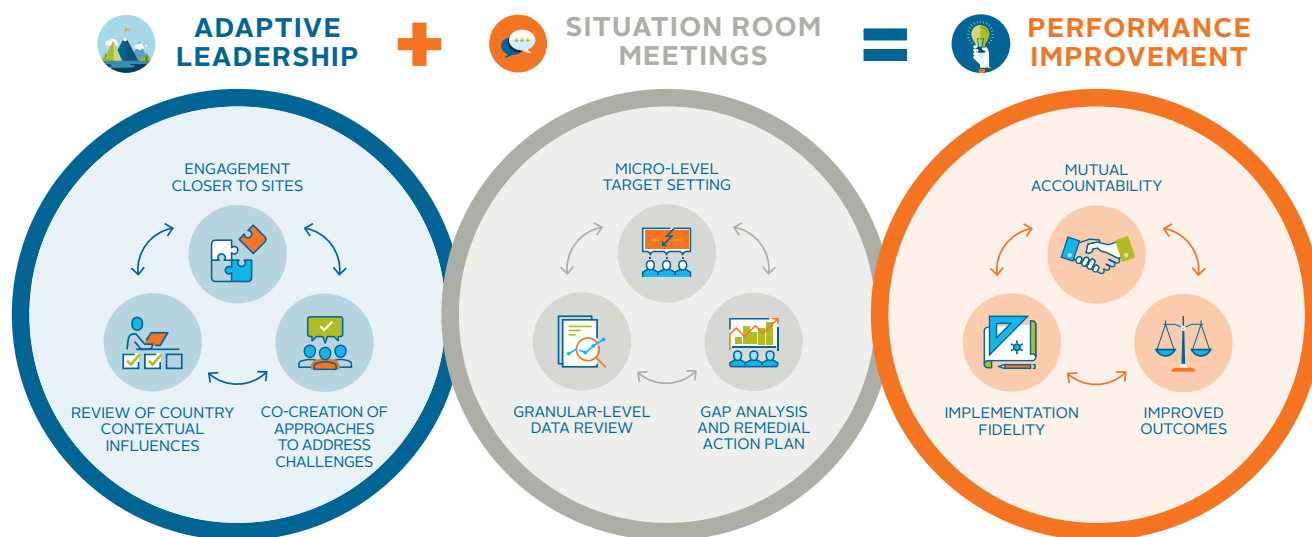


# TOTAL QUALITY LEADERSHIP AND ACCOUNTABILITY

FHI 360's customized approach to delivering impact



Total Quality Leadership and Accountability (TQLA) is an innovative and adaptive management approach proven to drive performance, strengthen capacity of implementers at all levels to be more accountable, use data to strategically prioritize local solutions to solve development challenges, and improve outcomes at lower costs. TQLA supports leaders to target resources to sites with the greatest needs and enables attainment of results within a reasonable timeframe.

## CORE ELEMENTS OF TQLA

### *Adaptive Leadership*

TQLA strengthens operations and project management in ways that optimizes efficiencies, builds synergies and accountability. This step of the TQLA approach encompasses three key components.

- **Engagement closer to sites**
  - ▶ Close proximity to project sites fosters an environment where continuous, targeted feedback leads to overall quality service delivery.
- **Review of country contextual influences**
  - ▶ Critical to adaptive leadership is assessment of the local situation and the specific development challenges.
- **Co-creation of approaches to influence and address challenges**
  - ▶ Key intervention areas are identified, classified, differentiated, and prioritized, and where appropriate, resources are deployed or re-deployed to areas of greatest need.

### *Situation Room Meetings*

Situation room meetings establish a routine to ensure quality performance and an agile, timely, response. Program staff meet with local leaders and stakeholders frequently (daily, weekly) to visualize and examine granular site level data, identify gaps, brainstorm on solutions, identify areas of greatest need or collaboration for domestic resourcing, and adopt adaptive management decisions to improve program results. This helps foster an environment

**About FHI 360:** FHI 360 is a nonprofit human development organization dedicated to improving lives in lasting ways by advancing integrated, locally driven solutions. Our staff includes experts in health, education, nutrition, environment, economic development, civil society, gender, youth, research, technology, communication and social marketing—creating a unique mix of capabilities to address today's interrelated development challenges. FHI 360 serves more than 70 countries and all U.S. states and territories.

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of mutual accountability. Following situation room meetings, key decisions are communicated to the appropriate operational units and frontline workers in a timely manner. This step of the TQLA approach encompasses three key components.

- **Microlevel target setting**
  - ▶ Utilizing data for decision making is essential to accelerate progress. Working with local practitioners, FHI 360 provides technical assistance to develop a system that establishes site level targets and initiates real time and micro-level data collection to measure against those targets.
- **Granular site level data review**
  - ▶ Site level data is analyzed, synthesized, and used to enable targeted decision making and feedback. Teams use data to create needs-based technical support and transition greater control of interventions and strategic resourcing to local stakeholders.
- **Gap analysis and remedial action plans**
  - ▶ Program staff meet with local leaders and stakeholders to identify gaps and develop actionable course correction recommendations.

**Performance Improvement**

Teams work to implement change that is cost-effective and improves outcomes for needs-based services that exceed the requirements and expectations of clients.

- **Mutual accountability**
  - ▶ To strengthen capacity of leadership and overall service delivery, the relationship between FHI 360 as technical assistance (TA) partner and the host country as beneficiary of support is redefined. This supports local partners to transition from dependence on TA to autonomous self-reliance.
- **Implementation fidelity**
  - ▶ Performance optimization at every stage is a key element of the approach, leading to accelerated improvements and impact. Specific dimensions of fidelity include improving adherence to standards and protocols, competencies, processes, project staffing, quality of service delivery, and the client experience.
- **Improved outcomes**
  - ▶ The TQLA framework leads to improved capabilities to meet programming targets and achieve goals. This results-oriented approach improves outcomes through participatory decision making and the micro utilization of data.



**TQLA**

Total Quality Leadership  
& Accountability