

## Capability Statement

At **performance design international (pdi)** we have brought our consulting experience and expertise in the private sector business community to support Human and Institutional Capacity Development (HICD) in emerging and developing countries.

We have learned that in order to promote more effective foreign assistance with more sustainable impact, projects have to ensure that the targeted countries have organizations in place that reliably perform at the necessary and desired level. Often this is not the case and can only be achieved via a systematic capacity development intervention. Based on this experience we developed a specific approach to support organizations to reliably and sustainably deliver desired performance.

Thus our expertise cuts across sectors and focuses on improving and strengthening operational performance of any organization and its people in both the public and private sectors.

Together with subject matter experts we conduct comprehensive Human and Institutional Capacity Development programs from start to finish. We determine existing capacity as well as potential gaps during a systematic assessment that analyzes all the factors that influence organizational performance. Based on this assessment, together with the targeted organization, we design interventions aiming at the biggest levers for improvement. Finally we support the implementation and train staff to make use of the new structures, systems and tools being implemented. Our experience shows that well designed efficient organizations are the ground on which people can make use of their full potential. Instead of training people to overcome organizational deficiencies, we focus first on organization improvements. That is the only way to ensure sustainable desired performance.

We have used our expertise to conduct the following development projects:

- HICD for Technical Colleges in South Africa (nation-wide system)
- HICD for the Ministry of Education, Sri Lanka
- HICD for the State Education Inspectorate of the Republic of Macedonia
- HICD for the Bureau for the Development of Education of the Republic of Macedonia
- HICD for the State Commission for the Prevention of Corruption of the Republic of Macedonia
- HICD for the National Education Accreditation Center, Georgia
- HICD for the National Assessment and Evaluation Center, Georgia
- HICD for the General Secretariat of the Ministry of Foreign Affairs, Azerbaijan
- HICD for Local Consultants in Georgia

We offer our services in planning, assessment, design, implementation, and evaluation on two levels of different complexity:

- HICD to nation-wide systems (e.g. Education System)
- HICD to public and private sector organizations (including governmental bodies, associations, SMEs and NGOs)

We are a Germany based company with a partner company in the US.

## **Methodology**

Our methodology integrates performance improvement principles, MIT's (Massachusetts Institute of Technology) Systems Dynamics and the European Federation of Quality Management framework. This approach allows us to support local solutions to local problems and ensure at the same time that those solutions are state-of-the-art and correspond to best practices in the field. In multinational teams, we are able to tailor the very best international practices to local needs that are also sensitive to cultural values.

### *Approach*

The three pillars of our work are:

1. Taking a comprehensive "whole system" perspective to understand the environment in which specific organizations exist, in order to help them to thrive.
2. Building efficient organizations that sustainably deliver high quality products and services.
3. Developing and equipping individuals in order to make the best use of their potential in well designed organizations.

Our work follows an orderly, well sequenced assessment and implementation approach, integrating local people, and leaving ample and practical know-how behind to ensure that solutions are sustainable and people are enabled to continue to work with the methodology they learned while working with us in our projects.

In pillar 1, the "whole system perspective", we follow proven best practices to rapidly identify and solve system constraints in order to prepare the ground for the organizations to perform in their environment.

In pillar 2, "building efficient organizations", we carry out performance assessments of organizations, implementation of necessary changes, development and implementation of management systems, development and implementation of performance monitoring systems, and building management capacity.

In pillar 3, "equipping individuals", we train and coach people on and off-the-job to enable them not only to meet job requirements but to engage in continuous improvement of their work environment and their personal capabilities.

## ***Unique tools being used in our projects***

### **Assessments**

Over the course of multiple projects in South Africa, Sri Lanka, Kosovo, Macedonia, Georgia and Azerbaijan, pdi has developed a generic HICD performance assessment approach. This approach is based on Performance Improvement (PI) principles, MIT systems dynamics, and proven American and European Quality Management standards. Our approach

1. assesses the entire organization as well as its relationship to, and alignment with external stakeholders and shareholders;
2. provides for a speedy but thorough assessment;
3. is customizable to any organization;
4. is scalable to any size of organization;
5. makes the strengths of the organization visible;
6. provides the ability to diagnose performance problems at any level of the organization;
7. incorporates a framework for recommendations that measure to American and European Quality Management Standards;
8. packages recommendations to ensure alignment of interventions towards a common goal, and to create synergy effects;
9. promotes cultural change within an organization, without specifically aiming at cultural change.

Recommendations are aimed at transforming organizations to promote continuous improvement following the project. This creates self-sustaining organizations, and contributes to the organization becoming less dependent on foreign aid.

This assessment approach is flexibly tailored to the needs of the organization. Based on the needs of the organization, a variety of assessment tools are used. Some of the specific tools that may be used within the assessment include:

#### *Systemic Landscape*

This tool provides a systemic view of the factors and organizations that together form a relevant system (e.g. Education System or Corruption System), and shows how they interact. This tool is applicable in a wide variety of contexts, and helps to quickly convey a clear understanding of the current situation, of disconnects and of gaps in the system. This often opens opportunities for high level improvements because the specific performance of any organization in a given system depends heavily on the context it has to operate in. The tool also assists in generating buy-in from stakeholders, ensuring that interventions are fully implemented and institutionalized.

#### *Super-system Map*

These maps create a visual understanding of the larger context in which one specific organization is operating. This ensures that performance improvement efforts are aligned with the needs of the external environment.

#### *Process Architecture*

As with traditional process mapping, these maps allow the organization to improve processes in order to cut costs, make work more efficient, and improve quality. However, this tool also goes beyond traditional process mapping, to create a complete understanding and documentation of the organization's work flow and value creation system. This facilitates continuous improvement and helps to create self-sustaining organizations.

#### *Human Performance System*

This tool provides an understanding of the systemic and psychological factors that influence individual performance. This tool ensures that interventions targeted at the whole organization will be supported by and aligned with individuals within the organization.

#### *EFQM/Radar Assessment*

This tool allows for a thorough assessment of the organization in a limited period of time. It ensures that all areas of the targeted organization are fully assessed, while providing a framework for recommendations that is aligned with European Quality Management standards.

#### **Interventions**

pdi has extensive experience in designing and implementing interventions for organizations. This experience incorporates both business-tested tools and HICD-specific tools. pdi's interventions are based on a systemic and specific understanding of the organization's needs, and how that organization gets work done. This ensures that improvement efforts are targeted to the organization's most effective leverage points. Among the features of pdi's approach to interventions:

1. Interventions are designed to fit the organization's specific needs, rather than utilizing "off-the-shelf" solutions. This ensures that interventions are effective, and cost-efficient.
2. Interventions are systematically packaged, to exploit synergy effects.
3. Intervention packages include both traditional interventions such as HR systems, training, and IT solutions, and "outside the box" interventions targeted to the needs of the organization.
4. Because interventions are delivered by persons who are also skilled in organizational assessment, the specific strengths and challenges of the organization are incorporated into solution delivery.
5. Interventions are implemented following a structured schedule, ensuring that changes are made in harmony with the natural pace of the organization. This promotes that interventions are successfully institutionalized within the organization.
6. Local partners are incorporated into both assessment and intervention in a collaborative approach. This helps to ensure follow-up after each intervention is implemented, as well as increasing the knowledge base available locally.

Interventions supported by pdi include traditional solutions such as above mentioned HR systems, training, and IT systems, tailored to the specific needs of the organization. But pdi also offers some exclusive interventions beyond the traditional. Some of these interventions include:

#### *Performance Planner*

This tool is structured along work flow to show results, responsibilities, deadlines and necessary actions. This makes management visible and transparent. The tool helps to move the organization from a reactive approach, to a proactive alignment. It also enables organizations to manage themselves without the assistance of foreign aid.

#### *Management Calendar*

This tool combines a "horizontal" (process) view of the organization with the more-common "vertical" view. This offers a transparent overview of the achievements of the organization, as well as easily facilitating the alignment of the management team.

Key Performance Indicators are created and systematized to assist in managing performance.