

NGO Systems Strengthening

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Abt Associates leads the project in collaboration with
Banyan Global
Jhpiego
Marie Stopes International
Monitor Group
O'Hanlon Health Consulting

Agenda

Background Information

The ProCapacity Index™

Target Units

Findings and Actions Taken

Further Opportunities for Technical Assistance

Background Information

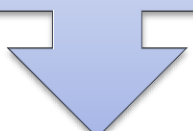
CHAM Units provide about 37% of Malawi's healthcare and therefore its challenges affect millions of Malawians, mostly those in rural areas

Private Sector Assessment revealed sustainability challenges in CHAM Units

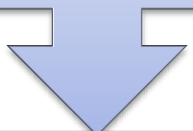


Measuring Capacity

To build the capacity of individual CHAM units, we need to **first assess their current position** with respect to short, medium and long term sustainability



Capacity assessment tools exist, but are primarily self assessment with **no benchmarking** against peer organizations, or over time



SHOPS Project has developed a tool that objectively assesses the sustainability of clinical organization

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- A capacity assessment tool that measures 27 indicators across 3 pillars:
 - Financial Strength
 - Programmatic Performance
 - Organizational Development
- Provides strategic insights to indexed organizations to support sustainability and growth
- Supports donor decision making
- Allows comparison between peer organizations, and tracks progress over time

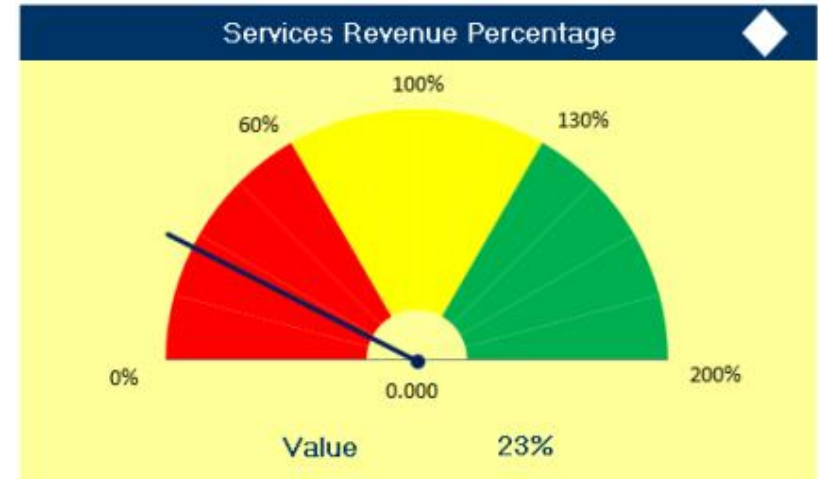


The ProCapacity Index™: Results

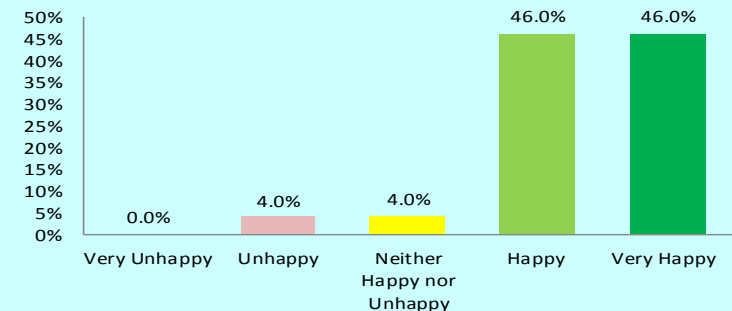
A composite organizational score driven by scores from the 3 pillars falls in any of the following categories:

- 95-100 Model
- 85-94 Strong
- 75-84 Stable
- 55-74 Developing
- <54 Fragile

Sample Outputs



Question A: Overall, how happy are you with the quality of service you received today?



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Target Units

- 9 CHAM Units
- Fair representation across churches
- Urban and rural location of units



Facilities Indexed

No.	Name of Facility	Ownership
1	Likuni Mission Hospital	Catholic Archdiocese of Lilongwe
2	St. Anne's Mission Hospital	Anglican Diocese of Lake Malawi
3	St. John's Mission Hospital	Mzuzu Catholic Diocese
4	St. Martin's Mission Hospital*	Anglican Diocese of Upper Shire
5	Holy Family Mission Hospital	Catholic Archdiocese of Blantyre
6	Trinity Mission Hospital	Chikwawa Catholic Diocese
7	Nkhoma Mission Hospital	Nkhoma CCAP Synod
8	Madisi Mission Hospital	Catholic Archdiocese of Lilongwe
9	St. Luke's Mission Hospital	Anglican Diocese of Upper Shire

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Target Units

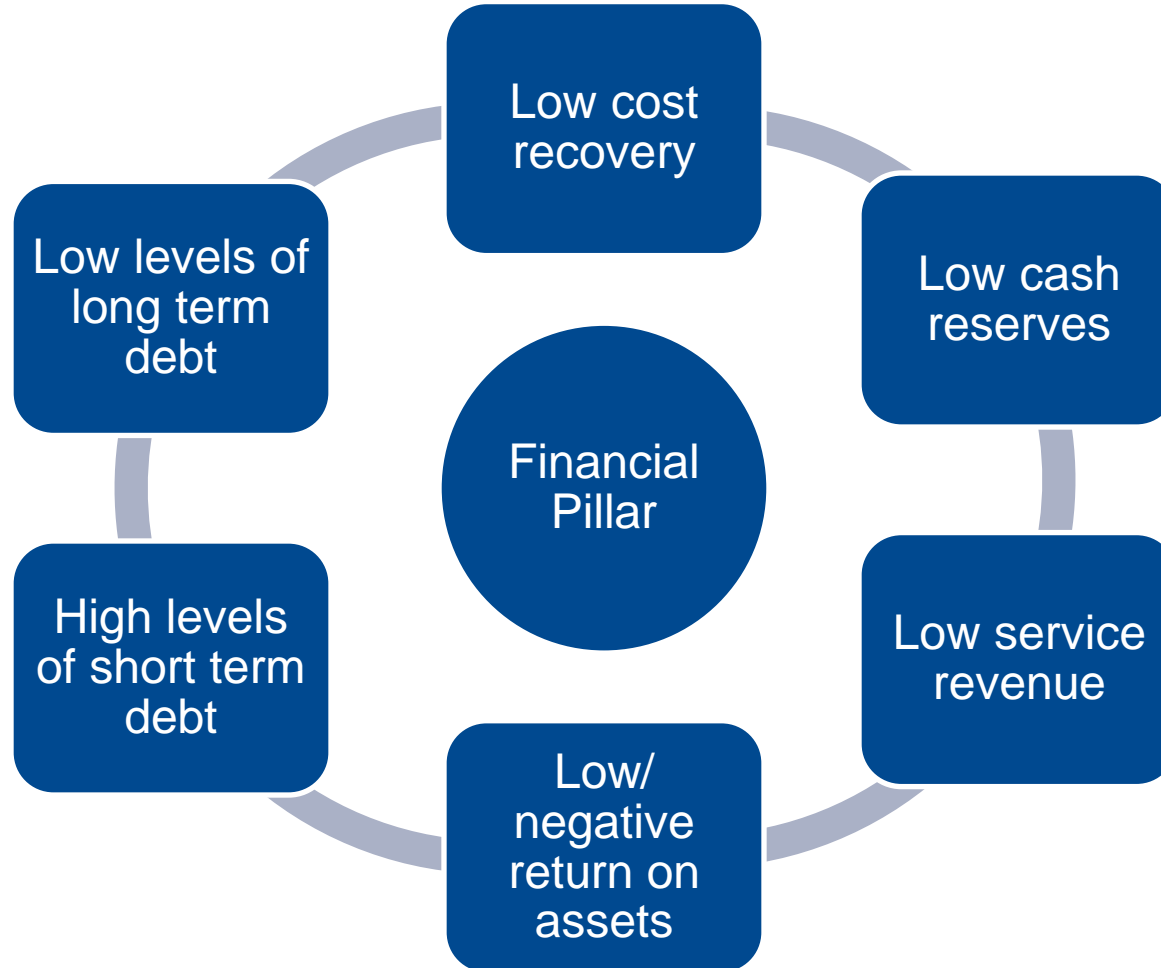
Findings and Actions Taken

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Index Summary Results

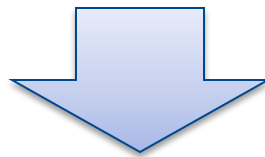
- CHAM hospitals in general scored best in Programmatic Performance pillar
 - Average score of 56
- Facilities saw both highs and lows in Organizational Development pillar
 - Average score of 46
- Most facilities faced significant challenges in the Financial Strength pillar
 - Average score of 35
- Overall 88% of the indexed units were classified as “fragile”

Key Weaknesses on the Financial Strength Pillar



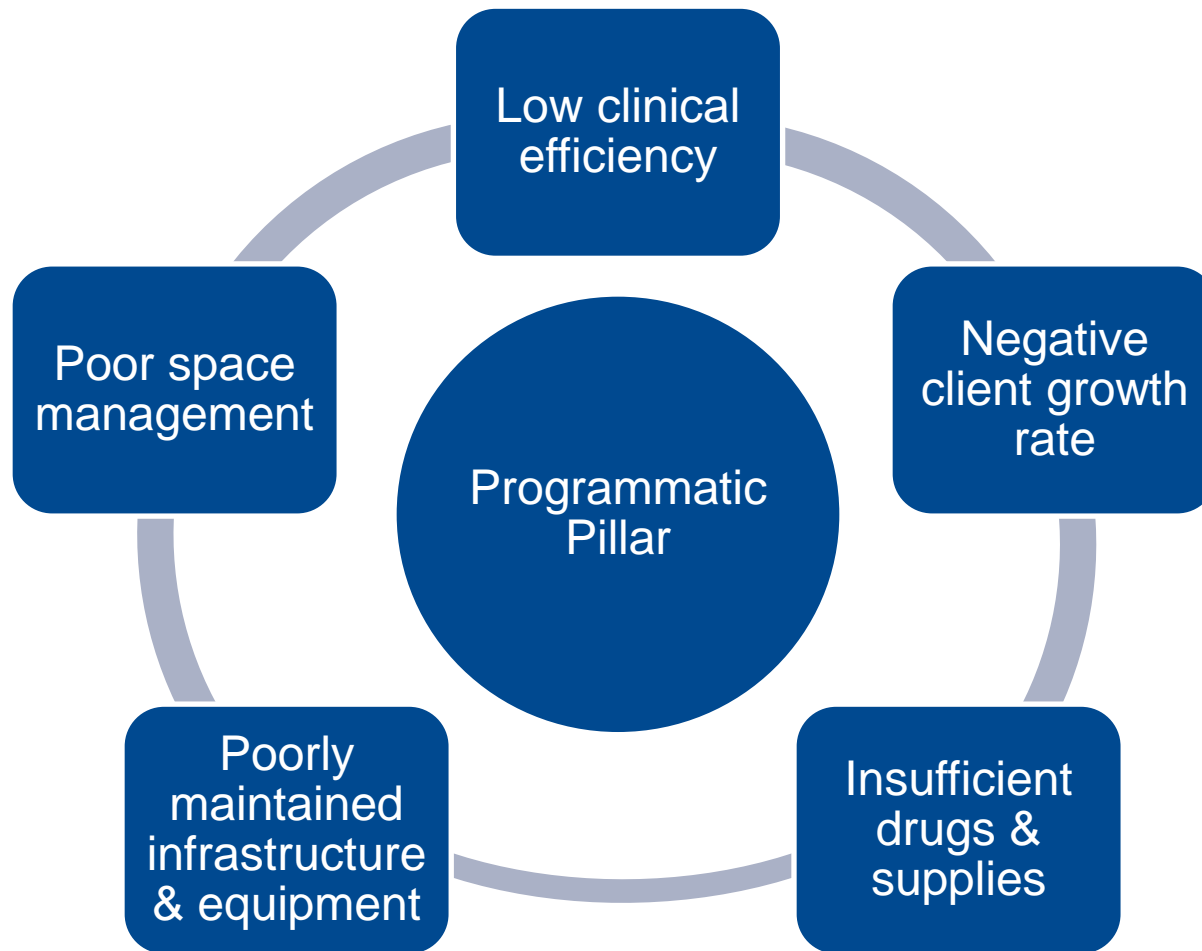
Overcoming Financial Weakness – Actions Taken

1. Built capacity in financial management & analysis
2. Supported exchange visits for learning on fees collection
3. Built capacity in enterprise development/ income generating activities
4. Provided grant writing and donor management training



Increased capacity in financial management

Key Weaknesses of the Programmatic Performance Pillar



Improving Programmatic Performance– Actions Taken

1. Trained 12 people in lean process improvement – an approach of “doing more with less”
2. Improved space utilization
3. Reviewed staff allocation
4. Conducted Voice of the Customer exercise to capture feedback from patients and families



Better resource allocation, quicker services,
happier clients

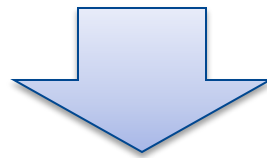
Improved quality of care

Key Weaknesses of the Organizational Development Pillar



Improving Organizational Development Performance— Actions Taken

1. Held governance and strategic planning workshop
2. Supported developing/ reviewing strategic plans
3. Conducted governance analysis of select facilities



Increased motivation and direction towards sustainability and improved accountability

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Opportunities for further capacity building

Financial Strength

- Scale up donor management training and establish grants and proposal development unit in the Secretariat
- Support IGAs by establishing a working group to develop strategy on asset use and develop a reference guide (handbook on IGAs)

Programmatic Performance

- Scale-up lean management intervention including measuring programmatic performance to track improvements
- Re-establish physical asset management officer position
- Consider setting up a central drug store for economy of scale

Organizational Development

- Review the establishment and consider incentives that promote clinical efficiency and rational distribution of staff
- Build capacity in three areas: (1) management and leadership; (2) board development; and (3) strategic planning
- Update and standardize administrative and financial operating procedures



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Strengthening Health Outcomes
through the Private Sector

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