



Assessing the Sustainability of Health NGOs: The ProCapacity Index™

The SHOPS project helps strengthen clinically-based health nongovernmental organizations (NGOs) by assessing their sustainability with the ProCapacity Index™ for health clinics.

As donor resources shift and priorities change, sustainability has become an important issue for NGOs providing health care services and products to underserved populations. These organizations, as well as program implementers, need technical assistance as well as flexible tools to identify and implement strategies for long-term viability.

SHOPS Technical Approach

The SHOPS team views sustainability as a process, not an end. With this in mind, it developed an NGO sustainability index for clinically-based health NGOs called the ProCapacity Index.™ ProCap uses a balanced scorecard approach that assesses clinics against 28 qualitative and quantitative indicators across three areas of sustainability: financial strength, programmatic performance, and organizational development. The NGO receives an overall sustainability score out of 100 points, as well as a score for each area and indicator.

Five Levels of NGO Sustainability

A composite score places organizations at one of the following five levels:

- Model
- Strong
- Sustainable
- Developing
- Fragile

The scores in each area and the individual indicator results provide valuable guidance to the organization on its relative strengths and areas for improvement. Indexed NGOs receive a dashboard of results and a narrative report which includes recommendations on where to invest resources to become more sustainable. The results can inform management decisions for the NGO and programmatic decisions for supporting donors. Additionally, industry benchmarks generated from the assessments demonstrate how an NGO's performance compares with its peers.



PAHO/WHO

The ProCapacity Index™ helps strengthen clinically-based health NGOs by assessing their sustainability.

The ProCapacity Index™

ProCap is the first of its kind to allow NGOs and donors to compare the sustainability of multiple organizations. Indexed NGOs are evaluated on their financial strength, programmatic performance, and organizational development, and receive recommendations on ways to improve sustainability.

After initial field testing in Peru and Ghana, SHOPS is implementing ProCap in Malawi. Planned Parenthood is implementing the tool in Ecuador, Kenya, and Nigeria. This will help NGOs gain a better understanding of their financial vulnerabilities, service delivery, and trends, as well as the strength of their management systems.

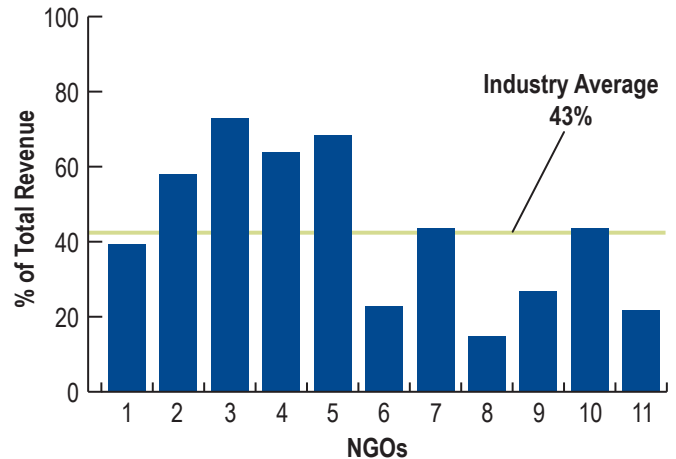
Assessment of the Christian Health Association of Malawi

In 2012, the SHOPS team in Malawi applied ProCap to eight Christian Health Association of Malawi (CHAM) hospitals. SHOPS designed an institutional strengthening program based on ProCap results, which included the following objectives:

- Place MBAs Without Borders advisors to assist selected facilities with fundraising and grant writing, financial analysis, and enterprise development. The advisors will develop strategies and recommendations at the facilities and work with the CHAM Secretariat to disseminate and replicate these strategies at other facilities.
- Assess clinical efficiency and facility operations by experts in lean management and hospital operations; conduct hands-on training in lean management and process improvement.
- Provide training sessions, individual coaching, and technical assistance in strategic planning and board governance.

For more information, contact info@shopsproject.org.

ProCap Indicator: Services Revenue Percentage



The services revenue percentage indicates how much of an NGO's total revenue is generated by the services it provides. This graph shows a ranking of 11 NGOs.

- Conduct classroom training sessions in business planning and financial management for staff.

USAID/Malawi observed that the ProCap results have allowed the SHOPS project to go beyond anecdotes to design interventions based on data that target areas of strategic significance within the selected facilities.

The Strengthening Health Outcomes through the Private Sector (SHOPS) project is a five-year cooperative agreement (No. GPO-A-00-09-00007-00) funded by the U.S. Agency for International Development (USAID). The project focuses on increasing availability, improving quality, and expanding coverage of essential health products and services in family planning and reproductive health, maternal and child health, HIV/AIDS, and other health areas through the private sector. To access the capabilities of SHOPS, USAID missions and bureaus can buy into the leader agreement or issue their own associate awards. SHOPS is led by Abt Associates Inc., in collaboration with Banyan Global, Jhpiego, Marie Stopes International, Monitor Group, and O'Hanlon Health Consulting. The views expressed in this material do not necessarily reflect the views of USAID or the United States government.

For more information about the SHOPS project, visit: www.shopsproject.org



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