Proximal, Distal and Everything In Between: Measuring Organizational Capacity

Presenter: Stephanie Calves, Dr. Reshma Trasi
Date: March 7, 2014
Agenda

• Guiding principles and frameworks
• Standardized organizational capacity assessment
• Benchmarking
• 5 steps for measuring organizational capacity
Is Capacity Building = the 500lb elephant with the blind men?
First, some guiding principles…
Principles for Measuring Capacity Development: The 7 Cs

- Centrality
- Complexity
- Continuum
- Contextuality
- Causality
- Comprehensiveness
- Collaboration
Multiple frameworks exist!
PEPFAR Framework

PEPFAR II Capacity Building Framework: Strategic Contributions to HIV Program Results

- Strategy
- Capacity Inputs
- Capacity Building Strategy and Partnerships
- Capacity Building Activities
- Capacity Outputs (competencies and efficiencies)
- System/Policy Outputs
- Organizational Outputs
- Individual/Workforce Outputs
- Capacity Outcomes (performance and effectiveness)
- System/Policy Capacity
- Organizational Capacity
- Individual/Workforce Capacity
- Sustained Performance Over Time
- HIV/AIDS Impact
- Reduced HIV Incidence, Morbidity, and Mortality
- Reduced burden

External Country Context
- Cultural, Social, Economic, Political, Legal

Community Behaviors and Use of Health Services
The Capabilities Framework

The Human and Institutional Capacity Development Framework
Capacity Development Cycle: Cyclical Process for Building Strong and Sustainable Organizations

Organizational Maturity

Organizational Capacity

Weak

Strong

Externally Lead and Supported

Partner Lead, with External mentorship

Sustainable Organization

ENGAGE

ASSESS

FORMULATE

IMPLEMENT

EVALUATE

ENGAGE

ASSESS

FORMULATE

IMPLEMENT

EVALUATE

Organizational Capacity Weak

Organizational Capacity Strong
## The Seed-to-Tree Growth Model

<table>
<thead>
<tr>
<th>Stage</th>
<th>Points</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>20</td>
<td>The seed is vulnerable, trying to penetrate the soil</td>
</tr>
<tr>
<td>2</td>
<td>40</td>
<td>The seed has penetrated the soil to benefit from sunlight but is still vulnerable, with the roots not yet deep enough</td>
</tr>
<tr>
<td>3</td>
<td>60</td>
<td>The tree is becoming stronger and developing deeper roots</td>
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<tr>
<td>4</td>
<td>80</td>
<td>The roots are now strong and deep, with fruit production beginning and the tree able to withstand most threats</td>
</tr>
<tr>
<td>5</td>
<td>100</td>
<td>The tree continually bears large quantities of fruit and has become a viable and permanent part of the landscape</td>
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From embryonic to mature organizations
...So, does this mean we need a **standardized instrument**
to measure capacity change over time?

...we’re glad you asked!
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MSH’s Standard Organizational Capacity Domains

1. Governance and Leadership
2. Resource Mobilization
3. Financial Management and Operations
5. Grants and sub-grants Management
6. Project/Program Management
7. M&E, Communications, and Knowledge Management

Government
1. Coordination and Collaboration
2. Service delivery

CSOs
1. Advocacy, Networking, and Alliance Building
2. Service Delivery and Quality Assurance
Standard application and delivery

- Facilitation
- Pre-assessment: Alignment Meeting and Stakeholder Engagement
- Pre-assessment: Orientation of Internal and External Facilitators
- Assessment and Consensus Building
- Reporting
- Development of a capacity development plan
- Coaching and mentoring
- Repeat organizational capacity assessment
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What are Capacity Benchmarks?

**Benchmark Definition:** A standard or point of reference against which things may be compared or assessed.

**Outcomes and/or outputs which reflect capacity, leadership, management, and accountability for functions within the organization.**

Benchmarks should be linked to the M&E Plan.

Capacity Development Plan activities should aim to achieve the benchmarks.

- Not necessarily a 1-1 relationship
Benchmarking Logic Model - Example
CHMT manages an effective QI program through direct oversight of clinical sites

All QI trainings in district are led by CHMT Trainers

CHMTs conduct DQAs on QI Data in Districts

1. TOT on QI for CHMT Trainers
2. Mentor and evaluate trainers

1. Develop DQA process
2. Train CHMT point persons on process
3. Mentorship during DQA implementation

% of CHMTs with qualified QI trainers
% of QI trainings led by CHMT Trainers
% of QI officers completing QI recertification after 2 years
% of CHMTs QI staff trained in DQAs
% of Districts where CHMT conducted DQA during the year
% of districts with 3 consecutive years of annual DQAs conducted by CHMT
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• Guiding principles and frameworks
• Standardizing organizational capacity assessment: experience from 5 countries
• Benchmarking: experience from Afghanistan
• 5 steps for measuring organizational capacity
5 Steps to developing an M&E plan

1. What change do you want to measure?
   - Logic Model
   - Input, process, output, outcome measures
     - Skills, behaviors, competencies
     - Application of skills, behaviors, competencies
     - Organizational performance
     - Service delivery improvements
   - Benchmarks/milestones
   - Centrality of the organization’s desired outcomes

2. How do you want to measure change?
   - Standard instrument, applied uniformly
   - Mixed methods
5 Steps to developing an M&E plan

3. How often? For how long?
   - Sustainable performance

4. How will the data be analyzed and used?
   - Automation for immediate sharing and use

Examples of Automation: Instant Results and Analysis

- Governance: 4
- Planning & Resource Mobilisation: 3
- Financial Planning & Management: 4
- Grants Management: 4
- Human Resource Management: 3
- Communication: 3
- Project Management: 3
- Monitoring & Evaluation: 3
Guiding principles and frameworks
Standardizing organizational capacity assessment: experience from 5 countries
Benchmarking: experience from Afghanistan
5 steps for measuring organizational capacity
Stronger health systems. Greater health impact.
The Closing Session will begin at 4pm in the Grand Ballroom.

Closing remarks will be followed by a 30-minute social gathering (refreshments will be served). Come meet new people and discuss the highlights of the day!

Please fill out an evaluation by going to this session’s page on your mobile app OR by filling out a paper evaluation in the back of the room.

Thank you!