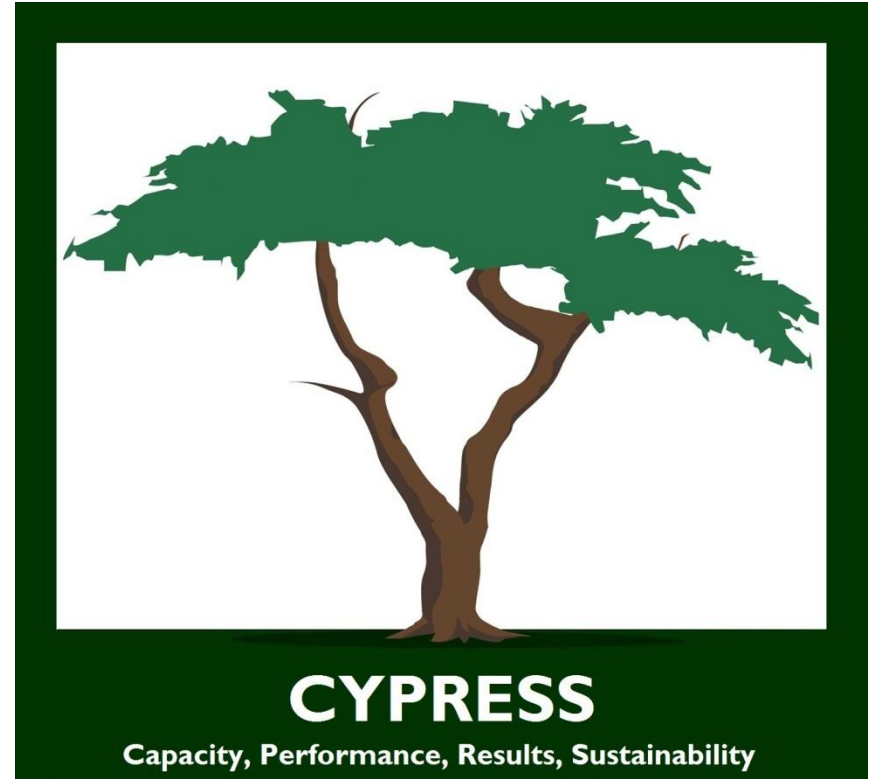


Building a culture of  
sustainable performance  
improvement



**October 2014**

# **Agenda**

**The Situation**

**The Solution**

**The Journey**

**The Framework**

**The Results**

**The Impact**

# The Situation

## Afghanistan Ministry of Health

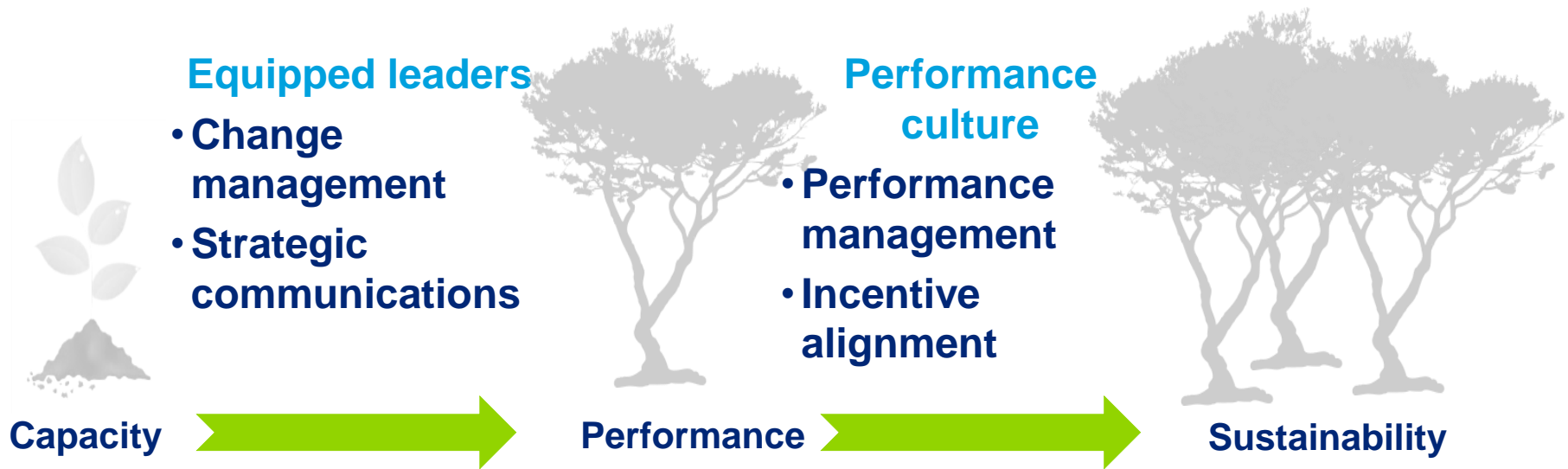
**The Health Economics and Health Financing Directorate (HEFD) was mandated to support Afghanistan's Ministry of Public Health (MoPH) by employing health economics and health financing data to improve policy development. At project start, HEFD lacked capacity to operationalize the mandate.**

## International Development is Changing

**Donors face increasing pressure to deliver results and value for money. Contractors must build local capacity and deliver proof of performance improvements.**

# The Solution

**CYPRESS© enables our counterpart organizations to make the shift from building capacity to building sustainable performance**



**Capacity | Performance | Results | Sustainability**

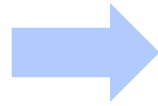
The CYPRESS© name comes from four themes:

**Capacity** built must translate to improved **performance**.

**Results** achieved must be **sustainable**.

# The Journey

Technical Challenge



How do we put counterparts in the driver's seat leading their development so that they own and sustain the changes?

## Maturity Model Benchmarking Tool

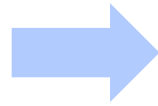
Category	Leading	Current Score	Desired Score	Priority	Justification	Gaps Identified
9	10 11 12					
<p>ably KM systems</p> <p>cess information to facilitate their tools to support [IC, SEC]</p> <p>ty and compliance, [R]</p>	<p>The organization's KM system is comprehensive and efficient. The organization regularly reviews and updates it to maintain relevance and adopt best practices. [SPT]</p> <p>Formal mechanisms (e.g. training, tools) are in place to ensure that all staff use the KM system, and are rewarded for compliance. [SEC, DIC]</p> <p>Leadership is able to demonstrate measurable benefits (e.g. time saved, staff satisfaction, competitive advantage) as a result of the KM system. [LVP, QPR]</p>	6	8	High		

## Performance Improvement Plan

Assessment Parameter	Capacity Gap	Objective	Action Steps	Responsible	Output/Deliverable	Due Date
Knowledge Management						

# The Journey

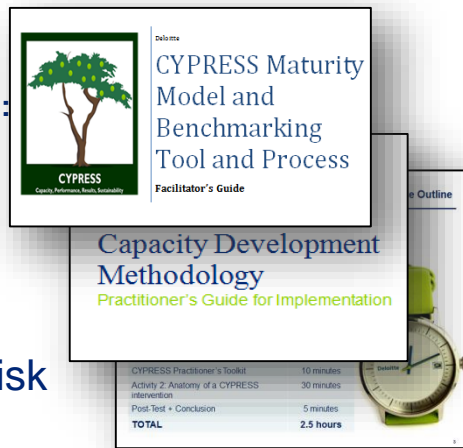
Implementation Challenge



How do we consistently apply the approach across projects to maintain a consistent level of quality?

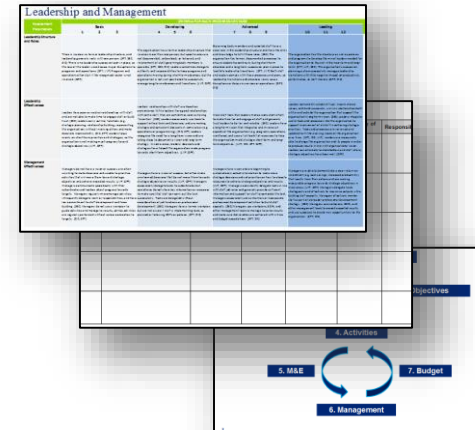
## • Guides and Training Materials:

Provide structured, clear guidance to use CYPRESS® on projects, producing higher quality, lower risk work more easily



## • Tools:

Structure assessments, benchmarking, work planning, and monitoring and evaluation throughout the project lifecycle



## • Built in Concepts of Flexibility vs. Fidelity



### Activities

- Research common industry performance targets
- Review counterpart documents (e.g. strategic plan)
- Facilitated discussion with counterpart to review existing or draft new targets, benchmarks, KPIs

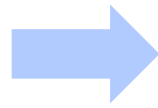


### Activities

- Finalize new or refine existing performance targets
- Create benchmarks towards targets
- Create new/refine existing KPIs
- Establish performance management system (data collection tools, analysis, reporting)

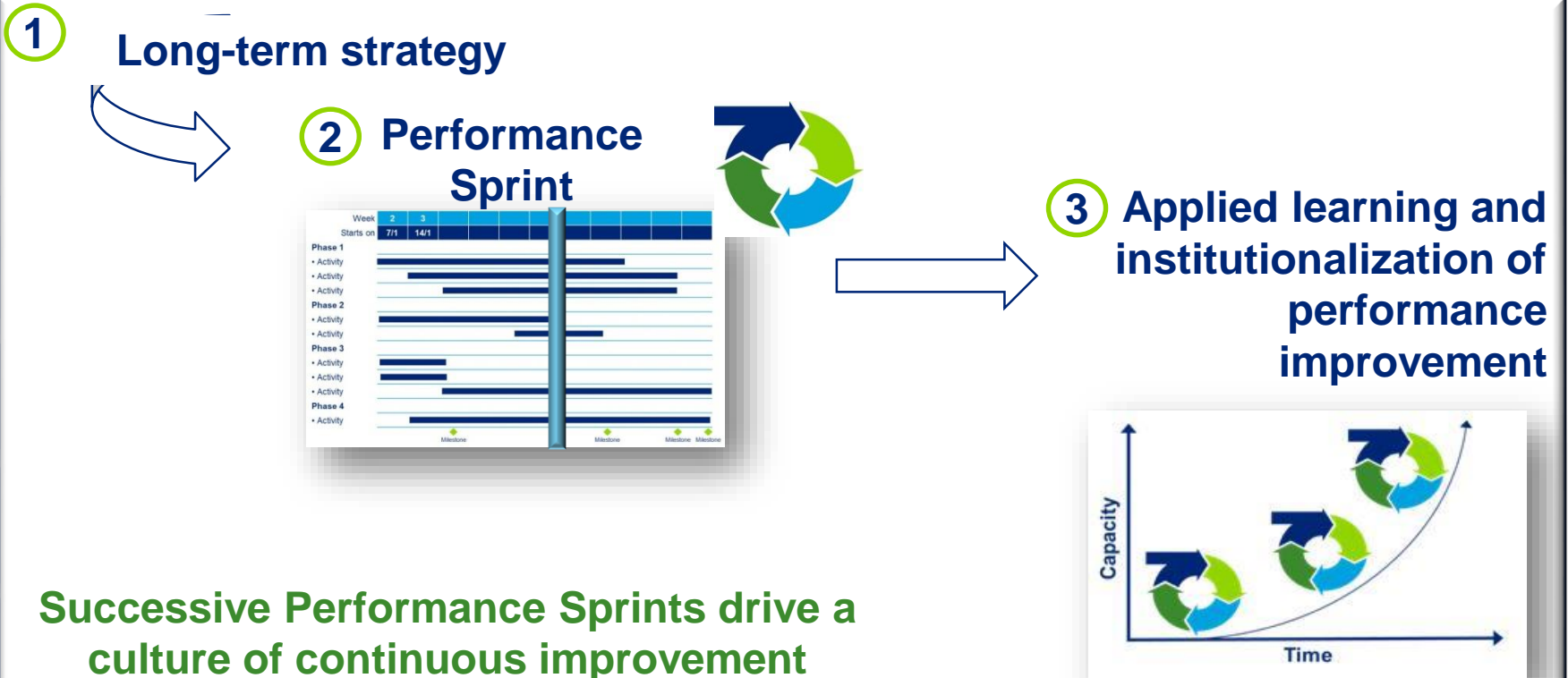
# The Journey

Delivery  
Challenge



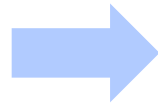
How do we create a culture  
of performance?

Performance Sprints drive short term results and increase  
organizational capacity



# The Journey

**Internal  
Challenge**



**How do we generate internal  
adoption?**

**“Very useful...thought provoking.”**

**“Allowed for deep understanding.”**

***National Agency Board Members,  
Kenya***

**“This is a wake-up call to take on  
our responsibility to ensure that  
our systems and processes are  
strong and sustainable.”**

***National Ministry, Afghanistan***

**“The capacity building approach  
adopted by the ENCAP project has  
repositioned us as an organization;  
knowing exactly what it takes to build  
our internal processes and programming  
capacity for effective service delivery.”**

***Community Based Organization, Nigeria***

**“We’re not used to looking at performance in this  
way. I am going to go back and make sure we have  
performance targets. We can even use those  
targets to advocate for more resources.”**

***State Health Commissioner, Nigeria***

**“I can see now from my colleagues that we, at the management level, haven’t been  
communicating enough with our staff, because there are many things we are doing  
but they don’t know about it. We need to put in place a process to share  
communication better across the organization.”**

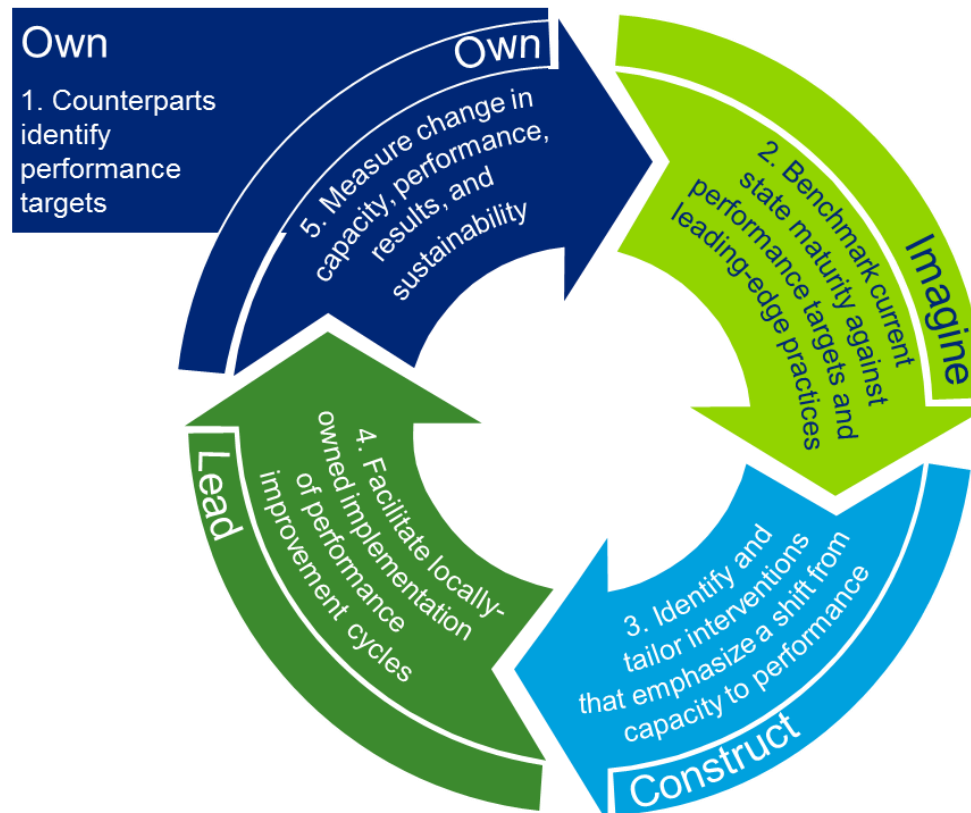
***Health Project Staff, Nigeria***



# The Framework

## CYPRESS© Project in Afghanistan

Deloitte used the CYPRESS© framework to build capacity of HEFD systems, structures, tools, strategies, and staff. CYPRESS© helped HEFD focus on improved performance, and ultimately, helped HEFD deliver on its mandate.



# The Results

## **CYPRESS© Project in Afghanistan**

- **HEFD is able to provide needed data and analysis to the MoPH.**
- **Systems, processes, and HR are improved. For example, knowledge management systems now include: an established communication system, resource library, shared filing system, and weekly technical presentations.**
- **HEFD staff have increased knowledge and skills and are better able to take on new tasks. Many passed a Master's course and acquired new technical skills.**
- **There is a higher demand for services. In stakeholder survey results, 53% report very high or high satisfaction with HEFD.**
- **Performance management and capacity building mechanisms are institutionalized.**

**By equipping leaders and creating a performance-driven culture, CYPRESS© counterparts increasingly move toward sustainability — the ability to improve performance on their own and replicate results in the absence of continued technical assistance.**

# CYPRESS® is delivering results

**\$1,400,000+**

Additional funding mobilized by local community-based organizations beyond project grants



**39%**

Increase in stakeholder satisfaction measured over a six-month period



**43%**

Improvement in delivery time of medical commodities to hospitals



**100%**

Percentage of partner organizations that are now providing direct input to state policy, resource allocation, or strategic planning decisions



**97%**

Retention rate of new knowledge demonstrated by learning program participants



**52%**

Number of local partners increasing compliance with statutory obligations



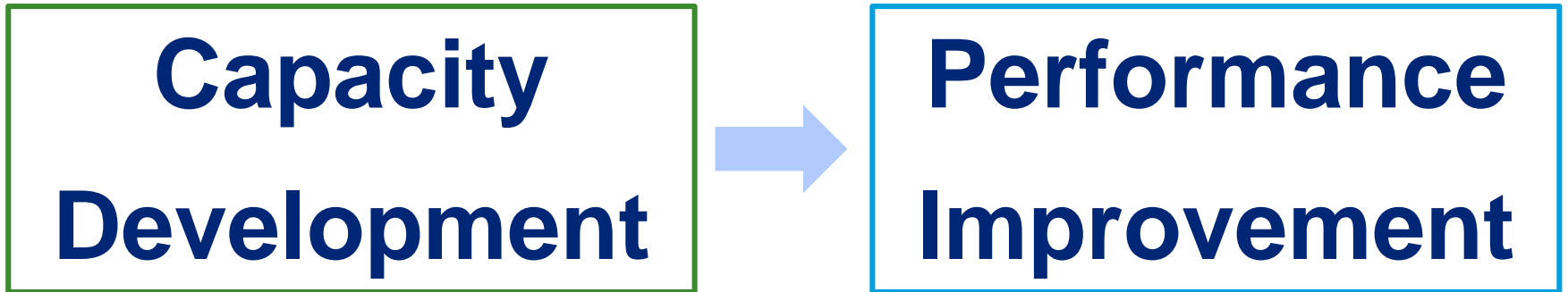
**16%**

Increase in overall capacity score, as measured by multi-domain maturity model

**15 countries, 6 sectors, >200 counterparts**

# Let's Start a Movement

**We can change the dialogue  
of international development from....**



# For more information

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