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

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

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

Common Tools:
- Organizational Capacity Assessments (OCA)
- Organizational Performance Index (OPI)
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.
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!