

LOGISTICS CLUSTER

FIELD-BASED PREPAREDNESS PROJECT (FBPP)

The Capacity Transformation Process

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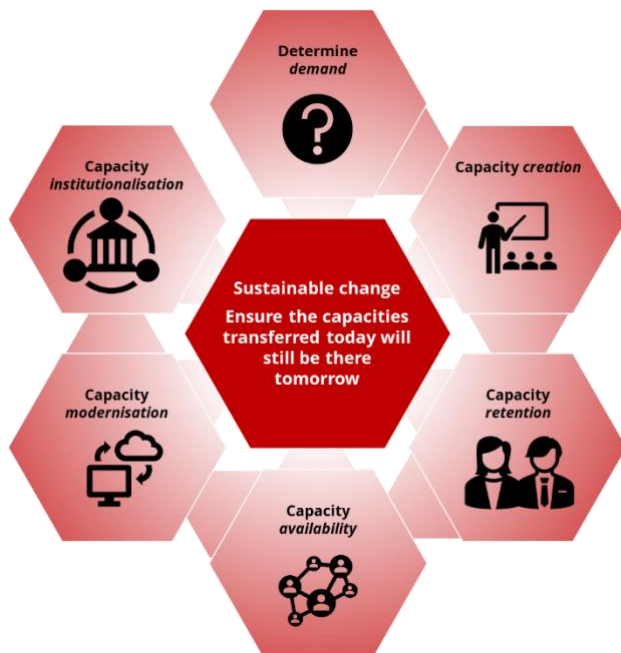
Who is this document for? Anyone wishing to know the basics of the 'Capacity Transformation' process

What does it contain? A brief overview of the six aspects to consider if the capacity transformation is to be sustained over time

Prerequisite reading? 1. [Capacity Strengthening Fundamentals](#): Introduces the concepts underpinning the FBPP's Institutional Capacity Strengthening (ICS) approach and the Theory of Change.

Where can I find a softcopy? <https://logcluster.org/document/fbpps-ics-framework-capacity-transformation-guidance>

The Capacity Transformation Process



The diagram above outlines six critical phases of the capacity development process that contribute to embedding changes in capacities within an organisation – whether GLC, WFP, or a government institution.

Although the diagram shows them as sequential, they are normally iterative, and often run in parallel. Each is explained from the perspective of the FBPP working with national stakeholders, but concrete WFP-specific examples are also presented.

Determine Demand

Stakeholder motivation to engage in Institutional Capacity Strengthening (ICS) is demand-driven, and capacity needs, objectives and expectations are jointly defined and documented.

Generally, stakeholder ownership, buy-in and long-term commitment to ICS processes emerge when the ICS speaks to the stakeholder's own long-term, value-driven targets, whose achievement requires them to have specific capacities. At the same time, leadership and key decision-makers must also recognise and acknowledge that those capacities are lacking or in need of support. This defines the level of institutional motivation, prioritisation and *demand* for ICS support.

With stakeholder motivation clearly established, relevant and realistic capacity outcomes can be defined, related capacity assets, gaps and needs identified, and appropriate and effective ICS support designed.

These steps are addressed by:

- Defining a [Capacity Outcome Statement](#) (COS)
- Conducting a [Capacity Needs Mapping](#) (CNM)
- Articulating a needs-based ICS Strategy.

Why? To ensure that stakeholders have a vested interest in engaging long-term in the ICS; that their commitment is demand-driven as opposed to supply-driven; and that all parties involved have a clear, aligned and documented understanding of whose capacities will be supported, which capacities specifically will be supported, and why (to achieve what).

Within FBPP: National disaster management stakeholders are accountable for implementing national plans for disaster management, emergency preparedness and/or a range of logistics functions, thus they are motivated to engage in ICS that will enable them to deliver more effectively against their targets.

Within WFP: WFP Country Offices (COs) have committed to implementing a five-year Country Strategic Plan (CSP) that describes a wide range of support services for national stakeholders; thus, the CSP itself often creates the need for internal capability development in many areas.

Capacity Creation

People acquire new skills and capabilities.

Capacity creation is achieved when people or organisations (through their people) acquire specific technical or functional skills and competencies through targeted capacity strengthening activities (e.g., on-the-job training, workshops, seminars, events, etc.). Capacities can be adaptive, analytical, collaborative, influencing, innovative, operational, strategic and technical.

Why? The creation of capacity is a necessary and critical first step toward achieving a specific result. However, simply creating the capacity does not automatically mean the acquired skills will immediately be used. If the capacity *transformation* process stops with capacity creation, then both individuals and organisations risk losing the capacity acquired, even quite quickly, as time goes by.

Within FBPP: This can include strengthening technical capacities in commodity tracking, digitisation of warehouse inventory management, fleet management, route optimisation, information

dissemination, partnerships and relationship management, etc.

Within WFP: This can include any of its trainings, sensitisation sessions, mentoring, coaching and advisory services offered to staff to ensure they can do their jobs e.g., leadership training, warehouse management training, guidance writing, policy review, etc.

Capacity Retention

Opportunities are created for people to use the new skillsets in their daily realities.

Capacity retention is secured when people or organisations anchor newly acquired skills into daily operational realities and thus begin to embed new behaviours and practices.

Enabling capacity retention can include updating:

- Job descriptions, terms of reference (ToRs) and profiles
- Recruitment and remuneration policies
- Guidance, tools and equipment
- Performance assessment, incentives and advancement opportunities

Why? For *people* to retain capacity, using it regularly is essential, otherwise it will fade due to lack of relevance. For example, a logistician who is taught new inventory management skills but assigned to fleet management instead will lose those skills over time for lack of application and relevance to their duties.

For *organisations* to retain capacity, that capacity must be formally acknowledged and appropriately valued and compensated. If this is not done, organisations become vulnerable to low motivation and disillusionment among staff, “brain drain” and high staff turnover. Retention is therefore essential for the sustainability and longevity of organisational change.

Within FBPP: Where identified in the CNM findings, FBPP officers support the National Disaster Management Office (NDMO) and other stakeholders as they develop appropriate ToRs, and advocate for creation of positions with appropriate deliverables and predictable sources of funding.

Within WFP: Developing clear and specific ToRs that accurately reflect necessary skillsets; adjusting

recruitment practices (e.g., interviews, panels, evaluations) to consider new and emerging capacities; integrating relevant parameters into performance assessment criteria and promotion and advancement decisions; identifying and addressing structural impediments to recruitment and retention of staff with new and emerging profiles; etc.

Capacity Availability

Organisations have enough skilled staff to meet current and predicted organisational needs.

Not only must organisations retain the capacity they create they must also ensure that they *continue* to create enough capacity to meet ongoing organisational needs. Thus, capacity availability is achieved when intentional efforts are made to ensure that a critical mass of skilled individuals is consistently available throughout the organisation – i.e., ensuring critical courses are offered on a rotational basis, multiple times a year and to a range of staff – not just those currently assigned to the relevant task – can help ensure there are “back-up” capacities always available in-house should the need for them arise.

Means to ensure capacity availability include:

- Defining internal capability development (ICD) strategies (see box below)
- Establishing systems and platforms for ICD
- Ensuring adequate financing for ICD
- Defining clear accountability frameworks



‘Capacity’ and ‘Capability’ are different.

Capacity refers to a person’s ability to take existing skillsets (capability) and employ them in new ways or different contexts. Capacities can be categorised as Adaptive, Analytical, Collaborative, Influencing, Operational, Strategic or Technical.

Capability refers to a specific skillset. These are often specific to a role or function within an organisation (e.g. as a warehouse manager).

Internal Capability Development (ICD) looks at *developing* a specific skillset through capacity creation efforts.

Why? If organisations fail to maintain adequate levels of capacity, they become vulnerable to “single supplier”-type dependencies and dynamics and/or inability to meet organisational demands, which can have costly financial and operational consequences.

Within FBPP: FBPP officers support the NDMO as it develops a relevant ICD strategy, ideally available for multiple stakeholders, and advocates for/develops/enhances training platforms for decentralised delivery; develops costed implementation plans for widespread roll-out of ICD strategy; explores integration of the ICD into existing ICD initiatives.

Within WFP: The WeLearn platform, and its training content; decentralised staff capability development programmes; WFP budgeting for the WeLearn platform and the updating of content; staff contracts tied to completion of mandatory training.

Capacity Modernisation

Organisations ensure internal capabilities remain aligned with emerging contexts, needs and innovations.

Capacity modernisation is achieved when intentional efforts are made to ensure that skills and competencies remain updated and aligned with changing contexts, needs, technologies, trends etc., over time (e.g. the warehouse systems and training programmes are continually updated to reflect new approaches, technologies and policies).

Ways to ensure capacity modernisation include:

- Mapping evolving demand
- Investing in R&D and innovation
- Establishing partnerships for ICD

Why? As the external environments in which organisations operate evolve, so to do the capacities required to effectively interact within them, to maintain organisational comparative advantage, strategic and operational niche.

Within FBPP: FBPP officers support the NDMO and other stakeholders as they develop practices that ensure business processes are regularly reviewed for optimisation and alignment with emerging technologies and practices; update and revise ICD content on a regular basis and invest in new SC&L management equipment and technologies to support integrated business process optimisation.

Within WFP: Developing internal expertise in digitalised supply chain management solutions to keep abreast of latest trends in integrated logistics management; developing internal expertise in biometric beneficiary registration and digitalisation of beneficiary data to

support transparency and accountability across the board.

Capacity Institutionalisation

Organisations achieve and sustain improved performance by themselves because the new behaviours and practices become part of their regular way of working.

Capacity institutionalisation is achieved when people or organisations carry out specific functions in a more accountable, effective, efficient and/or economic manner as a result of the changed behaviours and practices emerging from all earlier phases of the capacity transformation process. This leads to the achievement of targeted performance results which were not as well (or at all) achieved before the ICS engagements.

Ways to sustain capacity institutionalisation include:

- Consistent messaging about political will and leadership expectations
- Widely circulating relevant strategic and operational guidance
- Promoting organisational learning and knowledge management
- Enforcing accountability for relevant results through independent audits and evaluations

Why? The goal of ICS is to enable organisations to autonomously achieve their targets and objectives *consistently, over time*, without (or with little) external assistance. Ownership of capacities is essential.

Within FBPP: FBPP officers support the NDMO as it systematically and consistently (over time) engages in all of the above phases e.g., through regular dialogue with and investigation of key partners and their practices, continuous dissemination of latest research and findings across the relevant stakeholder base, investing in robust HSC&L knowledge management systems and platforms and coherent and digitalised monitoring systems to assess and document how individuals' improved capacities contribute to increased preparedness and response effectiveness.

Within WFP: Leadership endorsement of the Strategic Plan, CSP Policy, other sectoral policy and organisational commitments; corporate audits and evaluations accompanied by management responses; corporate results frameworks

Theory of Change Capacity Transformation

