



# Capacity development with sustainable impact: Towards country-owned technical assistance

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**16<sup>th</sup> TechNet Conference**

Shaping a resilient and adaptive immunization program

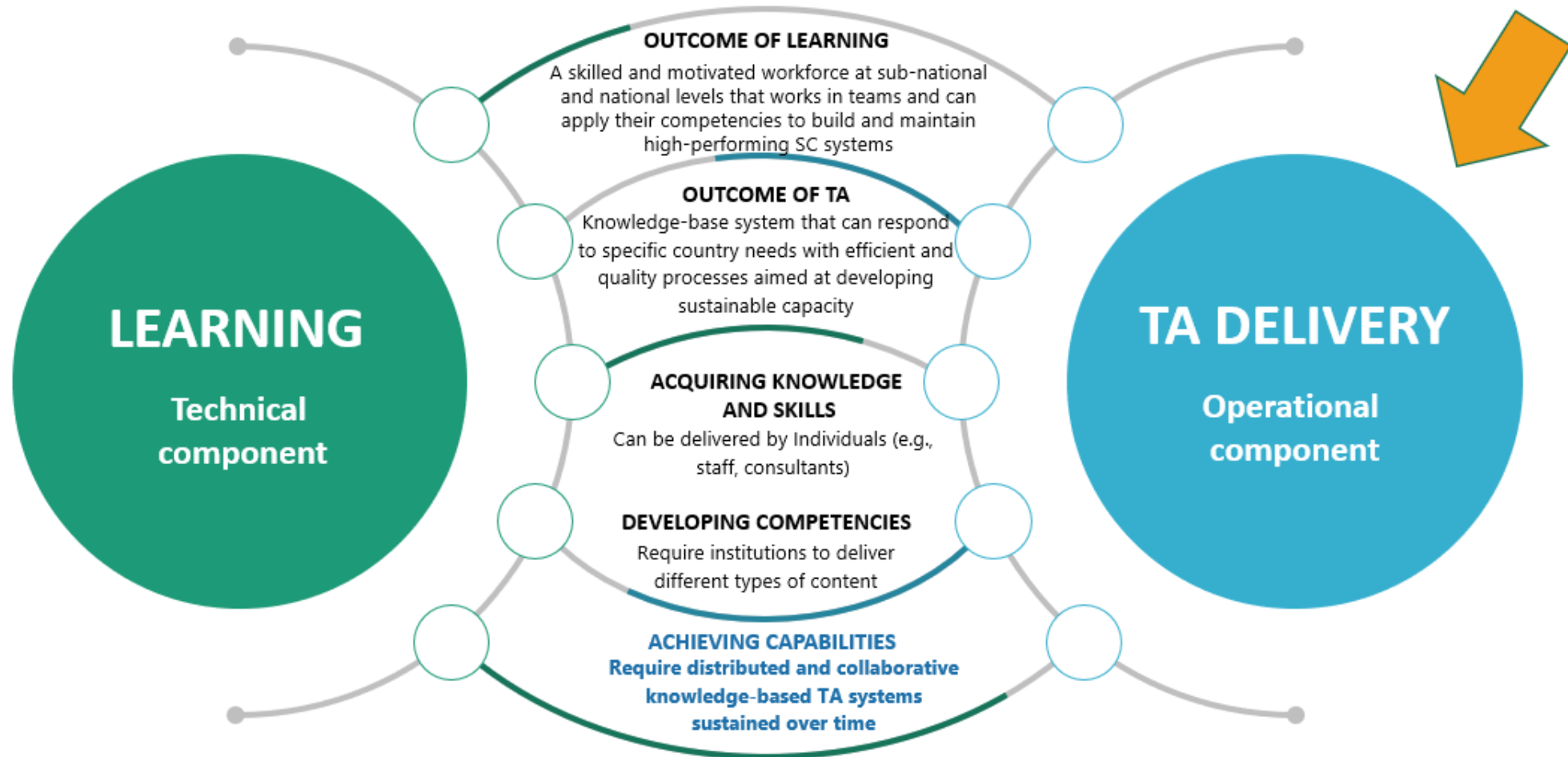
# Problem Statement



- Despite costly supply, the **TA demand from countries** is not being met
- TA does not adequately target **sub-national workforce at scale and with consistency** of capacity development results
- TA provision that is **heavily reliant on external partners poses considerable risks** to national program sustainability and donor investments

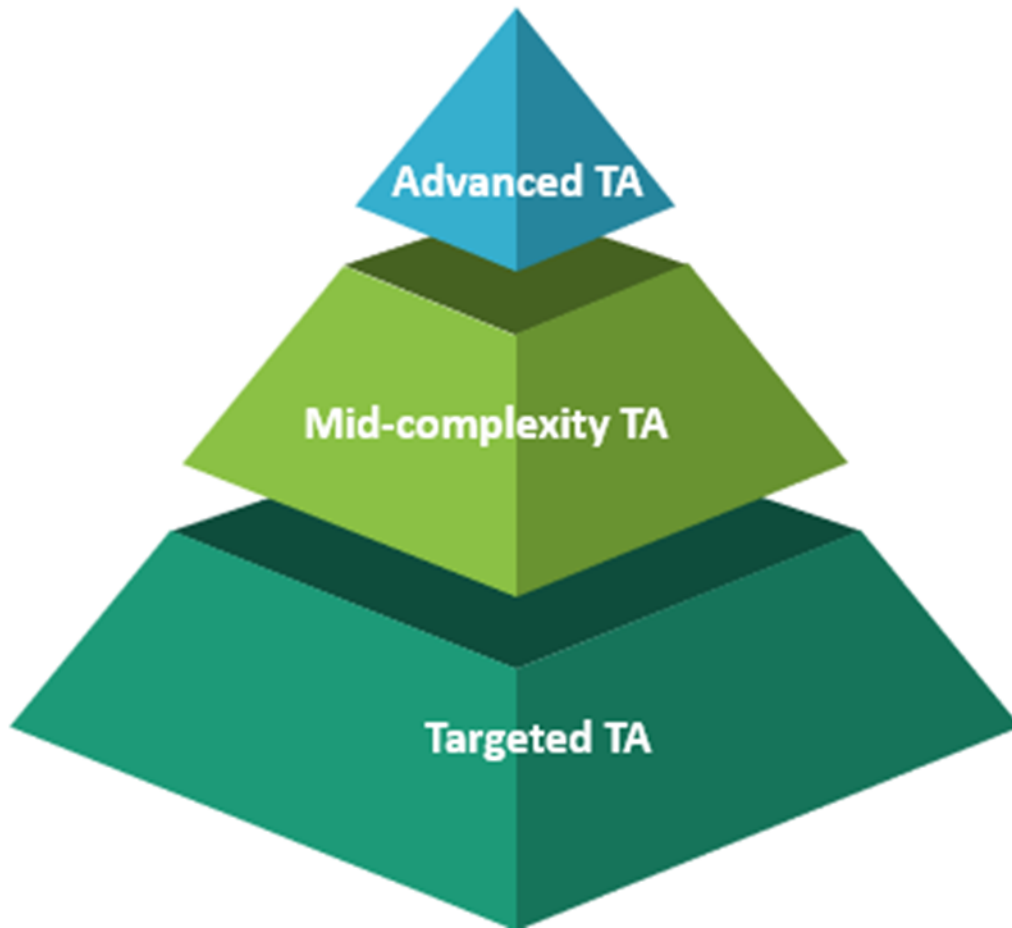
# Components of Capacity Development

Connecting the dots between competencies and practice



# Accountability: TA Can and Needs to be Measured

Mature supply chains require mature technical assistance



# EVM 2.0 Self-Assessment: Continuous Improvement

- **Tool for learning**

- Incorporate it in learning processes for on-the-job practitioner-centered continuous improvement

- **Tool for accountability**

- Potential to measure impact of TA on system performance



# Support vs Strengthening



Table 1. Health Systems interventions are either largely systems support or strengthening

Health System Support	Health System Strengthening
Concerned with only <b>input level interventions</b>	Concerned with <b>inputs and performance drivers</b>
Results mostly measured at <b>output level</b>	Results measured at <b>outcome and impact levels</b>
Results can be <b>reversible</b>	Results are mostly <b>resilient and sustainable</b>
Takes a <b>short-time horizon</b>	Takes a <b>longer-time horizon</b>
Goals are concerned with <b>equity, access, quality, efficiency, financial protection and responsiveness (11)</b>	Goals are concerned with <b>equity, quality, responsiveness, efficiency, resilience and social and financial risk protection (2)</b>
<b>Easy</b> to implement	<b>Much harder</b> to implement
Can be implemented by a single implementing partner	Requires <b>multi-sectoral engagement</b>

Source: Vivas-Torrealba and Mohammed

# Support vs Strengthening: SC example



## Health Systems Support

*Procurement of cold chain equipment*

*Development of vaccine distribution plans*

*Engaging vendors for cold chain maintenance*

Vs

## Health System Strengthening

*Setting up functional logistics coordination platforms (e.g. SLWGs, LMCUs, NCCVMRC)*

*Align iSC strategies with national and sub-national supply chain strategies*

*Policy engagement to inform system designs based on UNICEF's supply chain maturity model*

*Sustainable energy solutions for health services using iSC as an entry point*

*Vendor contracting options and knowledge transfer towards local institutional capacity development for biomedical maintenance*

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<b>Gap-filling</b>	<b>SC performance &amp; maturity</b>

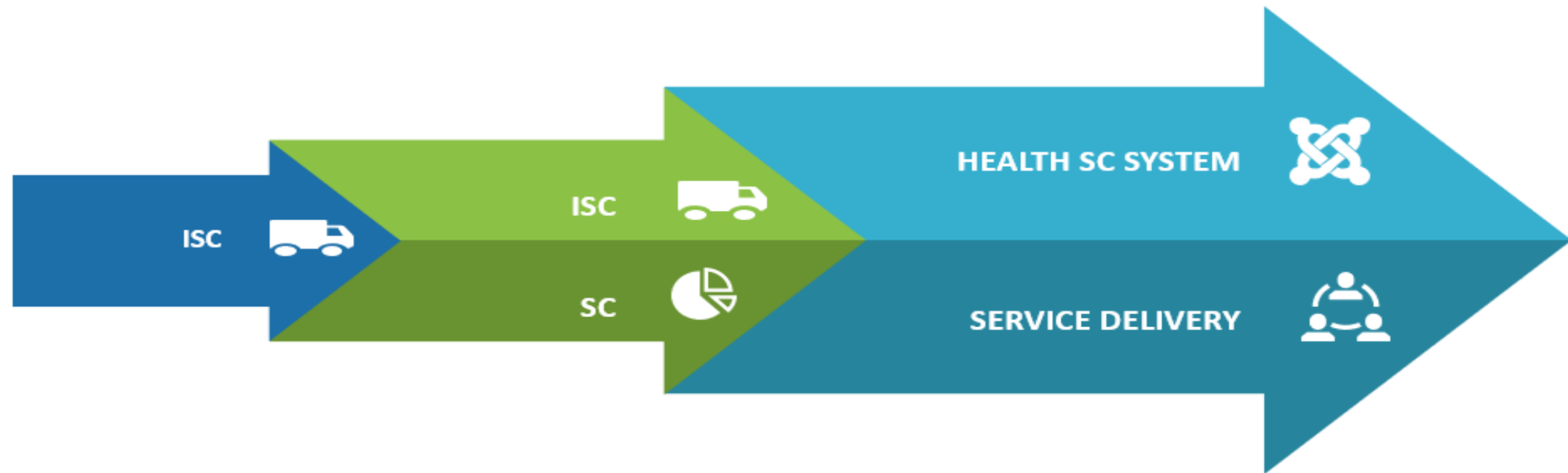
Source: Vivas-Torrealba and Mohammed

**maturity**



# Evolution of Investment in Networked TA

A collaborative network is not a quick fix but offers system strengthening rewards



## ISC AS AN ENTRY POINT

The straightforward nature of ISC plus a tool (EVM) that has been built on the principle of self-assessment & continuous improvement.

## HEALTH SUPPLY CHAIN SYSTEMS STRENGTHENING

Joint planning and delivery of an ISC/SC comprehensive approach to networked TA will contribute to integration of health SC coordination and functions.

## HEALTH SYSTEM STRENGTHENING

Ultimately, the success of a sustainable TA system will be measured by SC maturity and increased coverage.



“ THE ILLITERATE OF THE  
21<sup>ST</sup> CENTURY WILL NOT  
BE THOSE WHO CANNOT  
READ AND WRITE, BUT  
THOSE WHO CANNOT  
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UNLEARN, AND RELEARN.”

ALVIN TOFFLER

## BUILDING A MODEL FOR A KNOWLEDGE- BASED TA SYSTEM

# Proposed Ecosystem for Capacity Development

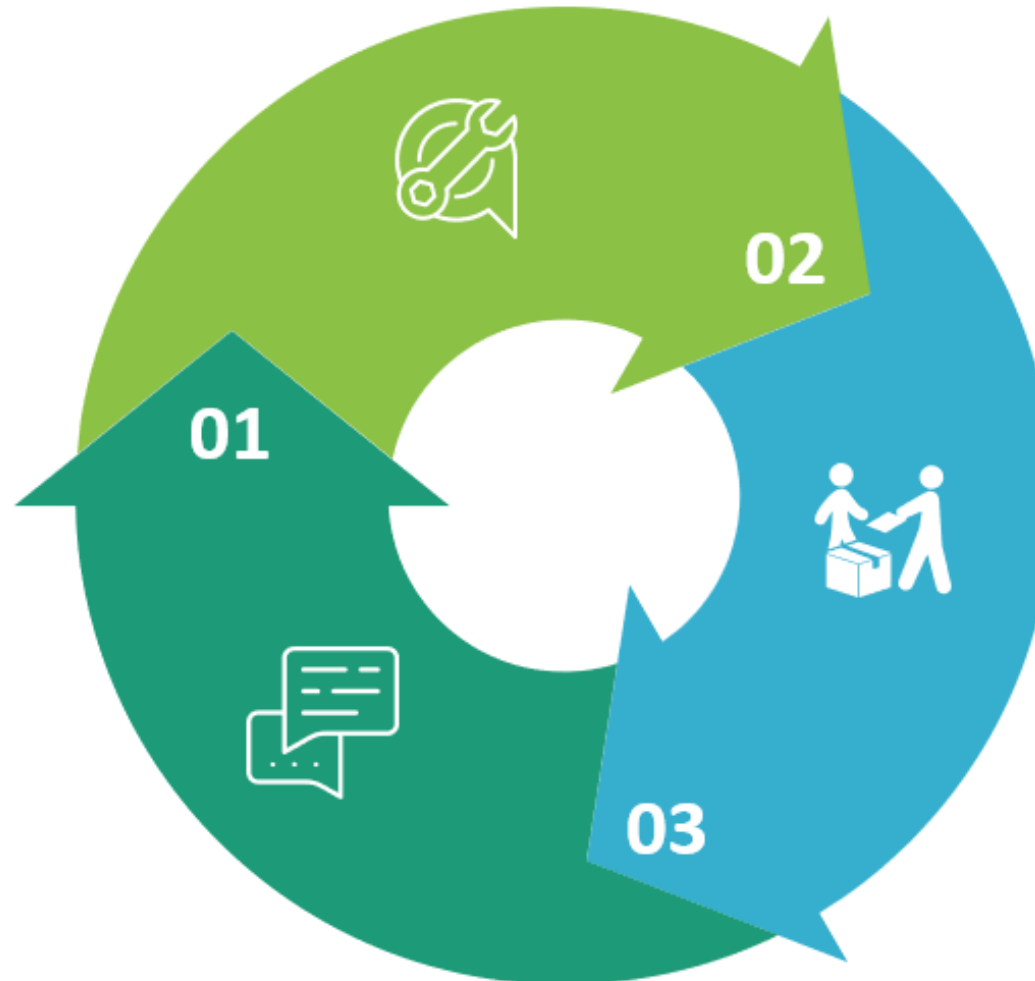
An enabling environment is essential

## KNOWLEDGE MGT AND CONTINUOUS IMPROVEMENT

Because capacity development processes generate knowledge that needs to be systematized and used to generate SC efficiency and catalyze innovation for continuous improvement.

## CAPACITY DEVELOPMENT AND TA

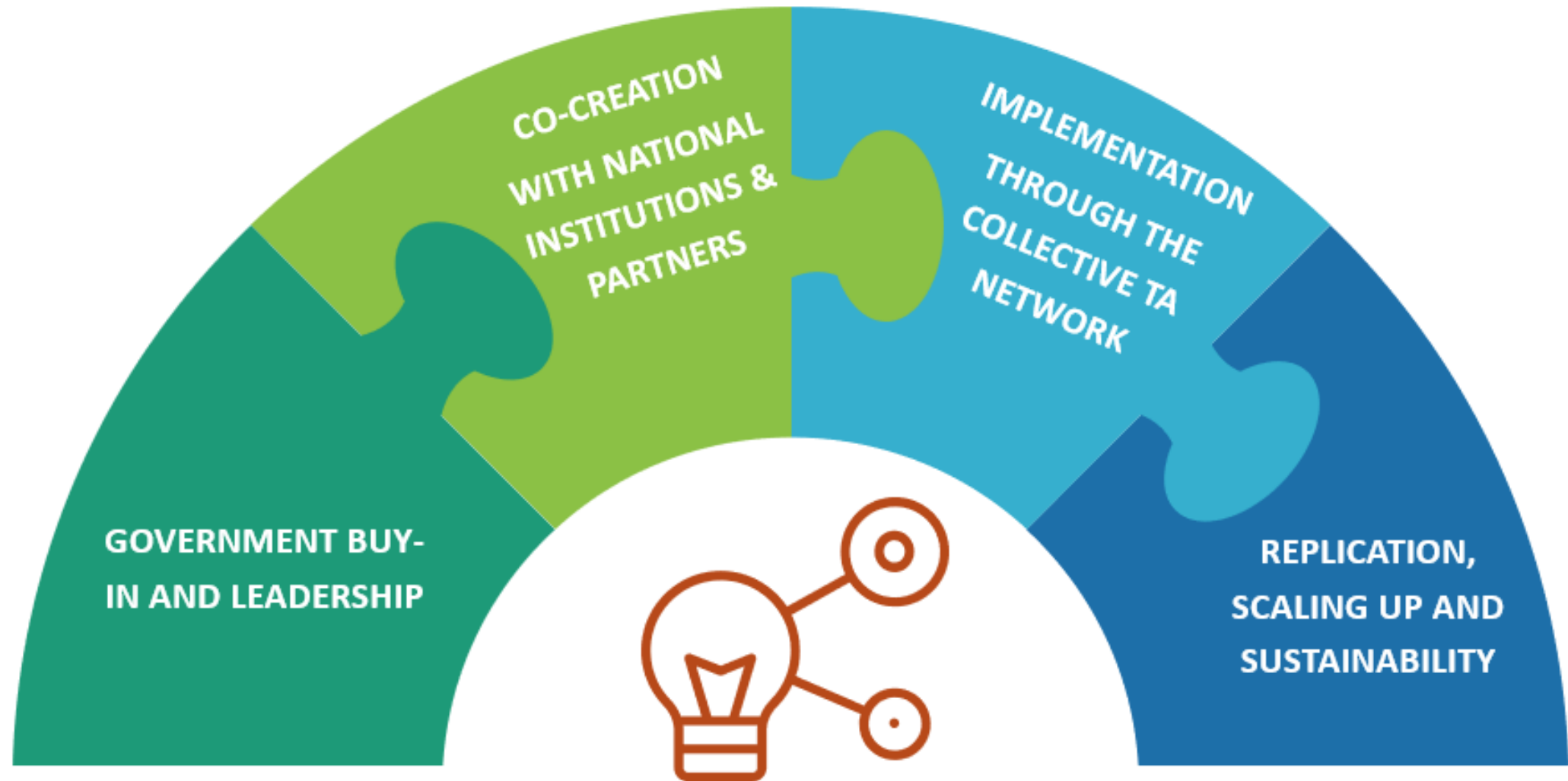
Because building SC competencies of people and teams requires being supported with relevant and timely TA.



## HUMAN RESOURCES SYSTEMS AND ADVOCACY

Because SC workforce needs to feel supported and empowered; and the sustainability of the novel initiative requires support from different sectors and stakeholders.

# Key Components



# Four Options for the Way Forward



01

## SUB-NATIONAL ENTRY POINT TO DEVELOP A NATIONAL TA SYSTEM

Creating a country-led, bottom-up national capacity development system that prioritizes equitable access to learning for workforce in low-maturity SC.

02

## SUB-REGIONAL MULTI-COUNTRY NETWORK

Optimizing existing academic institutions that collectively combine SC and additional expertise (e.g., management, technology).  
Focus on certification & accreditation.

03

## COUNTRY TWINNING

Two countries agree to support each other in planning and implementing a mutually reinforcing TA approach.

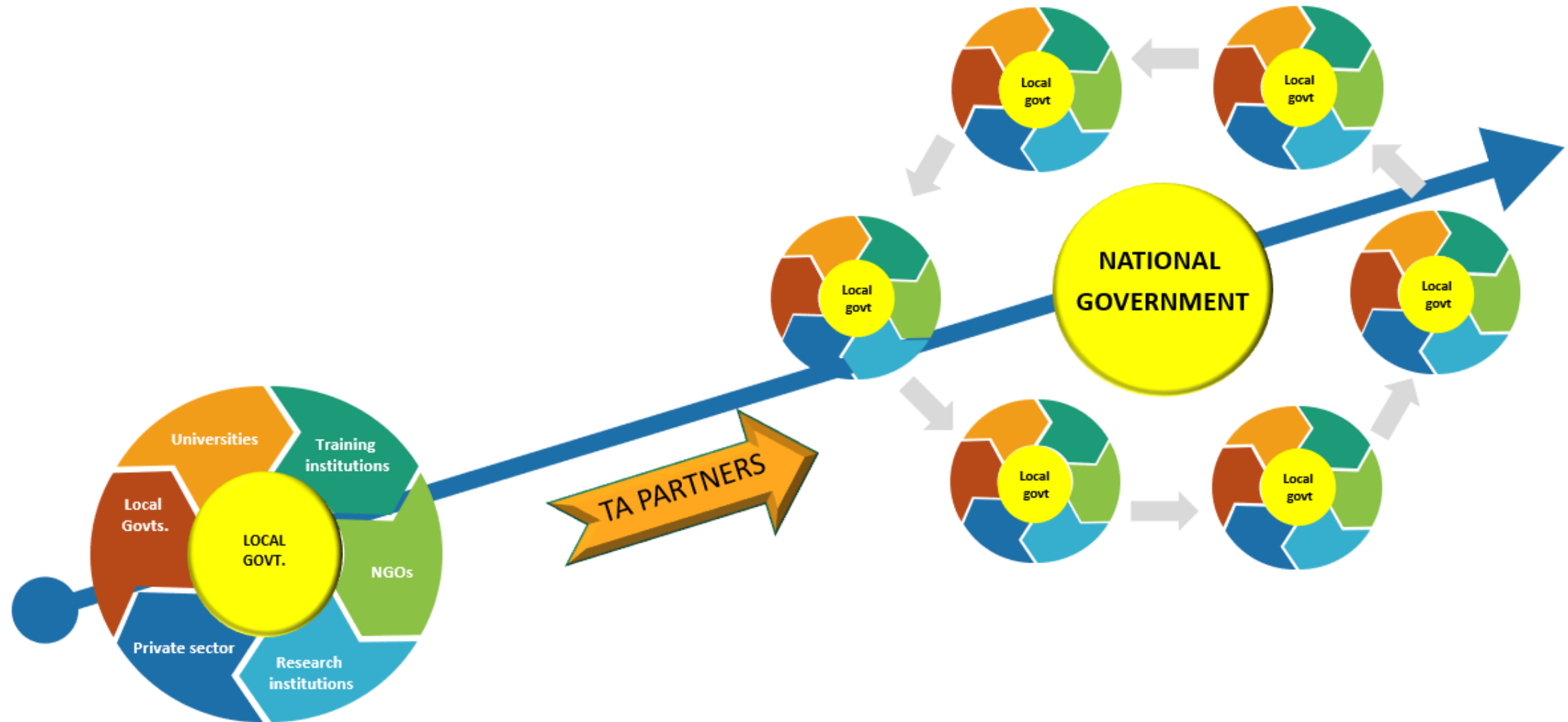
04

## FUTURE-READY REGIONAL INNOVATION HUB

Creating a country-initiated regional innovation hub for countries with different levels of SC maturity.

# Option 1: Flow from Sub-National to National

Sub-national entry point is designed to go to scale as a national TA system



# Regardless of the Option



**BUILD UPON WHAT EXISTS,  
COLLABORATIVELY**

**HAVE MIX OF INSTITUTIONS THAT EVEN  
IF THEY ARE NOT ALL "CENTERS OF  
EXCELLENCE," OVER TIME, THEY WILL  
BECOME A NETWORK OF EXCELLENCE**

**INTRODUCE PEOPLE-CENTERED  
SOCIAL AND TECHNOLOGICAL  
INNOVATION FROM THE START**

**PLAN FOR POLITICAL, MANAGERIAL,  
TECHNICAL, AND FINANCIAL,  
SUSTAINABILITY**

**ESTABLISH A NIMBLE ARCHITECTURE  
THAT IS ABLE TO TO RAPIDLY LEARN  
FROM MISTAKES AND IMPROVE,  
COLLECTIVELY**

# Mozambique

Interview with **Dr. Graça Matsinhe**,  
Director EPI, Ministry of Health,  
Mozambique







# Le Centre Africain d'Etudes Supérieures en Gestion

Moussa YAZI



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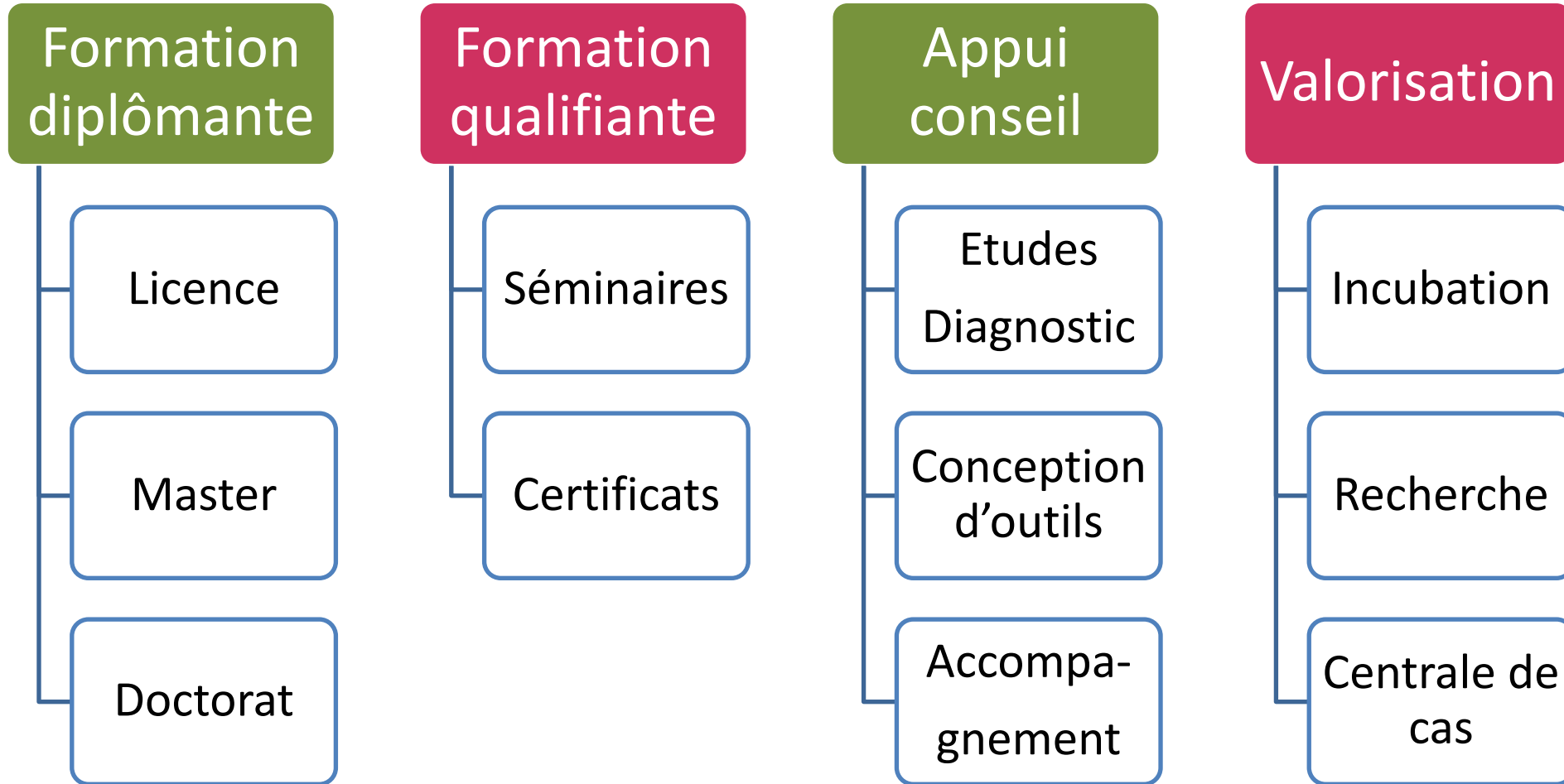


# Le CESAG (Centre Africain d'Etudes Supérieures en Gestion) en bref



- Créé en 1985.
- Ecole appartenant aux 8 pays de l'Union Economique et Monétaire Ouest-Africaine.
- Placée sous la tutelle de la Banque Centrale des Etats de l'Afrique de l'Ouest.
- Reçoit des étudiants et des professionnels de plus de 25 pays.
- Plus de 15 000 Alumni.
- 14 enseignants permanents et plus de 200 enseignants associés.

# Portefeuille d'activités du CESAG



# Orientations stratégiques et pédagogiques du CESAG



- Une ingénierie pédagogique dont la qualité est reconnue par des partenaires académiques, techniques et financiers.
- Le développement des séminaires, des certificats et de l'appui conseil pour en faire un véritable pôle métier.
- Des formations co-construites avec des partenaires pour relever les défis de développement accréditées par des organisations spécialisées.
- Des projets novateurs témoignant de la confiance des partenaires.
- De nouvelles cibles pour les formations : des non-diplômés, des décideurs politiques...
- De nouveaux modèles pédagogiques (formation par regroupements, formation en ligne, formation hybride).

# La licence professionnelle en gestion des PME-PMI



- **Partenaire** : le Groupe TOTAL
- **Cibls** : Gérants de station service, pompistes, gérants de boutiques.
- **Niveau de formation** : licence.
- **Deux entrées** : titulaires d'un baccalauréat ou d'un niveau Baccalauréat + 2 ans.
- **Modèle pédagogique** : en présentiel, puis en ligne après épuisement du bassin de recrutement de la région de Dakar.
- **Plateforme de formation en ligne** : pour le recrutement et la formation.



# le Centre Régional de Leadership YALI (Young African Leaders Initiative)

- **Partenaires** : USAID, MasterCard Foundation, Citi, Microsoft, Dow Chemicals...
- **Budget global** : plus de 20 millions de dollars.
- **Cibles** : Jeunes de 18 à 35 de 25 pays africains.
- **Niveau de formation** : formation qualifiante en Leadership, Business & Entrepreneurship, Civic leadership et Public management.
- **Alumni** : 3500 depuis 2015.
- **Modèle pédagogique** : présentiel et en ligne (sessions de regroupement).
- **Post-formation**: formation, incubation, coaching, appui au financement.
- **Plateforme de formation en ligne** : pour le recrutement, la formation et la post-formation.

# Le CLEAR Afrique Francophone (Center for Learning on Evaluation and Results).

- **Partenaire** : Banque Mondiale
- **Cibles** : agents des administrations publiques, des programmes et des projets, parlementaires, responsables de suivi & évaluation, consultants, etc.
- **Niveau de formation** : formation qualifiante et appui-conseil pour le renforcement des capacités des administrations de 16 pays africains en suivi & évaluation, en gestion axée sur les résultats de développement et en gestion de la performance.
- **Modèle pédagogique** : présentiel, hybride.

# **PRECAF** **Le PRECAF (Projet de Renforcement des Capacités en Finance Inclusive) en milieu rural.**

- **Partenaire** : MasterCard Foundation
- **Budget initial** : 200 000 dollars.
- **Démarrage des activités** : 2016.
- **Cibles** : structures de microfinance, banques, assurances, associations professionnelles, consultants, administration publique...
- **Niveau de formation** : formation qualifiante et certificats en finance rurale et finance digitale.
- **Modèle pédagogique** : présentiel et hybride.





# Le CEGLA (Centre d'Excellence de Gouvernance Locale en Afrique)



- **Partenaire** : Service Allemand des Échanges Universitaires (DAAD)
- **Démarrage des activités** : 2017.
- **Cibles** : agents des collectivités territoriales.
- **Niveau de formation** : formation diplômante, qualifiante et certifiante dans les domaines de la décentralisation et de la gouvernance locale.
- **Modèle pédagogique** : hybride.



# Accréditation du CESAG en centre de formation “CISI”

- **Partenaire :** CISI (the Chartered Institute for Securities & Investment du Royaume Uni), Agence UMOA TITRES et le COFEB (centre de formation de la BCEAO).
- **Démarrage :** 2018.
- **Formation :** certification des acteurs du marché financier de la zone UEMOA.
- **Cibles :** acteurs du marché financier.



# Certification dans le domaine de la santé

- **Partenaire** : Empower Swiss
- **Formation** : Certification en Achats et Gestion de la chaîne d'approvisionnement en santé publique.
- **Démarrage** : prévu en 2021.
- **Modèle pédagogique** : formation en ligne.



# Autres

- Partenariat avec l'ESMT (Ecole Supérieure Multinationale des Télécommunications), l'EISMV (Ecole Inter-Etats des Sciences et Médecine Vétérinaires) de Dakar.
- Certification des magistrats en matière économique et financière avec l'Ecole Supérieure Régionale de la Magistrature (ERSUMA) de l'OHADA (Organisation pour l'Harmonisation en Afrique du Droit des Affaires).
- Organisation de tables rondes, de séminaires et de certificats dans plusieurs domaines, dont la santé, avec des partenaires prestigieux (Système des Nations Unies, partenaires multilatéraux et bilatéraux, organisations sous-régionales, secteur privé, société civile...).



Thank you!

Obrigada!

Merci!

Gracias!