



Organizational Performance Index (OPI) Handbook

A PRACTICAL GUIDE TO THE OPI TOOL FOR PRACTITIONERS AND
DEVELOPMENT PROFESSIONALS.

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Purpose of this handbook

This handbook is intended to help development practitioners understand how to use and what can be achieved by Pact's Organizational Performance Index (OPI) tool. This document will provide practitioners and managers with information on how the Pact OPI works and how best to incorporate it in their country strategy or program.

Note: Thanks to the country directors and OPI practitioners from Ethiopia, Nigeria, South Sudan, Swaziland, Vietnam, and Zimbabwe who took part in the Rockefeller Foundation-funded Index Reliability Testing Project which provided invaluable input into this handbook. A special thanks to Shirley Lin of Pact China and Rachel Beck of Pact South Sudan for developing and sharing the case stories, Pact Vietnam and Pact South Sudan for sharing resources, Jana Kala and Hannah Poole for the handbook review.

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The Pact OPI – Description and Overview

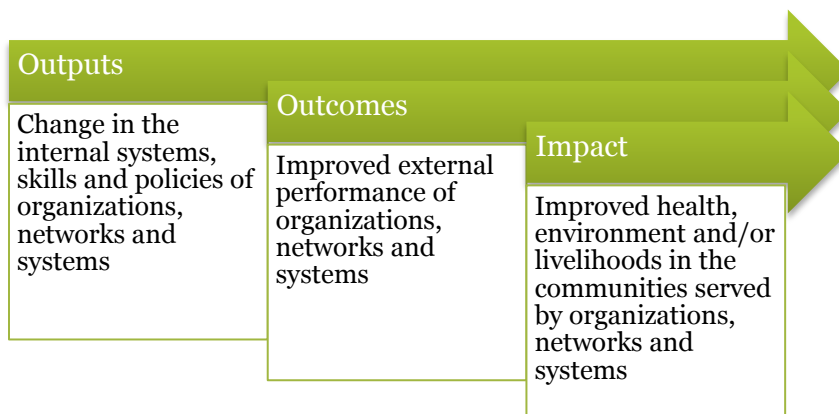
Why measure organizational performance?

Today, the concepts of capacity development and organizational strengthening are more critical than ever to the international development community, informing the activities of donors, international NGOs and local organizations alike. Capacity development was identified as one of seven key themes for the 4th High Level Forum on Aid Effectiveness held in Busan, Korea, in November 2011. Likewise, a key objective of USAID’s Implementation and Procurement Reform is seeking to mainstream local capacity development across programming to develop “true partnerships to create the conditions where aid is no longer necessary in the countries where [USAID] work(s).” Other donors are following suit, and we expect the role of capacity development to continue to expand as the development community seeks mechanisms for best implementing the principle of country ownership.

As donor interest in capacity development grows, so too does the pressure to be accountable for the results of capacity development initiatives. We have learned that at its best, capacity development unleashes local knowledge, experience, skills and agency, and acts as a driving force for generating meaningful and sustainable development results that empower communities to shape their own destinies. At the same time, practitioners have found the measurement of capacity development results to be elusive. Today, many measurements of capacity development still rely on anecdotal evidence of change or assess the effectiveness of projects by analyzing the numbers of practitioners trained or strategic plans developed. But the “so what?” question of how capacity development efforts influence the lives of beneficiary communities, often remains unanswered.

In order to answer this question, we must first articulate our theory of change that describes the pathway by which our capacity development efforts enable the change that we seek. In Pact’s case, our theory of change can be described as follows: (a) Stronger local organizations and networks with better internal policies, skills, procedures and practices; (b) perform externally at a higher level; and (c) as a result, have greater impact (on health, the environment and livelihoods) in their target communities (see Figure 1).

Figure 1: Pact’s Theory of Change for Capacity Development



Once we have articulated our theory of change, the next stage is to measure it. Pact has many tools for measuring change in internal organizational policies, skills, procedures and practices (Organizational Capacity Assessment (OCA), Organizational Development Roadmap, etc.). Likewise our project evaluations tell us a lot about change at the community and beneficiary level. However, the capacity development community has traditionally been weak in measuring the changes in external organizational performance that are the outcome of strengthened policies, procedures and skills. To address this challenge, Pact has pioneered the Organizational Performance Index (OPI), which helps measure the extent to which capacity development investments improve the performance of our local partners.

This Handbook introduces Version 2 of Pact’s OPI. This version builds upon lessons learned implementing Version 1 of the OPI and comments received during reliability and validity testing. In addition, Pact has entered into a global collaboration with the Local Solutions Team at USAID. Pact and USAID are using Version 2 of the OPI to support shared measurement and analysis.

The Pact OPI - What is it?

The Pact OPI is an approach that helps set up baselines and measure change in organizational performance over time. It consists of a tool – the OPI – and a process that shapes data collection, analysis and usage. The Pact OPI goes beyond measuring the short-term gains from capacity development such as “new systems in place”, “dedicated human resources personnel hired”, or “governing board set up.” Rather, the process assists Pact and our partners to understand the extent to which these outputs of capacity development support positive changes in the way organizations deliver services, relate to their stakeholders and react to changes in the external environment.

The Index is built upon IDRC/Universalialia’s research-based and field-tested Capacity Development Outcomes Framework which identifies four domains of organizational performance – Effectiveness, Efficiency, Relevance and Sustainability (see box 1). A detailed description of the OPI and its usage follows in the “How does it work?” section of this handbook.

OPI data aggregated at the project or country level allows us to see and analyze the trends in organizational performance across all local partner organizations and to make comparisons between organizations. When aggregated to the global level, OPI data shows the broad picture of Pact’s capacity development “footprint”.

Box 1: IDRC/Universalialia Capacity Development Outcomes Framework:

Effectiveness: achieving results and meeting standards

Efficiency: delivering services and increasing reach

Relevance: engaging target populations and promoting learning

Sustainability: mobilizing resources and increasing social capital

Where does it come from?

The OPI is a product of a number of complementary processes that occurred both within and outside of Pact. For several years, Pact’s Capacity Development and Monitoring and Evaluation Communities of Practice worked together to refine our theory of change for capacity development. Together these

groups chose to adopt the IDRC Capacity Development Outcomes Framework and developed a shared understanding of improved performance as the critical outcome of increased internal capacity. These conversations were boosted by the broader conversation around measurement that was taking place in the global capacity development community, spearheaded by the European Centre for Development Policy Management's (ECPDM) research initiative around Capacity, Change and Performance.

The development of Pact's global indicators¹ provided an excellent opportunity to crystallize our thinking around measuring organizational performance. The Organizational Performance Index was initially developed in 2011 as Pact's global indicator for capacity development – strengthening our accountability to partners and donors alike. We have since adopted the OPI more generally as a key tool and complement to the OCA, which is used for measuring the result of our capacity development efforts in numerous projects around the world. In 2013 Pact incorporated the application of the OPI and other tools into its *Capacity Development Gold Standards Handbook*.

Why is it needed?

The majority of organizational assessment tools (Pact's OCA, MSH's MOST, McKinsey's Capacity Assessment Grid, etc.) focus solely on output level changes in internal organizational systems, structures, policies and procedures. The Pact OPI is distinctive in that it measures organizational change at the outcome level with a focus on external performance.

Secondly, a standardized performance assessment tool allows us to see cross-organizational trends and to disaggregate by impact area, location and organizational type. By promoting better understanding of the outcomes of our capacity development efforts worldwide, Pact is empowered to make evidence-based decisions about funding, new business opportunities, staff excellence and areas for improvement. We can also use OPI data to support our understanding of our theory of change and of the impact we are making in the world. For example, Pact projects conducting external evaluations of capacity development initiatives will benefit in particular by having outcome level data on hand before external evaluators collect their own data. This will allow evaluators to make better judgments about the results of the intervention and demonstrate the high level of internal learning.

Last but not least, the bigger picture of partner progress at the country level will be not only helpful to celebrate successes, learn from evidence, set targets and adjust work plans, but also to report the high level results to those we are accountable to. As our colleagues in Ethiopia have suggested, the OPI “is a good means for ensuring accountability on the work we do to justify our contributions and results gained to donors, government and community.”

Box 2: Who benefits from OPI Results & Analysis?

- Pact Partners
- Country Teams
- Pact Globally
- Donors

¹ Pact Global Indicators Initiative started in 2011 with the goal of measuring the global impact of Pact programs and approaches across all programs and projects. The Capacity Development Global Indicator measures the number of local partners with improved organizational capacity.

OPI and other Pact capacity development measurement tools

Pact has several tools for measuring capacity development, such as OCA, the OD Roadmap, TOCA and PCAT. The OPI is an ideal complement to these existing measurement tools because it measures change in performance, the outcome of capacity development. Although the OPI may be used independently, it is most powerful when used alongside existing tools.

OCA and OPI

OCA	OPI
OCA focuses on the outputs of capacity development, the shorter-term internal changes in organizational policies, skills, procedures and practices. OCA answers the question “How have the organization’s internal systems, policies and procedures changed in the result of capacity development activities?”	OPI focuses on capacity development outcomes, the change in organizational performance that results from improved internal capacity. OPI answers the questions “So what if this organization has an improved governance system?”, “So what if they are better at managing finances?”
OCA will attest if an organization has developed financial standards that are in line with national and international practices.	OPI will demonstrate that an organization’s financial system is enabling efficient spending of project funds.

The two tools, OCA and OPI, are absolutely connected and can feed into each other. Over time, for example, we can analyze changes in OCA scores to identify how improved capacity influences improved performance. Ideally, the results of both assessments can be combined to support the development of Institutional Strengthening Plans.

In order to save time and emphasize the differences between OCA and OPI, it is recommended that Pact work with partners to complete both tools as part of a single process. We recommend reserving half a day during the OCA assessment to introduce the OPI and fill out the OPI scoring sheets with the organization. This approach has been applied successfully in South Sudan, Mozambique and Nigeria. Our South Sudan team commented that “it helped to do OPI at the same time as OCA – the difference was clear to the participants and there was no resistance to doing two assessment types together.”

The above also applies when comparing the OPI with other organizational or capacity assessment tools such as the OD Roadmap or Network Capacity Assessment (NECA).

OPI and MCAT

The Management Control Assessment Tool (MCAT) is used to judge the risk associated with issuing a grant to the selected partner. This is a compulsory checklist, completed by Pact staff, that ensures compliance and alerts us to any shortcomings that need to be addressed in the course of the grant. The output of the MCAT consists of recommendations for grant conditions and for areas of improvement to be included in Institutional Strengthening Plans. The MCAT is useful for making critical decisions around grants to local partners, but it is not designed for measuring capacity development.

The OPI, on the other hand, is primarily a tool for measuring and learning about capacity development. OPI results may be used to inform decisions about the level of extending financial and technical support to a partner: results from capacity development activities depend on many factors and may take a long time to manifest themselves as the outcome-levels change in organizational performance. If using the

OPI tool to support funding or support decisions, it is mandatory to use it in combination with other assessments and records of partner performance.

Who does it engage?

Pact’s OPI is the tool that can measure progress of a formal organization, association or network (see Box 3 for examples). For the purposes of this handbook, any of the above will be referred to as “organization” or “partner”. The current version of the tool is not applicable to national or sub-national governments, communities and systems. It also should not be used with issue-based coalitions, communities of practice, or other types of informal networks.

Pact’s OPI measures change at the “organizational” level rather than the “project” level. This is due to Pact’s commitment to engage local partners holistically. It is not sufficient for an organization to engage beneficiaries as part of a Pact-funded project – this practice must be embedded in all projects and activities of this organization. As a result, OPI implementation should engage partner organizations holistically, rather than just those staff involved in a Pact-funded project or initiative.

Box 3: Examples of partner organizations for OPI application:

Organizations:

- Civil Society Organization (CSO)
- Community Based Organization (CBO)
- Faith Based Organization (FBO)
- International Non-Governmental Organization (INGO)
- Foundation, Community Based Foundation
- Secretariats of networks and associations
- Labor or Trade Union
- Chamber of Commerce
- Network of People Living with HIV&AIDS
- Capacity Development Association

Some organizations have multiple “chapters” operating in multiple locations and/or on multiple levels. In cases where engaging the whole organization is not possible, it is reasonable to apply the OPI to a single chapter of the organization, rather than the entire national or international entity.

The data collection process usually engages the partner organization’s management and other key program personnel. From the Pact side, Program Officers, Capacity Development Officers and Results and Measurement Officers at the country level work together, combine their multiple perspectives to generate reliable data and lead in data analysis. For results debriefings with the partner, other appropriate members of the partner organization and Pact may be brought in.

Additional Performance Indices

Two sister tools were developed from the OPI that address community and government performance as explained below.

Community Performance Index

The Community Performance Index (CPI) was developed in 2013 when Pact realized that the OPI was not sufficient in measuring the outcomes for informal groups, such as Village Development Committees in Myanmar or Ward Development Committees in Nigeria. In Myanmar, the Pact country office, under

the USAID-funded Shae Thot program, took the lead in adapting the OPI for community groups – the result is the Community Performance Index.

The CPI approach consists of a tool– the CPI – and a process that helps to set baselines and measure change in a community group’s performance over time by measuring community performance in four domains: Quality of Service, Relevance, Resource Mobilization, and Efficiency. The process assists Pact and the community groups that we support to understand the extent to which capacity development fosters positive change in the way community groups deliver services, relate to members of their community, and react to changes in the environment.

Government Performance Index

The Government Performance Index (GPI) is the latest addition to the family of performance indexes. Developed in 2013, it is intended for use with government agencies operating at the sub-national level. The tool deploys the same four performance domains - Effectiveness, Efficiency, Relevance and Sustainability – as the OPI and it is applied in the same manner.

What does OPI not measure?

OPI does not measure attribution because many factors influence capacity development outcomes of a single organization, including, but not limited to, government actions, other donors, local activities, staff changes, etc. Rather, the OPI focuses on Pact’s contribution to change in organizational performance.

OPI data should not be used by Pact to make country-to-country comparisons. Discussions of individual country progress are possible only through deep qualitative understanding of operating environments, impact areas and program circumstances.

Unlike the Pact OCA, the OPI does not examine organizational systems, policies, practices and procedures, and is therefore not a good basis for the development of an Institutional Strengthening Plan.

Likewise, although the OPI does consider technical performance, it is not ideal for deep analysis of a specific technical area. Where such analysis is needed, a Program Capacity Assessment Tool or a Technical and Organizational Capacity Assessment may be a better assessment tool.

OPI also does not assess risks involved in potential engagements with local partners, nor do the results of OPI help in determining the type of sub-grant Pact should issue to the partner. The Management Capacity Assessment and Program Capacity Assessment Tools and audits are best suited for these purposes.

OPI Reliability & Validity Testing

OPI Reliability

In 2012 Pact received funding from the Rockefeller Foundation to carry out research on the reliability of the Organizational Performance Index (OPI). Pact’s Ethiopia, Nigeria, South Sudan, Swaziland, Vietnam, and Zimbabwe country programs participated in the research based on their availability to

support this initiative including their access to cost share resources, staff availability, and partner accessibility. For the purposes of the reliability testing, Pact targeted small community based organizations (CBOs), faith-based organizations (FBOs), national level NGOs, and formal networks. In total, the initiative involved 40 partners, with each partner assessed independently by two trained Pact staff as well as by the organization’s own staff.

Pact reviewed scores for 40 partners by comparing 2 Pact scores with one self-assessed score per partner to assess the reliability of the overall index. Figure 2 below highlights the kappa statistics for all three sets. Pact hypothesized that if reliable, both sets of Pact staff should assign the same organizational performance level and that there should also be little variation between Pact scores and partner scores. Reliability of 0.4 or higher was sought in the research.

As Figure 2 shows, for all countries, and for all comparisons (Pact1 vs Pact 2 vs Partner) with one exception in the case of Nigeria, the kappa values are statistically significant and range from moderate (0.4 - 0.6) to substantial (0.6 and higher) inter rater agreement. This indicates that the Pact OPI tool and its methodology of application meet the reliability standard.

Figure 2: Kappa Scores

Country	Pact 1 v Pact 2	Pact 1 v Partner	Pact 2 v Partner
Vietnam	.804	.498	.556
Ethiopia	.706	.454	.576
South Sudan	.605	.571	.437
Swaziland	.504	.495	.583
Nigeria	.415	.502	.299
Zimbabwe	.357	.724	.587

The project participants also shared qualitative information that helped to further analyze and explain results. For example, scorers found that the Effective domain was more difficult to understand and assign a score than other domains. Consequently, Pact added additional descriptive information to this domain to provide clarity (see the updated OPI Index in Appendix 2). Through the research, Pact found that the OPI tool exceeds the reliability kappa sought as well as that reliability increases as both Pact and partners assess and verify evidence (Gold Standard).

OPI Validity

In 2013 a validity study was structured to determine whether the OPI was measuring organizational performance as it claimed. The study used an expert panel review to establish face and content validity. The expert panel consisted of 14 experts selected by Pact’s capacity development team in the field of capacity development from 13 different organizations in various sectors (NGOs, USAID, World Bank, Universities and private development companies). Panelists were invited to an in-person meeting where the participants were oriented on the study and the OPI tool. After the presentations, each expert completed the structured questionnaire individually online.

The experts unanimously agreed that the OPI is a valid measure of an organization’s performance outcomes (Figure 3) and that the tool can be used across different cultures.

Figure 3: Overall OPI Validity



Ten experts felt that there were areas that the OPI did not capture, such as human resources, beneficiary feedback (accountability, transparency) and strategy (external context, internal politics).

According to the panel, the OPI is most suitable for CBOs, NGOs, FBOs and international NGOs with almost unanimous agreement that the OPI can be applied to the following sectors: health, governance, peacebuilding, livelihoods, agriculture and natural resource management.

Together with our reliability study and feedback from the validity study alongside USAID review has led to an iterative OPI development process that Pact undertook internally and with partners, resulting in a valid and reliable capacity development measurement tool.

How does it work?

Construction of the Index

The unit of measurement is an individual entity, examples of which are given in Box 3. The foundation for the OPI is the IDRC/Universalia Capacity Development Outcomes Framework, which identifies the four key domains of organizational performance as effectiveness, efficiency, relevance and sustainability (Figure 4). In the OPI, each of these domains is operationalized as two sub-areas.

The OPI uses simple language to allow application across a variety of organizations, impact areas, geographies and sectors. It is therefore important that those individuals who use the OPI are familiar with the organization being assessed and are able to extrapolate the generic descriptions of domains to the reality of the organization.

Figure 4: Capacity Development Outcomes Framework



OPI Domains and Sub-Areas

Effectiveness is the ability of an organization to carry out high quality programs and continuously improve its program operations in accordance with its mission and goals.

Results	Effective organizations are concerned with measuring and analyzing longer-term (outcome level) results ² to best serve beneficiaries.
Standards	Effective organizations adopt and consistently implement accepted industry standards ³ as well as lead the improvement of those standards over time.

Efficiency is the ability of an organization to plan and budget for their interventions in a consistently successful and cost-efficient manner.

² The Results domain of the OPI measures OUTCOME level results (e.g. number of OVC with improved quality of life) not OUTPUT level results (e.g. number of trainings conducted).

³ Examples of Standards include among other national and international guidelines the following: Pact’s Capacity Development Gold Standards, Pact’s Standards for Programs Serving Vulnerable Children, PEPFAR’s Guidance for Orphans and Vulnerable Children Programming, WHO’s Child Growth Standards, WHO’s Guidelines for Drinking Water Quality, CDC’s Guidelines for Infection Control, DAC’s Quality Standards for Development Evaluation, The Sphere Project’s Humanitarian Charter and Minimum Standards in Humanitarian Response, USAID’s Youth in Development/Youth Policy, USAID’s Gender Equality and Female Empowerment Policy, USAID’s Building Resilience to Recurrent Crisis Policy and Program Guidance, and The World Bank’s Safeguard Policies.

Delivery	Efficient organizations develop, utilize and update work plans, budgets, tracking systems related to program services delivery and analyze the cost-efficiency of services.
Reach	Efficient organizations use resources to reach target audiences according to clearly articulated plans and, over time, expand the number of beneficiaries and geographic areas.

Relevance is the ability of an organization to respond to the actual needs of its beneficiaries, to stay alert to any change that influences this ability and to alter its course of action based on learning.

Target Population	Relevant organizations engage their stakeholders at every step of a project to ensure activities address actual needs including active involvement in the design and implementation of solutions.
Learning	Relevant organizations embrace and consistently implement learning as a key driver for change from within.

Sustainability is the ability of an organization to ensure its services are supported by a diverse base of local and international resources that may include funding, people, trust, and other types of support.

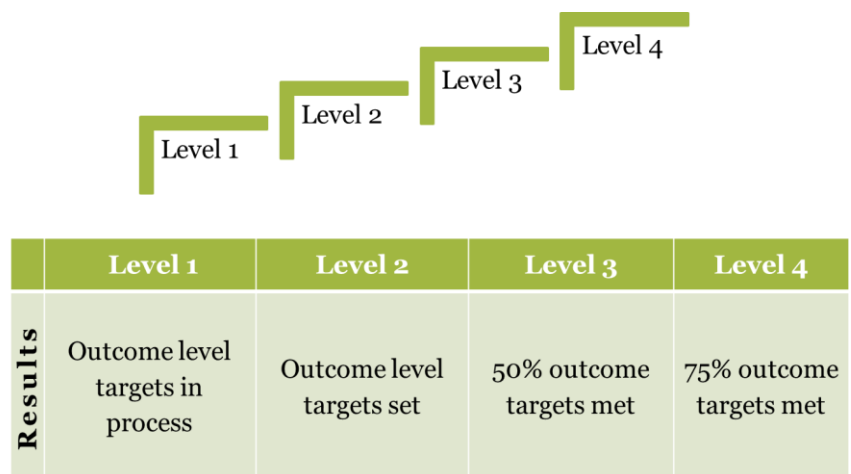
Resources	Sustainable organizations generate resources from multiple and diverse sources in a strategic manner;
Social Capital	Sustainable organizations understand and use the power of social capital , which is those relationships and connections in their communities that allow for the running of programs that are successful and produce long-term results.

Each sub-area is articulated in four levels of benchmarks that describe increasing levels of performance (Figure 5). Level 1 maps to the lowest level of performance and Level 4 to the highest. Each sub-area should be assigned a number score 1 – 4 corresponding to the level agreed upon by the organization and Pact. In case of differences in perception between the organization and Pact, both parties negotiate and agree on one score (see Data Collection below). Each two sub-areas are averaged together to get the domain score, and the four domain scores are averaged to an overall organizational score.

Figure 5: OPI Benchmark for Each Subdomain

Step-by-step process

Step 1: Partner Preparation
 Preparing the partner for an upcoming OPI scoring is a critical step in the implementation process. It is important to get organizations on board with the process before applying the OPI and to encourage using this



approach for organizational learning and strategy development. This is because the stronger a partner’s buy-in, the better data and results that are going to come out of the process. The most important part of the preparation is ensuring the partner understands the reason for this assessment and its role in the partnership with Pact.

We have learned that applying the OPI alongside an OCA can be a powerful way of highlighting the difference between the two.

See the section “Who does it engage?” for the types of partners we can use the Index with.

Tip:
A fun way of learning the Index and ensuring good understanding of it is to engage Pact staff/partners in a puzzle. Cut the Index into small squares where sub-domains and benchmarks become puzzle pieces. Ask the group to put the Index together.

Step 2: Planning for Data Collection
Program Staff, Capacity Development Officers and Results and Measurement Officers at the country level are responsible for conducting the OPI data collection and analysis. The process is overseen by senior officers or managers in the country. This process ensures that partner scores reflect the range of technical expertise on the Pact team and that country office teams are on the same page concerning partner scores.

Key members of the partner organization must participate in the data collection and any staff member can participate in the results debrief. It is not necessary to arrange separate meetings/site visits for OPI purposes solely. It is best to attach the OPI data collection to another process such as an OCA/TOCA/ONA Results Debrief, a stakeholder meeting or a workshop, or a mentoring visit dedicating 2-3 hours with the key staff to do this scoring. If this is the first time a partner has been introduced to the OPI, additional time may be necessary for training, or Pact staff may need to be available for remote support to answer questions that arise.

Ensure that Pact staff engages in data collection and verification, and partners understand that in order to move to the next level, they must meet all of the proceeding and next level’s qualities.

Data sources
Primary data should come from the partner organization in the form of OCA reports, programmatic reports, management data (HR, financial, governance), databases, M&E plans, meeting minutes, etc. Secondary data can be obtained from other CSOs, media, and other sources outside of the organization. Make sure that the organization is aware if you are using secondary data in your scoring.

Important! It is vital to assess the partner correctly during the baseline data collection so that consequent assessments show growth. While we are striving to move all partners towards Level 4, this is the stage where they stop requiring intensive external capacity development support.

What counts as evidence?
Each individual completing the scoring should use the best judgment possible, because it is important to ensure that the resulting data represents the objective reality (data validity). If two people conduct the scoring independently from each other, they should come out of the assessment with the same scores. In order to achieve this, each Pact staff member and partner participant must understand what

counts as evidence before beginning the scoring process. With partners, it may be necessary to review and discuss relevant evidence on several occasions.

The examples of evidence given in the OPI tool are not exhaustive. Because every country context is different and every organization should be able to set up its operations in the most convenient way, the reviewers should be open to new evidence types – as long as it upholds the standard articulated in the OPI and confirms the statement describing each level. What matters most in evidence review is the quality of the information that is contained in the evidence piece.

Tip for Facilitating Evidence Checks:

Pact country office may start building up the list of its country-specific evidence so that each new staff member is better equipped to complete the exercise and produce valid data.

Step 3: Data Collection

There are two standard practices for OPI data collection.

Bronze Standard of Data Collection	Gold Standard of Data Collection
In special circumstances such as imperfect timing, unavailability of the partner, environmental restrictions, etc. Pact officers shall make the judgment and conduct scoring independently of the partner based on the information available to them (from previous OCAs, reports, events, etc).	The preferred data collection with the most credibility is achieved when the partner scores itself first, with Pact reviewing the evidence provided and negotiating the scores if necessary.

The Gold Standard is the preferred method of collecting data because it generates organizational buy-in and empowers partners to score themselves. The Gold Standard is more in line with Pact’s participatory, customer-driven approach, and it builds capacities in self-reflection and identification/presentation of evidence.

It can take up to four hours for partners to complete an initial self-assessment using the OPI. Reassessments and assessments completed by Pact staff tend to be much quicker – lasting less than one hour.

Data Disaggregation

Data collected using the OPI for Pact’s Global Indicator process enables us to analyze country-level and global trends in capacity development support. Data is disaggregated by country; type of organization/partner; length of partnership with Pact; Bronze or Gold Standard data collection method; name of partner; sector(s)/impact areas; types of capacity development provided by Pact; project(s) through which support is provided; and the performance domains of the OPI. This information is helpful to understand trends and pose additional follow-up questions: Which impact areas demonstrate most change? What support is necessary to projects in other impact areas? What is the correlation between the types of support partners receive and the change in their performance? Does progress depend on the length of partnership with Pact? At what point does our support reach the limits of benefit to the partner?

Frequency of data collection

In the beginning of the relationship with every partner, Pact will set up a baseline and targets for future results of organizational development efforts (minimum 1 year, maximum 5 years). In certain cases, with projects already active, it may be possible to set the baseline retroactively for the previous year. Each organization is then reassessed on an annual basis. The reporting deadline for Global Indicator data for all Pact country offices is October 15, but each office should set an internal deadline, which can be any time of the year depending on the office's work plans and priorities. Regardless of when OPI data is collected, it should be done so in a consistent manner, at around the same time each year.

Step 4: Entering Data into Database

The data collection tool is used to quickly record the eight scores, list the evidence that confirms the scores, and, where applicable, highlight comments from discussions with the organization. OPI data is then transferred into the Pact global online database called the [Capacity Solutions Platform](#) (CSP) via computer. Partners can upload their scores themselves through the platform once a partner account has been developed for them or Pact staff can upload multiple partners on to CSP through a single OPI template found on CSP.

Step 5: Data Analysis

For the Pact Global Indicator the scores for each sub-area are averaged and those organizations with a higher average score than the previous year are counted as having “improved their performance.” The number of organizations that improve their performance is currently reported as Pact's Global Indicator for capacity development.

In addition to the Global Indicator, analysis of OPI data can provide deep insights into the progress of projects and individual partner organizations. Once disaggregated by country and project, OPI data can be graphed and analysed to answer questions such as:

- In which OPI domains and sub-areas are partners improving their performance?
- In which OPI domains and sub-areas is partner performance unchanged?
- Are there patterns in how partner performance has improved?
- Are there external factors that have influenced change in partner performance (either positively or negatively)?
- How have project activities contributed towards improved partner performance?
- How might project activities over the coming year be tailored to support improved performance?

Using the OPI data

It is important to use – and look for creative ways of using – the data collected in the OPI process. In addition to learning about outcomes at the partner level and aggregating data across the Pact world, the OPI data can provide useful information for:

- Proposals: OPI data can be used to support statements around past performance and emphasize Pact's commitment to measuring the results of our capacity development efforts.

- Partner Events: OPI data can be shared back to partners and other stakeholders at project events. Data can be used to support reviews of work completed and to influence planning for future activities.
- Success Stories and Project Reports: OPI data can be used to enrich qualitative success stories of Pact's work, helping us to link capacity development support to community-level change.

Timeline & major milestones

Data collection: OPI data can be collected over the course of the year, whenever it makes most sense for a project and its partners. For consistency, it is recommended that OPI data be collected at a similar time each year.

For the Pact Global Indicator process, the following dates hold:

- Data due to the global collection R&M point of contact: end of October
- Global data analysis: November - December
- Global report issued: January

Resources required

Staffing

Each country office needs to have at least two OPI-trained Capacity Development/Program staff members managing the annual data collection. It is preferred that R&M personnel be engaged in data collection and analysis. This allows for better linkage between capacity development and other programmatic work.

Budget

If combined with other capacity development activities, the data collection should bear no additional cost except for staff's LOE. We estimate that on-site OPI data verification per organization should not exceed four hours. Data analysis is performed at the global level, and any additional data analysis at the country office or project level will result in additional LOE costs.

Lessons learned from experience

Results & efficacy data

As a result of rolling out Pact’s Organizational Performance Index for global data collection, Pact is able to consistently measure outcome level change and clarify the link between capacity development inputs and community-level impact. Nineteen country programs utilized the OPI to establish changes in performance or to collect baseline data among Pact’s Fiscal Year 2013 partners. In the nineteen countries that used the OPI, 400 partners were assessed.⁴

The following graphs provide insight into the performance across all partners using the OPI. Figure 6 shows global organizational performance across the eight sub-domains of Pact’s OPI. We can see among our partners that the highest scores are consistently in the areas of delivery and reach under the Efficiency domain, and the least progress in the areas of results and standards under the Effectiveness domain based on the number of years organizations have been working in partnership with Pact. This same type of graph can be used to visualize data at the country or project level.

Figure 6: Global- OPI Scores by Length of Partnership (2013 data, n=400)



Figure 7: OPI Sub-Domain Scores for Organizations with 4 Reports (2010-2013, n=10)

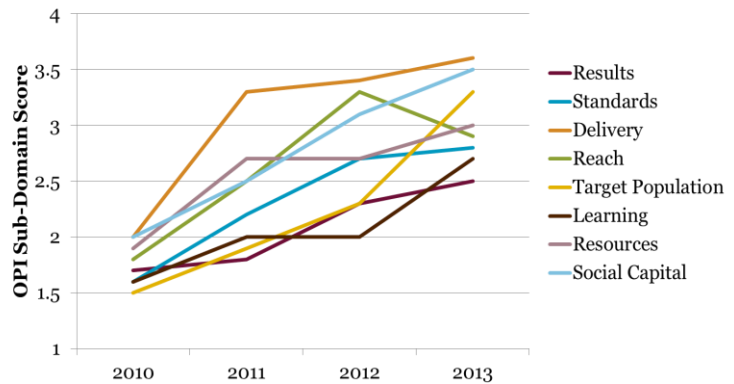


Figure 7 illustrates the changes in performance for 10 global partners in each of the sub-domain areas. The graph illustrates trends in performance as some areas have risen faster than others. An example of this can be seen between the first year of using the OPI and the second year where there was a large increase in the Delivery score but a much smaller increase in the Results score. We also see that the

⁴ Cambodia 102; Ethiopia 81; Tanzania 52; Belarus 31; Lesotho 29; South Sudan 23; Zimbabwe 18; Ukraine 17; Swaziland 13; Nigeria 10; Malawi 9; Mozambique 5; Namibia 4; Thailand 3; Vietnam 3; Kenya 3; Myanmar 3; DR Congo 2; China 1

Social Capital score consistently rises each year, whereas the score under Standards slows in growth between years three and four.

Case story #1: China

Since 2008, Pact has been working with four local partners to implement a USAID-funded HIV/AIDS and Livelihoods Development project in rural, urban and semi-urban localities of Yunnan and Guangxi in China. The support provided to partners included various types of organizational and technical capacity development.

In 2012, Pact invited staff, beneficiaries of partners and government representatives to a forum to review capacity development achievements and engage key stakeholders in a discussion of the results. Presentations by Pact's partners demonstrated that in the course of the project they had become increasingly capable of meeting the complex needs of beneficiaries, had gained greater understanding of linkages between HIV/AIDS and livelihoods programming, and had developed stronger relationships with various stakeholders.

OPI data, used to enrich the discussions, demonstrated that project partners became much more efficient in providing timely services and ensuring good project management. The level of partner effectiveness increased greatly as well; organizations had developed mechanisms for measuring progress toward goals, and analyzed how successful they were in reaching them. Partners also increased their relevance by actively engaging beneficiaries in project planning, delivery and assessment. Sustainability showed the least advancement, indicating an important area for future capacity development efforts.

Based on the discussions, participants in the forum drafted a sustainability plan and committed to continue their work beyond the life of Pact's project. Having good data on capacity development results during an important conversation with project stakeholders helped to ensure everyone's agreement on future needs and commitments going forward.

In applying the OPI, the Pact China team appreciated that the tool is not a top-down approach and that the self-assessment and evidence identification by partners is participatory. As a result of this, partners were more likely to own the OPI tool and their results, which in turn made them more comfortable sharing and discussing results with external stakeholders. Local partners felt that they could benefit from being able to use this index to demonstrate organizational resilience when applying for external funding resources in the future.

At the same time, the Pact China team recognized that because the OPI is a globally applied measurement tool, it does not meet the specific needs of all partners, as each varies in type, size, scope, mission, working environment and multiple other aspects. In line with one of Pact's core values – local solutions - in future iterations the team will look for opportunities to complement the OPI with other measurement approaches that are targeted toward the specific needs of partners. It was necessary to support partners to understand some of the more complex terms and identify appropriate evidence for each benchmark.

Case story #2: South Sudan

In 2011, when Pact first introduced the OPI, the South Sudan office attempted to roll out the Index to more than 100 partners. With little time and resources, the process was incredibly challenging and the data received was questionable. The next year, with guidance from the PA Capacity Development team, the South Sudan office tried a new approach, selecting nine advanced partners that are part of the CBO Excellence Initiative to implement the OPI with and use the gold standard in this process. The idea behind this strategy was to start small and do as well as possible, then next year roll the OPI out to more partners, and repeat each year until all partners participate.

Preparing to conduct OCAs for all nine CBO partners, the South Sudan office decided to incorporate the OPI into the OCA process. To do so, the staff facilitating the OCAs needed to be trained. Given the sensitivities around partners and testing, the training on the OPI included a section on understanding the differences between the OCA and OPI and why both processes were needed and valuable to both Pact and its partners. In addition, this section was included in the rollout to partners, which helped in gaining buy-in.

While coordinating logistics and the flow of information to and from remote locations is a challenge in South Sudan, so was making sure that staff and partners had a concrete understanding of the Index itself. There were a number of challenges in this area including staff and partners not asking questions or wanting to admit they didn't understand everything perfectly the first time. This resulted in some staff not being able to complete the staff scoring and partners that needed extra meetings and more of a structured, facilitated process to complete score sheets.

In addition, partners seemed to understand that the evidence is what would be used to justify a score in a particular category but not necessarily that they needed to provide such evidence to Pact for validation. Some of the basic concepts of evidence and validation scoring by Pact staff were not easily comprehended by the partners.

Furthermore, the facilitators found that the first page of the Index was particularly difficult for everyone to understand. The first page often took an hour or more to go through. Participants seemed to get discouraged and frustrated by the first page. The facilitator decided to start with the second page, which is service delivery focused – something all partners are more familiar with and comfortable. This resulted in partners' increased confidence.

Finding the entire training process for the Index rather lengthy and challenging to understand, the facilitators also made efforts to include participants throughout the process, asking them to read sections or provide their own examples. The South Sudan team found this to be helpful in keeping participants engaged throughout the process but recommended more effort to incorporate participatory facilitation techniques to both maintain engagement and promote deeper comprehension of the tool.

“The Capacity Development Index was the most difficult to report on for the FY 2011; our new projects in FY 2012 will have baseline indicators which will assist with monitoring actual progress on Capacity Development.”

Census K Lo-liyong MERL
Coordinator, South Sudan Country
Program

Case story #3: Swaziland

The Swaziland office, as an early adopter of the OPI, utilized it in the USAID Rapid & Effective Action Combating HIV/AIDS (REACH) project focused on identifying and building capacity of 13 local civil society organizations working in the HIV and AIDS response in the areas of Program Management, HIV and AIDS technical skills, Monitoring and Evaluation, Grants and Finance Management and overall Organizational Development.

Figure 8 shows improvement overall in the performance of program partners. It is also worth noting that the Index shows areas of performance that have either stagnated or regressed such as in Reach and Resources. Overall, there has been improvement in Results and Standards reflecting that partners are reaching their set targets and meeting nationally and internationally established standards. This is evident by the Monitoring & Evaluation systems in place and the quality of data reported. In Delivery and Reach, the results confirm that the partners are

Figure 8: Swaziland Overall OPI Scores 2011-

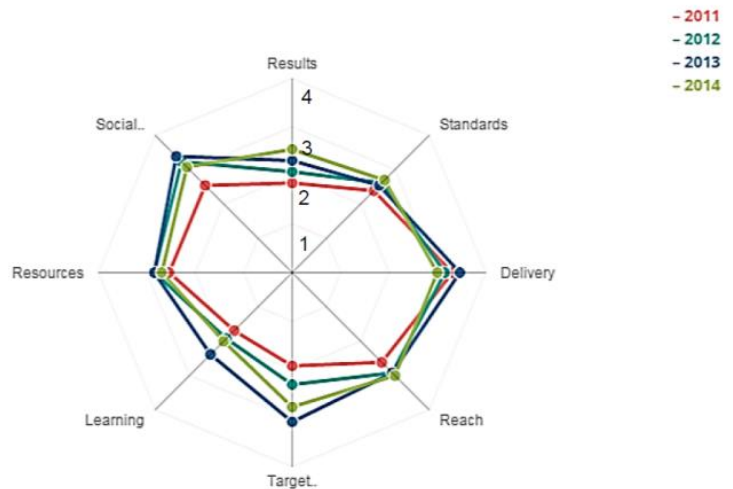
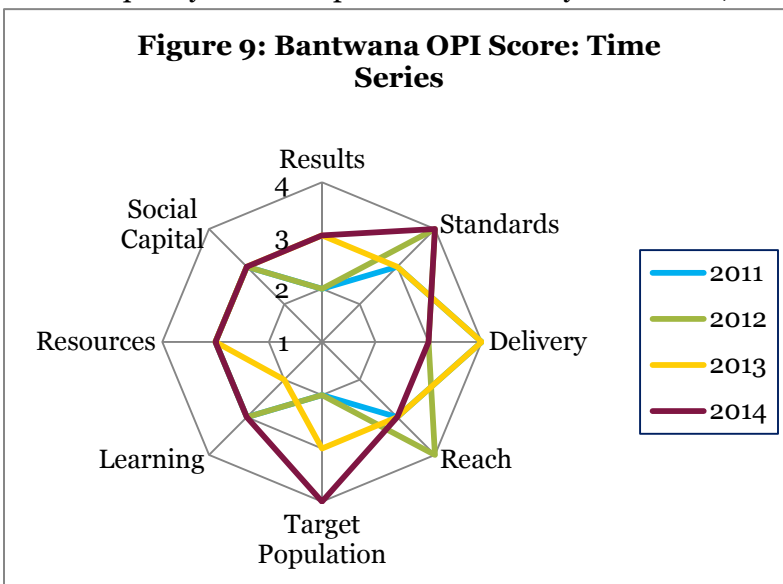


Figure 9: Bantwana OPI Score: Time Series



reaching their target groups with services and some have even increased coverage into new operating areas. However, Target Population and Learning have regressed because some partners have not engaged with their stakeholders during planning of activities, especially beneficiaries. The results for Resources and Social Capital have also regressed a bit because even though most partners are involved in resource mobilization they still have not managed to leverage resources needed for their programs from donors other than PEPFAR/USAID. Going forward, partners will be supported in the design

and planning of their activities to involve the target beneficiaries to enhance learning and sustainable activities in their communities.

Bantwana Initiative, an international NGO, was one of the first organizations that utilized the OPI. Figure 9 demonstrates trends that occurred through the last four years the OPI has been conducted within the organization. There have been increases in Standards, Results, and Target Population while Resources and Social Capital have not experienced the same growth. This is mainly because the organization has not been able to leverage resources from other donors and even though they participate in national networks they have not been recognized as a leader within the networks.

Overall, Pact Swaziland has found the OPI an integral part of their capacity development toolset, integrating the OPI measurements into their Organizational Development Roadmap so that the entire assessment process is seamless and convenient for partners.

Success factors

The following have been identified as critical success factors by those involved in piloting the OPI:

1. *Allocate enough time:* Pact must allocate enough time for (i) internal staff to learn the tool; (ii) explaining the tool and implementing scoring with the partners; and (iii) analyzing OPI results. It is recommended that each country office identify a time during the fiscal year that works well in terms of project schedules. The OPI produces better data when there is not deadline pressure.
2. *Understand all language before taking it to the partner:* It may be necessary to translate the index into local languages and/or clarify the meaning of specific terms using the glossary in Appendix 1 of this document.
3. *Integrate the OPI data collection into existing processes:* Conducting OPI at the same time as OCA or other preplanned partner visits will save time. Likewise, integrating OPI into an OCA exercise will demonstrate how these two processes differ and complement each other.
4. *Explain the tool to partners:* Taking the time to explain the purpose of OPI to partners makes a great difference to implementers. Country offices that have done this have found it much easier to build enthusiasm and understanding of the tool. Participatory approaches that involve discussion and opportunities for question-and-answer have proven particularly fruitful.
5. *Identify an OPI Champion:* An OPI Champion within the country office can train staff and partners, provide refresher training and ensure that the data collection takes place in a timely manner.
6. *Score later domains first:* Some partners find the concepts in the Effectiveness domain to be somewhat complicated. By starting with later domains such as Reach or Target Population, you can put the partner at ease with the process, before moving to more complicated concepts such as Results or Standards.

Mistakes to avoid

The following have been identified as mistakes to avoid by those involved in piloting the OPI:

1. *Changing the OPI to apply to the context:* It is tempting to change the OPI tool in order to accommodate local circumstances and/or make partner scores appear higher. This not only skews the global picture but limits the possibility of comparison and learning across programs. The key to the OPI exercise is not to score high but analyze the change over time against a standardized and globally recognized framework.
2. *Waiting until the Global Indicator reporting period to implement:* It is not necessary to wait until September and October to implement the OPI with partner organizations. Waiting this late will result in a rushed and stressful implementation. Rather you should implement at a time that makes sense for you and your partners.
3. *Focusing only on the part of the organization funded by Pact:* It is tempting, and often easier, to apply the OPI only to the project or unit of the partner that is funded by Pact. However, we know that capacity development needs to be holistic and that if a partner acts in a certain

manner only because of its funder it has not truly changed its performance. OPI implementation should therefore engage the whole partner organization. Some organizations have multiple “chapters” operating in multiple locations and/or on multiple levels. It is reasonable to apply the OPI to a single chapter of an organization, rather than the entire national or international entity.

4. *Taking too much time:* The OPI is designed to be relatively simple to implement. Partners should not need to spend more than four hours completing their initial scoring, or two hours reviewing previous scores. If partners are scoring themselves, it is recommended to keep the momentum and excitement by giving a maximum of one week for turnaround.

Adaptations and impact area applications

Because we are using the OPI to measure the Capacity Development Global Indicator, it is important to use the OPI in its standardized form where possible. This enables comparison and cross-learning between projects and country offices. Flexibility does exist in judging the types of evidence that are considered sufficient to identify an organization at each level, as long as this is applied in a consistent manner across all partners in this country context. Where new types of evidence are identified, please share these with us, as they could be valuable for future iterations of the OPI.

Projects are encouraged to add their own sub-areas/domains to the OPI if they feel these would be more appropriate for their partners’ learning. In this case, the standard core of the OPI would need to be disaggregated out for the purpose of reporting on Global Indicators.

Several country offices have found value in translating the OPI into local languages. This is recommended, particularly where it aids partner understanding.

The current version of the OPI is likely to evolve. As with all Pact approaches, we are open to learning and improving the quality of the tool through the testing process. In particular, we are looking at ways to adapt the OPI to meet the needs of alternative types of partners, such as informal community groups and government agencies. In each case, the core domains of Effectiveness, Efficiency, Relevance and Sustainability will remain the same, but benchmarks and examples of evidence will be altered to be more applicable. We are also considering the addition of a Level 5, to meet the needs of organizations in particularly favorable operating environments.

Appendices and Resources

These appendices are intended to provide additional information in understanding more about the Pact OPI.

Appendix 1: Glossary

Civil Society Organization: An organization that operates in multiple communities or at the national level. It can be an NGO, non-profit organization, trade union, association, etc.

Community Based Organization: A CSO that operates within a single community (regardless of whether that organization is faith-based or secular).

Data quality audit: A regular external assessment performed to ensure that the reported data from the institution that receives funding or other support is reliable, valid, timely, and collected/stored with integrity and precision.

Data quality: Data quality refers to the worth/accuracy of the information collected and focuses on ensuring that the process of data capturing, verification and analysis is of a high standard (such that it would meet the requirements of an internal or external Data Quality Assessment/Audit).

Faith Based Organization: A CSO operating in multiple communities or at the national level whose governance structures are explicitly linked to a religious institution.

Impact: The long-term effect of a program or project on its end beneficiaries (for example, decreased poverty in a community in livelihoods interventions, improved health among the targeted OVC population in a health program, or established sustainable funding flows from local business to an organization in a capacity development project).

Indicators: Statements that describe a state of affairs in each of the areas that require improvement, which an organization is striving to achieve.

Institutional Strengthening Plan (ISP): An ISP is a program management document that describes what Pact will do to build the capacity of a partner. An ISP can be referred to as a CD plan, action plan, partner support plan, etc.

Institutionalization: Adoption of practices and procedures as an all-organization standard that applies consistently to relevant departments and functions within the organization.

International Non-Governmental Organization: A CSO operating in multiple countries (regardless of whether that organization is faith-based or secular).

Leveraging: Using one set of resources (for example, a grant from Pact) to bring in another set of resources (a private foundation that had agreed to match the amount other donors bring).

Management Control Assessment Tool (MCAT): A checklist of management and financial indicators used to judge the grant-worthiness of the partner.

Management Control Assessment Tool (MCAT): A checklist of management and financial indicators used to judge the grant-worthiness of the partner.

Monitoring, Evaluation, Reporting and Learning (MERL) Plan: A document that outlines data needs, data collection and analysis process, and evaluation and reporting procedures to be undertaken by the organization. The MERL plan builds from the organization's strategic plan or similar document that outlines the mission, strategies, objectives and key activities of the organization.

Network: An inter-dependent system of relationships between individuals and groups connected by a common purpose (see ONA handbook for more information about networks).

Organizational budget: A budget consisting of organizational projected profits and expenses including all donor and private project funding, administrative expenses, equity, etc. This is not to be confused with project budgets, which should be always aggregated into one organizational budget for efficiency and transparency reasons.

Organizational Capacity Assessment Tool (OCA): A guided self-assessment tool used to help organization to assess their strengths and weaknesses, clarify their vision, plan for success, and ultimately take greater ownership over their future.

Outcome: The medium-term benefit from a capacity development activity or intervention. In organizational development, examples are establishment of a new financial reporting system, creating a dedicated Human Resources department, and improvement in programmatic reports writing.

Output: The most direct and straightforward result of a capacity development activity such as number of people trained, quantity of materials distributed, number of children vaccinated.

Performance Monitoring Plan (PMP): A document that describes how an organization measures the implementation of its activities. A PMP should include theory of change/conceptual model, expected results (outputs and outcomes), indicators, and measurement tools.

Private institutions: Entities that operate with private funds, for-profit entities, and other non-governmental and non-public institutions.

Program Capacity Assessment Tool (PCAT): A checklist of programmatically relevant indicators used to judge the grant-worthiness of the partner.

Reach: The extent to which the organization is reaching its planned target audiences and beneficiaries, and expanding its reach to new ones.

Resource base: All financial and non-financial resources the organization can tap into to implement its projects efficiently and effectively: funding, membership fees, human resources, cost-share, barter, donations of non-financial resources and time from local and international businesses, etc.

Resource Mobilization Plan: A document, or section of the strategic plan, that specifies how an organization intends to fund activities and operations. A good resource mobilization plan includes multiple strategies and donors to reduce funding volatility.

Scale-up: Implementation of a project in larger/new geographic areas or with new types of target groups and beneficiaries, or substantially increasing the project scope, following a pilot phase.

Service delivery: A wide array of services that an organization offers to its customers including but not limited HIV/AIDS services, research, advocacy, training, audit, certification, etc.

Social Capital: The collective amount of personal and professional relationships and contacts that an entity has in its possession, which allows using both formal and informal sources of connections and power to get the job done. For example, using a connection in the government to help promote a CSO advocacy effort, or building on a good relationship with a village elder to influence positive change in a community.

Strategic plan: A document that outlines the mission, strategies, objectives, and activities of an organization.

Technical and Organizational Capacity Assessment Tool (TOCAT): An organizational self-assessment tool which integrates technical (HIV & AIDS, livelihoods, natural-resources management) assessment with organizational for more holistic capacity development.

Appendix 2: The OPI Index

	Level 1	Level 2	Level 3	Level 4
Effective				
Results	The organization is in the process of developing outcome level targets for its programs & services. ⁵	The organization has set clearly defined outcome level targets for all of its programs & services.	The organization has met over 50% of outcome level targets for its programs & services. ⁶	The organization has met over 75% of outcome level targets for all of its programs & services.
	<i>Evidence:</i> <ul style="list-style-type: none"> • <i>Organization self-identifies as Level 1.</i> 	<i>Evidence:</i> <ul style="list-style-type: none"> • <i>Completed organization's PMP (or equivalent) that includes clearly defined outcomes, targets, indicators and measurement tools.</i> 	<i>Evidence:</i> <ul style="list-style-type: none"> • <i>Completed monitoring spreadsheet and/or database showing that 50% of outcome level targets have been met.</i> • <i>Written procedures for ensuring data quality that meet expectations of reviewers.</i> 	<i>Evidence:</i> <ul style="list-style-type: none"> • <i>Completed monitoring spreadsheet and/or database showing that 75% of outcome level targets have been met.</i> • <i>Completed Data Quality Audit verifying the quality of the outcome data.</i>
Standards⁷	The organization is building awareness of national and international standards and/or is in the process of developing internal standards that govern their programs & services.	The organization is taking clear steps towards achievement of national and international standards that govern their programs & services.	The organization has achieved national and international standards that govern their programs & services	The organization consistently meets existing standards and is involved in setting new national and/or international standards that govern their programs & services

⁵ The OPI looks at results achieved and ways of working across the whole organization. Not just the activities funded through Pact support.

⁶ The calculation of results achieved should be against annual goals, rather than goals for the life of a multi-year project or initiative.

⁷ Examples of Standards include among other national and international guidelines the following: Pact's Capacity Development Gold Standards, Pact's Standards for Programs Serving Vulnerable Children, PEPFAR's Guidance for Orphans and Vulnerable Children Programming, WHO's Child Growth Standards, WHO's Guidelines for Drinking Water Quality, CDC's Guidelines for Infection Control, DAC's Quality Standards for Development Evaluation, The Sphere Project's Humanitarian Charter and Minimum Standards in Humanitarian Response, USAID's Youth in Development/Youth Policy, USAID's Gender Equality and Female Empowerment Policy, USAID's Building Resilience to Recurrent Crisis Policy and Program Guidance, and The World Bank's Safeguard Policies.

<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Organization self-identifies as Level 1.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Relevant technical standards that the organization is working toward, which are consistent with national and international standards.</i> • <i>Evidence of staff training, monitoring and/or procedures that indicate that organization is taking steps to implement standards.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>External evidence such as evaluation, certification from a recognized body, or other evidence that concludes the organization has met relevant standards.</i> • <i>Evidence such as program meeting minutes, monitoring reports, etc. that the organization consistently strives to implement relevant standards.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Multiple instances of external evidence such as evaluation, certification from a recognized body, or other evidence over a period of at least two years that conclude the organization has met and continues to meet relevant standards.</i> • <i>External evidence such as meeting minutes, reports, etc. that organization is involved in national or international efforts to set new standards.</i>
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Efficient

Delivery	The organization is developing a written operational or work plan that describes how programs & services will be delivered including: activities, budget, timeline and responsibilities. ⁸	The organization has a written operational or work plan that describes how programs & services will be delivered including: activities, budget, timeline and responsibilities; and the organization has successfully completed over 30% of the programs and services in its operational or work plan on time and on budget.	The organization has successfully completed over 60% of the programs & services in its operational or work plan on time and on budget and has reviewed the cost-efficiency of operations and program services.	The organization has successfully completed over 90% of the programs and services in its operational or work plan on time and on budget and regularly reviews the cost-efficiency of operations and program services.
	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Organization self-identifies as Level 1.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Copy of organization’s written operational or work plan.</i> • <i>Activities described in work plan are clear and include a budget, timeline and are assigned to a responsible person or unit.</i> • <i>Activities in work plan are both relevant and sufficient to deliver programs and services.</i> • <i>Copy of organization’s quarterly report or similar including a review of the work plan that indicates that at least 30% of the programs and services are on time and on budget.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Copy of organization’s quarterly report or similar including a review of the work plan that indicates that at least 60% of programs and services are on time and on budget.</i> • <i>Copy of organization’s review of costs, staffing, and program costs.</i> • <i>Evidence such as minutes or similar of an internal verification process in support of this data.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Copy of organization’s quarterly report or similar including a review of the work plan that indicates that at least 90% of programs and services are on time and on budget.</i> • <i>Copy of organization’s review of cost efficiency of program services (i.e. cost-benefit analysis, SROI, value for money or similar analysis.)⁹</i> • <i>Evidence such as minutes, reports or similar internal verification process in support of this data.</i>
Reach	The organization is in the process of identifying and delineating a target population for its programs & services.	The organization has clearly identified and delineated a target population for its programs & services and is collecting output data to track service delivery to target populations.	The organization has achieved at least 80% of its output level targets and is reaching its target population with its programs and services.	The organization has achieved at least 80% of its output level targets and has either scaled-up the breadth of its service delivery to new geographical areas and populations and/or scaled up the depth of its service delivery to existing populations in alignment with the organization’s current strategic plan.

⁸ The OPI looks at results achieved and ways of working across the whole organization. Not just the activities funded through Pact support. This may therefore entail the review of multiple work plans, or of a single integrated work plan.

⁹ A review of the cost efficiency of program services is a new element to the OPI. We plan to test the validity of this element over time.

	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Organization self-identifies as Level 1.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Completed project monitoring plan that clearly identifies target populations, output targets, and methods for data disaggregation across target populations.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Completed monitoring spreadsheet and/or database showing that output level targets have been met.</i> • <i>Written procedures for ensuring data quality that meet expectations of reviewers.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Operational or work plans that detail how the organization is scaling up breadth and/or depth of services.</i> • <i>Completed monitoring spreadsheet and/or database showing that output level targets have been met.</i> • <i>Written procedures for ensuring data quality that meet expectations of reviewers.</i>

Relevant

Relevant				
Target Population	The organization is considering engaging in participatory planning and decision-making processes that involve their target population and other stakeholders.	The organization engages in participatory planning and decision-making processes that involve their target population and other stakeholders.	The results of participatory planning and decision-making processes have been used to inform the design and implementation of programs and services.	The results of participatory planning and decision-making processes are consistently used to inform programs & services. Members of the target population are engaged in the delivery of programs & services.
	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Organization self-identifies as Level 1.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Minutes or reports from participatory planning meetings.</i> • <i>Attendance list showing involvement of representatives from the target population and all major stakeholder groups.</i> • <i>Budgets include funds for community participatory meetings</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>An example of a work plan that incorporates the conclusions from participatory planning meetings.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Examples of at least three work plans from the last two years that incorporate the conclusions from participatory planning meetings.</i> • <i>Organizational reports that detail the engagement of members of the target population in delivering programs and services.</i>
Learning	The organization is developing processes for analyzing the successes and challenges arising from their programs & services.	The organization has a process for analyzing the successes and challenges arising from their programs & services.	The organization has institutionalized a process for analyzing the successes and challenges arising from their programs & services, and consistently makes changes as a result of these analyses.	The organization uses its analyses to influence change in the programs & services of others at the national and/or international level through presentations, training and/or publications.
	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Organization self-identifies as Level 1.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Written documentation of a procedure for analyzing the successes and challenges arising from programs and services.</i> • <i>Minutes from meetings or similar proof that the procedure has been followed on at least one occasion.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Minutes from meetings or similar proof that the organizational procedure for analyzing successes and challenges has been followed on at least three occasions within the last two years.</i> • <i>Plans, strategic or operational, that include new ways of performing products or services that were identified in the minutes of analysis meetings.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Evidence of at least three separate efforts within the last two years to influence others through sharing the results of programmatic analyses.</i> • <i>Examples could include workshops, publications, presentations, etc.</i> • <i>Content of materials must correspond/link to findings from programs.</i>

Sustainable

<p>Resources</p>	<p>The organization is developing a resource mobilization plan that clearly identifies both the resources needed for programs and services and potential providers/sources for these resources.</p>	<p>The organization has a resource mobilization plan that clearly identifies both the resources needed for programs and services and potential providers/sources for these resources.</p>	<p>The organization has succeeded in leveraging at least 20% of resources needed for the current operating year from a source other than their primary donor.</p>	<p>The organization has succeeded in leveraging resources to support programs and services from at least two donors, foundations, corporation, individuals or other funders in addition to their primary donor. No single source of funding represents more than 40% of the organization’s total resource base for the current operating year.</p>
	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Organization self-identifies as Level 1.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Resource mobilization plan that identifies resources needed.</i> • <i>Resource mobilization plan maps to needs identified in organizational budget and strategic plan.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Proof of receipt of resources from non-USAID or other primary donor source (resources may be financial, human, inkind).</i> • <i>Resources received from sources other than the primary donor must represent at least 20% of total organizational budget.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Proof of receipt of resources from at least two sources in addition to their primary donor.</i> • <i>Budget shows that no single source provides more than 40% of the organization’s resources.</i>
<p>Social Capital</p>	<p>The organization is learning about the value of networking, and considering potential partnerships.</p>	<p>The organization participates in recognized local networks that are relevant to its programs & services. The organization leverages its participation in networks and is able to demonstrate partnership and engagement with at least one other civil society organization.</p>	<p>The organization participates in recognized national networks that are relevant to its programs & services. The organization leverages its participation in networks and is able to demonstrate partnership and engagement with other civil society organizations and relevant government entities.</p>	<p>The organization is identified as a leader in recognized national networks that are relevant to its programs & services. The organization leverages its participation in networks and is able to demonstrate partnership and engagement with other civil society organizations, relevant government entities and private institutions.</p>

<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Organization self-identifies as Level 1.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Membership list from local network whose theme is relevant to the mission of the organization.</i> • <i>Minutes or other documents from the local network that clearly identify the organization as an active participant within the network.</i> • <i>Guiding documents (MoU, Letter of Commitment, Joint project documents, etc.) that demonstrate the existence of a partnership with at least one other CSO.</i> • <i>Positive reference from CSO partner.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Membership list from national network whose theme is relevant to the mission of the organization.</i> • <i>Minutes or other documents from the national network that clearly identify the organization as an active participant within the network.</i> • <i>Guiding documents (MoU, Letter of Commitment, Joint project documents) that demonstrate the existence of a partnership with at least one CSO and government agency</i> • <i>Positive references from CSO and government partners</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • <i>Minutes or other documents from the national network that clearly identify the organization as playing a leading role within the network.</i> • <i>Guiding documents (MoU, Letter of Commitment, Joint project documents) that demonstrate the existence of a partnership with at least one CSO, one government agency and one private sector entity.</i> • <i>Positive references from CSO, government and private sector partners</i>
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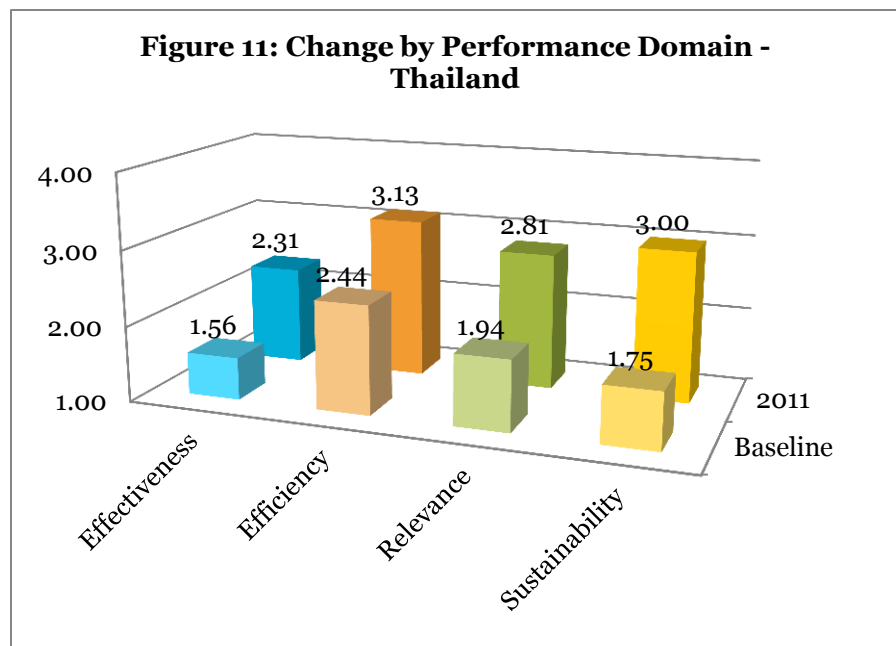
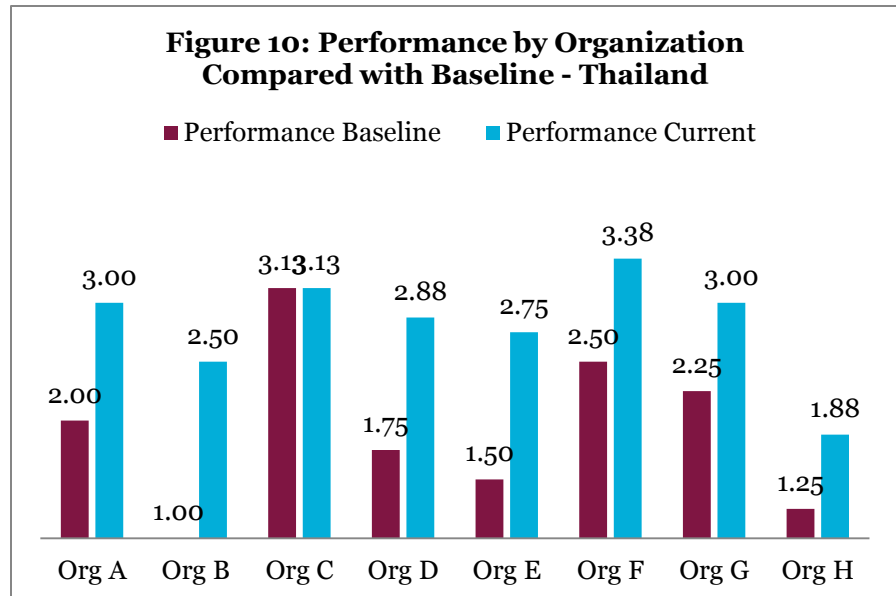
Appendix 3: Sample data analysis

Pact Thailand

The Thailand country program successfully applied the OPI with eight partners. Each partner worked with Pact to reconstruct their baseline and then measure their performance at the end of FY2011 (Figure 10). The data shows great variation across the eight organizations both in terms of baseline performance and change in performance during FY2011. At one extreme, we see that Organization B changed by 1.50 over the course of the year. Organizations A, D and E also had significant change, registering 1.00, 1.13 and 1.25 respectively. Interestingly, Organization C recorded no change.

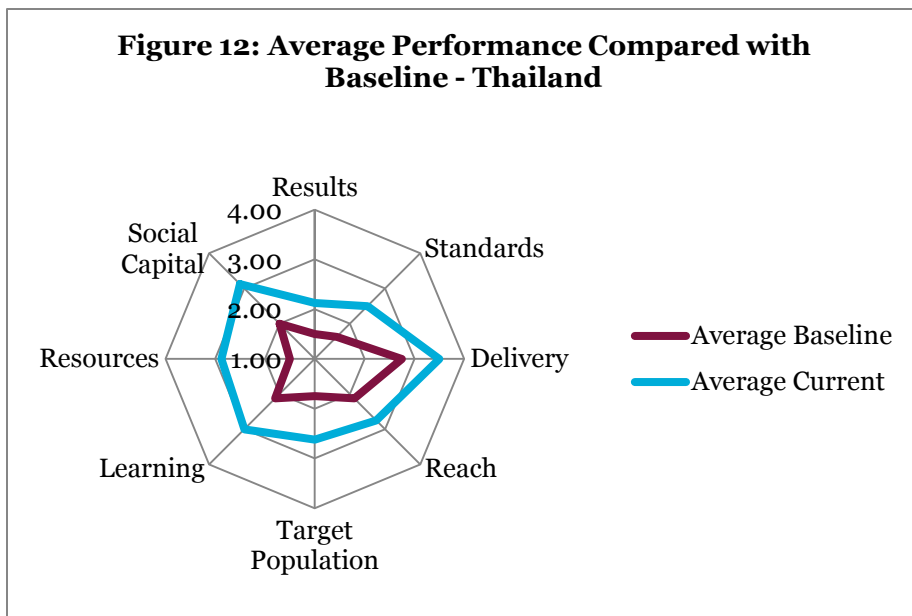
Figure 11 details change across the four domains of performance. The greatest change took place under the Sustainability domain, where partner scores associated with Resources and Social Capital averaged a Level 3. A Level 3 under Resources indicates that “the organization has succeeded in leveraging at least 10% of resources needed from a source other than Pact (where applicable)” and under Social Capital a Level 3 states that “the organization participates in recognized national networks that are relevant to its programs & services. The organization leverages its participation in networks and is able to demonstrate partnership and engagement with other civil society organizations and relevant government entities”.

The overall highest performance was found under the Efficiency domain with partner scores for Delivery



averaging 3.50 and Reach 2.75. It is worth noting that Efficiency scores started from a higher baseline than did scores in the other domains. The lowest scoring domain was Effectiveness, with Results averaging 2.13 and Standards 2.50.

Under the area Learning, partners averaged a 3.00 score. Level 3 indicates that “the organization has institutionalized a process for analyzing the successes and challenges arising from their programs & services, and consistently makes changes as a result of these analyses”. This strong score may be due to the efforts of the Pact Thailand team to support monitoring and evaluation capacity development in partners.



Appendix 4: Contacts within Pact

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