STANDARD SECTOR INDICATOR CODE: CED-036-G	**Organizational Sustainability:** Number of organizations, out of the total number of organizations that a Volunteer/partner work with, that have implemented a self-assessment process at least once a year and use it to make adjustments as needed. (CED-036-G)	
CED SECTOR	**Sector Schematic Alignment** **Project Area:** Organizational Development **Project Activity Area/Training Package:** Organizational Management	
Type: Outcome	**Unit of Measure**: Organizations	**Disaggregation:** NONE

Definitions:

Partner/s – refers to the local counterpart who is co-facilitating organizational development activities with the Volunteer

Self-assessment process–key staff within the organization use an organizational assessment tool to periodically reflect on the state of the organization's capacity in key areas such as governance, planning internal management, financial management, project design and management, and organizational sustainability. Based on this process, organizations then make an action plan to address areas identified for improvement.

Rationale: An increase in the number of organizations that periodically implement a self-assessment and action planning process are more likely to provide efficient and effective services and sustain their operations in the future.

Measurement Notes:

1. **Sample Tools and/or Possible Methods (for Peace Corps staff use):** Volunteers should use data collection tools to measure progress against project indicators. A data collection tool to measure this indicator could be based on one of the following methods—observation, interview, focus group—though there may be other data collection methods that are appropriate as well. For more information on the suggested methods, please see **Appendix I in the MRE Toolkit.** Also be sure to check **this link** on the intranet page as sample tools are regularly uploaded for post use. Once a tool has been developed, post staff should have a few Volunteers and their partners pilot it, and then distribute and train Volunteers on its use.

2. **General Data Collection for Volunteer Activities:** All Volunteer activities should be conducted with the intention of achieving outcomes – knowledge change (short-term), skills demonstration (intermediate-term), and behavioral changes (intermediate to long term) as defined by the progression of indicators within the objectives of a project framework. The progression of measurement for all Volunteer activities should begin with baseline data being conducted prior to the implementation of an activity (or set of activities), followed by documenting any outputs of the activities and then later at the appropriate time, measurements of specific outcomes (see "Frequency of Measurement").

3. **Activity-Level Baseline Data Collection:** Activity-level baseline data should be collected by Volunteers/partners before or at the start of their activities with an organization or group of organizations implementing a self-assessment process at least once a year and use it to make adjustments as needed. It provides a basis for planning and/or assessing subsequent progress or impact with these same people. Volunteers should take a baseline measurement regarding the outcome(s) defined in this data sheet. Volunteers should collect baseline

information early in their work with organizations implementing a self-assessment process at least once a year and use it to make adjustments as needed, and may use their judgment to determine timing because the information will be more accurate if the Volunteer has built some trust with these organizations first. The information for the baseline measurement will be the same or very similar to the information that will be collected in the follow-on measurement (see "Frequency of Measurement") after the Volunteer has conducted his/her activities and it is usually collected using the same data collection tool to allow for easy management of the data over time.

Because Volunteers are expected to implement relevant and focused activities that will promote specific changes within a target population (see "unit of measure"), taking a baseline measurement helps Volunteers to develop a more realistic snapshot of where organizations within the target population are in their process of change instead of assuming that they are starting at "0." It also sets up Volunteers to be able to see in concrete terms what influence their work is having on the organizations they work with during their service. Please note that data collection is a sensitive process and so Volunteers will not want to take a baseline measurement until they have been able to do some relationship and trust-building with the person/people the Volunteer is working with, and developed an understanding of cultural norms and gender dynamics.

4. **Frequency of Measurement:** For reporting accurately on this outcome indicator, Volunteers must take a minimum of two measurements with organizations of the target population reached with their activities. After taking the baseline measurement (described above), Volunteers should take at least one follow-on measurement with the same organization(s), typically after completing one or more activities focused on achieving the outcome in this indicator and once they have determined that the timing is appropriate to expect that the outcome has been achieved. Please note that successful documentation of a behavior change or new practice may not be immediately apparent following the completion of activities and may need to be planned for at a later time. Once Volunteers have measured that at least one organization has achieved the indicator, they should report on it in their next VRF.

   Volunteers may determine to take more than one baseline and one follow-on measurement with the same organization for the following valid reasons:

   - Volunteers may want to measure whether or not any additional organization initially reached with activities have now achieved the outcome in the indicator, particularly for any activities that are on-going in nature (no clear end date);
   - Volunteers may want to enhance their own learning and the implementation of their activities by using the data collected as an effective monitoring tool and feedback mechanism for the need to improve or increase their activities;
   - A Peace Corps project in a particular country may choose to increase the frequency of measurement of the indicator and Volunteers assigned to that project will be required to follow in-country guidance.

   In all cases, any additional data collection above the minimum expectation should be based on the time, resources, accessibility to the target population, and the value to be gained versus the burden of collecting the data. Following any additional measurements taken, Volunteers should report on any new organizations achieving the outcome in their next VRF.

5. **Definition of Change:** The minimum change to report against this indicator is an organization that both a) implemented a self-assessment process at least once a year, and b) used it to make adjustments as needed. If, at the time of the baseline measurement, an organization has either a) not implemented a self-assessment

process and/ or b) has not used the process to make necessary adjustments, it has the opportunity to be counted as having "achieved" this change when subsequent measures are taken, if at the time of these measurements, both a) and b) are occurring for the organization. If the organization already does both a) and b), above, at the time a baseline measurement is taken, they cannot be counted as having newly achieved this indicator.

This tool incorporates the use of a Likert Scale which is a method to assign a numerical value to qualitative data, so that they can be analyzed statistically. The Volunteer will assess the degree to which the organization needs to improve their efforts in a variety of pre-defined criteria. The statements or "criteria" within each Key Area represent the "ideal situations" that Volunteers' activities are expected to promote and create within the organization. Working alongside their counterparts, Volunteers will go through each of these statements, and rate them based on what is the truest reflection of where the organization currently is for that criteria. Volunteers should not assume that the organization whose practices they are trying to influence or skills they are trying to develop or improve amongst the staff are starting at "0." For instance, an organization may already conduct a yearly self-assessment but not use the findings for improving the organization until starting to work with the Volunteer/partner.

The minimum number of changes necessary to report on this indicator in the VRF is two (2) positive changes within the Key Area of Organizational Sustainability. For this Key Area in the tool, there are actually only two criteria to measure and so the organization must achieve a change in both of them to show achievement for this outcome. The electronic version of the tool automatically indicates when an organization has achieved this change and the Volunteer can report on this change.

6. **General Reporting in the VRF**: The "number achieved" (or numerator) that Volunteers will report against for this indicator in their VRFs is the number of organizations that, as a result of working with the Volunteer, both a) implemented a self-assessment process at least once a year, and b) used it to make adjustments as needed. The "total number" (or denominator) that Volunteers will report on for this indicator in their VRFs is the total number of organizations that participated in the activities designed to meet this indicator.

7. **Reporting on Disaggregated Data in the VRF:** This indicator is not disaggregated.

Data Quality Assessments (DQA): DQAs are needed for each indicator selected to align with the project objectives. DQAs review the validity, integrity, precision, reliability, and timeliness of each indicator. For more information, consult the Peace Corps MRE Toolkit.

Alignment with Summary Indicator: CED ORG. MAN.