System-based approach to Community Led Development (CLD)

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Pact since 1971, in nearly 40 countries, about 5,000 employees globally - striving for a world where everyone owns their future and all people are heard, capable and vibrant

Where we work?

What we do?

**Integrated Development** : Health; Livelihoods and Economic Opportunities; Capacity Development; Governance; Business and Markets; Orphans and Vulnerable Children; Natural Resource Management
Global trends driving increased focus on CD

1. Zeal for direct granting to indigenous organizations
2. Decentralization
3. Recognition of the efficacy of localized solutions
4. Closing space for civil society worldwide
5. Global expectations for measurable, at scale outcomes.
6. Private Sector engagement for development

All of these trends have multifaceted capacity development implications.
Capacity Development at Pact

- Is a continuous process, an approach, and an outcome (not isolated events)
- Must be stated and intentional
- Is MUCH more than knowledge transfer: it’s co-creation, co-implementation
- Should creatively use technology
- Recognizes complex adaptive systems
- Is necessary for sustainability

Capacity Development Pillars

CAPACITY DEVELOPMENT PRINCIPLES
Learning, Quality, Customization, Partnership

Capacity Development Framework

WHO
- Individuals
- Organizations
- Networks
- Systems

WHAT
- Technical
- Organizational
- Adaptive
- Influencial

HOW
- Consultancy Services
- Trainings
- Mentoring & Coaching
- Knowledge Management
- Peer Exchange
OPI Endorsed by USAID in 2015

Organizational Performance Index Measurement Tool

Organization(s): Pact
Date Published: January 1, 2015
Contribution: USAID Contribution

The Local Solutions team is happy to endorse the Organizational Performance Index (OPI) tool as an appropriate indicator for tracking organizational capacity development. The OPI was developed by Pact but is freely available for public use through a Creative Commons license provided credit is given. OPI as an index indicator is fully consistent with the latest USAID Recommendations on Capacity Development Measurement.
Thinking Systems-based approach
We Understand that:

• Communities are complex adaptive systems made up of numerous sub-parts

• These parts are connected, driven by some purpose, follow certain rules, and interact with each other and with their surrounding environment.

Source: USAID
The Capacity 2.0 Approach

The Capacity 2.0 systems approach focuses on the “Big Picture”:
- Examining how each organization fits into the country systems
- Organizational culture and character are as critical as skills and competencies
- A “best fit” localized approach is as important as training on standardized “best practice” procedures

Capacity 2.0 suggests that performance improvements are best achieved via:
- Building relationships and communications between organizations
- Building social capital with stakeholders
- Focusing on connections and continuous adaptation

Capacity 2.0 emphasizes:
- Strengthening partners through building their connections and their understanding of country systems
- Helping partners learn from their engagements, adapt to the system as it changes, and sustain themselves from local resources
- Measuring performance, instead of organizational characteristics

The essence of Capacity 2.0 is strengthening partners to be better at relating, learning, and sustaining

Source: USAID
We believe that…

Capacity development interventions

Change in Org. internal systems and processes

Improved performance

Improved service delivery

Improved “local system” performance

Improved outcomes

Sustainable Impact

Every interaction is an opportunity. We use tools & processes that focus on:

• Systems thinking
• Co-creation
• Adaptive management
• Sustainability

System based interventions

Change in capacities of the system that enables access
Levels of capacity: selected theories, approaches, and tools to affect them

Capacity 2.0 framework
- Systems thinking / Complexity theory and tools
- Collective Impact Approach
  - Many tools, extensive evidence base
  - Co-creation
  - Adaptive management
  - Convening / facilitation
  - Inclusion
  - Engagement / relationship building

Sustainable Development Results
“In Capacity 2.0, we…

1. Examine how an organization fits in with other elements that create the greater local system

2. Co-select partners based on this broad analysis of the system and how helping the partner perform better will matter

3. Act as mentors and coaches to help partners understand how best to achieve their desired performance.

4. Promote the importance of connections, communication, social capital, and “best fit” approaches
“What we do in Capacity 2.0… (continued)

5. Enable partners to determine the desired performance and the best path to achieve it within their organizational context

6. Focus on recipient learning, adaptation and self-renewal

7. Measure performance instead of assessing capacity - We measure what the organization is actually accomplishing instead of its potential for action.”
What is Collective Impact?

An “operating system for social and systems change.”

What it offers, as presented by Stanford University Center for Social Innovation…
## Isolated Impact vs. Collective Impact

<table>
<thead>
<tr>
<th>Isolated Impact</th>
<th>Collective Impact</th>
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<tr>
<td>◆ Funders select individual grantees that offer the most promising solutions.</td>
<td>◆ Funders and implementers understand that social problems, and their solutions,</td>
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<td>◆ Nonprofits work separately and compete to produce the greatest independent</td>
<td>arise from the interaction of many organizations within a larger system.</td>
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<td>impact.</td>
<td>◆ Progress depends on working toward the same goal and measuring the same things.</td>
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<tr>
<td>◆ Evaluation attempts to isolate a particular organization’s impact.</td>
<td>◆ Large scale impact depends on increasing cross-sector alignment and learning</td>
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<td>◆ Large scale change is assumed to depend on scaling a single organization.</td>
<td>among many organizations.</td>
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<tr>
<td>◆ Corporate and government sectors are often disconnected from the efforts of</td>
<td>◆ Corporate and government sectors are essential partners.</td>
</tr>
<tr>
<td>foundations and nonprofits.</td>
<td>◆ Organizations actively coordinate their action and share lessons learned.</td>
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Five elements of Collective Impact

1. **Common agenda/shared understanding**—All partners have a shared vision for progress that includes a common understanding of the problem and a joint approach to solving the problem through agreed upon actions.

2. **Mutually reinforcing/highest leverage activities**—Anchor infrastructure (aka backbone infrastructure) — Engagement of a diverse set of stakeholders (including beneficiaries) typically across sectors, coordinating a set of differentiated activities through a mutually reinforcing plan of action.

3. **Shared measurement, learning, and adaptation**—Agreement on the ways success will be measured and reported by all partner organizations.

4. **Continuous engagement**—Communications over a long period of time among key players within and across organizations, to build trust and inform learning and adaptation of strategy.

5. **Backbone Organization**—Ongoing support provided by a chosen partner, within the cohort, to move the group’s initiatives forward.
Six Conditions of Systems Change

- Policies
- Practices
- Resource Flows
- Relationships & Connections
- Power Dynamics
- Mental Models

Source: Kania, Water of Systems Change
Some other systems-informed Capacity Development ideas and tools

- Netmapping
- Co-creation
- Adaptive management
- Lean experimentation
- Systems-level capacity development
Food for Thought

• With a shift to measurement at the system and network level, how do we measure impact and sustainability?
• Stakeholder buy-in is often in the implementation of systems-based approaches, what successful models have been used to address this challenge?
• What else can we measure that gets at system level change?
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