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Section #	Title	<i>Percent of USG-assisted organizations with improved performance</i>
1	Indicator Number	CBLD-9
2	Status (<i>New, Edited Existing, Reactivate, Archive/Drop</i>)	<i>Edited</i>
3	Working Group	AG
4	Indicator Type	<i>Outcome</i>
5	Reporting Type	<i>Percentage</i>
6	SPS Category	<i>Cross-cutting</i>
7	SPS Area	<i>CBLD</i>
8	SPS Element	<i>CBLD</i>
9	Justification	<i>Percent of USG-assisted organizations with improved performance .</i>
10	Definition	<p><i>This indicator measures whether USG-funded capacity strengthening efforts have led to improved organizational performance in organizations receiving organizational capacity strengthening support.</i></p> <p>Key concepts:</p> <ul style="list-style-type: none"> ● <i>Capacity encompasses the knowledge, skills, and motivations, as well as the relationships that enable an organization to take action to design and implement solutions to local development challenges, to learn and adapt from that action, and to innovate and transform over time.</i> ● <i>Organizational capacity strengthening is a strategic and intentional investment in organizations to jointly improve their performance toward achieving locally valued and sustainable development outcomes.</i>

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- *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..*
- *An organization is a group of people who work together in an organized way for a shared purpose. For additional information on what entities count as “organizations,” reference the CBLD-9 Frequently Asked Questions (FAQs).*

Indicator Formula: This indicator is a percentage, defined as:

- ***Numerator*** = *number of organizations with improved performance*
- ***Denominator*** = *number of USG-assisted organizations that have planned and pursued performance improvement with USAID support.*

The unit of measure is an organization, and a single organization should only be counted once in a fiscal year. Organizations can be counted in subsequent years, as long as their performance improved relative to the previous year

Denominator calculations:

Organizations should only be counted in the denominator if they have fulfilled ALL conditions in points (a) and (b) below:

(a) *The activity theory of change, award documents, work plan, or other relevant documentation reflects that resources (human, financial, and/or other) were intentionally allocated for organizational capacity strengthening.*

(b) *An organization demonstrates that it has undergone and documented a process of performance improvement, including the following four steps:*

(i.) *Collaborating with the supported organization and/or any other relevant stakeholders to jointly define desired performance improvement priorities;*

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(ii.) Identifying (the difference between current and desired performance

(iii.) Selecting and implementing performance improvement solutions (the capacity strengthening interventions); and

(iv.) Identifying and using a performance improvement metric(or metrics) by which the organization will monitor and measure changes in performance.Reference “Selecting Metrics and Measurement Approaches” below for additional guidance.

Numerator calculations for organizational performance improvement:

Organizations should only be counted in the numerator (Number of organizations with improved performance) if they are counted in the denominator(Number of organizations pursuing performance improvement with USAID support) and have additionally demonstrated measurable improved performance, as captured by one or more performance metrics.In other words, in addition to meeting conditions (a) and (b) above, organizations must also meet the following condition (c) to be counted in the numerator:

(c) An organization demonstrates that its performance on at least one key performance metric has improved.

The following are examples of organizations and programming that should NOT be counted under CBLD-9:

- Organizations receiving support that is not specifically tailored to their priorities. For example, a training or workshop offered to any interested local organizations does not, by itself, meet the criteria for CBLD-9, as it is not intentionally offered in response to specific organizations’ performance improvement priorities.*

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- *Organizations that have received capacity strengthening support, but have not yet conducted measurement of performance change. Organizations should only be counted when CBLD-9 criterion b.iv (measuring change in performance) has been met. An organization whose performance change has not yet been measured should not be counted under CBLD-9 for the given fiscal year.*
- *Programming targeting individual professional development. Programming that primarily targets individual capacity strengthening (not explicitly tied to measured improvement in an organization's performance should not be counted.*

Selecting Measurement Approaches: *Supported organizations (in collaboration with OUs and capacity strengthening providers) have substantial flexibility in selecting a measurement approach to fulfill CBLD-9 criterion b.iv. In doing so, OUs, providers, and supporting organizations should keep the following considerations in mind:*

- *The measurement approach must capture p measurable performance results, not latent capacity..*
- *Performance improvement takes time, so simply implementing planned capacity strengthening support (interventions) does not imply improved performance.*
- *It is not necessary to create or adopt a new tool or survey (such as the OCA or OPI) to measure performance. However, if using a tool, it is rarely appropriate to use the same tool to prioritize areas for capacity strengthening (criterion b.i) versus measure improvement (criterion b.iv). Additional explanation of this point is included in the Guide to Distinguishing Tools Used for Local Capacity Strengthening, available on USAID's Local Capacity Strengthening Policy*

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resource page.

- *Whenever possible, performance metrics and approaches already being used by the local organization should be used in place of those created for the sole purpose of reporting to USAID.*
- *Metrics may be quantitative or qualitative.*
- *Measurement may occur through a variety of methods, including (but not limited to) routine business data collection, observation, surveys, or interviews.*

Reference the CBLD-9 Measurement Resource and CBLD-9 FAQs for additional measurement examples.

Disaggregates: *Only one organization type should be selected for each organization pursuing performance improvement with USAID support. When a supported organization fits within more than one disaggregate category, the Contracting Officer's Representative/Agreement Officer's Representative should be consulted to inform selection of the disaggregate that best represents the organization type. Selection of disaggregates is required.*

Targets for both the numerator and denominator should be set for the overall indicator; they do not need to be set for the disaggregates. Results should be reported for both numerator and denominator for the overall indicator and disaggregate types.

Indicator Narrative Instructions for USAID Operating Units: *When reporting on this indicator in your PPR, in the narrative box for 'Current and Future Indicator Performance Analysis' located on the FACTSInfo indicator data entry screen, the OU should summarize key aspects of the organizational capacity strengthening work*

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		<p><i>supported by their OU, including mention of select performance metrics that were used (condition (c) above) in the capacity strengthening approach, and/or highlighting the work of a primary Activity/IM working in this area. In addition, when selecting the “Other” disaggregate, please describe the type of organization in the indicator narrative.</i></p> <p>Indicator Instructions at the Activity/IM-level: <i>Feed the Future implementing partners are required to use the CBLD-9 worksheet located on the Agency’s Local Capacity Strengthening Policy webpage and to upload their worksheet on the ‘Documents’ tab of the CBLD-9 indicator data entry screen in Development Information Solution (DIS). Partners outside Feed the Future are strongly encouraged, but not required, to use the same CBLD-9 worksheet, and follow the same procedure to upload it in DIS with their annual data. This worksheet helps ensure CBLD-9 criteria are met for each organization counted and supports analysis for learning.</i></p>
11	Long Term Linkages	<p><i>USAID’s Local Capacity Strengthening (LCS) policy establishes a vision for capacity strengthening work that starts with the local system, strengthens diverse capacities through diverse approaches, and measures performance improvement in collaboration with local actors. The CBLD-9 indicator reflects these principles at the organizational level.</i></p>
12	Use Of Indicator	<p><i>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.</i></p>
13	Data Source	<p><i>Implementing partners that have been allocated USG funding to work with local organizations to strengthen their organizational capacity for increased performance.</i></p>
14	FA.Gov (Indicator)	Yes
15	APP/APR	No
16	HQ Assigned OUs (input by 5/26/23)	<p><i>Afghanistan, Cambodia, Central Asia Regional, Colombia, Democratic Republic of the Congo, Djibouti, Egypt, Ethiopia, Georgia, Ghana, Haiti, Hungary, Indonesia, Iraq, Jordan, Laos, Lebanon, Liberia, Libya, Madagascar, Mali, Mexico,</i></p>

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		Mozambique, Niger, Nigeria, Peru
17	Other SPS Linkages	
18	Explanation	<i>Disaggregates are by type of organization. Health organizations (including service delivery, advocacy, professional associations, etc.)</i>

19	Disaggregate Title	Disaggregate number	Status	Reporting Type	FA.Gov
	Numerator: Total number of organizations with improved performance	CBLD-9a	Edit	Integer/Number	Yes
	Denominator: Total number of organizations pursuing performance improvement with USAID support	CBLD-9b	Edit	Integer/Number	Yes
	Number of educational institutions (higher education, secondary, primary, pre-primary) with improved performance: Numerator	CBLD-9m	Edit	Integer/Number	Yes
	Number of educational institutions (higher education, secondary, primary, pre-primary) pursuing performance improvement with USAID support: Denominator	CBLD-9n	Edit	Integer/Number	Yes
	Number of research institutions (non-degree granting) with improved performance: Numerator	CBLD-9o	Edit	Integer/Number	Yes
	Number of Research institutions (non-degree granting) pursuing performance improvement with USAID support: Denominator	CBLD-9p	Edit	Integer/Number	Yes
	Number of cooperatives (formal and registered private sector firm) with improved performance: Numerator	CBLD-9q	Edit	Integer/Number	Yes

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	Number of cooperatives (formal and registered private sector firm) pursuing performance improvement with USAID support: Denominator	CBLD-9r	Edit	Integer/Number	Yes
	Number of producer groups (informal, unregistered) with improved performance: Numerator	CBLD-9s	Edit	Integer/Number	Yes
	Number of producer groups (informal, unregistered) pursuing performance improvement with USAID support: Denominator	CBLD-9t	Edit	Integer/Number	Yes
	Number of faith-based organizations with improved performance: Numerator	CBLD-9u	Edit	Integer/Number	Yes
	Number of faith-based organizations pursuing performance improvement with USAID support: Denominator	CBLD-9v	Edit	Integer/Number	Yes
	Number of governmental agencies (national or sub-national levels) with improved performance: Numerator	CBLD-9w	Edit	Integer/Number	Yes
	Number of governmental agencies (national or sub-national levels) pursuing performance improvement with USAID support: Denominator	CBLD-9x	Edit	Integer/Number	Yes
	Number of health organizations (i.e. service delivery, advocacy, professional association) with improved performance: Numerator	CBLD-9y	Edit	Integer/Number	Yes
	Number of health organizations (i.e. service delivery, advocacy, professional association) pursuing performance improvement with USAID support: Denominator	CBLD-9z	Edit	Integer/Number	Yes
	Number of private sector firms (excluding cooperatives) with improved performance:	CBLD-9za	Edit	Integer/Number	Yes

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	Numerator				
	Number of private sector firms (excluding cooperatives) pursuing performance improvement with USAID support: Denominator	CBLD-9zb	Edit	Integer/Number	Yes
	Number of non-governmental and not-for profit organizations with improved performance: Numerator	CBLD-9zc	Edit	Integer/Number	Yes
	Number non-governmental and not-for profit organizations pursuing performance improvement with USAID support: Denominator	CBLD-9zd	Edit	Integer/Number	Yes
	Number of other organizations with improved performance: Numerator	CBLD-9ze	Edit	Integer/Number	Yes
	Number of other organizations pursuing performance improvement with USAID support: Denominator	CBLD-9zf	Edit	Integer/Number	Yes