behaviour and social change*
Lessons Learned & Implications - 3

- **Balance between focus on cross-sectoral (integrated) C4D strategies and single sector issues** is complex and challenging: need for competency based approaches that underscore core functional knowledge, skills and abilities (KSAs) and set shared, minimum standards of performance.

- **Strengthening C4D capacities in routine programming contexts and cross-sectoral issues** serves as an entry point for stronger communication responses to emergencies/long-term risk communication/emerging issues: build on existing systems and platforms, mix of approaches.

- **Inter-agency leadership and coordination** required to make long term communication investments with partners and synergise efforts: need to sustain investments made in systems and structures created at national and sub-national levels (e.g. national/inter-agency communication WGs, partnership fora and consortiums).
Thank you