

Note: This indicator maps to Feed the Future Indicator #48 (“number of organizations with increased performance improvement scores”).

## Indicator: # of community organizations that demonstrate improved performance (CED\_OrgDev\_038)

CED Sector

**PROJECT AREA:** Community & Organizational Development**Type:** Outcome**Unit of Measure:**  
Organization**Disaggregation:** Organization type (educational, government agency, private sector firm, producer association, NGO and not-for-profit organization, other)**Outcome Measured:** Community organizations demonstrate improved performance

### Precise definitions

**Organizational capacity** is an organization’s ability to effectively achieve its stated mission and sustain its desired impact over the long term.<sup>1</sup> **Improved organizational performance** is a measurable improvement in an organization’s capacity. The specific criteria for measuring and reporting “improved performance” for an organization are detailed in the “Reporting” section of this indicator reference sheet.

An **organizational capacity assessment (OCA)** is a structured tool used to facilitate an organization’s self-assessment of its capacity to carry out key organizational functions. The customizable format of most OCA tools allows the organization to self-reflect on its processes and functions, set and track its capacity development process, and score itself against its own benchmarks. Based on the OCA scoring and results analysis/discussion, the organization then develops an action plan for organizational capacity development that shapes and sets priorities for steps it will take to strengthen its organizational capacity.

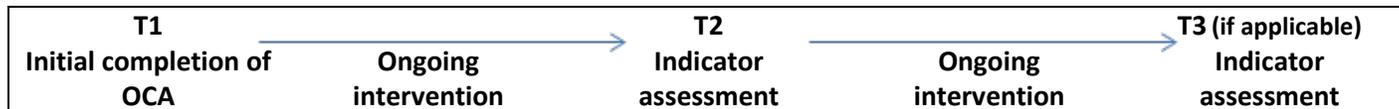
### Data collection

**Tool:** Volunteers working on strengthening the capacity of community organizations to achieve their mission should use the Organizational Capacity Development Tool.

### Frequency of data collection and tracking:

- **Time 1 (T1)—After initially facilitating the completion of an organizational capacity assessment (using the Organizational Capacity Development Tool)**
- **Time 2 (T2)—Six to nine months** after beginning implementation of the action plan for organizational capacity development that resulted from the organizational capacity assessment
- **Time 3 (T3)—12 to 18 months** after beginning implementation of the action plan for organizational capacity development, if applicable. Some organizations will not meet the minimum criteria at T2 to successfully demonstrate improved performance. If the organization has not met the minimum reporting criteria at T2, then at T3 the PCV may assess the organization again.

<sup>1</sup> Pact. 2010. *Introduction to Organizational Capacity Development*.



**Which organizations to measure:** Volunteers should only count organizations for this outcome with which they worked with regularly (i.e., in an ongoing manner) in one or more of the following ways:

1. Co-facilitate a participatory organizational capacity assessment (OCA);
2. Co-facilitate creation of an action plan for organizational capacity development;
3. Co-plan and co-facilitate training on organizational development topics;
4. Coach organization members to apply organizational development skills and knowledge;
5. Co-plan and co-facilitate a project design & management (PDM) workshop for organization members and stakeholders; or
6. Coach organization members and stakeholders to use PDM to design, manage, and evaluate a project.

## Reporting

**Measuring progress toward the outcome, by organization type:** An organization is considered to have demonstrated improved performance if the organization’s “level of achievement” on the Organizational Capacity Development Tool is higher at T2 than at T1 (or at T3 than at T2, if applicable) for at least half of the “capacity statements” that the organization chose to include in its action plan for organizational capacity development.

- Following the organizational capacity assessment, record “Y” or “N” in the far right column of the tracking sheet below to indicate whether the organization’s level of achievement met the criteria described above for improved performance.
- Tally the total number of “Y”s in the far right column and record that number in the last row of the tracking sheet labeled “TOTAL ACHIEVED OVERALL”.
- Then tally the total number of “Y”s for each organization type in the second to last row of the tracking sheet labelled “TOTAL DEMONSTRATING IMPROVED PERFORMANCE BY ORGANIZATION TYPE”

Failure to meet the criteria above means the organization has not demonstrated improved performance. If the organization did not demonstrate “improved performance” at T2, repeat the assessment and reporting process at T3 as indicated above in the “Data Collection” section of this document.

Each organization that demonstrates “improved performance” may only be counted once per fiscal year. The same organization may be counted again in a new fiscal year provided that it again has a higher “level of achievement” for at least half of the capacity statements in its action plan for organizational capacity development.

