



USAID
ÈD PÈP AMERIKEN

HAÏTI

PROMARK

SUCCESS STORY

An Innovative Approach and Strong Progress on Local Capacity Development



PSI-Haiti Finance and Programs staff doing hands-on learning in budgeting and variance analysis

The objective - evolve the local non-governmental organization, PSI-Haiti, to “meet all the USAID criteria of a local organization, and in particular [to] be even more fully led and governed by Haitian nationals; be more widely perceived by the community as a “true” local NGO; and most importantly be capable of securing direct funding for and then managing a sustainable and successful social marketing program.”

Greater local ownership brings clear benefits. Development is deeper, more lasting and more impactful. USAID has made greater local ownership a key component of the USAID Forward strategy. And for years, PSI has been applying a hybrid model to its 69 country operations around the world to build greater degrees of autonomy and local ownership -- while maintaining an effective global network so that each country operation continues to have access to PSI's expertise in strategic planning, financial management, donor relations, fundraising, research and metrics rigor, buying power, training and technical support, and sharing of innovative best practices from around the globe.

Agreement on the benefits of local capacity development has proven easier than executing it in an effective and sustainable way. PSI-Haiti listened carefully to the Mission's observations about local capacity development, and accepted the challenge to explore a new approach to achieve the benefits of sustainability and funding diversification, while addressing past shortfalls such as:

- Spreading too thin – trying to build capacity of too many organizations at once
- Measuring process rather than results -- defining success through number of training days, rather than the ability of an organization to carry out required tasks
- Piling on – repeated trainings for the same local organizations, without clear results such as graduating to direct funding status.

To address these, PSI-Haiti and the Mission developed an innovative approach based on three key strategies:

1. Concentration – focus on the local NGO Programme de Sante et Information (PSI-Haiti) and its tight network of social marketing partners
2. Targeting – on successful implementation by PSI-Haiti of the activities required to sustain its programs and secure direct local funding
3. Unlocking Existing Potential – tap the expertise and experience of PSI-Haiti senior local managers and limit the use of international staff to building capacity in key areas.

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LOCAL ORGANIZATION PRE-AWARD SURVEY

High Level Approach

There are two key components to this work. First, ensure that Programme de Sante et Information (PSI-Haiti) meets USAID requirements to be considered a local organization. PSI-Haiti was set up as a local nongovernmental organization in 1995 and is now increasing the responsibilities of Haitian executive management, updating its bylaws, and strengthening Haitian representation on its governing Executive Council, in order to fully meet requirements.

Second, PSI-Haiti is ensuring that Haitian staff has the technical competency to manage grants at international donor standards and to sustain a robust social marketing operation. Here, we are taking a very simple and structured approach:

1. establish a baseline to determine gaps;
2. design and implement a targeted capacity building plan to close the gaps;
3. measure outcome capabilities to prove success.

PSI-Haiti is using the USAID Local Organization Pre-Award Survey (LOPAS) as its framework. This detailed and challenging set of 22 metrics covers:

- Accounting/Financial Systems
- Procurement Systems
- Human Resource Systems
- Program Performance Management
- Organizational Sustainability.

Although its strategic approach calls for concentrating capacity building on PSI-Haiti staff, we are also implementing certain capacity building activities with our PROMARK subrecipient LNGO POZ, as well as with 137 wholesalers – key partners in our social marketing network.

Baseline, Progress to Date, Next Steps

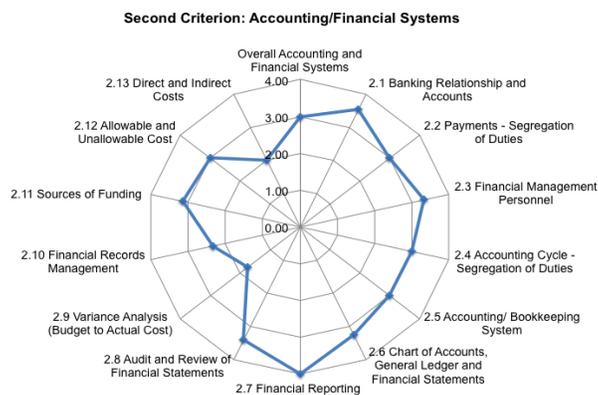
To establish a baseline and identify key gaps, PSI-Haiti developed a special LOPAS Scorecard Tool to standardize an approach that is both replicable and rigid (to minimize subjectivity of the assessor). The tool also provides clear Capacity Maps that highlight strengths as well as areas for improvement (see example on Finance).

PSI-Haiti invited an experienced public health professional to participate in an assessment kickoff meeting with USAID, before conducting an intensive week of interviews and document reviews to determine exactly where PSI-Haiti stood on each of the key capabilities.

Our LNGO achieved a rating of either “Strong” or “Adequate” in a number of key domains such as Control Environment, Financial Reporting, Audit, Segregation of Duties, Procurement and Sub-Awards, Payroll System, and Absorptive Capacity.

The baseline assessment also identified areas of improvement, allowing us to focus capacity building efforts on the following competencies:

- Variance Analysis
- Direct and Indirect Costs



Example of Capacity Map from PSI-Haiti's LOPAS Scorecard Tool



PSI-Haiti Program's staff doing hands-on learning in developing budgets for new proposals

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- Cash Flow Management
- Labor Activity System
- Procurement (Supply Chain element)
- HR Policies and Procedures
- Project Management Capacity.

PSI-Haiti has already implemented numerous specific measures to address these gaps, as part of a formal Capacity Gap Closure Plan. Examples include:

- USAID and USG partner LMS provided supply chain training, allowing us to kick start our process re-engineering in this key domain.
- We developed and conducted a full week of hands-on workshops for finance and program staff to build capacity in budgeting, variance analysis, direct and indirect costs, cash flow management, and other key finance activities.
- We redesigned HR procedures, and engaged a specialized local consultant to support finalization of work in this area.

PSI HAITI – PLAN DE PERFORMANCE ET D'APPRENTISSAGE DE L'EMPLOYÉ(E)

| | |
|--|--------------------|
| NOM DE L'EMPLOYÉ(E) | TITRE |
| | |
| NOM DU SUPERVISEUR | TITRE |
| | |
| NOM DU SUPERVISEUR (indirect) | TITRE |
| | |
| PERIODE DE PERFORMANCE ACTUELLE | DEPARTEMENT |
| DE: | |
| AU: | |

1. OBJECTIFS DE PERFORMANCE – “Que voulez-vous réaliser?” – 75% Pondération

Identifier 3 à 6 objectifs à accomplir pendant les 12 prochains mois par ordre de priorité. Les objectifs doivent refléter la stratégie de l'organisation et focaliser sur les défis importants ou les opportunités. Prière de lier un objectif figurant dans le plan de performance à un objectif listé dans les sections de tableau de bord équilibré, clientèle et intervenant, Finance, processus de travail, capital humain et notez le dans la section “objectif” ci-dessous. Définir des objectifs SMART : Spécifique, Mesurable, Atteignable, Réaliste, Temporel (limités dans le temps). Discuter les progrès des objectifs à la mi-période et en fin de période avec votre superviseur.

| OBJECTIFS | MI-PERIODE Insérer statut (complété, non complété) avec preuve à l'appui ou raison pour amender objectif. | FIN DE PERIODE Insérer statut (complété, non complété) avec preuve à l'appui |
|---|---|--|
| 1. Objectif 1.1. 31 Mars 1.2. 30 Juin | | |

Extract of one part of redesigned HR Procedures

PSI-Haiti appreciates the partnership of USAID in implementing this targeted, results-based approach to developing greater local capacity, driving the USAID Forward strategy in Haiti. We are confident that we will meet our goals and objectives by the April 2014 deadline. We also see this as an approach that can be expanded in the future:

- Further building the capacity of PSI-Haiti, focusing on more ambitious and complex domains which go beyond LOPAS.
- Using our experience with LOPAS to bring in more partner LNGOs, establishing their baseline and gaps using the new Scorecard Tool, then developing and implementing formal gap closure plans which will make them stronger local partners in the PSI Haiti social marketing network.