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# Next Steps for the Capacity Building Community

Pact HIV/AIDS Capacity Building Summit  
November 18, 2009



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## Our interest and responsibility

USAID contract to work with the capacity building community to:

1. Promote best practices in capacity building
2. Support service providers, implementing partners, and networks
3. Provide assistance to field missions and bureaus



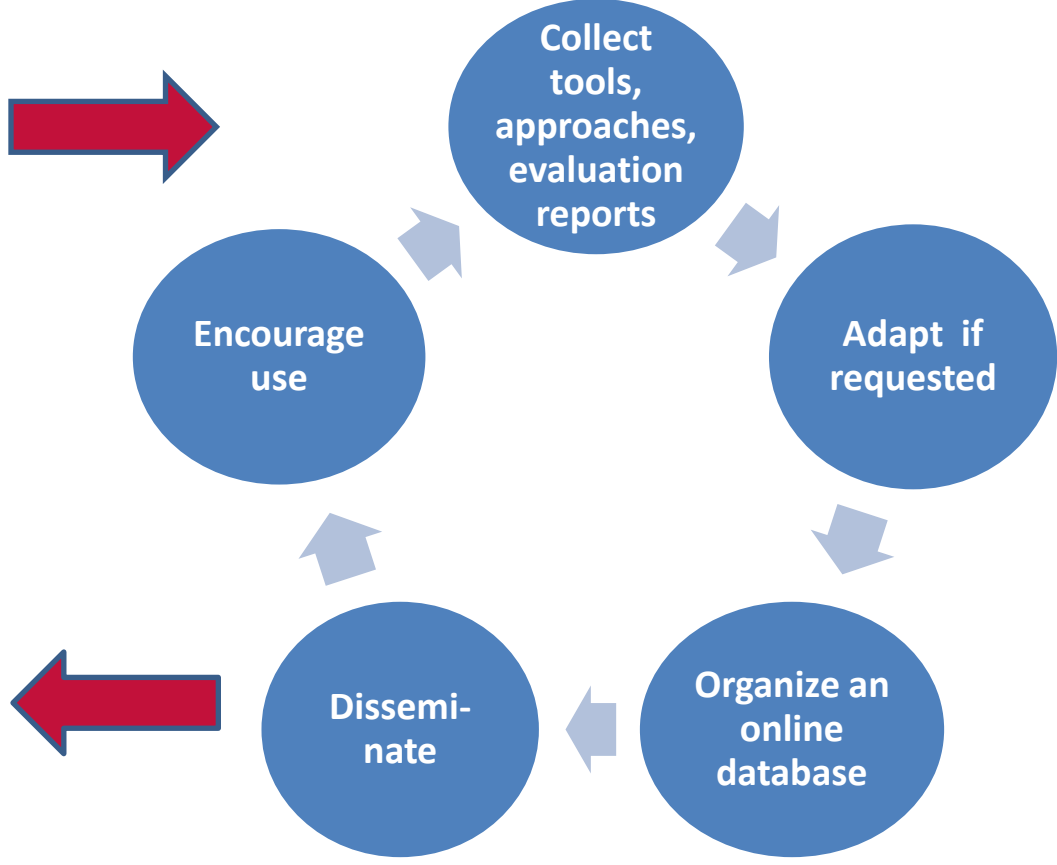
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# Supporting capacity building

Consensus process, capacity building framework, and capacity building knowledge exchange network





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## Working definition of capacity building

Capacity building is a long term process that improves the ability of a person/individual, group, organization, or eco-system to create positive change and perform better to improve public health results.



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## Working understanding of consensus

...a transparent and collaborative negotiating process to come to a agreement, leads to quality decisions by:

- Requiring understanding, support, and commitment of the goal
- Guaranteeing access to full information
- Facilitating participation from varied perspectives
- Ensuring a diversity of opinion
- Promoting transparency, which increases trust, and in turn, increases ownership



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## Benefits of consensus on capacity building

Turn to your neighbor and give one answer to each of the following questions:

- What are the benefits of consensus on capacity building?
- What are the consequences of not having consensus on capacity building?

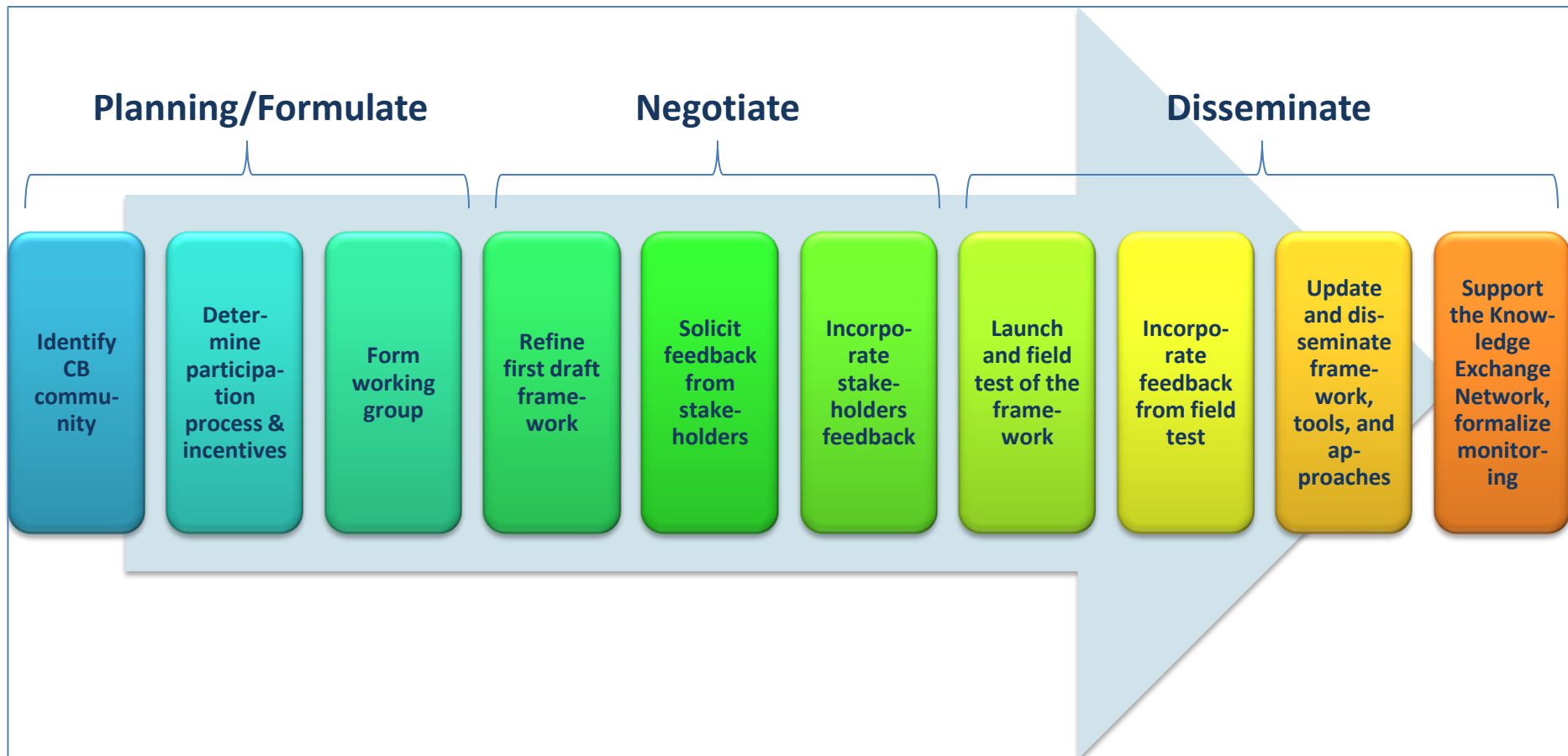


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# Process for consensus on capacity building





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## Why a capacity building framework?

- Commitment to ensure that capacity building approaches, tools, standards, and indicators are available to organizations worldwide
- Need a structure that organizes capacity building information along commonly agreed-to criteria
- Clarity on structure and contents contributes to clarity on capacity building
- Capacity building is the link that can move an organization's practices closer to agreed-to standards

# DRAFT capacity building framework

## GOAL

**Greater health impact**

## OBJECTIVES

**Stronger organizations and institutions.  
Leaders, managers and staff who achieve results**

## PROCESS

**Capacity building and intuitional strengthening**

## CORE ORGANIZATIONAL ELEMENTS

**Vision and Strategy**

**Structures and Systems**

**Organizational Governance**

**Human Resources**

**Leadership**

**Management**



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## Components of the framework

**Core Organizational Element:** a means to organize and understand aspects of an institution in order to improve its function.



**Essential Organizational Practice:** most important components of each organizational element, defining what should exist in a healthy institution.



**Standards:** description of the desired state within each essential organizational practice.



**Indicators:** metrics used to measure an organization's progress in meeting the standards for each essential organizational practice.

# Human Resources

**Documenting and institutionalizing HRM policies**

HRM policies and practices are documented, distributed and adhered to throughout the organization; there is an HR unit that oversees the implementation of HR policies and practices

**Establishing an incentives based performance system for HRM**

The organization has performance monitoring policy that includes staff incentives, such as bonuses, promotions, or opportunities for continuing capacity building and formal training



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## Feedback on the framework

Discuss assigned element and practices, note on handout:

### **Core Organizational Elements**

- Do these capture the most important aspects of an organization?
- If not, what deletions or additions would you make?

### **Essential Organizational Practices**

- Do these capture the most important aspects of each organizational element?
- If not, what deletions or additions would you make?



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## Capacity building knowledge exchange network

Using the back of the interest form, please give us your ideas on a capacity building network, or community:

- What would you like to gain from such a network?
- What would you like to contribute?
- Who should be a member?
- How will we, the members, know if the network or community is successful?



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Thank you

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