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Section #	Title	Percent of USG-assisted organizations with improved performance
1	Indicator Number	CBLD-9
2	Status (New, Edited Existing, Reactivate, Archive/Drop)	Edited Existing
3	Working Group	AG
4	Indicator Type	Outcome
5	Reporting Type	Percentage
6	SPS Category	Cross-cutting
7	SPS Area	CBLD
8	SPS Element	CBLD
9	Justification	CBLD-9 is USAID’s primary indicator for measuring local organizational capacity strengthening, as prioritized in the Local Capacity Strengthening Policy and the Agency Localization Agenda. Use of this indicator is one of the practices that counts under the new Locally Led Programs Indicator, which was developed in 2023 to track Agency progress toward the goal that by 2030, half of the Agency’s programs will be locally led, creating space for local actors to exercise leadership over priority setting, activity design, implementation, and defining and measuring results. This is captured in the FY22 Localization Progress Report . (FY23 report not yet available.) It is also used to inform Intermediate Result 8 (Improved human, organizational, and system performance) in the Global Food Security Strategy .
10	Definition	<p>This indicator measures whether USG-funded capacity strengthening efforts have led to improved organizational performance in organizations receiving organizational capacity strengthening support.</p> <ul style="list-style-type: none"> Capacity encompasses the knowledge, skills, and motivations, as well as the relationships that enable an organization to take action to design and implement

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		<p>solutions to local development challenges, to learn and adapt from that action, and to innovate and transform over time.</p> <p>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..</p> <ul style="list-style-type: none">• An organization is a group of people who work together in an organized way for a shared purpose. For additional information on what counts as an “organization” reference the CBLD-9 Frequently Asked Questions (FAQs) on the Local Capacity Strengthening Measurement webpage.• Organizational capacity strengthening is a strategic and intentional investment in organizations to jointly improve their performance toward achieving locally valued and sustainable development outcomes. <p>Indicator Formula: This indicator is a percentage, defined as:</p> <ul style="list-style-type: none">• Numerator = number of USG-assisted organizations with improved performance• Denominator = number of USG-assisted organizations that have planned and pursued performance improvement with USAID support <p>The unit of measure of the numerator and denominator 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.</p> <p>Denominator calculations: Organizations should only be counted in the denominator if they have fulfilled ALL conditions in points (a) and (b) below:</p>
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(a) The activity theory of change, or award documents, or work plan, or other relevant documentation reflects that resources (human, financial, and/or other) were intentionally allocated for organizational capacity strengthening.

(b) An activity demonstrates that a local organization has undergone a process of performance improvement that has been documented and includes the following four steps:

(i.) Inclusively engaging relevant local organizational stakeholders (including, as relevant, external stakeholders) to jointly define desired performance improvement priorities (for example, through a workshop, self-assessment process, or series of conversations);

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

(iii.) Collaboratively selecting and implementing performance improvement solutions (the capacity strengthening interventions) with the local organization; and

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

Measurement (using the performance metrics identified in criterion b.iv above) should occur annually during the capacity strengthening process with an organization. However, it may be the case that the criteria b.i, b.ii, and b.iii are completed in a previous fiscal year, while measurement (criterion b.iv) continues in a subsequent fiscal year. For example, working with an organization might include jointly identifying performance

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improvement priorities (b.i.) and providing coaching in the identified areas (b.ii) in FY21 through FY23, whereas measurement of the organization's performance may take place in FY21 (for baseline) and continue into FY24 (to monitor performance improvement after the capacity strengthening intervention). In this case, it is appropriate to count the organization in the denominator in FY21 through FY24 reporting..

Numerator calculations for organizational performance improvement:

Local 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) A local organization demonstrates that its performance has improved, based on the performance metric(s) selected in line with criterion b.iv.

A note on counting organizations in the numerator: Like any outcome level indicator, improvements often are not seen in the first year - or even the first few years - of activity implementation. Therefore, targets and results at the beginning or even midway through an activity may be modest or low. If an organization has met criteria b.i through b.iv but does not yet show improvement in the selected performance metric, a zero should be entered in the numerator for this organization.

The following non-exhaustive list includes examples of organizations and programming that should NOT be counted under CBLD-9:

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- 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.
- 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, activities should consider the following:

- The measurement approach must capture measurable performance results, not latent capacity.
- Performance improvement takes time; implementing planned capacity strengthening support (interventions) does not always 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

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		<p>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 the Local Capacity Strengthening Measurement webpage (https://www.usaid.gov/local-capacity-strengthening-policy/measurement).</p> <ul style="list-style-type: none">• Whenever possible, performance metrics and approaches already being used by a 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. <p>Reference the CBLD-9 Measurement Guide and CBLD-9 FAQs on the Local Capacity Strengthening Measurement webpage for additional measurement examples.</p> <p>Disaggregates: Only one organization type should be selected for each organization. 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. Results should be reported for both numerator and denominator for the overall indicator and for the numerator and denominator of each organization type disaggregate.</p> <p>Indicator Narrative Instructions for USAID Operating Units: When reporting on this indicator in your PPR, in the narrative box for ‘Current and Future Indicator</p>
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		<p>Performance Analysis' located on the FACTSInfo indicator data entry screen, the OU should summarize key aspects of the organizational capacity strengthening work supported by their OU, including mention of select performance metrics that were used (condition (b.iv) above), 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(s) in the indicator narrative.</p> <p>Indicator Instructions at the Activity/IM-level: Feed the Future implementing partners are required to use the CBLD-9 worksheet located on the Agency's Local Capacity Strengthening Policy Measurement 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.</p>
11	Long Term Linkages	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.
12	Use Of Indicator	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.
13	Data Source	Implementing partners that have been allocated USG funding to work with local organizations to strengthen their organizational capacity for increased performance. Improvement of each organization should be assessed based on a metric or metrics specific to the goals of each organization, as identified in criterion b.iv above.

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14	FA.Gov (Indicator)	Yes
15	APP/APR	No
16	HQ Assigned OUs	This indicator is applicable to all OUs with organizational capacity strengthening programming, which varies year-to-year.
17	Other SPS Linkages	
18	Explanation	Disaggregates are by type of organization.

19	Sequence Number	Disaggregate Title	Disaggregate Code	Status	Reporting Type	FA.Gov
	1	Numerator: Total number of organizations with improved performance	CBLD-9a	Edit	Integer/Number	Yes
	2	Denominator: Total number of organizations pursuing performance improvement with USAID support	CBLD-9b	Edit	Integer/Number	Yes
	3	Number of educational institutions (higher education, secondary, primary, pre-primary) with improved performance: Numerator	CBLD-9m	Edit	Integer/Number	Yes
	4	Number of educational institutions (higher education, secondary, primary, pre-primary) pursuing performance improvement with USAID support: Denominator	CBLD-9n	Edit	Integer/Number	Yes
	5	Number of research institutions (non-degree granting) with improved performance: Numerator	CBLD-9o	Edit	Integer/Number	Yes
	6	Number of research institutions (non-degree granting) pursuing performance improvement with USAID support: Denominator	CBLD-9p	Edit	Integer/Number	Yes

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	7	Number of cooperatives (formal and registered private sector firm) with improved performance: Numerator	CBLD-9q	Edit	Integer/Number	Yes
	8	Number of cooperatives (formal and registered private sector firm) pursuing performance improvement with USAID support: Denominator	CBLD-9r	Edit	Integer/Number	Yes
	9	Number of producer groups (informal, unregistered) with improved performance: Numerator	CBLD-9s	Edit	Integer/Number	Yes
	10	Number of producer groups (informal, unregistered) pursuing performance improvement with USAID support: Denominator	CBLD-9t	Edit	Integer/Number	Yes
	11	Number of governmental agencies (national or sub-national levels) with improved performance: Numerator	CBLD-9w	Edit	Integer/Number	Yes
	12	Number of governmental agencies (national or sub-national levels) pursuing performance improvement with USAID support: Denominator	CBLD-9x	Edit	Integer/Number	Yes
	13	Number of private sector firms (excluding cooperatives) with improved performance: Numerator	CBLD-9aa	Edit	Integer/Number	Yes
	14	Number of private sector firms (excluding cooperatives) pursuing performance improvement with USAID support: Denominator	CBLD-9ab	Edit	Integer/Number	Yes

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	15	Number of non-governmental and not-for profit organizations with improved performance: Numerator	CBLD-9ac	Edit	Integer/Number	Yes
	16	Number non-governmental and not-for profit organizations pursuing performance improvement with USAID support: Denominator	CBLD-9ad	Edit	Integer/Number	Yes
	17	Number of other organizations with improved performance: Numerator	CBLD-9ae	Edit	Integer/Number	Yes
	18	Number of other organizations pursuing performance improvement with USAID support: Denominator	CBLD-9af	Edit	Integer/Number	Yes

20	Indicator Owner Name(s)	Bureau and Office	Agency	POC Email
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	IPI/LFT Office Director	Catie Lott	4/29/24
	Deputy Assistant Administrator	Mark Meassick	4/26/24

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	Bureau for Inclusive Growth, Partnerships and Innovation		
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