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Using Organizational Performance Index

Washington, DC
April 29, 2015

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Agenda

- Background: Measuring Capacity Development
- OPI: Overview of 8 sub-domains
- Evidence
- Scoring
- Q&A

Distinguishing Assessment Purposes

- **Monitoring**

Ongoing and routine data collection to reveal whether desired results are being achieved

- **Risk Assessment**

Reviews significance (likelihood and magnitude) of potential negative occurrences as part of activity and defines mitigation/management plan

Distinguishing Assessment Purposes

- **Monitoring**

Ongoing and routine data collection to reveal whether desired results are being achieved

- **Capacity Development**

Efforts to improve the capability of a given partner to perform, sustain, and self-renew over time.

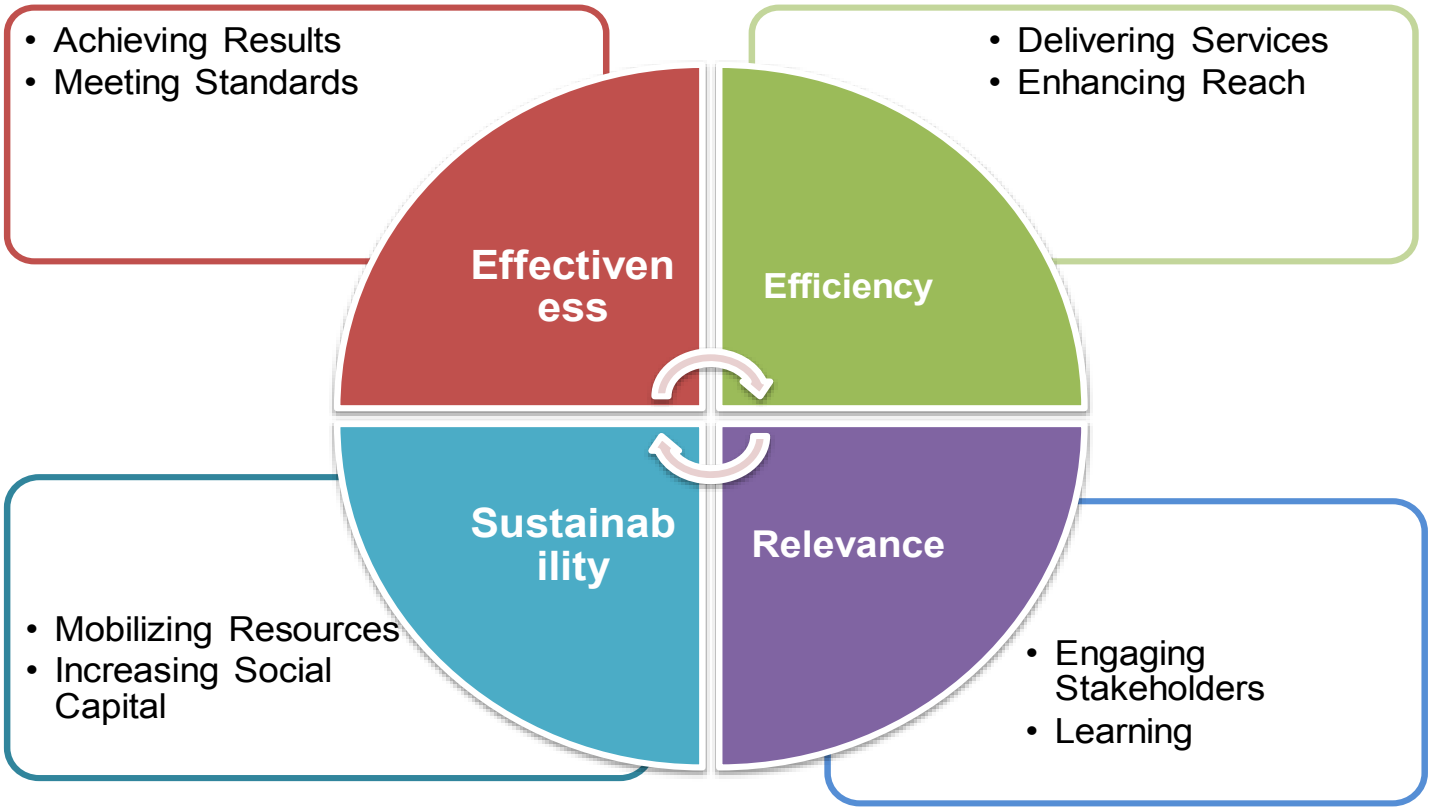
What Exactly do I Measure?

- **Measuring for learning and higher-order accountability: translation of capacity development into improved performance**

"Strengthen Capacity, Measure Performance"

Measure Org Performance Holistically

Domains of Performance



Adapted from PACT

USAID Measurement Recommendations

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- Measure performance, both immediate and adaptive
- Measure at org and local system levels
- Set targets jointly, update logic model regularly
- Contribution not attribution in most cases
- Attend to unpredicted and alternate pathways of change

OPI Example PIRS

Indicator Protocol Reference Sheet # 38			
Name of Indicator: Number of CSOs with an increased OPI score			
Description			
Definition: Number of VDCs which have increased OPI score when compared base line OPI assessment with end-line OPI assessment. OPI is constructed on 4 sectors which are related with Effectiveness, Efficiency, Relevance and Sustainability.			
Unit of Measure: OPI scores			
Disaggregated by:			
Plan for Data Acquisition			
Data Collection Method: Facilitation and recording with OPI facilitation guide			
Data Source: Magpi OPI form			
Frequency and Timing of Data Acquisition: Baseline and Endline			
Estimated Cost of Data Acquisition:			
Individual Responsible and Location of Storage:			
Data Quality Issues			
Data quality risks and limitations (potential issues in data capturing, verification, analysis or reporting and limitations/short comings of the indicator): The data quality could be threatened when facilitation is not good enough or understanding of OPI by respondents is poor and not consistent with understanding of each respondents.			
Actions planned to ensure data quality (i.e. data verification procedures / actions to address potential risks/data limitation issues): Explaining the objectives of OPI and each key points that need to be assessed would be helpful for data quality.			
Plan for Data Analysis, Review & Reporting			
Data Analysis, Presentation and Reporting: The data will be analyzed by respective M&E officer and reported to respective Managers and donors in quarterly basis. The OPI will also be reporting to Pact's headquarters in October of every year for compilation into the Global Indicators.			
Other Notes			
Baselines:			
Targets:			
Other:			
Performance Indicator Values			
Time Period	**Target (Planned)**	**Actual**	**Notes**
2015 (End-Line OPI)	6		
This Sheet Last Updated On: August 15, 2014			

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OPI by Section

	Level 1	Level 2	Level 3	Level 4
EFFECTIVENESS: Ability of an organization to carry out high quality programs and continuously improve its program operations in accordance with its mission and goals.				
<u>Results</u> **Effective organizations measure and analyze outcome level results to best serve beneficiaries**	The organization is in the process of developing outcome level targets for all of its programs and services.	The organization has set clearly defined outcome level targets for all of its programs and services.	The organization has met over 50% of outcome level targets for its all of its programs and services.	The organization has met over 75% of outcome level targets for all of its programs and services.

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OPI by Section

<u>Standards</u> **Effective organizations adopt and consistently implement accepted industry standards as well as lead the improvement of those standards over time.**	The organization is building awareness of national and int'l standards and/or is in the process of developing internal standards that govern their programs and services.	The organization is taking clear steps towards achievement of national and international standards that govern their programs and services.	The organization has achieved and consistently strives to implement national and international standards that govern their programs and services.	The organization consistently meets existing standards and is involved in setting new national and/or international standards that govern their programs and services.

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OPI by Section

EFFICIENCY: The ability of an organization to plan and budget for their interventions in a consistently successful and cost-efficient manner.				
Delivery **Efficient organizations develop, utilize and update work plans, budgets, tracking systems related to program services delivery and analyze the cost-efficiency of services.**	The organization is developing a written operational or work plan that describes how programs and services will be delivered including: activities, budget, timeline and responsibilities.	The organization has a written operational or work plan that describes how programs and 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 and 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.

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OPI by Section

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**	The organization is in the process of identifying and delineating a target population for its program and services.	The organization has clearly identified and delineated a target population for its programs and services and is collecting output date to track service delivery to target population.	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 geographic 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.

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OPI by Section

	Level 1	Level 2	Level 3	Level 4
RELEVANCE: The ability of an organization to respond to the actual needs of its beneficiaries, to stay alert to any changes that influence this ability, and to alter its course of action and adjust its programming based on learning.				
<u>Target Population</u> **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.**	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 process 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 the design and implementation of programs and services. Members of the target population are engaged in the delivery of programs and services.

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OPI by Section

Learning **Relevant organizations embrace and consistently implement learning as a key driver for change from within**	The organization is developing processes for analyzing the successes and challenges arising from their programs and services.	The organization has a process for analyzing the successes and challenges arising from their program and services.	The organization has institutionalized a process for analyzing the successes and challenges arising from their programs and services and consistently makes changes as a result of these analyses.	The organization uses its analyses to influence change in the programs and services of other at the national and/or international level through presentations, training and/or publications.

OPI by Section

	Level 1	Level 2	Level 3	Level 4
SUSTAINABILITY: 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, & other types of support				
<u>Resources</u> **Sustainable organizations generate resources from multiple and diverse sources in a strategic manner**	The organization is developing a resource mobilization plan that clearly identifies both the resources needed for program and services and potential providers/ sources for these resources.	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.	The organization has succeeded in leveraging at least 20% of resources needed for the current operating year from a source or sources other than USAID or other primary donor.	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 USAID or other primary donor. With a goal of diversifying income streams, no single source of funding represents more than 40% of the organization's total resource base for the current operating year.

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OPI by Section

Social Capital **Sustainable organizations understand and use the power of social capital, which is those relationship and connection in their communities that allow for the running of programs that are successful and produce long-term results**	The organization is learning about the value of networking, and considering potential partnerships.	The organization participates in recognized local networks that are relevant to its programs and services. The organization leverages its participation in networks and is able to demonstrate partnership and engagement with at least one other civil society organization.	The organization participates in recognized national networks that are relevant to its programs and 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 organization is identified as a leader in recognized national networks that are relevant to its programs and 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.

OPI Dashboard

Dashboard

Search

Ukraine

By OPI Version

v.1 **31**
v.2 **0**

By Year

2013 **17**
2014 **14**
2012 **0**
2015 **0**

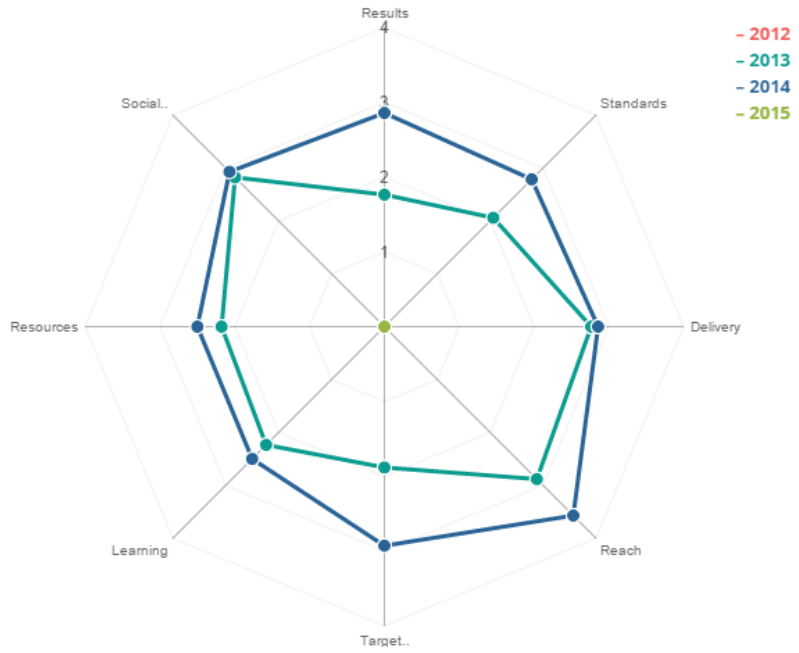
By Country

Ethiopia **219**
Cambodia **157**
Tanzania **135**
Belarus **87**
Zimbabwe **82**
Lesotho **67**
South Africa **64**
South Sudan **61**
Nigeria **39**

Total Number of OPI

31

Graph View



OPI Dashboards created instantaneously using Pact's Capacity Solutions Platform

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Customization

- Users can add to the OPI, but not modify the core (including scoring). The value of a single measure exceeds the value of customization which can be achieved through the use of complimentary indicators.
- If a fifth domain is desired, template includes space for this – however, complementary measures can be other indicators or methods.

OPI by Section: Customized

Customized Domain:				
<u>Customized Subarea</u>				
	Evidence: *Organization self-identifies as Level 1.*	*Evidence:* ▪	*Evidence:* ▪	*Evidence:* ▪
<u>Customized Subarea</u>				
	Evidence: *Organization self-identifies as Level 1.*	*Evidence:* ▪	*Evidence:* ▪	*Evidence:* ▪

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Evidence

- **What counts as evidence?**
  - Data, tracked, that shows performance in accordance with the standard
  - Reliability (independent scorers would arrive at same score)
  - Examples of evidence given in the OPI tool are not exhaustive
  - 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

Evidence

- **Data sources**
  - Primary data should come from the partner organization.
  - Primary data should reflect actions taken, not planning, for most areas.
  - 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.

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Scoring

- Should have evidence of all aspects of a level to receive that score – e.g., until evidence of 3 per all aspects, is a 2.
- No partial scores or averages – whole numbers only.
- Aspire to consensus with organization, but ultimately is USAID's choice where to score.
- Explain scores to organization.

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Common pitfalls

- **When it is used for the first time, OPI should be carefully introduce to the partner. This can be done in a variety of ways (i.e. simple PPT presentation, emailing Index ahead of in-person meeting, pre-meeting to discuss, workshop with all partners who will use OPI).**

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Common pitfalls

- **Organizational performance against targets, e.g. Results or Delivery, are for the *entire organization's work*, not it's specific USAID grant. Cannot be determined from just USAID-supported work, unless that is all the organization does.**
- **Standards should be reviewed in advance. Some standards may apply from international or national standards; scorers need to know the reference points before talking to the organization.**

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Common pitfalls

- For Target Population, many organizations meet with stakeholders. However, need to provide evidence of using the results. In practice many organizations engage their stakeholders in discussions, and then do not follow up.
- In Learning, sometimes confusion between levels 3 and 4 criteria and evidence. At Level 3 sufficient for an organization's learning to influence its own programs and services. At Level 4, an organization must be influencing the programs and services of other actors.

Common pitfalls

- **Prepare in advance, team should confirm understanding of evidence and ensure appropriate to context**