Overview

- CCA/UNDAF process
- Capacity development
- Empowerment
- Engaging indigenous peoples in CCA/UNDAF processes
- Mainstreaming indigenous issues in situation analysis and results matrix
- Focusing on indigenous peoples' rights when formulating results
- Monitoring and evaluation

CCA/UNDAF

- CCA = Common Country Assessment
- UNDAF = UN Development Assistance Framework
- Rationale behind CCA/UNDAF approach:
  - UN should ensure **national ownership** and not work in isolation from national development process
  - UN has certain **comparative advantages** that should be purposely used to the benefit of the country
  - UN should **maximize its effectiveness and accountability** also at country level, which implies results-based programming and results-based management (delivering as one)
- UN actions at country level are (should be) mostly derived from the CCA and UNDAF; reason why mainstreaming indigenous issues into CCA and UNDAF is so important

Principles to adhere to during CCA/UNDAF process

- Human rights-based approach (HRBA)
- Gender equality
- Environmental sustainability
- Results-based management (RBM)
- Capacity development

Steps to be followed in CCA/UNDAF process

1. Design Plan of Engagement

2. Analysis (join or complement national analytical processes, or undertake full CCA)

3. Strategic planning: Select 3-5 national priorities to which UNDAF will contribute

4. Monitoring and evaluation

5. Organizing and managing for results (implementation process; roles and responsibilities)

Priority setting

STRATEGIC PRIORITY SETTING
FOR UN COUNTRY TEAMS

● 1. Top strategic priority

● 2. Potential high priority, if UNCT can use
negotiation/consensus building to gain
alignment

● 3. Potential high priority, if others cannot
meet demand and UNCT capacity
building is feasible

● 4. Lower priority: does not meet major
national challenge
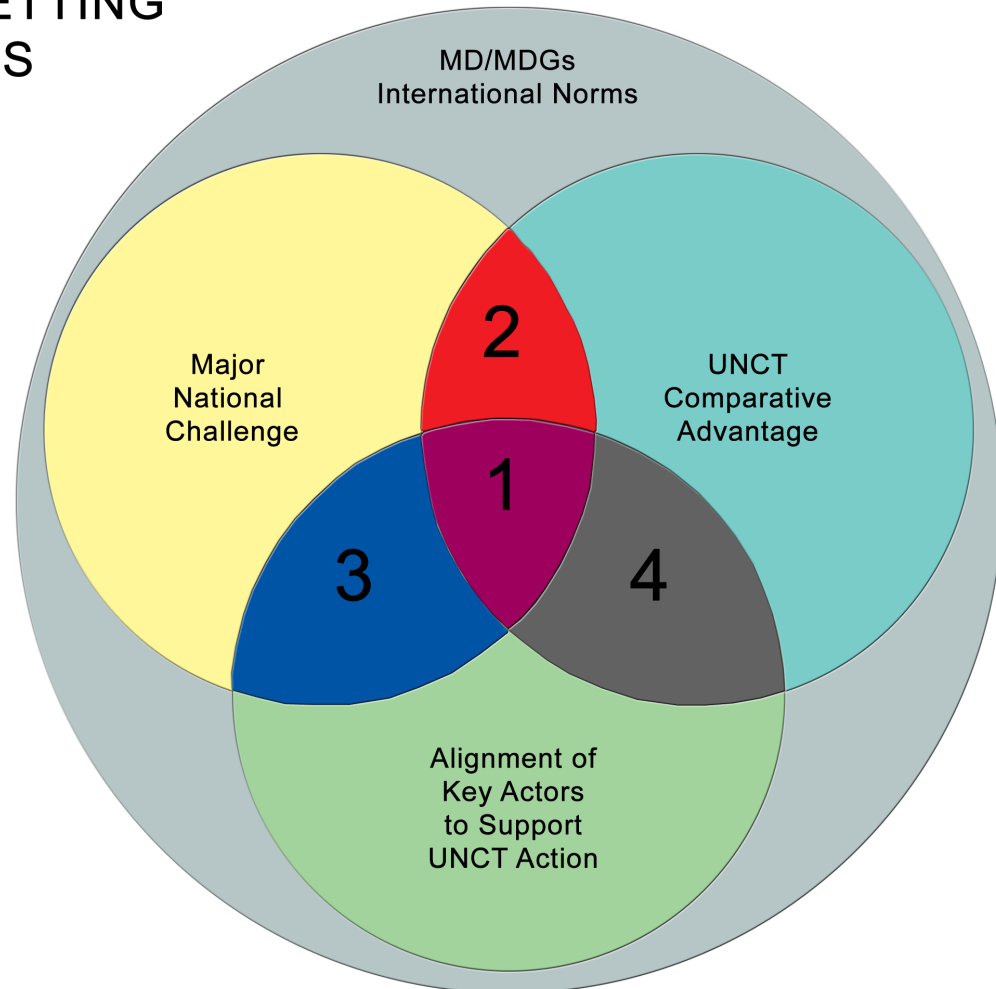
Strategic planning

- UNDAF is the strategic planning framework for UNCT

- UNDAF outcomes must be SMART
    - Specific: Describe a specific result from the standpoint of right-holders and duty-bearers
    - Measurable: Measurable indicators, making it possible to assess whether or not they were achieved
    - Achievable: Results must be within the capacity of UNCT and partners
    - Relevant: Results must make a contribution to selected national priorities
    - Timebound: Expected date of accomplishment

Terminology

- **National priority**: Priorities or goals from national development framework that relate to the MD/MDGs or other internationally agreed development goals and treaty obligations; expressed as a measurable, achievable, sustainable change in the lives of people
- **Outcomes**:
    - Institutional or behavioural change
    - Must be rights-based and gender sensitive
    - Show change in capacities of RHs and DBs; people-oriented
- **UNDAF outcome**: High level results from UNCT cooperation with national partners
- **Agency outcome**: Lower level outcomes of individual agencies; may be the same UNDAF outcomes
- **Outputs**: Changes in skills or abilities, of availability of new products and services; measurable
- Results matrix is a 'live tool'

RBM terms

Results	Like…	Focus ▲	@ Timeframe
Impact	**then** Greater respect for IPs' rights	Human!	5-10 yrs
Outcome	**then** IPs influence decision-taking more effectively **if**	Institutional/ Behavioural	5 yrs
Outcome	**then** Indigenous leadership empowered **if**	Institutional/ Behavioural	5 yrs
Output	**then** Advocacy skills of IPs' leaders strengthened **if**	Operational/ skills, abilities, products & services	<3 yrs
Activity	5 regional leadership training workshops **if**		<1 yr

more

Collective Accountability

less

Capacity Development

- During programming, ask yourself in every step: Will this activity or project component lead to development of human capabilities and empowerment for effective participation of indigenous peoples in policy-making and decision-taking?

- Build capacity at different levels: community level, organizational level, leaders and representatives, as rights holders

- Build capacity of rights-holders and duty-bearers **to realize rights!**

Capacity Development – some examples

- Leadership, partnership building and advocacy skills training (culturally sensitive)
- Legal training and legal aid to be able to defend indigenous peoples' rights in courts
- Education and literacy, especially for women who have not attended school (consider multicultural and bilingual education)
- Management skills especially where indigenous peoples have been able to secure certain management responsibilities
- Information and training with respect to responsibilities and tasks as duty-bearers (incl. towards the realization of women and children rights)

Empowerment

- Continuous information and awareness-raising activities by indigenous peoples for indigenous peoples is crucial

- Improve indigenous peoples' access to information on all issues that impact on them

- Support creation or institutionally strengthen existing indigenous peoples' organizations and/or networks or councils at the national, regional and local level

- Improve access to information and communication technologies (e.g. community radio programming, mobile phones, internet)

Empowerment (cont.)

- Support use and knowledge of ICTs based on preservation of heritage and cultural legacy (beware of integration tendencies)

- Improve the quality and accessibility of social services for indigenous peoples, in particular health and education, taking into account indigenous cultures and lifestyles, including for 'nomadic' peoples

- Avoid derogatory or prejudiced attitudes

Engaging indigenous peoples in CCA/UNDAF processes

- Desk Reviews by SPFII of MDG country reports and CCA/UNDAFs show inadequate participation by indigenous peoples and inadequate integration of indigenous peoples' issues

- MDG and CCA/UNDAF processes provide entry point for indigenous peoples to engage in UNCTs' work!

- Provide all relevant information in a timely manner and in a culturally sensitive manner

- Which indigenous peoples' organizations to work with? While traditional leaders are recognized as the higher authorities in their communities, representatives of indigenous organizations may have the skills and knowledge to interact with the dominant system and are able to articulate the views of traditional leaders

Engaging indigenous peoples in CCA/UNDAF processes (cont.)

- Avoid bias in choosing partners, as it can result in breaching indigenous peoples' right to freely determine their own representatives or representational processes

- Be mindful not to blindly follow recommendations for or by 'government approved' organizations that may not be representative of the people at large

- Be as open and inclusive as possible; take into account groups that may sometimes be 'forgotten' in particular elders, women and youth

Mainstreaming indigenous issues in country/situation analysis

- Undertake rights-based analysis: Analyze which individual and collective rights are not fulfilled and why (root cause analysis)

- Uncover and frankly mention trends and disparities between indigenous/non-indigenous groups and/or among indigenous peoples; geographic, gender, age disparities, etc.

- Use appropriate disaggregated data and indicators. If no such data exist, UNDAF/project should be focused on such result in the future

- Undertake capacity assessment as much as possible, where indigenous peoples are not simply seen as victims or beneficiaries but positioned as rights-holders, bearers of duties/responsibilities, and agents of change

Proactively focus on indigenous peoples' rights when formulating results

- Elimination of discrimination and violence against indigenous peoples
- Increased access to services by indigenous peoples
- Allocation of resources and opportunities
- Full participation in governance processes
- Application of the principle of free, prior and informed consent
- Recognition of the right to self-determination (do not decide for indigenous peoples)
- Strengthened accountability of duty-bearers for protecting and promoting the rights of indigenous peoples
- Improving the human rights, empowerment and gender equality situation of indigenous women

Monitoring and Evaluation

- During monitoring, also assess how programmes/ projects, even those which are not specifically targeting indigenous peoples, are affecting them
  - **Negative** by threatening their survival and identity
  - **Positive** by helping realize their rights
  - **Neutral**, which should not be satisfactory in countries where indigenous peoples are marginalized and/or disadvantaged
- Assess effectiveness of the programmes particularly in relation to the most marginalized and excluded
- Monitoring and evaluation should be participatory (e.g. joint meetings/workshops, studies and polls among indigenous peoples) and be adapted to capture indigenous perceptions through their own analytical perspectives
- Use effective and appropriate indicators

Thank you very much!

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United Nations

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