



"PCI's expertise in institutional capacity building, including both technical and organizational capacity...and commitment to this process and the skills they have acquired since the late 1980s appear to be among the strongest demonstrated by US Private Voluntary Organizations."

Independent study sponsored by the US Agency for International Development

# LOCAL CAPACITY STRENGTHENING



## PCI'S PRINCIPLES OF PARTNERSHIP

- 1: Shared recognition for implementation and successes
- 2: Shared responsibility for implementation and failures
- 3: Transparency of strengths and weaknesses
- 4: Joint decision-making
- 5: Self-determination

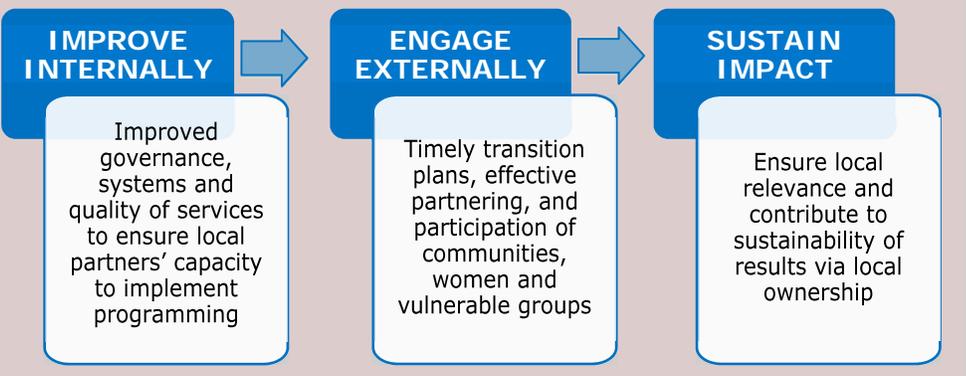


## ACHIEVING LOCAL OWNERSHIP FOR SUSTAINABLE IMPACT

For PCI, Local Capacity Strengthening (LCS) means leveraging and expanding the existing capacity of local partners (community groups, civil society organizations (CSOs), networks, and governments) to achieve their mission and create sustainable impact. Local Capacity Strengthening is a facilitated, self-driven and evidence-driven process that entails accompanying local partners to ensure they have the ability to take positive action in response to evolving needs and opportunities.

For PCI, building local capacity is synonymous with doing good development work. It has always been at the heart of PCI's philosophy and theory of transformational change, and is key to our success. PCI brings five decades of experience in cost-effectively assessing and strengthening the capacity of a wide variety of organizations and networks worldwide across a diverse array of organizational and technical domains, with a specific focus on strengthening the "absorptive capacity" of local organizations or networks (the ability to improve and expand service delivery while managing new and increased resources effectively). Not only is this a core competency, but it is an area where PCI is often considered a preferred partner, bringing proven expertise, methodologies and tools designed to improve local organizational absorptive and implementation capacity for greater sustainable impact at scale.

## CAPACITIES ARE STRENGTHENED IN ORDER TO:

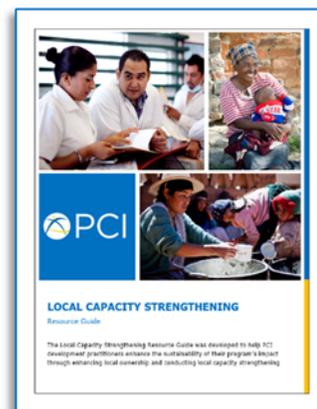


## PCI'S APPROACH TO LOCAL CAPACITY STRENGTHENING

Each organization has unique strengths, needs, challenges and an ecosystem in which they interact. Using an appreciative inquiry approach, PCI utilizes a set of defined tools and strategies to identify those strengths, needs and challenges and engages the organization in defining a vision for success and identifying and implementing capacity strengthening interventions that are relevant to the organization and its stage of development. PCI has developed or adapted a comprehensive set of tools, manuals and methodologies that have been utilized in all 16 target countries and across all intervention areas. The Local Capacity Strengthening Resource Guide contains a comprehensive set of field-tested LCS tools and guides our work with implementing partners through the following programmatic phases:

- ▶ Initial Partner Identification and Engagement
- ▶ Start-up
- ▶ Partner Capacity Assessment
- ▶ Planning & Visioning for Capacity Strengthening
- ▶ Accompanied Implementation
- ▶ Measuring Change and Long-term Impact

PCI enhances partners' capacity to achieve their mission and generate the sustained impact necessary for stronger and more resilient communities.



PCI's Local Capacity Strengthening Resource Guide

***"PCI's very personal and intense approach to strengthening its partner CSOs was...key, with both provision of a wide range of training opportunities and most important, intense mentoring 'on the ground'...and a respectful but honest approach to problem-solving being essential components."***

*- Building Bridges Final Evaluation Report*

## SELECT EXAMPLES OF LOCAL CAPACITY STRENGTHENING

### NETWORK STRENGTHENING

**Central American Region:** The CASCADA Initiative (Central American Initiative for Strengthening Collaborative Action for Development in Water and Sanitation), strengthened the capacity of water and sanitation networks in Guatemala, Honduras, El Salvador and Nicaragua.

**US/Mexico Border Region:** PCI's 13-year Border Health Initiative involved an array of coalitions and networks working in TB, HIV and substance abuse.

### CIVIL SOCIETY ORGANIZATION STRENGTHENING

**Botswana:** Through its USAID-funded Building Bridges Program, PCI provided capacity building support to 13 Botswana HIV-oriented CSOs and two umbrella organizations to address gaps in their capacity that undermined their ability to effectively manage and sustain HIV services. Through training, technical assistance, and systems building support, PCI built the capacity of CSO partners in HIV/AIDS technical service delivery, program planning, monitoring and evaluation, financial and HR mgmt., and resource mobilization. By the project's end, the CSOs reached over 13,000 individuals with care and education. Two of PCI's CSO partners "graduated" to secure direct PEPFAR funding and nine CSO partners increased their funding from non-PEPFAR sources to 40%.

### LOCAL GOVERNMENT STRENGTHENING

**Bolivia:** With funding from the US Department of Agriculture (USDA), PCI implemented a comprehensive school feeding program in Bolivia from 2002-2013. The local governments were trained by PCI to procure food from local markets, ensure proper storage and handling, as well as program monitoring at the school level. Since 2005, 49 municipal governments have graduated from the program and today they continue to provide daily meals to over 110,600 children.

### NATIONAL HEALTH SYSTEM STRENGTHENING

**Mexico:** PCI worked for over eight, with USAID funding, to transform the Mexican TB control program from a more medicalized system to one that is more person centered and which coordinates the facility and community elements together in a more cohesive system, using ISTAR and a variety of engagement and capacity building strategies.

**India:** With funding from CDC and in partnership with the National AIDS Control Organization, PCI recently led a process of lab strengthening throughout the country. PCI supported labs at all levels through a quality improvement and accreditation process that transformed India's HIV lab testing process.