

<b>Indicator</b>	<b>CBLD-9 Percent of USG-assisted organizations with improved performance</b>
<b>Definition</b>	<p>This indicator measures whether USG-funded capacity development efforts have led to improved organizational performance in organizations receiving organizational capacity development support.</p> <p><b>Key concepts:</b> Capacity is the ability of people, organizations and society as a whole to manage their affairs successfully. Capacity development is the process of unleashing, strengthening and maintaining such capacity. Capacity is a form of potential; it is not visible until it is used. Therefore, performance is the key consideration in determining whether capacity has changed. Organizations with improved performance will have undergone a deliberate process undertaken to improve execution of organizational mandates to deliver results for the stakeholders it seeks to serve.</p> <p><b>Indicator Formula:</b> This indicator should only be used when conditions (a) and (b), as described below, are met. Targets should be set and results should be reported using this formula for the overall indicator and each of the disaggregates :</p> <ul style="list-style-type: none"> <li>● Numerator = number of organizations with improved performance</li> <li>● Denominator = number of USG-assisted organizations receiving organizational capacity development support</li> </ul> <p>Targets for both the numerator and denominator should be set for the aggregate; they do not need to be set for the disaggregates. Results should be reported for both numerator and denominator for the aggregate and disaggregate types.</p> <p><b>Denominator calculations for the process of organizational capacity development:</b> Organizations should only be counted in the denominator if they have undergone an intentional and demand-driven performance improvement process detailed in points (a) and (b) below.</p> <ol style="list-style-type: none"> <li>a. The activity theory of change, award documents, work plan, or other relevant documentation reflects that resources (human, financial, and/or other) were allocated for organizational capacity development.</li> <li>b. An organization demonstrates that it has undergone and documented a process of performance improvement, including the following four steps: <ol style="list-style-type: none"> <li>i. Obtaining input from the supported organization and/or any other relevant stakeholders to define desired performance improvement priorities,</li> <li>ii. Analyzing and assessing performance gaps (the difference between desired performance and actual performance),</li> <li>iii. Selecting and implementing performance improvement solutions (or the development interventions), and</li> </ol> </li> </ol>

	<p style="text-align: center;"><b>iv.</b> Using a performance improvement metric for which the organization will monitor and measure changes in performance.</p> <p><b><i>Numerator calculations for organizational performance improvement:</i></b>  Organizations should only be counted in the numerator if they are eligible to be counted in the denominator and have additionally demonstrated measurable improved performance. In addition to meeting conditions (a) and (b) above, organizations must meet the following condition:</p> <p style="text-align: center;"><b>C.</b> An organization demonstrates that its performance on a key performance metric has improved.</p> <p>Selecting Measurement Approaches: USAID Operating Units (OUs) and/or implementing partners should select a measurement approach that captures performance, not latent capacity. This approach should measure organizational performance results, not activity implementation. Performance improvement takes time, so simply implementing planned capacity development support does not imply improved performance.</p> <p>Keeping these considerations in mind, OUs have substantial flexibility in selecting a measurement approach. OUs and implementing partners should consider the objectives of the supported organizations and engage local organizations to identify key performance metrics in line with those objectives. These metrics may be quantitative or qualitative, but should reflect a clear objective for performance improvement. Measurement of quantitative or qualitative metrics may occur through a variety of methods, including observation, surveys, interviews or focus group discussions. Additional explanations and examples are provided in the CBLD-9 Measurement Resource.</p> <p><b><i>Disaggregates:</i></b> Only one organization type should be selected for each organization receiving USG-funded capacity development assistance. Organization type should reflect the primary type of organization with which an organization identifies. Additional description of the mission and function of each assisted organization (such as type of services provided, role of organization in a relevant sector, etc.) should be included in the narrative. When selecting the “Other” disaggregate, please describe the type of organization in the indicator narrative.</p>
<b>Primary SPS Linkage</b>	CBLD
<b>Linkage to Long Term Outcome or Impact</b>	USAID is reorienting its strategies, partnership models, and program practices to achieve greater development outcomes and strive toward a future where foreign assistance is no longer necessary. The approach, outlined in the Agency’s Policy Framework, emphasizes the concept of “self-reliance”—defined as the capacity and commitment of a country to plan, finance, and implement solutions to solve its own development challenges in an effective, inclusive, and accountable way. The Policy Framework states that “self-reliance of communities and organizations within a country underpin countrywide self-reliance.”

	Capacity development also is a key component of USAID’s Acquisition and Assistance (A&A) Strategy and Effective Partnering and Procurement Reform (EPPR) recommendations. The A&A Strategy states that “USAID will shift from viewing successful local capacity building as an organization’s ability to receive and manage federal funding directly to measuring success by the strengthened performance of local actors and local systems in achieving and sustaining demonstrable results.”
<b>Indicator Type</b>	Outcome
<b>Reporting Type</b>	Percent
<b>Use of Indicator</b>	This is an Agency-wide cross-cutting indicator that applies to all sectors and standardized program areas including: peace and security; democracy and governance; health; education and social services; economic growth; and humanitarian assistance.
<b>Reporting Frequency</b>	Annual
<b>Data Source</b>	Implementing partners that have been allocated USG funding to work with local organizations to strengthen their organizational capacity for increased performance.
<b>Bureau Owner(s)</b>	<p>Agency: USAID Support: CBLDSupport@usaid.gov</p> <p>Bureau and Office: RFS/ALD POC: Chris Hillbruner, 202-712-0053, rfs.ald@usaid.gov</p> <p>Bureau and Office: DDI/DRG POC: David Jacobstein, 202-712-1469, djacobstein@usaid.gov</p> <p>Bureau and Office: DDI/EDU POC: Rebecca Pagel, rpagel@usaid.gov</p> <p>Bureau and Office: DDI/LFT POCs: Amanda Satterwhite, amsatterwhite@usaid.gov Eskedar Dejene, edejene@usaid.gov Uchenna Mbawuike, umbawuike@usaid.gov</p> <p>Bureau and Office: GH/PPP POC: Virginia Lamprecht, <a href="mailto:vlamprecht@usaid.gov">vlamprecht@usaid.gov</a>; GH_CBLD9@usaid.gov</p>
<b>Disaggregate(s)</b>	<p><b>Overall:</b></p> <p><i>Numerator:</i> Total number of organizations with improved performance <i>Denominator:</i> Total number of organizations receiving organizational capacity development support</p>

	<p><b>Type of Organization:</b></p> <p><b><i>Educational Institutions (higher education, secondary, primary, pre-primary)</i></b>  <i>Numerator:</i> Number of educational institutions (higher education, secondary, primary, pre-primary) with improved performance  <i>Denominator:</i> Number of educational institutions (higher education, secondary, primary, pre-primary) receiving organizational capacity development support</p> <p><b><i>Research institutions (non-degree granting)</i></b>  <i>Numerator:</i> Number of research institutions (non-degree granting) with improved performance  <i>Denominator:</i> Number of Research institutions (non-degree granting) receiving organizational capacity development support</p> <p><b><i>Cooperative (formal and registered private sector firm)</i></b>  <i>Numerator:</i> Number of cooperatives (formal and registered private sector firm) with improved performance  <i>Denominator:</i> Number of cooperatives (formal and registered private sector firm) receiving organizational capacity development support</p> <p><b><i>Producer group (informal, unregistered)</i></b>  <i>Numerator:</i> Number of producer groups (informal, unregistered) with improved performance  <i>Denominator:</i> Number of producer groups (informal, unregistered) receiving organizational capacity development support</p> <p><b><i>Faith-based organizations</i></b>  <i>Numerator:</i> Number of faith-based organizations with improved performance  <i>Denominator:</i> Number of faith-based organizations receiving organizational capacity development support</p> <p><b><i>Governmental agencies (national or sub-national levels)</i></b>  <i>Numerator:</i> Number of governmental agencies (national or sub-national levels) with improved performance  <i>Denominator:</i> Number of governmental agencies (national or sub-national levels) receiving organizational capacity development support</p> <p><b><i>Health organizations (service delivery, health advocacy, and professional associations)</i></b>  <i>Numerator:</i> Number of health organizations (i.e. service delivery, advocacy, professional association) with improved performance  <i>Denominator:</i> Number of health organizations (i.e. service delivery, advocacy, professional association) receiving organizational capacity development support</p> <p><b><i>Private sector firms (excluding cooperatives)</i></b>  <i>Numerator:</i> Number of private sector firms (excluding cooperatives) with improved performance</p>
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