

INDICATOR:

CBLD-8 Percent of USG-assisted organizations with improved performance [IM-level]

DEFINITION:

This indicator measures whether USG-funded capacity development efforts have led to improved organizational performance in organizations receiving organizational capacity development support. 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. Organizational performance improvement reflects a deliberate process undertaken to improve execution of organizational mandates to deliver results for the stakeholders it seeks to serve.

This indicator should only be used when an activity intentionally allocates resources (human, financial, and/or other) toward strengthening organizational capacity and undergoes a deliberate performance improvement process that is documented. The activity's theory of change should reflect how the process of performance improvement is predicted to improve the delivery of products or services that an organization produces. With support from the implementing partner, each organization being supported should determine how it will define and monitor performance improvement based on its own organizational mandate, mission, and strategic priorities.

The implementing partner sets annual targets for this indicator based on how many organizations will achieve improved organizational performance each year. An organization can be counted as having improved organizational performance if it meets the following conditions.

- (a) As reflected in the activity theory of change, resources (human, financial, and/or other) were allocated for organizational capacity development.
- (b) An organization demonstrates that it has undergone and documented a process of performance improvement, including the following four steps:
 1. Obtaining organizational stakeholder input to define desired performance improvement priorities,
 2. Analyzing and assessing performance gaps (the difference between desired performance and actual performance),

3. Selecting and implementing performance improvement solutions (or the development interventions), and
4. Monitoring and measuring changes in performance.

(c) An organization demonstrates that its performance on a key performance indicator has improved.

Organizations may choose their preferred approach and/or tools for documenting the process and achievement of performance improvement. The approach and/or tool may be one that has been or is being used by the organization prior to the implementation of USG-funded support. One example of a broad performance improvement monitoring tool that USAID has endorsed is the Organizational Performance Index (OPI), which can be used for assessing performance across multiple domains. Other examples include university accreditation self-assessments, a balanced scorecard approach, Six Sigma, and many others. The data quality, including reliability and validity of the approach and/or tool should be documented to the extent possible in the Monitoring and Evaluation Plan (specifically the Activity MEL Plan for USAID).

Targets should be set and results should be reporting using this formula:

- Numerator = number of organizations with improved performance
- Denominator = number of USG-assisted organizations receiving organizational capacity development support

PRIMARY SPS LINKAGE:

CBLD

LINKAGE TO LONG-TERM OUTCOME OR IMPACT:

Capacity development is essential to achieving and sustaining the U.S. Government's Global Food Security Strategy (GFSS) objectives of inclusive and sustainable agriculture-led economic growth, resilience among people and systems, and a well-nourished population. This indicator data and supplementing documentation will provide the Feed the Future initiative with a better understanding about the scope and scale of organizational capacity development efforts within the Feed the Future Zones of Influence, as well as outside the Feed the Future ZOIs at organizations that play a significant role in contributing to agriculture-led economic growth (e.g., organizational capacity strengthening of a ministry of agriculture or an agricultural university outside of

the ZOI). This indicator data also provides information about which types of organizational performance support its partners need. This indicator is linked to CCIR 6: Improved human, organizational, and system performance of the Global Food Security results framework.

Capacity development plays a key role in the Agency's strategic approach to Democracy, Rights, and Governance. Stronger civil society organizations may contribute by including more voices in public debate and decision-making, organizing members and constituents to take collective action, and supporting advocacy and oversight to demand accountability. Stronger public sector organizations may contribute by making governance more effective, responsive, transparent and accountable. In aggregate, the capacities of organizations contribute critically to institutional capacities for democratic governance that underpin a country's self-reliance. This indicator data will provide the DRG Center with a better understanding of the efforts of organizational capacity development within DRG programming, and how they relate to different categories of strategic objectives. This indicator data also provides information about which types of organizational performance partners working on democratic governance identify as key to their success.

Capacity development in educational institutions is critical to achieving the vision that countries achieve self-reliance in education as espoused in the USG Basic Education Strategy and USAID Education Policy. Improved performance at the ministerial level--whether the ministry of education or other ministries that intersect with education (such as a ministry of youth or science and technology)--influences outcomes across sectors and populations. Improved performance of NGOs, firms, and other organizations that deliver, finance, or otherwise engage within education systems can also influence reforms and changes in learning and educational outcomes. Improved performance at higher education institutions ripples throughout an education system, strengthening education research efforts, improving teacher performance, and benefiting education finance, policy, and reform. Improved performance at the secondary and primary levels (both formal and the non-formal equivalent) can contribute to safer learning environments, improved instruction, and better management of student learning. Data from this indicator will provide E3/ED with a better understanding of contributions to

education organizational capacity development and its linkages to education systems strengthening.

INDICATOR TYPE:

Outcome

REPORTING TYPE:

Percent

USE OF INDICATOR:

Bureau for Food Security (BFS)/Feed the Future (FTF) will review progress on this indicator in portfolio reviews and use it to inform learning. DCHA/DRG will reflect on this indicator during annual portfolio reviews to inform central learning questions, especially related to civil society and local government strengthening where capacity is a key factor. This indicator will be used to monitor and report on E3/ED investments in organizational capacity development across the education continuum (primary, secondary, and higher education levels) in support of the USG Education Strategy and USAID Education Policy.

REPORTING FREQUENCY:

Annual

DATA SOURCE:

Implementing partners that have been allocated USG funding to work with local organizations to strengthen their organizational capacity for increased performance.

BUREAU OWNER(S):

Agency: USAID

Bureau and Office: BFS/SPPM/MEL

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Bureau and Office: E3/ED

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DISAGGREGATE(S):

Type of organization:

- Research institutions (non-degree granting)
- Education (higher education, secondary, primary)
- Producer associations
- Private sector firms
- Governmental agencies (at the national or sub-national levels)
- Non-governmental and not-for profit organizations
- Other