

Following the use of the Organisational Capacity (self) Assessment Tool (OCAT) in 2015 and 2016, Kano State Primary Health Care Management Board (PHCMB) increased their overall health system capacity score from 44% in 2015, to 62% in 2016.

1 Purpose of the OCA

MNCH2, in collaboration with the National Primary Health Care Development Agency (NPHCDA) and participants from the Health Strategy Development Fund, Gates Foundation (represented by SOLINA), Directors from State Primary Health Care Development Agencies/ Boards (SPHCDA/B) of Jigawa, Kaduna, Kano, Katsina, Yobe and Zamfara States developed the Organisational Capacity Assessment process and tool in 2015. It is currently being used in the six states supported by MNCH2.

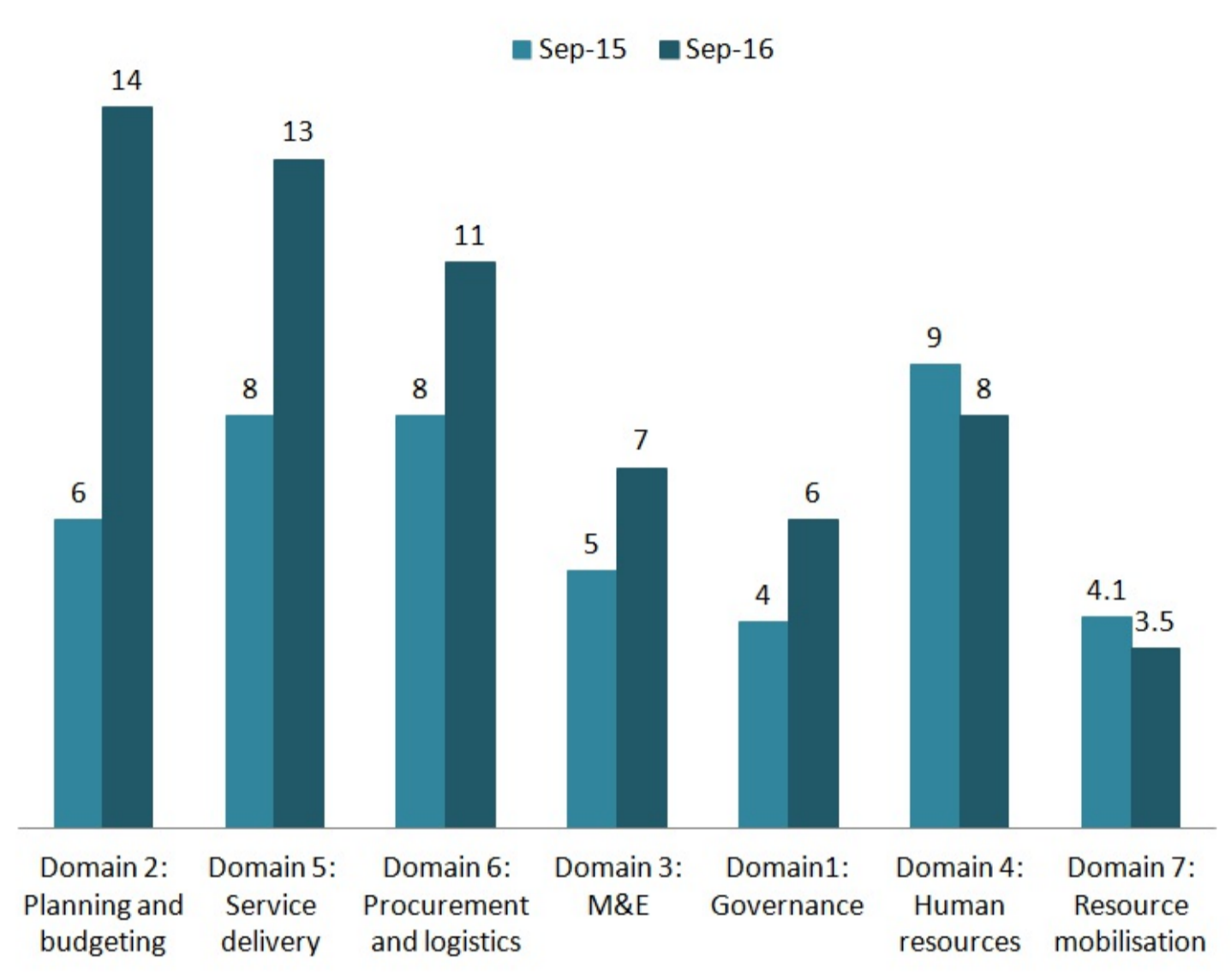
The OCA aims to help State Primary Health Care Development Agencies or Management Boards identify the extent of their existing organisational capacity to support the state health system.

Organisational capacity is defined in this context by seven key domains outlined in the chart to the right. These are aligned with the WHO health system building blocks. Working on strengthening state Agencies' capacity within these domains simultaneously, helps the health system to grow stronger and deliver better care for its population in a holistic way.

Capacity Development Plans (CDPs)
As part of this self-assessment, MNCH2 supports agencies to develop capacity development plans to address capacity gaps identified during the OCA. Capacity development plans, when implemented, are helping states to improve the delivery of quality health services to their populations.


2 What has the OCA process found?

Chart 1: Health system domain scores (%) demonstrating extent of capacity in September 2016, compared to September 2015 baseline position. Kano State PHCMB improved its capacity in 5 out of the 7 domains within the first year.




3 What types of capacity have increased?

Domain 1 Governance capacity



Restructuring and reorganising roles and responsibilities within the PHCMB has provided clarity and additional motivation for board staff members. This is contributing to more efficient and effective delivery of the PHCMB's mandate. See photo bottom right.

Domain 2 Planning and budgeting capacity



Improvements made to the PHCMB's annual operational planning process has led to an increase in the funding available for the health sector including primary healthcare: from 8% of health sector funding in 2015, to 9.8% in 2016, to 12.1% in 2017, to 13.01% in 2018.

Domain 5 Service delivery capacity



Strengthening Quality of Care processes throughout the state is leading to improved quality services at health facility levels. Staff demonstrate improved competency in implementing Quality of Care protocols, enabling them to better care for patients.

The above domain specific examples have been achieved as a result of strong collaboration between health professionals working in the respective domains.

4 What do stakeholders think about the OCA process?



"The tool is very rich, user friendly, and provides a platform for self-assessment of the capacity level, gaps and serves as problem solving for our organisation. It is a very useful instrument. We appreciate MNCH2 support and we are committed in sustaining this good initiative."

Mr Bashir Sunusi, Director Planning Monitoring & Evaluation (DPM&E) of Kano State PHCMB, Kano State, August 2017. MNCH2.



"The OCA tool has real value. Provides great opportunity to address challenges and gaps. And has also helped our board to develop realistic strategies for improvement, especially at the Local Government Authority level."

Dr Mohammed Nasir Mahmdud, Executive Secretary (ES) of Kano State PHCMB, Kano State, August 2017. MNCH2.



"OCA has greatly improved documentation and the staff see it as a way of assessing their capacity to deliver on their mandate."

Hafsat Kolo, Chairperson of Partnership for the promotion of MNCH (PPMCH). This civil society coalition has been participating in the process of Kano State PHCMB OCA, August 2017. MNCH2.



Kano State PHCMB members clarifying their roles and responsibilities (Domain 1) following the OCA Capacity Development Plan recommendation, Kano State, August 2017. MNCH2.