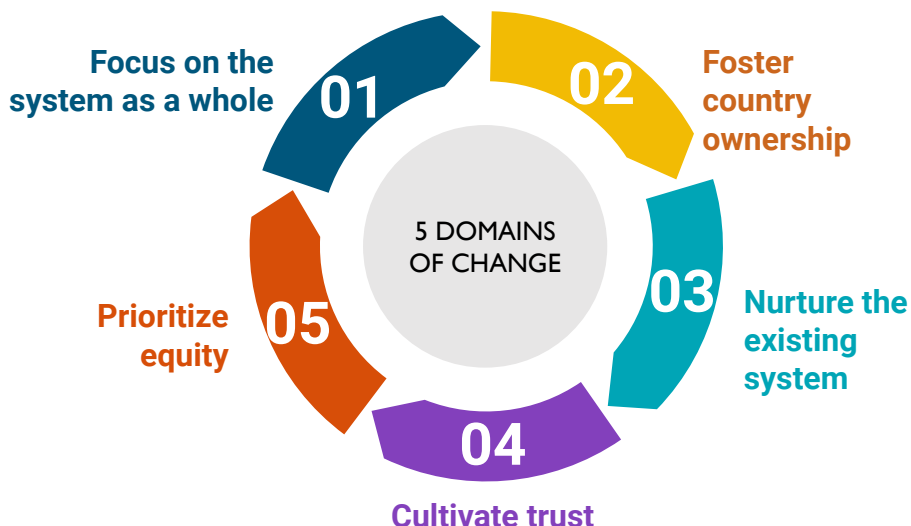


# The Principles Framework



1   Focus on the System as a Whole	2   Foster Country Ownership	3   Nurture the Existing System	4   Cultivate Trust	5   Prioritize Equity
1.1 Start with a realistic, timely plan	2.1 Ensure the government is in the driver seat and openly listen to country voices	3.1 Adjust budgets to reflect realities on the ground	4.1 Move from a competitive to a collaborative environment	5.1 Identify and leverage local experts and existing capacity around gender
1.2 Adopt a comprehensive, multi-sectoral approach	2.2 Balance external expertise with local knowledge	3.2 Prioritize sustainability and longer term thinking	4.2 Create space to iterate: learn from best practices and failures	5.2 Prioritize equity in design, monitoring and evaluation
1.3 Step up coordination to minimize gaps and duplicative efforts	2.3 Leverage & strengthen local capacity	3.3 Strengthen state accountability mechanisms	4.3 Inform future priorities through community feedback loop	5.3 Prioritize efforts that focus on gender and equity
1.4 Ensure continuous funding to core priorities	2.4 Co-create with local stakeholders to define the problem and interventions and avoid a one size fits all approaches	3.4 Invest in existing structures and use local resources and capacities	4.4 Build reciprocity in the evaluation and change the culture of data	5.4 Engage diverse groups and community representatives in planning/decision making
1.5 Rethink incentives structures to maximize overall impact on the system	2.5 Follow local protocols adjust cadence accordingly	3.5 Re-examine the implications of structures and requirements imposed on grants/programs	4.5 Design for learning and adaptation to adjust to shifting needs or learnings	5.5 Acknowledge and openly discuss power and privilege (e.g. in health system inequities)
1.6 Prioritize system strengthening	2.6 Move from donor dependence to a self-generating funding model	3.6 Align with and promote national priorities and strategies	4.6 Acknowledge and openly discuss power and privilege (e.g. in money and decision making)	5.6 Expand partnerships and engagement with local women's group and CSOs

# The Critical Shifts for Capacity Strengthening

	From	To	Shift Description
1	<b>Donor driven</b> priorities and decisions	➤ <b>Country driven</b> priorities and decisions	Shift away from a system where priorities, models, and structures are imposed on countries by donors, to one where communities and governments own and lead the agenda-setting and coordination of CS activities. In this way, donors are playing a complementary role, listening and responding to local needs and priorities.
2	Creating technical and financial <b>dependence</b>	➤ <b>Respecting sovereignty</b> and fostering independence	Shift away from a system that depends on continuous donor support for survival, to one where CS builds on existing local governance and structures, leverages in-country capacity, and prioritizes sustainability through local communities.
3	Following structures and standards that <b>erode trust</b>	➤ <b>Collaborating on the basis of trust</b> and mutual accountability	Shift from a system that perpetuates power structures and mistrust in institutions and individual motivations, to one that fosters mutual understanding of differing cultural norms and power dynamics, and promotes accountability across different levels and stakeholders (funders, government, implementers etc.) such that individuals are held accountable for their actions.
4	Driving <b>fragmented short-term efforts</b> and resource allocation	➤ <b>Driving strategic and coordinated investments</b> across the system for long term change	Shift away from funding siloed, fragmented, and piecemeal efforts, to investing in coordinated strategic programs that prioritize long term gains and are derived from system-based, coordinated donor strategies which align with country priorities. This also means allocating or generating the necessary resources to address the reality of the challenge.
5	Using generalized and <b>solution-centric</b> approaches	➤ Using approaches that <b>contextualize and respond to the needs of the problem</b>	Shift away from uprooted solution-driven approaches (e.g. 'one-size-fits-all', 'best-practice-led', 'cookie-cutter-solutions'), to approaches that seek to understand the local context adjusts to suit local needs. This includes understanding why past project succeed or fail before scaling or discontinuing them.
6	Designing programs that are <b>static, rigid and compliance driven</b>	➤ <b>Designing programs that are adaptive, iterative and foster innovation</b>	Shift away a system driven by static, inflexible, and standardized program design (i.e. timelines, activities, metrics, etc.) that drive a culture of reporting, to one that supports programs designed for flexibility and agility to navigate unprecedented challenges and innovate unprecedented solutions focused on making sustainable impact.
7	Focusing on <b>increasing capacity in TA/CS recipients</b>	➤ <b>Increasing capacity of the entire system (including donors)</b>	Shift from a system that presumes capacity gaps in TA/CS recipients, to one that recognizes the need for institutions, structures, and all stakeholders involved in TA/CS to synergistically improve their capacity to enhance impact efficacy.
8	Contributing to systems that <b>perpetuate gender and power inequity</b> (in countries and donor communities)	➤ <b>Fostering systems that promote equity in gender and power</b>	Shift away from taking actions ignorant of gender inequity and power and perpetuating hierarchical structures marked by privilege and structural inequities of power and representation, to recognizing the role and importance of gender equity in health outcomes and creating a conscientious ecosystem driving towards greater equity in gender, power, and other forms of inequity.
9	Being <b>closed to feedback or dissent</b> from communities to donor levels.	➤ <b>Encouraging candid feedback and learning between communities and donors</b>	Shift away from systems that are closed to community driven feedback or dissent, to drive systems that foster feedback and learning across communities, governments and donors, decoupling funding power with the right to evaluate and enabling all stakeholders to contribute to decisions and evaluation.