



Jake Lyell for LWR

Local Capacity Strengthening

PARTNERSHIP AT CORUS INTERNATIONAL

Partnership is at the core of Corus International, a family¹ of global leaders in international development and humanitarian assistance. We collaborate with governments, businesses and local partners to grow inclusive economies, improve public health, and strengthen community resilience.

Since strong partnerships are key to the success of our work, we take distinctive approaches to local capacity strengthening that are tailored to the contexts, sectors and feats we strive to achieve with our fellow development actors. In this document, we will detail the local capacity strengthening approach of Corus organizations Lutheran World Relief and IMA World Health in our rural economic development and public health programming and how it contributes to the Corus family's overall ethos of partnership. For Lutheran World Relief and IMA World Health, strengthening local capacity means leveraging and elevating the existing capacity of local partners (community groups, civil society organizations, businesses, governments, networks) to advance mutual learning and to drive innovative, transformational change. This approach is built upon the following key principles:

HOLISTIC PARTNERSHIP

We build long-term partnerships as equals with each party sensitive to the needs, concerns and unique role of the other.

LOCAL OWNERSHIP

We recognize that local partners are the true development leaders in their communities. We support existing structures and capacities, building off what is working and collaborating with partners to innovate for long-term change.

MUTUAL LEARNING

We champion mutual learning with our partners as we seek to understand local contexts and adapt tools, ideas and approaches.



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¹ The Corus family includes public health agency **IMA World Health**, global aid and development organization **Lutheran World Relief**, U.K.-based technology for development company **CGA Technologies**, impact investing fund **Ground Up Investing**, and direct trade company **Farmers Market Brands**. Our organizations operate as permanent partners, integrating disciplines, approaches and resources to deliver the holistic, lasting solutions needed to end extreme poverty.

GENDER EQUITY AND SOCIAL INCLUSION

Our approach builds trust and inclusive relationships among traditionally marginalized people, supporting partners to achieve equitable results across systems regardless of gender, ethnicity or background.

SUSTAINABILITY

Our efforts are dedicated to capacities that will continue to serve communities far beyond the life of a project.

This approach document has 10 sections:

1. Defining Capacity Strengthening
2. WHY: The Rationale for Local Capacity Strengthening
3. WHO: Partners
4. WHAT: Capacity Framework
5. HOW: Local Capacity Strengthening Approaches
6. HOW MUCH: Local Capacity Strengthening Monitoring
7. History of Local Capacity Strengthening
8. Learning Agenda
9. Resources
10. Annex I: Sample Results Framework

Defining Capacity Strengthening

The understanding of local capacity strengthening has evolved significantly as the development sector increasingly prioritizes localization and systems approaches for sustainable development. As we evaluate our prioritization of locally owned outcomes and performance measurement, Corus organizations Lutheran World Relief and IMA World Health recognize that the traditional “capacity building” framework has too often valued Western models over the ideas, skills and resources of the Global South. To emphasize the value we place on the mutual learning, co-creation and leadership of our underrepresented colleagues within our holistic partnerships, we intentionally refer to our capacity strengthening approach as **accompaniment**.

Lutheran World Relief and IMA World Health have long histories of working with partners to overcome global health challenges, develop productive and stable economies, improve resilience in the face of climate change, and respond to natural disasters and humanitarian crises. As the two organizations became permanent partners through the Corus family, partner accompaniment has become foundational to our family's ethos of partnership.

DEFINITIONS

- **Capacity** is the combination of knowledge, skills, processes, relationships and commitment needed to produce sustainable development objectives.
- **Capacity Strengthening** is a purposeful process where organizations strengthen and continuously improve their ability to achieve their mission and adapt to change.
- **Accompaniment** is an intentional, collaborative and respectful process where Lutheran World Relief, IMA World Health and our partners support mutual effectiveness, learning and resilience.

Capacity Within and Capacity Between

Capacity is not an insular concept. Partners need capabilities to meet their objectives and missions but also need to be able to build relationships to work with others to make a positive contribution.

Our approach helps partners look within their organizations to ensure processes, structures and staff are skilled and working well together (i.e., capacity **WITHIN**), but it also recognizes the relational dimensions of partner success. We also support partners in examining their connections with peers, communities, local and national government, donors, and other development actors (i.e., capacity **BETWEEN**). It is the two capacities working together that build social capital.

Lutheran World Relief defines **social capital** as the *networks, together with shared norms, values, and understandings that enable individuals and groups to trust each other, collaborate and work together in pursuit of their development objectives.*



Capacity 1.0 and 2.0

Lutheran World Relief and IMA World Health have learned that addressing traditional capacity areas (e.g., governance, human resource management, etc.) in isolation does not correlate with programmatic success. While there is still value in the traditional framework, it has become known as **Capacity 1.0**, in contrast to a more holistic view called **Capacity 2.0**, brought to light by a [study from the European Centre for Development Policy Management \(ECDPM\)](#) and expected to be a central theme in the forthcoming USAID [capacity development policy](#).



Capacity 1.0 focuses narrowly on specific skills such as financial management, organizational governance, human resources and administrative systems, strategic planning, communications and marketing, monitoring and evaluation systems, service delivery, etc. These areas carry a heavy emphasis on risk management (e.g., compliance with donor rules and regulations), rather than organizational effectiveness and sustainability.

Capacity 2.0 broadens the focus to include the range of abilities required to effectively operate within a context, i.e., a healthy organizational culture and the ability to adapt to change through collaboration and learning. It emphasizes organizational systems for successful stakeholder engagement to improve overall outcomes, monitor contributions to systemic impacts, and adapt as circumstances evolve.

While building upon the Capacity 1.0 framework is important, it has been recognized as a capacity strengthening output rather than outcome. Practice is

now moving toward developing indicators of organizational and system performance to monitor capacity strengthening progress through outcomes. Given that Corus organizations Lutheran World Relief and IMA World Health are actively focused on the development of social capital and resilience through local partnerships, the Corus family is well positioned to advance Capacity 2.0 domains in our ethos of partnership.

The 5 capabilities that collectively contribute to an organization's ability to create social value:

1. the capacity to act and commit;
2. the capacity to relate to external stakeholders;
3. the capacity to adapt and self-renew;
4. the capacity to achieve coherence;
5. the capacity to deliver on development objectives.

— ECDPM

WHY: The Rationale for Local Capacity Strengthening

Lutheran World Relief and IMA World Health believe that strengthening and nurturing partnerships is critical to advancing transformational change. Partners ground our programming in national contexts and social systems, fostering greater sustainability. A critical premise across the Corus family is that no “one size fits all” approach exists. Local capacity strengthening needs and strategies are highly context-specific and will change and adapt over time. Therefore, continuous learning, innovation and flexibility remain at the core of our capacity strengthening approach.

Capacity strengthening is incorporated in a project to support a variety of partners and objectives, including:

- **Project standards** – To help meet project or technical quality standards or donor requirement compliance;
- **Nascent partner** – To help a community organization form the basic systems and structures to formulate and implement development projects, including attracting and managing external funding;
- **Organizational or technical assistance** – To support a partner to grow technically or organizationally for enhanced program quality, accountability and sustainability;
- **Graduating partner** – To help a partner prepare to receive funding directly from a large bilateral or multilateral donor

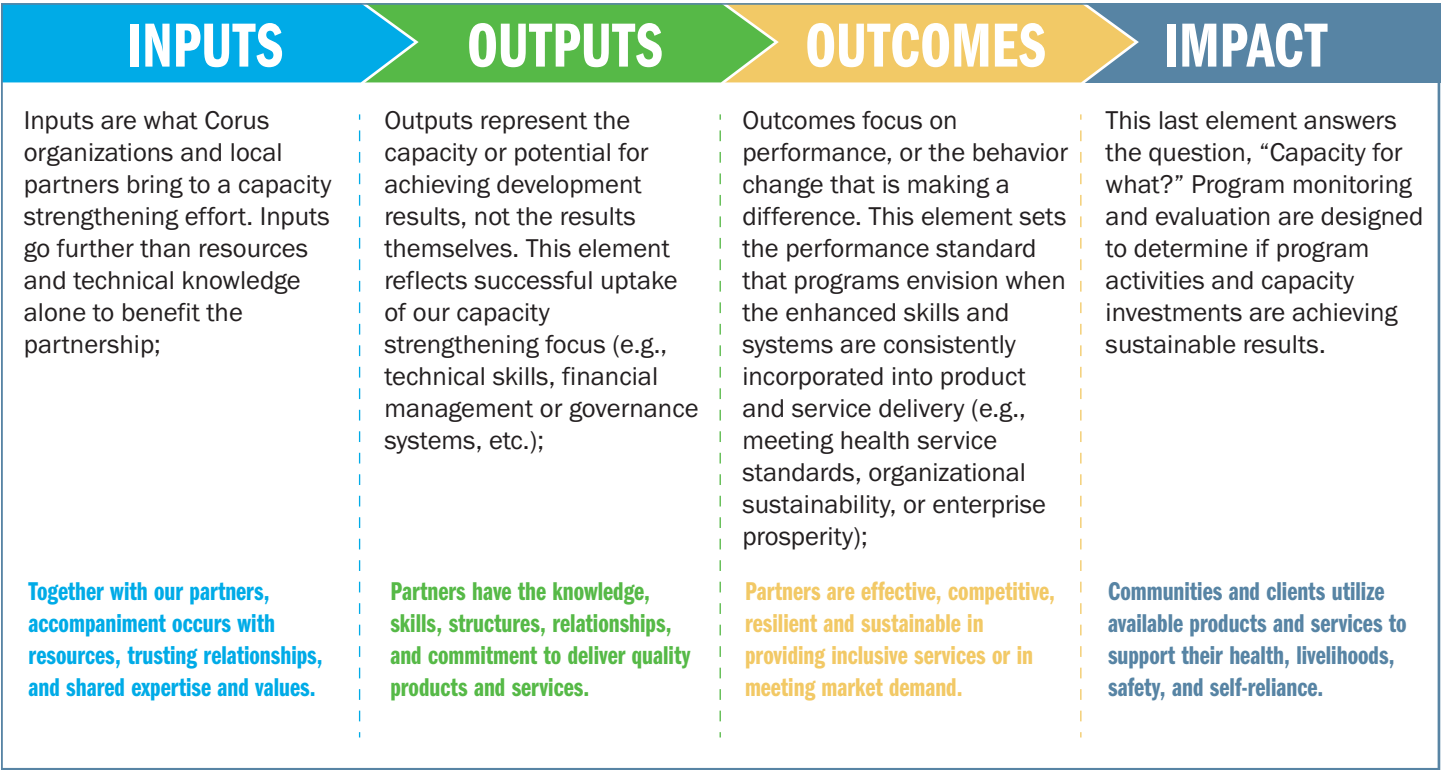
We continuously consider how accompaniment can support local partners to meet their own goals and to drive change in their context.

Heard from Africa Christian Health Associations Platform (ACHAP) ...

“IMA World Health plays an important role in our partnership. They help us get to where we want to be, but their role is changing. Rather than receiving their expertise, we are now exploring where we are going and how to do things together.”

“Our partnership is respectful, mutual, and reciprocal.”

The underlying logic of our capacity strengthening approach can be visualized through the following results framework.



Our logic framework drives many of the key questions surrounding our efforts, such as the necessary **timeframe**, other actors in the **system** to engage, capacity strengthening **strategies**, **graduation** standards and **monitoring and evaluation** processes.

Through **accompaniment**, Lutheran World Relief, IMA World Health and our partners develop the capacity (knowledge, skills, structures, relationships and commitment) to achieve our respective missions. By working and learning together, we ensure effectiveness and resilience by helping communities and markets sustainably meet needs well into the future.



WHO: Partners

One of the advantages of the Corus family is that our organizations are well-versed in working with a range of national and local stakeholders. The Corus family’s ethos of partnership is exemplified by the commitment of Lutheran World Relief and IMA World Health to diverse partnerships that champion rural economic development and public health across sectors. Below is an illustrative table of some of our partners:

	ORGANIZATIONAL	NETWORK
CIVIL SOCIETY	Community-based organizations (CBOs), local nongovernmental organizations (NGOs), faith-based organizations (FBOs), community groups	Grassroots alliances, regional and international networks
PRIVATE SECTOR	Cooperatives, small and medium-sized enterprises (SMEs), agribusinesses, private clinics	National businesses, private health providers, banks, lenders, professional trade associations and networks
GOVERNMENT	Village councils, health care centers, agricultural offices	District government offices, national government agencies and ministries

SYSTEMS APPROACH TO PARTNERSHIPS

We recognize that a narrow focus on partner capacity will not achieve lasting change. Societies are rich networks of relationships and incentives far stronger and more enduring than development projects. USAID's [Local Systems Framework](#) defines a **local system as an interconnected set of actors — governments, civil society, the private sector, universities, individual citizens and others — that jointly produce a particular development outcome.** We work within and through local systems, a reality reflected in Lutheran World Relief's revised Rural Economies and Agricultural Livelihoods (REAL) strategy.

Aligned with USAID's Acquisition and Assistance Strategy, we aim to measure success by the strengthened performance of *local actors and local systems in achieving and sustaining demonstrable results.* We apply systems thinking to strengthen intersectoral relationships which link partners horizontally with peers or connect them vertically with communities and actors at district and national levels. For example, we can link farmer cooperatives to private sector suppliers in agricultural value chains, convene grassroots networks and lawmakers to shape the legal environment through advocacy, and strengthen healthcare systems through enhanced supervisory relationships between district health departments, local health facilities and Christian health associations (CHAs).

WHAT: Capacity Framework

The Corus family's holistic understanding of capacity reflects the elements and functions necessary for a local partner to be successful and sustainable. The capacity framework utilized by Lutheran World Relief and IMA World Health includes both Capacity 1.0 and 2.0 perspectives and can be incorporated and adapted into all of Corus' accompaniment efforts.

CAPACITY FRAMEWORK

This capacity framework divides capacity into four interrelated and interdependent areas – the ability to deliver, to organize, to relate and to commit. All four areas are needed and work together as a whole to become “capacity”. To deliver is at the top of the pyramid, given the partner's ability to successfully deliver results is a visible, primary goal. All other domains support this one. To commit is at the center, driving identity and organizational culture. (*Note: Individual capacity frameworks are meant to be customized to each project or partner.*)

To DELIVER This set of capabilities centers on the specific technical knowledge and skills the partner needs to carry out its work and that are critical for achieving results.

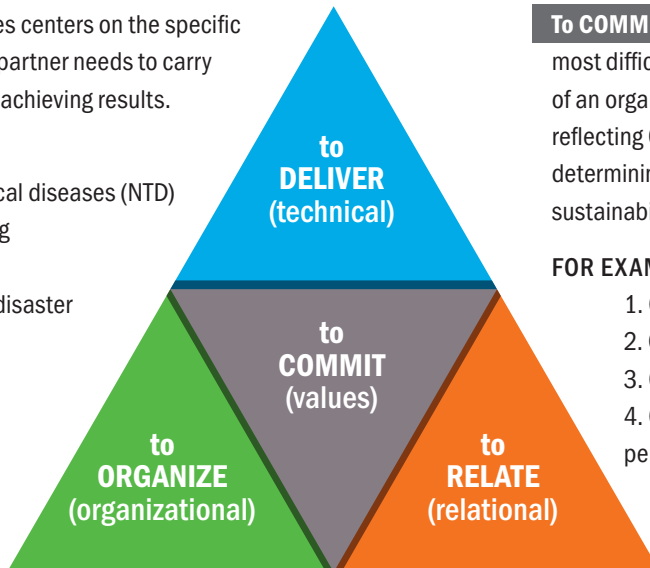
FOR EXAMPLE:

1. Treatment of neglected tropical diseases (NTD)
2. Health systems strengthening
3. WASH training
4. Rapid response to a natural disaster

To COMMIT This set of capabilities is perhaps the most difficult to assess and yet it drives the success of an organization, network, or sectoral system. Also reflecting Capacity 2.0 abilities, this area plays a determining factor in a partner's long-term viability and sustainability.

FOR EXAMPLE:

1. Organizational culture and confidence
2. Gender equity and social inclusion
3. Ownership and accountability
4. Organizational learning and continuous performance improvement



To ORGANIZE This set of capabilities focuses on the processes and structures needed to organize work and implement projects, including the optimal allocation of resources and ensuring compliance with donor requirements. It reflects Capacity 1.0 abilities.

FOR EXAMPLE:

1. Governance
2. Human resource management
3. Financial and administrative management
4. Financial sustainability

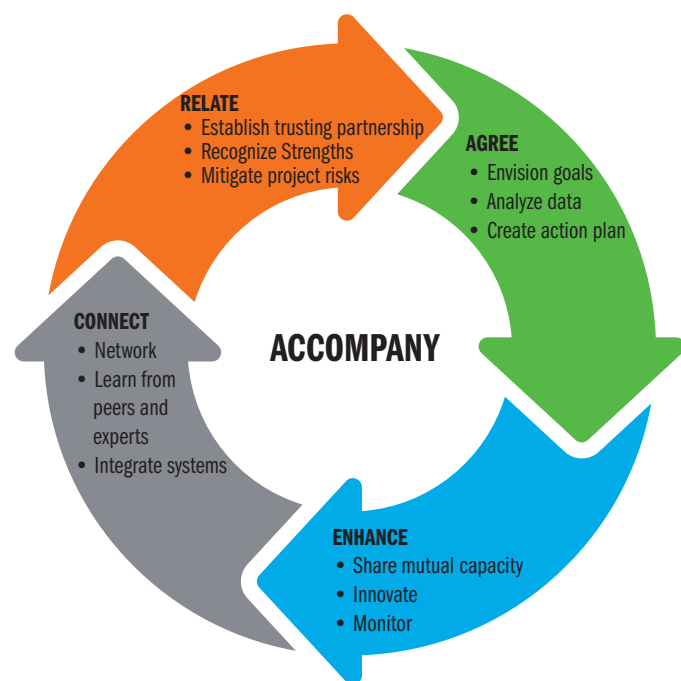
To RELATE This set of capabilities reflects the partner's ability to form connections with peers and networks, highlighting the importance of social capital. It reflects Capacity 2.0 abilities.

FOR EXAMPLE:

1. Leadership
2. Stakeholder engagement
3. Peer networking
4. Donor cultivation

By using this framework to understand and jointly structure capacity strengthening priorities with our partners, local capacity strengthening efforts can then be incorporated throughout Lutheran World Relief and IMA World Health projects and relationships as part of our accompaniment cycle. The phases of the cycle may happen sequentially or take place concurrently, and include the following areas:

- **Relate** — Whether it requires years or days to establish the partnership, it is critical to establish a mutual relationship based on shared understanding and trust, prioritizing the partner's own aspirations for growth.
- **Agree** — Once the partnership or project agreement is finalized, we come together to agree on capacity strengthening approaches and create a data-driven action plan.
- **Enhance** — Appropriate accompaniment methods (detailed in the following section) are employed throughout the project or relationship with a local partner to meet mutually identified challenges.
- **Connect** — By linking partners with stakeholders, peers, and other development actors within their local system, the accompaniment approach advances both the resilience and sustainability of partners' efforts



HOW: Local Capacity Strengthening Approaches

In the development sector, the most common capacity strengthening efforts have focused on providing resources and strengthening technical abilities through **trainings** and **workshops**, **technical assistance**, and **strategic planning**. Capacity 2.0 emphasizes active and experimental learning approaches, such as **participatory assessments** and **progress monitoring**, **communities of practice**, **site visits**, **study tours**, **on-the-job training**, **mentoring**, and **peer-to-peer learning**.

There are a wide range of methodologies that can be applied to support partner capacity strengthening, yet most can be categorized into eight strategy areas.

RESOURCE PROVISION

Resource provision may include financial resources (e.g., funding through grants, sponsorships or endowments), material resources (e.g., supplying quilts, kits, equipment or software) and human resources. Lutheran World Relief and IMA World Health often offer sub-grants that provide resources and include technical assistance support.

MENTORING

Mentoring describes a holistic and informal relationship *driven by the mentee* to receive support as needed. Mentoring is non-evaluative and tends to be long-term and includes mentoring from both experts and peers. IMA World Health has a history of partner mentorship in much of its early work in Central Africa.

COACHING

Coaching is also relationship-based but differs from mentoring in that it is a structured, performance-driven relationship *led by the coach* in which the coached accomplishes specific skills. Because it is focused on specific outcomes, coaching tends to be short-term and evaluative and may include site visits, debriefing activities, on-the-job training and internships/apprenticeships.

The steps in a coaching process are *iterative*, *customized* and *adaptive* and form a cycle because they are repeated over time with periodic check-ins.



Several partners interviewed for this guide said that the trusting partnership with a Corus organization allowed them the flexibility and space to learn and make mistakes without fear.

EXPERIMENTATION, INNOVATION AND LEARNING

Partners need to have the space and flexibility for experimentation, innovation and peer learning. Mutual learning is key to our accompaniment approach and includes constituent feedback mechanisms, action research, communities of practice, and team design, monitoring, evaluation and learning (DMEL) sessions. Several of our projects have introduced a One Team approach where all project partners gather for quarterly DMEL meetings to review indicators and jointly reflect on outcomes in a safe space.

FACILITATING CONNECTIONS

Facilitating horizontal and vertical linkages with partners strengthens social capital which promotes partner resilience and sustainability. Networking and social network analysis tools can help to map a community to better understand relationships, interactions and communications to determine areas for strengthening that would allow for new opportunities. We regularly convene partners for joint learning sessions. For example, Lutheran World Relief consistently builds value chain linkages and conducts process analyses for vertical integration of SMEs.

ENABLING ENVIRONMENT

Partners are better able to carry out their work when they operate within an enabling and inclusive legal and philanthropic context. Lutheran World Relief and IMA World Health may support local partners in policy advocacy or lobbying to raise public awareness about pressing issues and facilitate service delivery. We also work to foster agreement among development actors to harmonize donor policies and ensure scarce resources are used efficiently and effectively.

TRAINING AND TECHNICAL ASSISTANCE

Training and technical assistance are part of an active process that provides customized guidance for problem solving to meet the unique needs of the organization. Training is most beneficial when combined with ongoing coaching. Rather than expecting a partner to adapt and repeat new techniques without customized support, this integration allows for application and reflection of new ideas throughout the accompaniment process. As such, it must always be based upon and respect the partner's needs, capacity, and pace for absorbing support. IMA World Health's MOMENTUM project implements a *low dose-high frequency* model of training and technical assistance that integrates.

STRATEGIC DIRECTION

Participatory capacity assessments are an important tool for formulating strategic plans that are owned by the partner. Strategic planning also includes elements of business planning, change management, human and institutional capacity development (HICD), and human centered design (HCD). Lutheran World Relief has a long history of supporting business development planning of local cooperatives, promoting their long-term growth and sustainability.

HOW MUCH: Local Capacity Strengthening Monitoring

Local capacity strengthening is a complex process. Monitoring inputs and outputs alone is not a sufficient measure of impact. For example, knowing a technical skill is not the same as consistently applying it, nor does having a financial management manual guarantee that funding is appropriately managed. Lutheran World Relief and IMA World Health prioritize **performance** through measures of *outcome* to tell the whole story.

Complete sample measures include:

INPUTS: Monitor resource provision. Conduct participatory partner surveys to get feedback on the quality and relevance of accompaniment activities.

OUTPUTS: Assess changes in capacity assessment scores and changes in adherence to specific standards. Monitor progress on the capacity strengthening plan to see if activities and benchmarks are on schedule. Integrate quantitative data collection into project report templates to understand how the partner is applying new learning to their work.

OUTCOMES: Determine changes in performance through an examination of the quality of project implementation. Are results being achieved on time, on scope, and within the budget? Conduct participatory client satisfaction surveys to gather information on the quality of products or services. Evaluate changes in organizational staffing, budget, and beneficiary metrics (if organizational growth is the aim). For graduation to direct donor funding, consider partner's ability to pass USAID's Non-U.S. Organization Pre-award Survey (NUPAS) assessment.

IMPACT: Examine how the partners' products, skills or services are contributing to the overall development goal defined together by the partners.

Donors are moving beyond considering *an organization's ability to receive and manage federal funding directly* as successful capacity, but rather looking at the performance of local actors and local systems to achieve and sustain demonstrable results. This aligns with our expertise in holistic capacity strengthening that focuses on partner systems and the capacity within and between actors.

Some points to keep in mind when developing monitoring frameworks for local capacity strengthening:

1. Set performance measures jointly with partners;
2. Use multiple indicators and data collection methods;
3. Incorporate regular partner and constituent feedback;
4. Include partner's capacity to adapt to and influence their external social system;
5. Account for our contribution, rather than attribution, to capacity changes.

See Annex I for a sample results framework.

History of Local Capacity Strengthening

The Corus family consists of organizations with extensive histories of commitment to partnership and capacity strengthening. We recognize that local institutions are best positioned to act on behalf of their communities and context. Corus organizations Lutheran World Relief and IMA World Health drive the Corus ethos of partnership as they have long supported collaboration with civil society, the private sector and governments to advance mutual learning and promote sustainable solutions. The following section highlights some of our local capacity strengthening success stories:



LUTHERAN WORLD RELIEF

Founded in 1945, Lutheran World Relief collaborates with local partner organizations to develop and implement programs that grow inclusive and climate resilient rural economies, reduce poverty, and respond to emergencies and humanitarian crises. Lutheran World Relief has always prioritized accompaniment, working closely with local NGOs, for-profit enterprises and smallholder farmers to achieve lasting results.

Union des Sociétés Coopératives des Eleveurs de Tamani (USCET), Mali – The Ségou region of Mali partnered with Lutheran World Relief on three projects between 2012–2020. USCET was formalized into a union in 2012 with support from Lutheran World Relief and originally included four member cooperatives. Lutheran World Relief strengthened USCET's capacity with training in governance and financial management, facilitating joint negotiation of credit and other services, and strengthening cooperative sales and marketing. With this mentorship and technical assistance, USCET then moved into a rapid growth phase as it was able to increase its cooperative members and the quantity of services offered. USCET has expanded its ability to collaborate with governmental and private sector institutions and is currently

setting its own course with Lutheran World Relief playing an advisory role.

Pathways to Prosperity in the Cocoa Value Chain, El Salvador, Nicaragua and Honduras – Through funding from the U.S. Department of State's Bureau of Oceans and International Environmental and Scientific Affairs (OES), Lutheran World Relief worked with six cocoa producer organizations and three women's groups from 2012 to 2019 in the Pathways to Prosperity in the Cocoa Value Chain project. The project supported inclusive economic growth and natural resource conservation in Nicaragua, Honduras and El Salvador by strengthening capacities of cocoa producer organizations and increasing market access for smallholder farmers implementing sustainable agriculture practices. Lutheran World Relief helped negotiate new trade relationships and brought together cocoa buyers, certifiers, financial institutions and service providers to assess producer needs, provide technical training, and develop collaborative mechanisms for cocoa value chain activities. Through the project, Lutheran World Relief's Cocoa Toolkit was released as a resource for small-scale farmers and cooperatives to access practical guides covering topics such as plant maintenance, post-harvest processing, fermentation and drying, as well as organic and sustainably sourced certification and marketing to help farmers secure higher prices. This toolkit laid the groundwork for Lutheran World Relief's mobile cocoa application (Cacao Móvil) and was used as the core curriculum for organizational and business strengthening activities with cooperatives, as well as in extension services provided to farmers by youth promoters who were trained as community-based technical assistance providers in each country.



Founded in 1960 by a consortium of faith-based relief agencies to provide medical supplies to poor populations, IMA World Health works in partnership with local partners and governments to strengthen health systems, improve maternal and child health, prevent and treat diseases, promote nutrition and water, sanitation and hygiene, address sexual and gender-based violence and respond to global health crises. As much of Africa's health care system is dependent upon Christian health associations (CHAs) and other faith-based organizations, IMA World Health has long held close relationships with these local entities and the umbrella network Africa Christian Health Associations Platform (ACHAP). IMA World Health continues to champion work with global partners to ensure integrated, comprehensive, and quality healthcare services for the most vulnerable.

SANRU Rural Health Program (Projet Santé Rurale), Democratic Republic of Congo (DRC) — SANRU began in 1981 as a bilateral project managed by the Medical Office of the Protestant Church of Congo (ECC-DOM) with funding from USAID and the DRC's Ministry of Health. Over more than 20 years, IMA World Health mentored SANRU staff and supported an integrated development approach to strengthen capacity for priority primary health care interventions. SANRU became known for providing health systems strengthening assistance to health zones across the DRC. Now, as a nationally registered NGO, SANRU has transitioned to a direct awardee of USAID, the World Bank, and the Global Fund and has received and disbursed more than \$466 million for HIV and malaria services. SANRU currently manages a portfolio of \$130 million and over 250 staff.

CapacityPlus, Africa — IMA World Health worked with the Africa Christian Health Associations Platform (ACHAP) and its members to strengthen human resources for health (HRH) and successfully integrate faith-based organizations (FBOs) into national health systems and the HRH community. Across Africa, FBOs play an important role in health systems, training a significant portion of health workers and operating many health care facilities which serve mostly remote and rural areas. From 2009 to 2015, IMA strengthened partnerships among FBO health care delivery organizations, facilities, training institutions and national ministries of health in support of integrated HRH systems. The USAID-funded CapacityPlus project strengthened the faith-based health care community by sharing information and expertise among ACHAP members as well as the larger community and by promoting improved integration of FBO policies and procedures, and a system for better HR management, retention and productivity.



Learning Agenda

Lutheran World Relief and IMA World Health, with their extensive records of local partnership, are already oriented towards localization, systems thinking, and Capacity 2.0. The groundwork is laid for the Corus family to continue to innovate on our strengths and to sustain a unique partner capacity strengthening niche guided by our ethos of partnership. Moving forward, we must cultivate a deeper understanding of how partners link horizontally and vertically to form a high-performing system. We need our own frameworks, tools and measurement approaches that help us, together with our partners, assess, plan for, and enhance Capacity 2.0 abilities for systems performance.

Next steps for our learning agenda:

- **Define our partnership strategy:** Guided by our commitment to localization, we need an extended partnership policy that articulates when we partner, how we select partners, and how we best determine our role to strengthen capacity in our relationships.
- **Expand our accompaniment toolbox:** We should continue to implement our model, advancing tools like partner scoping frameworks, organizational capacity self-assessments, and graduation benchmarking roadmaps while we gather evidence to ground our work.
- **Develop staff capabilities in accompaniment:** We want to facilitate opportunities for learning across our staff to adapt and apply our capacity strengthening approach.
- **Identify a focal point:** Create a local capacity strengthening advisory role to harmonize approaches and proactively capture best practices across projects, countries and regions.
- **Create space to share resources, answer questions and celebrate success!**

Resources

RESOURCE ORGANIZATIONS

The following resource organizations provide quality trainings and services relevant to partners to supplement our local capacity strengthening efforts.

- **AMEA** – Agribusiness Market Ecosystem Alliance (AMEA) works toward a system that accelerates farmer organization professionalization and incentivizes service quality improvement.
- **Humentum** – Humentum offers relevant trainings in USAID rules and regulations, the project management cycle and human resource development.

- **Root Capital** – Root Capital’s advisory services help businesses through interactive, tailored training.
- **Root Change** – Root Change’s Pando service provides online social network analysis that is integrated with stakeholder feedback survey results.
- **ScopeInsight** – ScopeInsight professionalizes agribusinesses at scale through a data-driven, five-step approach.
- **SEEP Network** – The SEEP Network facilitates multi-sectoral learning and collaboration on agriculture and food security, resilient markets, responsible finance, savings groups and women’s economic empowerment

CAPACITY STRENGTHENING LIBRARY

- Osterhouse, James and Gary Teja. *Masterful Mentoring: The Role of Mentoring in the Local Church*
- Root Change – *New Directions in Local Capacity Strengthening: Embracing a Systems Perspective*
- SNV – *Capacity Development in Practice*
- Stopping at Success Project – *Capacity Development in Responsible Transitions*
- Stopping at Success Project – *Effective INGO Transitions Throughout the Project Cycle*
- Stopping at Success Project – *Guidelines for Joint Learning and Mutual Capacity Strengthening*
- USAID – *Collaborating, Learning and Adapting*
- USAID – *Human and Institutional Capacity Development (HICD) Handbook*
- USAID – *Introducing USAID’s Forthcoming Local Capacity Development Policy*
- USAID – *Local Capacity Development: Suggested Approaches*
- USAID – *Local Systems Framework*
- USAID – *Self-Reliance Learning Agenda Paper Series on Capacity and Capacity Strengthening*

Annex I

SAMPLE RESULTS FRAMEWORK

A clear results framework provides the scaffolding for effective monitoring.

Here is an example framework for long-term holistic partner development which helps monitor each piece of the results chain to determine if we are contributing to the desired impact:

	INPUTS	OUTPUTS	OUTCOMES	IMPACT
ELEMENTS	<ul style="list-style-type: none"> Trusting partnership Resources Effective accompaniment 	<ul style="list-style-type: none"> Partners have the knowledge, skills, structures, relationships, and commitment to deliver quality products and services 	<ul style="list-style-type: none"> Partners are effective, competitive, resilient and sustainable in providing inclusive services or in meeting market demand 	<ul style="list-style-type: none"> Communities and clients utilize available products and services to support their health, livelihoods, safety, and self-reliance
ILLUSTRATIVE INDICATORS	<ul style="list-style-type: none"> Qualitative results from partnership reflection discussion Value of funds provided or resources distributed Level of partner satisfaction with the quality and relevance of accompaniment 	<ul style="list-style-type: none"> Change in OCA score % completed benchmarks or actions in capacity strengthening plan % of technical standards met % of sub-award reports (financial & programmatic) on time / without errors Partner use of new capacities 	<ul style="list-style-type: none"> Results of technical performance reviews Org. sustainability (total funding / # of donors) Change in annual organizational performance score Positive donor/ new partner review 	<ul style="list-style-type: none"> Change in project development indicators (e.g., family income, health indicators, etc.) Client satisfaction with products and services received
SOURCE / TOOLS	<ul style="list-style-type: none"> Partnership / project agreement Partner survey 	<ul style="list-style-type: none"> OCA tool Capacity action plan Project reporting 	<ul style="list-style-type: none"> Organizational Performance Index (OPI) IWA 29 Scope Assessment for farmer organizations NUPAS assessment 	<ul style="list-style-type: none"> Project goal tracking Member / Customer satisfaction survey

The guide was developed under the vision and guidance of Allyson Bear, Paul Macek, and Dennis Cherian, with the support of Meg Kinghorn, consultant, after extensive interviews with staff and partners to understand the history, approaches and tools of accompaniment at Corus organizations Lutheran World Relief and IMA World Health.



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