

Client-Driven, Performance-Based Capacity Development

Wendy Carr, Suzanne Hinsz, Molly Loomis, Deloitte Consulting, LLP

Comments on the approach

"This is the kind of tool we need in the field in order to implement USAID Forward."

"This is truly client-driven...it really resonates."

"I like that it is evidence-based."

USAID Regional Development Mission for Asia, Thailand

"Very useful...thought provoking."

"Allowed for deep understanding."

Board Members, National Agency, Kenya

"This assessment has revealed our shortcomings. We shall start working on ourselves immediately."

Community Based Organization, Nigeria

"This is a wake-up call to take on our responsibility to ensure that our systems and processes are strong and sustainable."

National Ministry, Afghanistan

"We're not used to looking at performance in this way. I am going to go back and make sure we have performance targets. We can even use those targets to advocate for more resources."

State Health Commissioner, Nigeria

"I can see now from my colleagues that we, at the management level, haven't been communicating enough with our staff, because there are many things we are doing but they don't know about it. We need to put in place a process to share communication better across the organization."

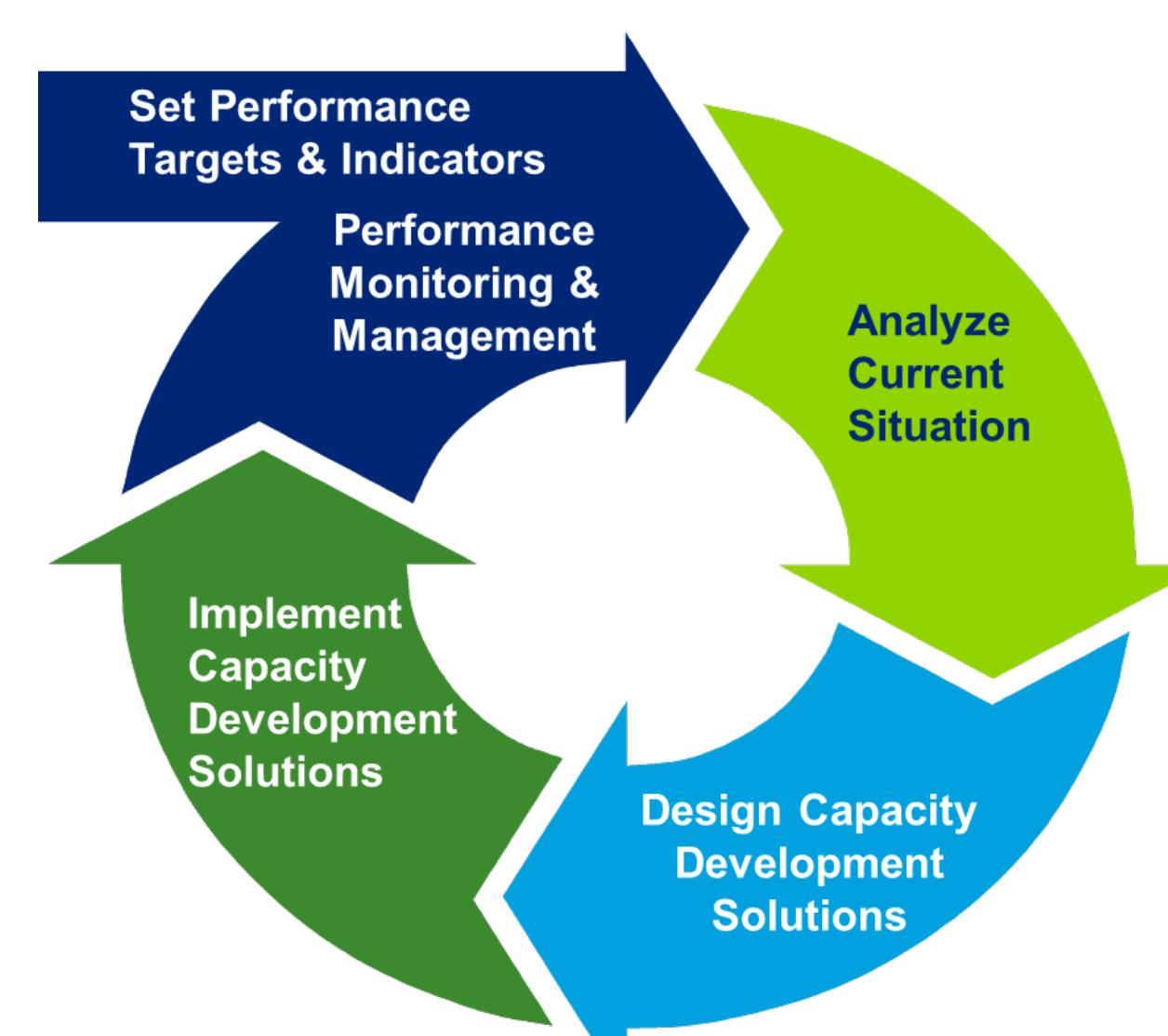
Project Staff, Health Project, Nigeria

The capacity building approach adopted by the ENCAP project has repositioned us as an organization; knowing exactly what it takes to build our internal processes and programming capacity for effective service delivery.

Community Based Organization, Nigeria

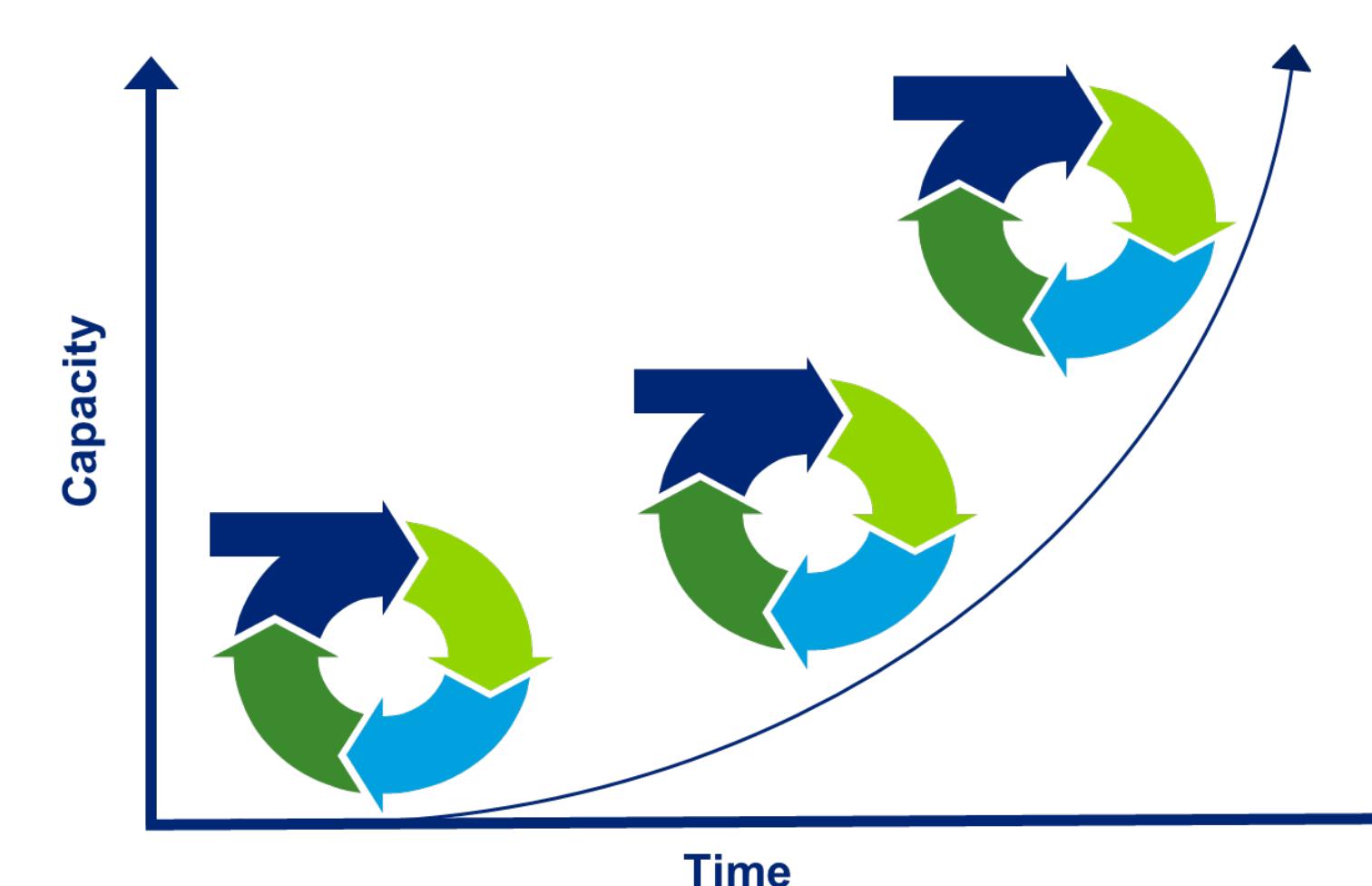
Background

Deloitte's approach empowers clients to own and institutionalize capacity development initiatives in order to achieve and sustain measurable performance improvement. Our approach focuses on the client's priority performance improvement areas, using short cycles of performance improvement to build momentum, confidence, and skills while enhancing organizational resilience. Deloitte's relevant and scalable approach has been tested in Nigeria, Kenya, and Afghanistan in organizations ranging from CSOs and NGOs to national, state, and local government agencies.



Performance drives the methodology

Our approach focuses on what our clients need and value. As a first step, clients set performance targets in line with their mission or mandate. Performance targets frame the current state analysis, enabling identification of the gap between current state and desired future state. This helps inform the design of capacity building solutions that will have a greater impact on performance. Deloitte helps clients manage to results and measure performance against their performance indicators.



Institutionalization supports sustainability

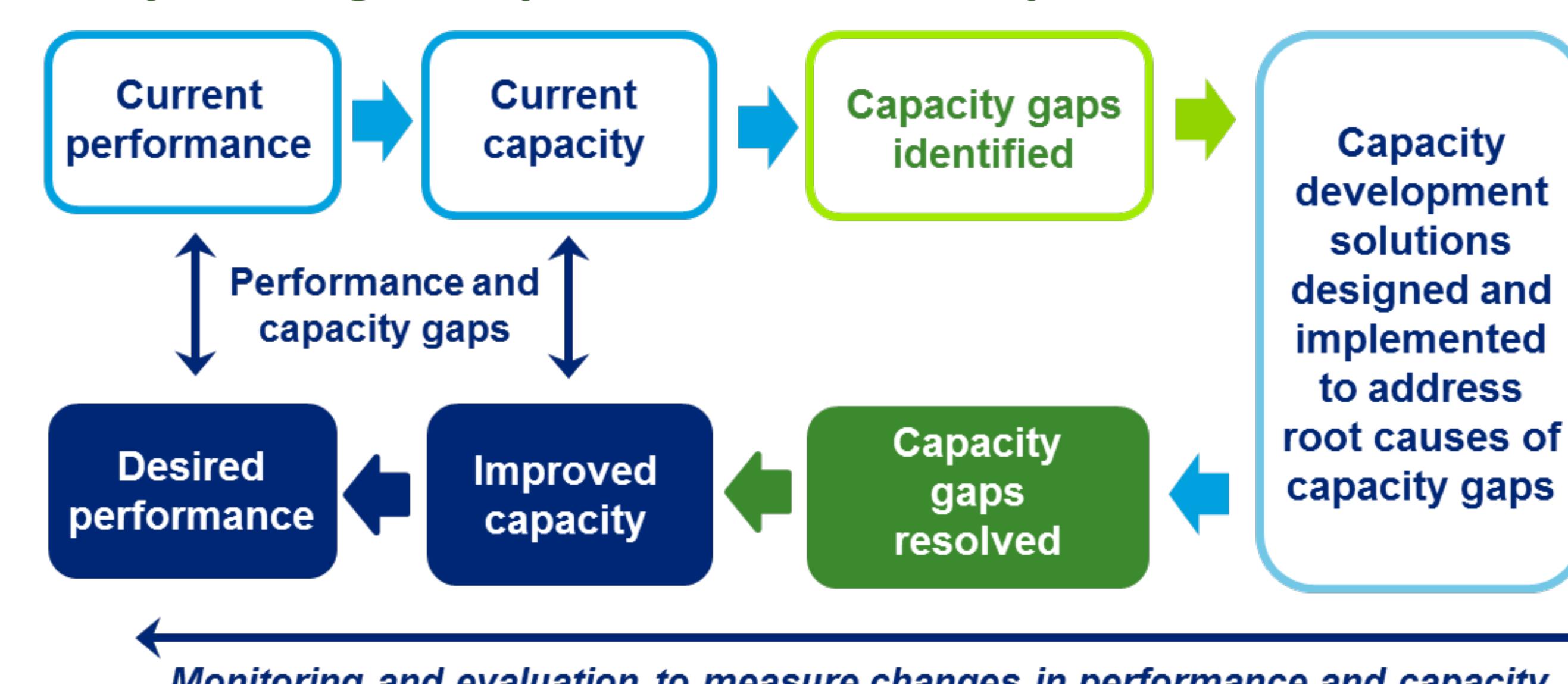
As clients achieve performance targets, they set new targets and start the cycle again. Organizational capacity and resilience increase as clients implement these short sprints of performance improvement. This builds client confidence, fosters a culture of continuous improvement, integrates change management, and builds stakeholder support.

Organizational capacity assessment tool empowers and inspires clients

Clients can use our Maturity Model Assessment Tool to assess their level of organizational capacity against four stages of maturity (basic, developing, advanced, and leading) and assign a score to quantify their current stage of maturity. The assessment parameters in the tool reflect the capacity areas most relevant to the client's performance targets, presenting the full spectrum of maturity both informs and inspires clients to work towards leading benchmarks. For each parameter, the tool contains validation criteria to help clients objectively verify their analysis, and space for them to capture the justification for their score. Clients identify and document gaps they must address in order to move to the next stage of maturity and meet performance targets. The gaps inform the design of the capacity development solutions and workplan. Using the Maturity Model, clients can easily identify action steps to progress from their current state to the next stage of maturity.

Evidence and a clear causal pathway links capacity change to performance improvement

Our approach to performance management helps tie performance to capacity. If the client has clear performance targets, then it can use the current state analysis to identify the gap between current performance and desired performance as well as the root causes of those gaps. If the capacity development solutions are specifically designed to address the root causes, then capacity should improve. If the current state analysis and root cause analysis are accurate, then improvements in capacity should lead to improvements in performance. Monitoring and evaluation measures both capacity and performance to determine the effectiveness of the capacity building plan in improving performance.



Results demonstrate increases capacity and improved performance

Afghanistan Health Economics and Health Financing Directorate USAID-funded HS 20/20 Project

- Increased demand for services.
- Improved organizational systems and processes.
- Fewer staff vacancies and updated terms of reference for staff.

Kenya Medical Supplies Agency, USAID-funded KEMSA Support Project

- Truck availability improved from a baseline of 59% to 97.9%.
- Hospital shipment transit time improved 41% from the baseline.
- Hospital on time deliveries improved 13% from the baseline.

Nigerian NGOs, USAID-funded Enhancing Nigerian Capacity for AIDS Prevention Project

- New revenue sources identified and new funding secured.
- Increased number of proposal submitted, including joint proposals.
- Increased participation in national and state policy, planning, and resource allocation decisions.