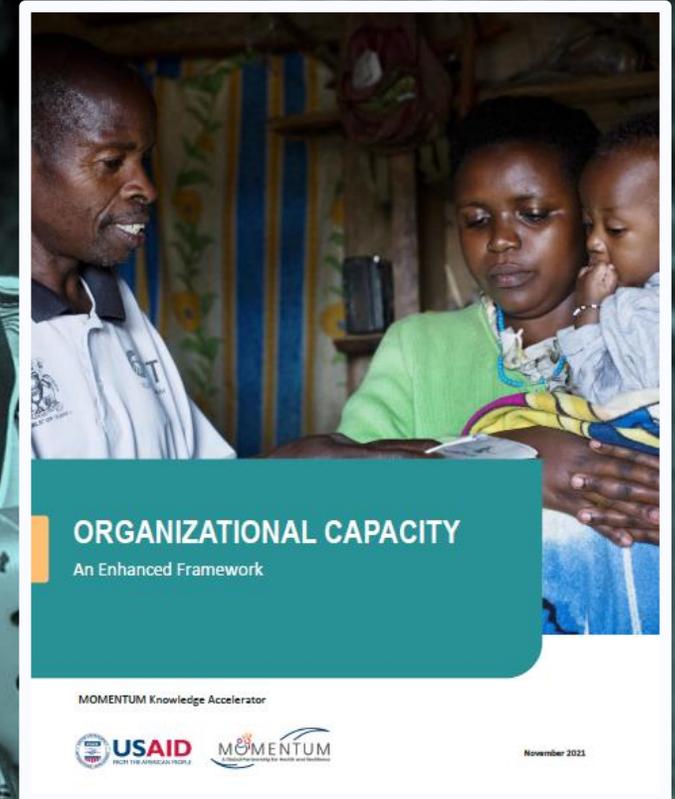


Enhanced Organizational Capacity Framework

MCLD Monthly Meeting Presentation

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Why Was MOMENTUM Looking for a New Framework?

Most Capacity Measurement Tools have Limitations ...

- Often overly **directive** and **lengthy processes**
- Often rely on self-assessment with **little use of evidence**
- Tend to focus on **latent capacity** rather than **performance**
- Are ill-suited for **complex environments**
- Shed little light on **resilience** (*absorptive, adaptive, transformative capacity*)
- Seldom look for **underlying causes of capacity and performance gains**

Engaged
Meg Kinghorn &
Beryl Levinger
for a 2-phase
assignment

Capacity for What?? ... And how the answer has changed

Term	Capacity for What?	Paradigm / Metaphor
Capacity Building	<i>Sustainability of development results</i>	<u>Engineering</u> → Tools, frameworks, measurement
Capacity Development	<i>Sustainability of donor program implementers</i>	<u>Human development</u> → Stages of development, nascent, emerging, mature, certification
Capacity Strengthening	<i>Sustainability of actors to influence their local system</i>	<u>Systems</u> → Systemic solutions, intersectoral partnerships, localization, ownership

Capacity Assessment Frameworks

Common Tools:

- Organizational Capacity Assessments (OCA)
- Organizational Performance Index (OPI)

The Functional / “OD” framework

- Governance and Leadership
- Management Systems and Practices
- Human Resources
- Financial Resources
- Program Results
- Networking and External Relations
- Constituency Empowerment
- Organizational Learning

Many donors focus only on capacities (the standard package of organizational procedures and structures modeled on the western firm – board governance rules, administrative systems, human resource manuals, strategic plans, M&E, etc.) *yet there is no firm evidence that these are the crucial variables of success in development.*

- Thomas Dichter, 2014

5 Core Capacities for Organizational Resilience & Sustainability



Foster Self-Determination

- Ownership, commitment, confidence, motivation, leadership, and self-direction that catalyzes the other capacities

Produce Sustainable Results

- To add value for stakeholders who sustain that value over time

Align Systems for Agility

- To balance flexibility and control to achieve a purpose and cope with cycles of stability, growth, and change

Learn and Adapt

- To innovate and modify activities and proactively anticipate change

Attract and Sustain Support

- To establish and manage connections, alliances, and/or partnerships to enhance reach, impact, and stakeholder legitimacy

Cross-cutting : Resilience

- To respond to changes in the external environment - diversity, redundancy, connectivity, experimentation, and participation

Capacity: **Fosters Self-Determination**

Ownership, commitment, confidence, motivation, leadership, and self-direction that catalyzes the other capacities

- ✓ Regularly *communicating* to internal and external stakeholders a *transformative vision* of society.
- ✓ Regularly reflecting on how *organizational values* and practices promote equity and social inclusion.
- ✓ Taking steps to promote *shared leadership*.
- ✓ Taking deliberate action to identify *organizational strengths and growth areas*.
- ✓ Taking initiative to *address emerging social needs* in accordance with its stated goals and values (*not reliant on the direction of government or donors*).

Capacity: Produce Development Results

***To add value for stakeholders
who sustain that value over
time***

- ✓ Regularly assessing for *achievement of intended results*.
- ✓ Regularly monitoring for adherence to established relevant *quality standards*.
- ✓ Incorporating service delivery activities that promote *constituent empowerment and self-reliance*.
- ✓ Working with communities to *jointly identify needs* and *co-design solutions* to local problems.
- ✓ Taking action to *influence* structures, systems, policies, and processes within the *environment* that are linked to quality services.

Capacity: Align Systems for Agility

To balance flexibility and control to achieve a purpose and cope with cycles of stability, growth, and change

- ✓ Taking steps to strengthen *cross-functional teams* to enhance teamwork and mitigate personnel and skills gaps.
- ✓ Building a team that includes *members of the community* the organization serves.
- ✓ Regularly monitoring financial needs and expenditures to *shift resources where needed* (as allowed) and *accurately account* for use of funds to stakeholders.
- ✓ Building *financial autonomy* through a combination of donor and unrestricted income.
- ✓ Maintaining *reserve fund* to continue operations for four months, mitigating financial disruptions.

Capacity: Learn and Adapt

To innovate and modify activities and proactively anticipate change

- ✓ Regularly soliciting, collaboratively considering and incorporating *team and stakeholder feedback* that can be used to increase the relevance, quality, and sustained impact of its work.
- ✓ *Testing innovations* through small-scale experiments.
- ✓ Regularly *scanning* the relevant “landscapes” to align with or address important *trends* that have a bearing on the organization’s work
- ✓ Routinely engaging the team in analyzing and interpreting information to identify *causes and effects of program successes and failures*
- ✓ Systematically applying *data analysis and interpretation* by documenting, sharing, and applying knowledge, skills, and lessons learned

Capacity: Attract and Sustain Support

To establish and manage connections, alliances, and/or partnerships to enhance reach, impact, and stakeholder legitimacy

- ✓ Demonstrating *accountability* by sharing detailed information with stakeholders about achievements and challenges.
- ✓ Routinely creating opportunities for *stakeholders to contribute meaningfully* to the organization's mission, direction, and activities.
- ✓ Maintaining regular *dialogues with peer organizations* to share information, insights and resources (intellectual, social, material, or financial).
- ✓ Building mutually beneficial *alliances with key cross-sectoral actors* (e.g., private sector, government, civil society, donors, and sectorally-focused orgs).
- ✓ Periodically assessing and refining its role and contribution to its *multi-stakeholder network*.

Next Steps and Questions for Discussion

Next Steps: Develop a tool for the framework that is evidence-based, systems-orientated and complexity-aware

? *What value does this framework add to your work? How can you use it?*

? *What would a useful tool look like that would monitor your capacity performance (not dictate your structures)?*

Thank you!

