

LINKAGES Capacity Development Midline Assessment:

TRACKING PROGRESS TOWARDS PERFORMANCE
IMPROVEMENT

MAY 2018



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Disclaimer:

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Abbreviations and Acronyms

AIDS	acquired immune deficiency syndrome
CD	capacity development
CSO	civil society organization
CSP	Capacity Solutions Platform
D.C.	District of Columbia
DRC	Democratic Republic of the Congo
FY	fiscal year
HIV	human immunodeficiency virus
ISP	institutional strengthening plan
ITOCA	Integrated Technical and Organizational Capacity Assessment
KP	key population
LINKAGES	Linkages across the Continuum of HIV Services for Key Populations Affected by HIV Project
OPI	Organizational Performance Index
PEPFAR	U.S. President's Emergency Plan for AIDS Relief
R&M	results and measurement
S2S	south-to-south
TA	technical assistance
USAID	United States Agency for International Development

Executive Summary

Background

Linkages across the Continuum of HIV Services for Key Populations Affected by HIV Project (LINKAGES), is a five-year cooperative agreement funded by the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) through the U.S. Agency for International Development (USAID). A global mechanism managed out of USAID/Washington, LINKAGES was awarded in 2014 to FHI360, in partnership with Pact, IntraHealth International, and the University of North Carolina at Chapel Hill. Its ultimate goal is to reduce HIV transmission among key populations — sex workers, men who have sex with men, transgender persons, and people who inject drugs — and to improve their enrollment and retention in care.

Through LINKAGES, Pact strengthens key population (KP) communities by supporting capacity development (CD) of KP-serving organizations through sub-grants, organizational development guided by institutional strengthening plans, leadership development, visits to learning sites, South-to-South (S2S) mentoring and establishing communities of practice. Pact supports LINKAGES to strengthen civil society organization (CSO) technical competencies and organizational performance around select areas that are critical to effective project implementation and closing leaks in the HIV cascade through its targeted, customized, and measurable capacity development approach. Organizational progress is measured using the Organizational Performance Index (OPI), a unique tool developed and used by Pact to consistently measure outcome-level change at the organizational level resulting from the capacity development activities.

Methods

The purpose of this assessment is to describe and analyze the performance of CSOs Pact has supported under LINKAGES. Determining the extent of CD success under LINKAGES at midline enables the team to better tailor and adapt CD activities to the individual needs of CSOs. This assessment reviews the OPI scores generated with Pact-supported CSOs under LINKAGES. The sampling frame for the assessment is at the CSO level, to examine OPI scores for CSOs at baseline and subsequent rounds of OPI scoring. The assessment includes all scores generated from Pact-supported CSOs under LINKAGES between fiscal years 2015 and 2017, regardless of the length of Pact's support. The country buy-ins included in this assessment are: Angola, Barbados, Democratic Republic of the Congo, Ghana, Haiti, Indonesia, Kenya, Malawi, South Sudan, Suriname, Swaziland, and Trinidad and Tobago.

Key findings

Pact has implemented CD activities under LINKAGES in 12 countries across the Caribbean, Africa, and Asia. During FY17, Pact delivered a variety of CD activities among its countries supported, including training among eight countries, technical assistance among eight countries, and other types of CD activities among seven countries. Pact has conducted a total of 93 OPIs with 65 CSOs, including 65 baseline OPIs and 28 second-round OPIs between FY15 and FY17. The average score among the baseline OPIs is 2.13 and average score among the second-round OPIs is 2.79, representing a statistically significant increase of 31%.

For the 28 CSOs that completed two rounds of OPI scoring, the average scores increased between the two rounds for all four domains (effectiveness, efficiency, relevance, and sustainability) and all eight sub-areas measured by the OPI. The effectiveness domain saw the largest average percentage increase (41%), while the relevance and sustainability domains had the smallest jump (23%). In the second round of OPI scoring, the effectiveness domain had the highest average score across CSOs (2.91) while the relevance domain had the lowest score (2.68).

Regionally, there was no statistical difference ($p > 0.05$) between the Caribbean and African CSO OPI scores at baseline (2.18 and 2.15, respectively). Between baseline and second round of OPI scoring, the

average OPI scores by country increased across all countries. In addition, the average OPI score across CSOs in South Sudan increased the most (72%), while the scores for Haiti CSOs changed the least (13%).

Discussion

Since November 2014, Pact has operated as a member of the LINKAGES consortium in 12 countries across Africa, Asia, and the Caribbean. The length of Pact's work under LINKAGES varies by buy-in: the longest activity to date has been in South Sudan, and shortest activity was in Ghana.

Pact has delivered a variety of capacity development support to 12 countries, including training, technical assistance, and other activities such as mentoring and coaching. In order to maximize the diverse and relevant set of capacity development support activities Pact provides under LINKAGES, the country-based and headquarters teams review the type of support provided, progress made by CSOs, and what areas need additional support. This allows Pact teams to provide better support that can be adjusted or scaled up to CSOs in all countries. Additionally, by assessing progress at the midline of the project, Pact can better align support to its buy-ins in preparation for regular OPI assessments on an annual basis, including at endline.

The average baseline OPI score across all CSOs was just above 2.0 out of 4.0, meaning the organizations have a fair performance at baseline but still have potential improvements to be made across the OPI domains and sub-areas. This indicates that Pact's CD support is necessary for KP-serving CSOs across the world to succeed under LINKAGES and beyond the life of the project. The statistically significant increase of 31% between OPI scores at baseline and subsequent round suggests that Pact's capacity development support contributed to improved performance of KP-serving organizations under LINKAGES.

The results of the domain-level analysis suggest that Pact's capacity development support has accurately targeted the lowest-performing domains (efficiency and effectiveness) to support the CSOs to increase their performance. In the remainder of the project, Pact should continue supporting CSOs to improve in the areas of relevance and sustainability, particularly to improve sustainability as LINKAGES closes out. Pact's CD work under LINKAGES should also focus on the lowest-performing sub-areas for CSOs such as learning and resources, though continue to bring up high-performing sub-areas such as results, social capital, and target population which still have not reached the total possible score of four.

At the second round, the average score by country still ranged widely from 2.53 in South Sudan to 3.19 in Ghana, indicating that Pact's CD support remains necessary across the spectrum and should continue to be tailored to the needs of the CSO in the local country context.

Conclusion

Learning from this analysis can guide future CD efforts with KP-serving CSOs and HIV service providers. Pact's OPI goes beyond looking at the outputs of CD efforts and seeks to measure change in organizational performance. The OPI seeks to link internal changes and outputs of CD to the project evaluations that tell us about change at the community and beneficiary levels. The OPI process helps Pact and our partners to understand the extent to which these CD outputs support positive changes in the way organizations deliver services, relate to their stakeholders, and react to changes in the external environment, all of which improve KP and HIV service provision.

By focusing not only on the technical capacity of KP-serving CSOs supported by the LINKAGES project, Pact and its consortium partners are enhancing local capacity to be effective, efficient, relevant, and sustainable in their approach to their specific technical areas of work and in how they run their organizations and programs. Overall, this helps sustain investments made by USAID and the LINKAGES project in the local KP and HIV service systems in buy-in countries.

Introduction

Background

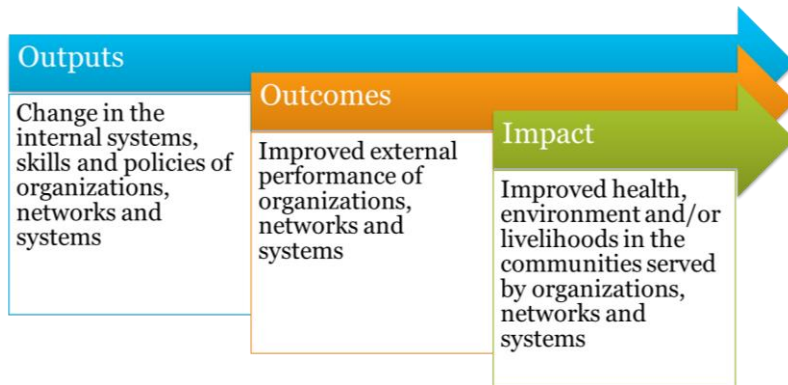
The Linkages across the Continuum of HIV Services for Key Populations Affected by HIV Project (LINKAGES), is a five-year cooperative agreement funded by the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) through the United States Agency for International Development (USAID). A global mechanism managed out of USAID's Washington, D.C. headquarters, LINKAGES was awarded in 2014 to FHI360 and sub-partners Pact, IntraHealth International, and the University of North Carolina at Chapel Hill. The project's ultimate goal is to reduce HIV transmission among key populations (KPs)—sex workers, men who have sex with men, transgender persons, and people who inject drugs—and to improve their enrollment and retention in care.

Through LINKAGES, Pact strengthens KP communities by supporting capacity development (CD) of KP-serving organizations through sub-grants, organizational development guided by institutional strengthening plans (ISPs), leadership development, visits to learning sites, south-to-south (S2S) mentoring, and establishing communities of practice. Ultimately, Pact uses its targeted, customized, and measurable CD approach to support LINKAGES in strengthening civil society organizations' (CSOs) technical competencies and organizational performance around select areas that are critical to effective project implementation and to closing leaks in the HIV cascade. Since 2015, Pact has strengthened the performance of 65 CSOs across 12 countries through LINKAGES.

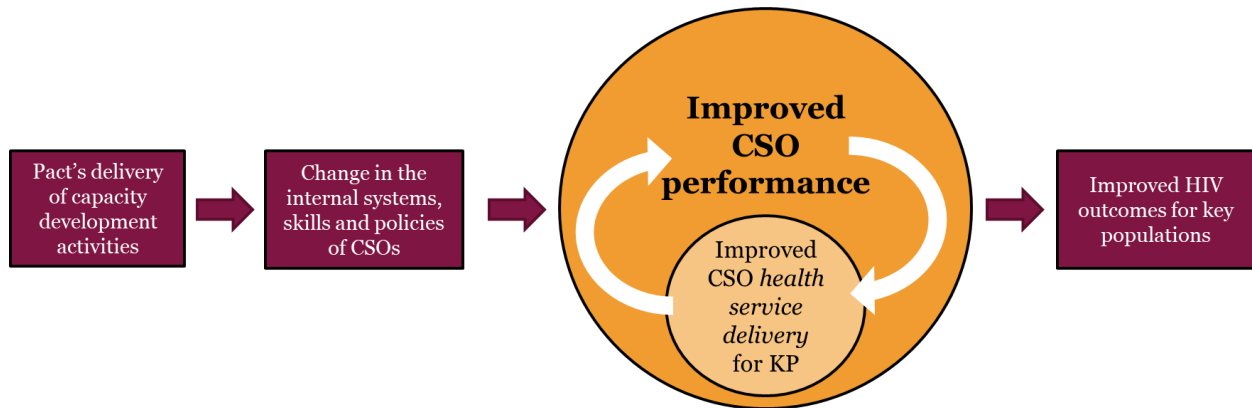
Pact's Approach to Capacity Development under LINKAGES

The overall theory underlying Pact's efforts to strengthen organizational capacity posits that organizational CD interventions improve internal systems, policies, processes, procedures, and networks, leading to increased organizational performance (Figure 1). High-performing institutions are more effective, efficient, relevant, and sustainable and are better able to achieve their missions and develop lasting local solutions.

Figure 1. Pact's organizational capacity development theory of change



Pact's CD theory of change under LINKAGES is more nuanced to specifically address HIV service delivery for KPs (Figure 2). Stronger KP-serving organizations improve HIV service delivery and increase demand for and uptake of HIV services among KPs, leading to improved HIV outcomes for KPs. Under this model, CSO health service delivery is a subset of CSO performance, meaning improvements in one produces improvements in the other and in HIV outcomes for KPs.

Figure 2. Capacity development theory of change for LINKAGES

Pact employs a series of related tools that are tailored to the individual organization. The Integrated Technical and Organizational Capacity Assessment (ITOCA) establishes a baseline of an organization's strengths and weakness across selected capacity areas and reassess organizational capacity as the CD intervention progresses. An ISP is developed for each organization through the ITOCA process and serves as a workplan for all CD activities for the organization.

Organizational progress is measured at baseline and endline and often on an annual basis using the Organizational Performance Index (OPI), a unique USAID-endorsed tool Pact developed and uses globally to consistently measure outcome-level change at the organizational level resulting from CD activities. The OPI supports measurement of change in organizational performance and clarifies the link between CD inputs and community-level impact. It is a revolutionary yet user-friendly approach that looks beyond the development of organizational systems or skills and analyzes the actual value added by CD efforts.

The OPI is an effective tool for measuring performance outcomes and applying results to tailor CD approaches at the organizational level. For instance, the OPI helps assess and plan for CD in more strategic ways, clearly tracking results over time. It also offers a set of standardized benchmarks, grounded in research, that are applicable to a wide variety of organizations and contexts. Finally, the OPI tool removes assessment bias by relying on tangible, easily-accessible evidence to support scoring. See more about how the OPI is structured and implemented in the *Methods* section.

Purpose of this Assessment

Pact carried out this assessment to describe and analyze the performance of CSOs across the 12 countries we have supported under LINKAGES in fiscal years (FYs) 2015 to 2017. We measured the performance of these organizations using the OPI, examining the baseline and change in OPI scores for CSOs over time. The assessment also quantifies Pact's work under LINKAGES across our buy-ins and types of CD activities delivered. The results of this assessment can help determine the extent of CD success under LINKAGES at midline, thereby enabling the LINKAGES team to exercise adaptive management through the last two years of the program, scaling-up successes and scaling-down those activities not delivering as expected.

Methods

Understanding the OPI

The OPI tool measures four domains (effectiveness, efficiency, relevance, and sustainability) that are broken down into two sub-areas each. Each sub-area is articulated in four levels of benchmarks that describe increasing levels of performance. Level 1 maps to the lowest level of performance and Level 4 to the highest. For each benchmark, the tool lists the required supporting evidence to meet that benchmark to guide the organization through self-scoring and verification by LINKAGES staff. Through this process, partner organizations are able to analyze the impact and “so what” of CD, confront their challenges, and prioritize areas for future development.

Figure 3 shows the OPI’s domains and sub-areas, and Appendix 1 provides the entire OPI tool, including domains, sub-areas, benchmarks, and required evidence.

Figure 3. OPI domain and sub-areas

Effectiveness is the ability of an organization to carry out high quality programs in accordance with its mission and goals.	
Results	Effective organizations are concerned with measuring and analyzing longer-term (outcome-level) results to serve their beneficiaries the best possible way.
Standards	Effective organizations ensure the quality of their programs and services by complying with accepted industry standards and by taking the lead in improving upon existing standards.
Efficiency is the ability of an organization to plan and budget for their activities in a consistently successful manner.	
Delivery	Efficient organizations not only have work plans and budgets in place, but also ensure that these are actually used for tracking and analysis of adequate and timely use of resources and delivery of services.
Reach	Efficient organizations use their resources in a manner that allows them to reach target audiences according to a clearly articulated plan, eventually expanding the numbers 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 target population at every step of a project to ensure that activities address actual needs and that beneficiaries participate actively in the solution.
Learning	Relevant organizations embrace learning as a key driver for change from within.
Sustainability is the ability of an organization to ensure that 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 sources in a strategic manner.
Social Capital	Sustainable organizations understand and use the power of social capital , or those relationships and connections in their communities that allow for running successful programs and that produce long-standing results.

To implement the OPI:

1. Partner organizations self-identify their current level in each sub-area and provide tangible evidence to support their conclusions
2. Pact staff review the evidence provided, verify achievements, and agree on final scores together with each organization
3. Partner organizations are re-assessed annually and the results are used to track changes in their performance

Data from the OPI is collected and shared through Pact's CD database, the Capacity Solutions Platform (CSP),¹ a globally accessible, cloud-based data management and analysis platform that enriches LINKAGES's collaborative and integrated approach to development. Local partners can use the assessment tools independently in the CSP, instantly share their results with their staff and partners, and compare their scores to averages of other organizations working under the global LINKAGES project. Donors can access partner information in a visually simple but powerful manner.

Study Design

This assessment reviews the OPI scores generated with Pact-supported CSOs under the LINKAGES project. For the purposes of this assessment, the term "CSO" is an umbrella term to refer to all organizations that Pact has worked with under LINKAGES. CSOs include faith-based organizations, other community-based organizations, and non-governmental organizations. CSOs do not include government agencies or community-level governance structures, such as village development committees. Under this assessment, four community-level clinical services providers in Indonesia who receive the same capacity development support from Pact and OPI assessments are also included in this cohort.

The OPI was conducted with all Pact-supported CSOs at baseline or upon initial engagement with the CSO. When possible, follow-up OPI assessments were conducted annually or at endline as the country's buy-in closed out. The OPI assessments were conducted by Pact staff in collaboration with CSO staff. Training for conducting the OPI was provided to all buy-ins by the Pact CD technical team. When possible, training was conducted in-person in the country location. Other trainings were provided remotely from Pact headquarters in Washington, D.C. This initial training by the Pact technical team promotes consistency of the OPI tool application across countries and CSOs.

Following data collection, Pact staff uploaded all OPI scores for each CSO into the CSP. For this assessment, all OPI scores for Pact-supported CSOs under LINKAGES were aggregated in the CSP and exported to MS Excel for analysis by the Pact headquarters-based Results and Measurement (R&M) Advisor. (More information on sampling can be found below.) The data was verified and cleaned by Pact's R&M Advisor in collaboration with Pact's headquarters-based CD technical and program management teams and with Pact's in-country LINKAGES staff.

The data cleaning process for this assessment took place in October 2017 during FY17 annual reporting, including verifying the correct number of OPI assessments and years, checking for any missing or inconsistent data, and locating and deleting any duplicate entries. Inconsistent data included the same score for an organization from one OPI assessment to the next or a drop in scores. Any apparent inconsistencies were verified against the original dataset by the Pact R&M Advisor and the Pact in-country LINKAGES staff. Minor errors, such as date of data collection, were corrected directly in the CSP and the data re-downloaded for export into MS Excel.

Additional data for performance reporting was collected on a quarterly basis and reported to FHI360 in-country and at the headquarters level. This data was used in this report for tracking types of CD activities implemented by country in FY17. The data was tracked and verified on a quarterly basis with in-country staff by the Pact R&M Advisor and Pact's Program Specialist supporting LINKAGES.

Sampling

The sampling frame for the assessment is at the CSO level to examine OPI scores for CSOs at baseline and any subsequent rounds of OPI scoring. The assessment includes all scores generated from Pact-supported CSOs under LINKAGES in FYs 2015–2017, specifically starting October 1, 2014, and ending September 30, 2017, regardless of the length of Pact's support. CSOs supported by Pact under LINKAGES in countries where the buy-in started after this timeframe, such as Sri Lanka, are not included in this assessment. Pact's core work under LINKAGES is not included in this assessment because the OPI is not an appropriate measure of Pact's work under LINKAGES core funding.

¹ See more at www.capacitysolutionsplatform.com.

The country buy-ins included in this assessment are: Angola, Barbados, Democratic Republic of the Congo (DRC), Ghana, Haiti, Indonesia, Kenya, Malawi, South Sudan, Suriname, Swaziland, and Trinidad and Tobago.

Data Analysis

The OPI scores were analyzed using quantitative descriptive analyses and t-tests (paired and unpaired assuming unequal variances) in MS Excel. Descriptive analyses examined the number of OPIs conducted by round and change in average scores by round. More advanced analysis examined the change in OPI scores over time overall and by country, as well as by domain and sub-area. T-tests tested the statistical significance of the changes in scores between baseline and subsequent rounds, at a 0.05 alpha level.

Limitations

This assessment is not an impact evaluation and does not compare results of Pact-supported CSOs to a control or other comparison group. Without a comparison or control group, the results of the assessment cannot be definitively attributed to Pact's CD activities under LINKAGES. Additionally, because data is collected in different countries and different years, other confounders may be relevant in some country contexts.

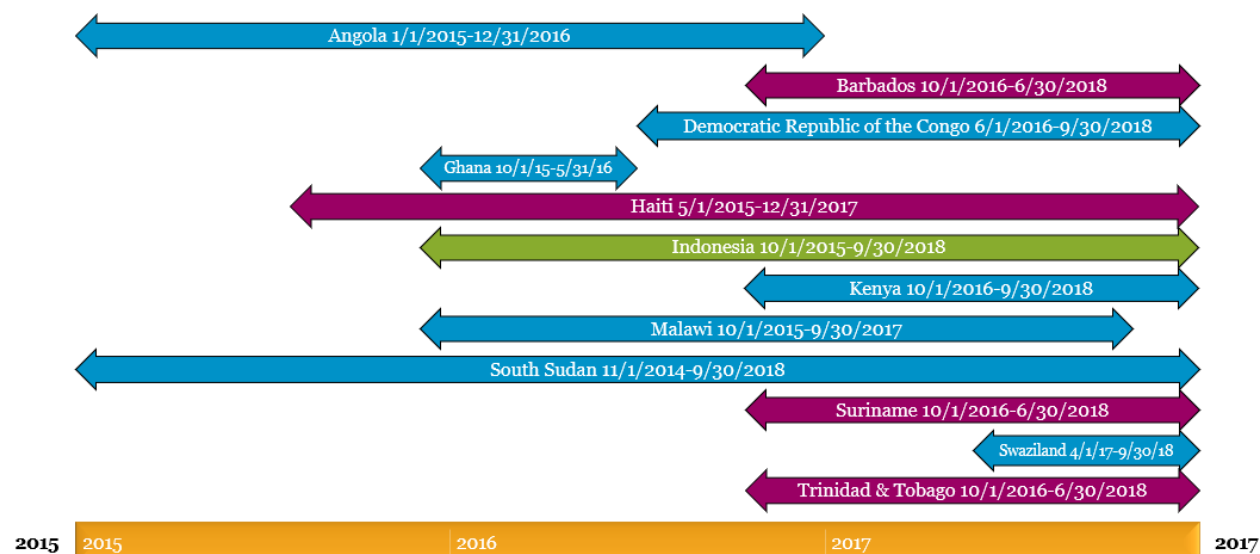
While the OPI is a valid, reliable, standard measure of organizational performance, it does not evaluate how CSOs are performing in the specific context of the LINKAGES project. CSOs are not objectively evaluated for whether they are meeting targets or are doing a better job of serving their communities, thus better contributing to the LINKAGES goal of improved access to and uptake of HIV services and reduced new HIV infections among KPs, due to Pact's CD work.

Additionally, it should be noted that the sample size for this assessment is too small to conduct some statistical tests, such as t-tests for regional comparisons with Asia.

Pact's Capacity Development Support and OPI Implementation under LINKAGES

As seen in Figure 4, as of October 2017, Pact has implemented CD activities under LINKAGES in 12 countries across the Caribbean, Africa, and Asia. Pact's implementation began in FY15 in South Sudan, and by the end of FY17 we were present in 12 countries, including Angola, Barbados, DRC, Ghana (which closed prior to FY17), Haiti, Indonesia, Kenya, Malawi, South Sudan, Suriname, Swaziland, and Trinidad and Tobago. The length of Pact's work under LINKAGES varies by buy-in. The longest activity to date has been in South Sudan, and the shortest activity was in Ghana in FY15.

Figure 4. Timeline of Pact-supported LINKAGES buy-in activity



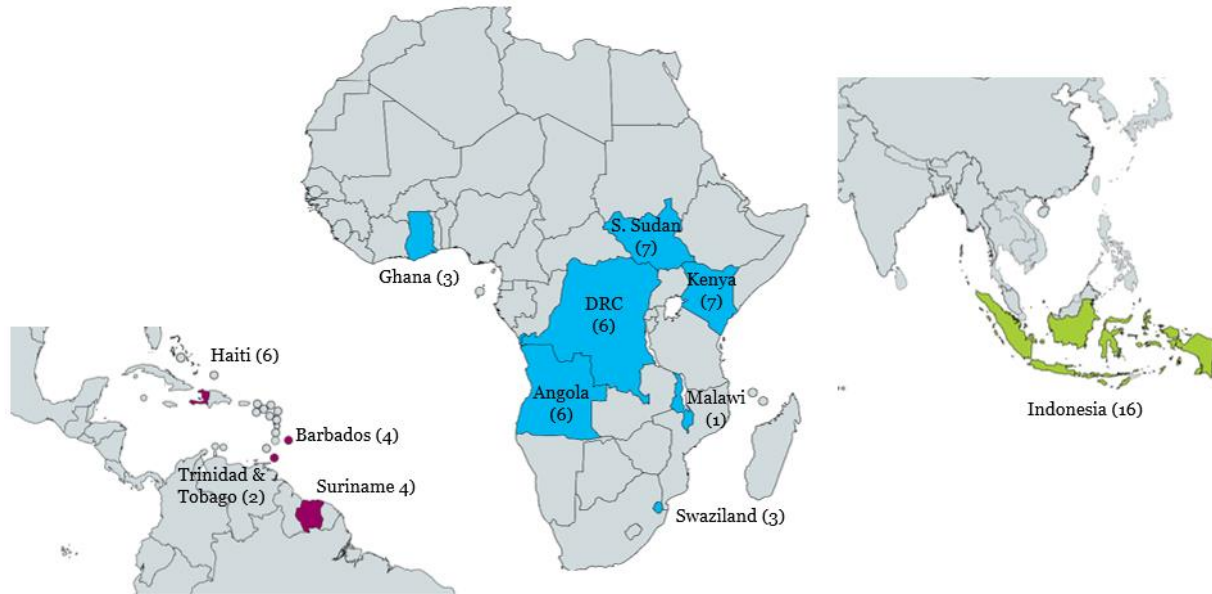
As seen in Table 1, Pact has implemented LINKAGES across all three FYs included in this analysis in four countries: Angola, Democratic Republic of the Congo, Haiti, and South Sudan. Pact has implemented in two countries for two FYs and the remaining four countries for one FY. As shown in Figure 4, above, several buy-ins will last beyond FY17, including for Barbados, DRC, Haiti, Indonesia, Kenya, South Sudan, Suriname, Swaziland, and Trinidad and Tobago.

Table 1. Buy-ins start and end dates by fiscal year

Buy-in	Active in Fiscal Year			FYs active
	2015	2016	2017	
Angola	●	●	●	3
Barbados	●	●	●	1
DRC	●	●	●	3
Ghana	●	●	●	1
Haiti	●	●	●	3
Indonesia	●	●	●	2
Kenya	●	●	●	1
Malawi	●	●	●	2
South Sudan	●	●	●	3
Suriname	●	●	●	1
Swaziland	●	●	●	1
Trinidad and Tobago	●	●	●	1

The number of CSOs that Pact has worked with by country can be found in Figure 5. Pact’s 12 LINKAGES buy-ins span the Caribbean, Africa, and Asia regions. The number of CSOs Pact supports by country varies between one in Malawi and 16 in Indonesia. In total, Pact has supported 65 CSOs across the 12 countries in FYs 2015–2017, an average of 5.4 CSOs per country.

Figure 5. Map of Pact’s LINKAGES buy-ins and number of CSOs supported



Pact has delivered several types of CD support activities throughout our work under LINKAGES. Table 2 details the types of CD support delivered in FY17; other years did not track the level of detail of CD activities for performance reporting and, therefore, are not included in the analysis. Activities tracked for performance reporting in FY17 include training (eight countries), technical assistance (TA; eight countries), and other activities (seven countries). Training and TA were delivered in all but one country each (Kenya and Angola, respectively) and other CD support was delivered in all but South Sudan and Swaziland. TA generally includes organizational development-specific support, such as for finance or monitoring and evaluation. “Other” activities include coaching and others. In FY17, Pact delivered all three types of CD support in five countries, comprising 39 CSOs.

Table 2. Capacity development support activities delivered by Pact in FY17 by country and type

Country	Types of CD Support Delivered in FY17		
	Training	TA	Other
Angola	●	●	●
DRC	●	●	●
Eastern Caribbean (Barbados, Suriname, and Trinidad and Tobago) ²	●	●	●
Haiti	●	●	●
Indonesia	●	●	●
Kenya	●	●	●
Malawi	●	●	●
South Sudan	●	●	●

² Due to performance reporting requirements, the three Eastern Caribbean locations are reported as one country.

During the time frame, Pact conducted 93 OPIs with the 65 CSOs, including 65 baseline OPIs and 28 second-round OPIs. “Second round” refers to a second OPI conducted with the same CSO that received a baseline OPI, meaning 28 CSOs received both a baseline and second-round OPI. No CSOs received a third OPI as of September 2017. Per Figure 6, Pact conducted baseline OPIs in all 12 countries and second-round OPIs in five countries: DR Congo, Ghana, Haiti, Indonesia, and South Sudan. The most OPIs (31) were conducted in Indonesia (16 baseline and 15 second round) and Malawi had the fewest (one baseline).

Figure 6. Number of OPIs by type and country

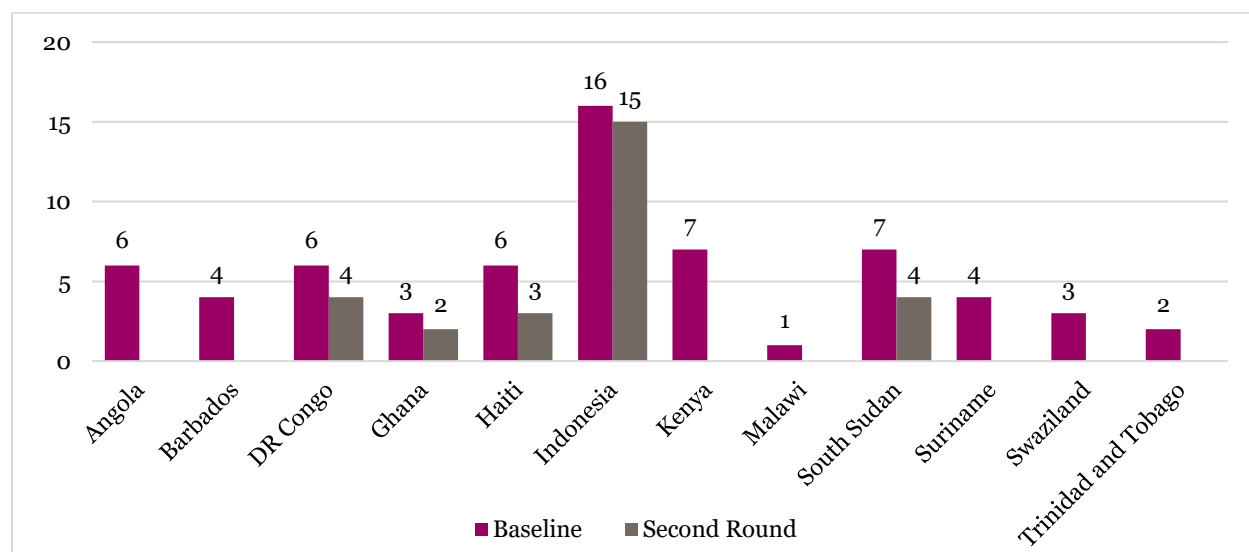


Table 3 provides the full breakdown of number of countries and CSOs that Pact provided CD support in FY15-17.

Table 3. Pact CD activity characteristics by number of countries and CSOs

Characteristic		n (%)
Total number of country buy-ins		12
Number of countries receiving CD support in FY17 by type of CD activity (total countries in FY17 = 9) ³	Training	8 (89%)
	Technical assistance	8 (89%)
	Other	7 (78%)
Total number of CSOs		65
Number of OPIs	Total	93
	Baseline	65
	Second round	28

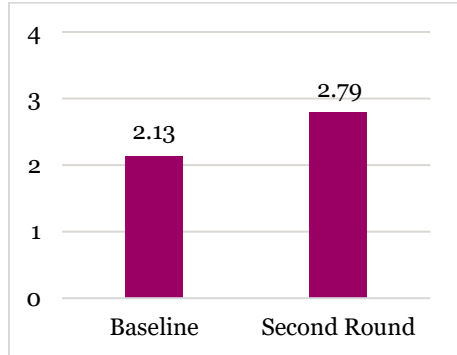
³ Data in this category was collected for performance reporting beginning in FY17.

Results

Overall OPI Score Analysis

Examining all OPI assessment scores conducted with Pact-supported CSOs, the average score among the 65 baseline OPIs is 2.13 and average score among the 28 second-round OPIs is 2.79 (Figure 7). The second-round average score represents an increase of 31% over the baseline score. This change is statistically significant at an alpha level of 0.05.

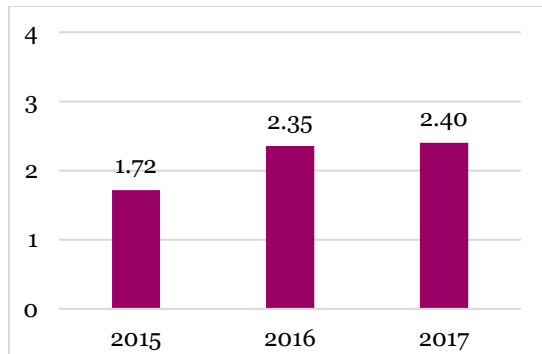
Figure 7. Average OPI score by round (n=93)*



* $p < .05$ for unpaired two-sample t-test assuming unequal variances

In FY15, the average of the seven OPIs conducted was 1.72; in FY16, the 42 OPIs conducted had an average score of 2.35 and in FY17 the average score of the 44 OPIs conducted was 2.40 (Figure 8). The increase in scores from FY15 to FY16 and FY15 to FY17 is significantly different. The slight increase in average OPI scores from FY16 to FY17 is not statistically significant.

Figure 8. Average OPI score by fiscal year (n=93)*



*Unpaired two-sample t-test assuming unequal variances: $p < .05$ for FY15 and FY16 score comparison and FY15 and FY17 score comparison

OPI Score Analysis by Domain

The OPI tool is divided into eight sub-areas that make up four domains for scoring the performance of the organization (see Figure 3).

As seen in Table 4, for the 28 CSOs that completed two rounds of OPI scoring, the average scores by domain increased between the two rounds for all domains. Effectiveness had the largest percentage increase (41%), from an average of 2.06 to an average of 2.91. After two rounds of scoring, CSO effectiveness scored the highest of the four domains on the OPI. Relevance and sustainability increased the least, but still with a 23% jump in the second round of OPI scoring over baseline. In the second round,

CSO relevance had the lowest domain score on the OPI at 2.68. A paired t-test found that the increase in average score for each of the four domains was statistically significantly higher during the second round than at baseline.

Table 4. Average OPI domain scores from 28 CSOs with two rounds of scores

Domain	Baseline	Second Round	Increase (%)*
Efficiency	2.00	2.75	0.54 (38%)*
Effectiveness	2.06	2.91	0.71 (41%)*
Relevance	2.17	2.68	0.59 (23%)*
Sustainability	2.28	2.80	0.80 (23%)*

* $p < .05$ for paired t-test

As seen in Figure 9, for the 28 CSOs with two years of scores, the average sub-area score increased between baseline and the second round.

Figure 9. Average OPI score by sub-area and round (n=28)

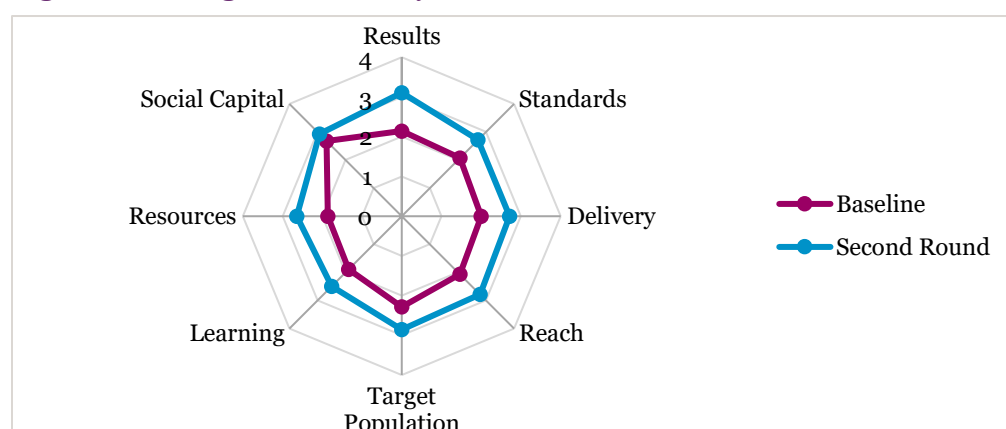


Table 5 details the change in sub-area results between baseline and second round of scoring. The results sub-area saw the largest change—45% from 2.14 at baseline to 3.11 in the second round of OPI scoring—followed closely by the resources sub-area. Results was also the highest-scoring sub-area after the second round. The social capital sub-area increased the least (9%), to 2.93 in the second round, though it already had the highest score at baseline (2.68).

Table 5. Average OPI sub-area scores from 28 CSOs with two rounds of scores

Sub-area	Baseline	Second Round	Increase (%)*
Results	2.14	3.11	0.96 (45%)*
Standards	2.07	2.71	0.64 (31%)*
Delivery	2.00	2.71	0.71 (36%)*
Reach	2.07	2.79	0.71 (34%)*
Target Population	2.29	2.86	0.57 (25%)*
Learning	1.89	2.50	0.61 (32%)*
Resources	1.86	2.64	0.79 (42%)*
Social Capital	2.68	2.93	0.25 (9%)*

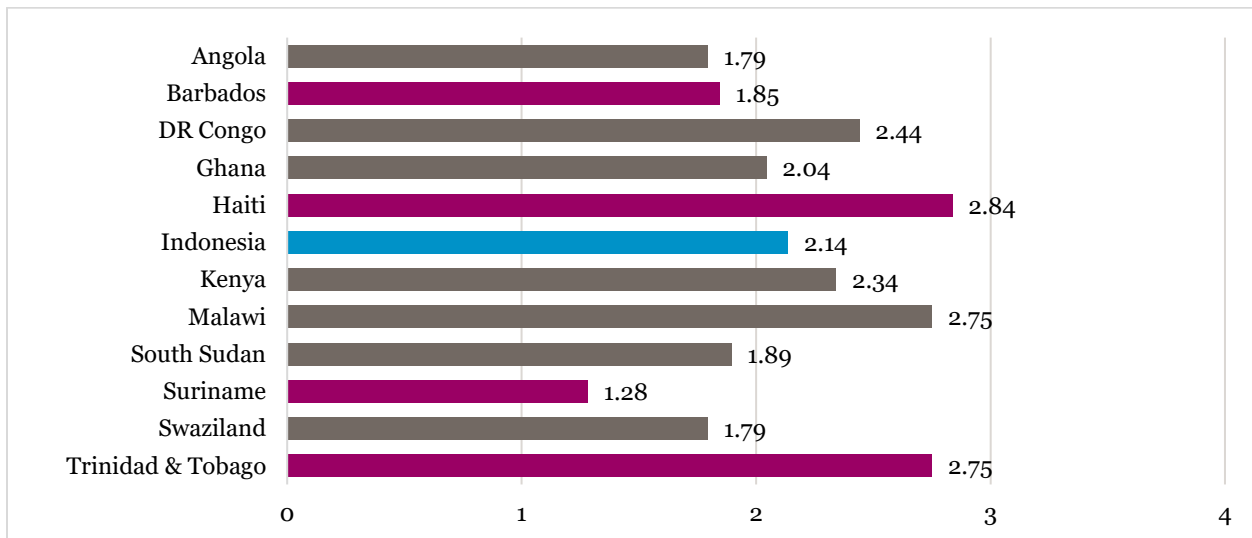
* $p < .05$ for paired t-test

OPI Score Analysis by Country

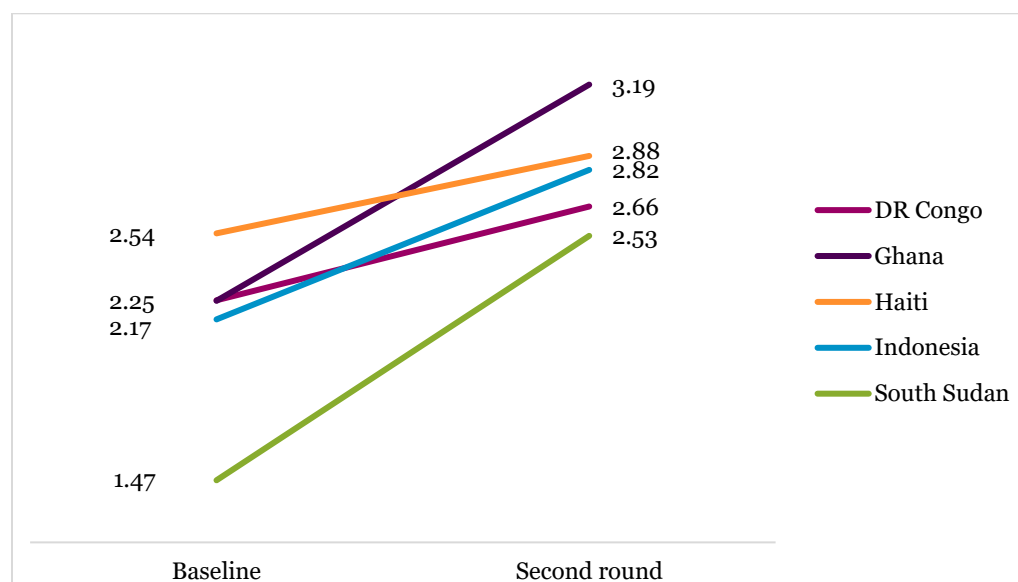
In all 12 countries included in this analysis, baseline OPI assessments were conducted with Pact-supported CSOs. Pact conducted second-round OPI assessments either in the second year or at the end of the buy-in with CSOs in five countries: DRC, Ghana, Haiti, Indonesia, and South Sudan.

Figure 10 displays the OPI scores averaged across all CSOs by country at baseline. Out of the highest possible score of 4.0, Haiti saw the highest average OPI score (2.84) at baseline across its CSOs, and Suriname had the lowest average OPI score of 1.28. Regionally, CSOs located in the Caribbean (in purple) had the highest average score of 2.18, while CSOs located in Africa (in grey) had an average score of 2.15. Asia, represented solely by Indonesia (in blue), had the lowest average baseline OPI score of 2.14. The difference between the regional Caribbean and African CSO OPI scores at baseline is not statistically significant ($p > 0.05$) when compared using an unpaired t-test assuming unequal variances. The Asia OPI baseline score cannot be compared due to having only one country score (t-tests require at least two values in each list for comparison).

Figure 10. Average OPI scores at baseline by country (n=65)



Additional analysis by OPI round was conducted for the five countries that conducted a second round of OPI assessments in addition to their baseline assessments. These second-round assessments were conducted either in the second annual year of implementation or at endline as the buy-in closed. Figure 11 details the average OPI score across CSOs by round and by country for the five countries that conducted two rounds of OPI assessments. Some CSOs in those five countries did not have a second round of scores; only those CSOs that had two rounds of scores were included in the analysis. The baseline scores in Figure 11 only include those CSOs that also have a second round of OPI scoring.

Figure 11. Average OPI score by country and round (n=28)

As seen in Table 6, the average OPI score across CSOs in South Sudan increased the most (72%) between baseline and the second round, while the scores in Haiti changed the least (13%). The average OPI score in Indonesia increased 30% from baseline (2.17) to endline (2.82), which was the only significant value ($p < 0.05$) at 95% confidence. While the increase in scores for other countries appears high, they are not statistically significant for any other country. This is likely due to the small sample size for the comparison in other countries: while Indonesia had a sample size of 15 CSOs with two rounds of OPI scores, South Sudan only had a sample size of four CSOs, which reduces the potential for statistical significance, even for large changes. Looking across all 28 CSOs that have two scores, the average baseline score is 2.13 and the average second round score is 2.79. This represents a 31% increase, which is statistically significant.

Table 6. Average OPI score by country from 28 CSOs with two rounds of scores

Country	Baseline	Second Round	Increase (%)*
DRC (n=4)	2.25	2.66	0.41 (18%)
Ghana (n=2)	2.25	3.19	0.94 (42%)
Haiti (n=3)	2.54	2.88	0.34 (13%)
Indonesia (n=15)	2.17	2.82	0.65 (30%)*
South Sudan (n=4)	1.47	2.53	1.06 (72%)
Total (n=28)	2.13	2.79	0.66 (31%)*

* $p < .05$ for paired *t*-test

Discussion and Recommendations

Pact's work in nine of the countries examined in this assessment continues beyond FY17 and adds two buy-ins, Lesotho and Sri Lanka, which began in FY18. This provides opportunity for adapting activities and scaling diverse and relevant CD support based on the results of this report across those 11 countries and maximizing tailored activities in new buy-ins through the remainder of the LINKAGES project. During the remainder of the LINKAGES project, Pact will support its buy-ins to maintain regular OPI assessments on an annual basis, including at endline. In addition, Pact will support its in-country staff to ensure that all CSOs that are supported in the country receive the annual OPI assessment. Such annual assessments better allow CSOs to evaluate their progress on a regular basis and readily see areas of improvement over the previous year and where to focus changes in the coming year. These also help Pact's CD staff to better tailor activities and support to areas of most need.

The number of CSOs Pact has supported under LINKAGES varies by country. Pact conducted 93 OPIs with these CSOs, including 65 baseline OPIs with the 65 CSOs Pact supports under LINKAGES, and second-round OPI assessments with 28 of the 65. While the recommendation is for OPI assessments to be conducted at baseline and annually, most CSOs only had baseline scores to date or the second round was conducted after year two of implementation. Nearly all (15 of 16) CSOs in Indonesia had a second-round OPI assessment, only four of seven CSOs in South Sudan, three of six in Haiti, four of six in DRC, and two of three in Ghana conducted second-round OPIs. In Ghana, both the baseline and second round of OPI scores were conducted within five months of each other during Pact's five-month buy-in in FY15. Because changes can be difficult to detect over such a short period of time, **we advise conducting only one OPI assessment per year going forward.**

Overall, the average performance of Pact-supported CSOs under LINKAGES increased across the portfolio between FY15 and FY17, as measured by the OPI. At baseline, the 65 CSOs Pact has worked with under LINKAGES had an average score of 2.13 on the OPI, and the second-round score for the 28 CSOs with two sets of scores was 2.79. This demonstrates a **statistically significant increase of 31%** in OPI scores and suggests that Pact's CD support may have contributed to improved performance of KP-serving organizations under LINKAGES.

In addition, the average OPI score examined by FY increased during the assessed time frame. The difference between 2015 (1.72) and 2017 (2.40) is statistically significant, as is the difference between 2015 and 2016 (2.35). This suggests that as Pact's CD support for CSOs extends, CSO performance improves. However, this result should be interpreted with caution because the FY does not represent the time in which an organization started working with Pact. For instance, many organizations began working with Pact in FY17, which may have brought the average OPI score across CSOs down due to lower baseline scores.

When broken down by domain, the average OPI scores significantly increase by domain from baseline to the second round. The largest increase was seen in the effectiveness score, from 2.06 to 2.91, representing an increase of 41%. Both relevance and sustainability domains saw a smaller increase of 23% between baseline and second round. However, those domains were also higher at baseline than the other domains. These results suggest that Pact's CD support has accurately targeted the lowest-performing domains (efficiency and effectiveness) to support the CSOs to increase their performance scores by the second round of data collection. **In the remainder of the project, Pact should continue supporting CSOs to improve in the areas of relevance and sustainability, particularly to improve sustainability as LINKAGES closes out.**

Similarly, the average OPI scores significantly increased across all eight sub-areas between baseline and the second round of OPI assessments. The largest increase (45%) occurred within the results sub-area, while the smallest increase (9%) occurred within the social capital sub-area. Unlike with the domain analysis, results was the only sub-area whose average score was over 3.0 out of a total possible score of 4.0. In addition, it should be noted that while the increase in the social capital score—which was the highest at baseline at 2.68—was relatively small, it was still statistically significant. By the second round, learning was the lowest-performing sub-area, with an average score of 2.50. **Pact's CD work under**

LINKAGES going forward should focus on the lowest-performing areas for CSOs, such as learning and resources, though it should continue to bring up high-performing sub-areas, such as results, social capital, and target population, which still have not reached the total possible score of 4.0.

In terms of country-level analysis, Haiti had the highest average baseline OPI score of 2.84, while Suriname had the lowest average baseline OPI score of 1.28. A comparison of country scores by region showed no difference between the Caribbean and African regions in average OPI score at baseline. Asia was excluded from the statistical analysis due to having only one country score (Indonesia). While CD activities are tailored to the organization Pact is supporting, it is worth noting that there is no regional difference in average OPI scores at baseline. This suggests that KP-serving CSOs that work with LINKAGES across the world are at a similar level of maturity and performance before the program began. In addition, with an average baseline score just above 2.0 out of 4.0, the organizations have a fair performance at baseline, but still can make potential improvements across the OPI domains and sub-areas. This indicates that **Pact's CD support is necessary for KP-serving CSOs across the world to succeed under LINKAGES.**

Five countries with CSOs with two rounds of OPI scoring—DRC, Ghana, Haiti, Indonesia, and South Sudan—were analyzed for changes in scores between baseline and the second round of assessments. The average OPI score across CSOs in South Sudan increased the most (72%) between baseline and the second round, while the scores in Haiti changed the least (13%). Despite the short length of its buy-in, Ghana saw the highest average endline OPI score among its CSOs of 3.19. The change in OPI scores for Indonesia's CSOs were the only statistically significant changes; however, this may be due to the small sample size in other countries (such as only four CSOs in South Sudan), which reduces the likelihood of statistical significance. In spite of this, average OPI scores for all five countries still trended upward from baseline to the second round. Across all 28 CSOs included in this two-round OPI analysis, the average OPI score significantly increased by 31% at midline over baseline. At the second round, the average score by country still had a wide range, from 2.53 in South Sudan to 3.19 in Ghana, indicating that **Pact's CD support remains necessary across the spectrum and should continue to be tailored to each CSO's needs within its local country context.**

Next Steps and Conclusion

Pact conducted this assessment at the midline of the LINKAGES project. The recommendations noted in the sections above can be applied by Pact in the remainder of the project to further increase CSO performance and maximize CSO contributions to curbing the HIV epidemic among LINKAGES-supported KPs. In order to make better use of the data and other information collected under this project, additional secondary analysis can be conducted at the end of LINKAGES that compensates for this assessment's limitations. For instance, without a comparison group in this analysis, the results and improvement in performance cannot be definitively attributed to Pact's CD activities under LINKAGES. However, further analysis of changes in OPI scores among non-Pact supported CSOs under LINKAGES would provide a comparison group against which the results of this assessment could be evaluated for attribution.

In addition, while the OPI measures standard CSO performance, it cannot assess how CSOs are performing specifically under LINKAGES; it does not measure achievement against target for LINKAGES service delivery indicators or evaluate whether CSOs are objectively doing a better job of serving their communities, and thus better contributing to the LINKAGES goal of improved access to and uptake of HIV services and reduced new HIV infections among KPs. Additional secondary analysis can similarly assess these questions by evaluating CSOs' performance against their ability to meet project service delivery targets. Pact recommends further studying the successes of the CD activities delivered under LINKAGES for replication and scale-up on future HIV and KPs projects.

Learning from the analysis in this midline assessment can guide future CD efforts with KP-serving CSOs and HIV service providers. Pact's OPI goes beyond looking at the outputs of CD efforts and seeks to measure change in organizational performance in an attempt to meet USAID's Implementation and Procurement Reform objective to mainstream local CD across programming to develop "true partnerships to create the conditions where aid is no longer necessary in the countries where [USAID] work(s)." Instead of measuring change in internal organizational policies, skills, procedures, and practices through capacity assessments or similar tools, the OPI seeks to link internal changes and outputs of CD to the project evaluations that tell us about change at the community and beneficiary levels. The OPI process helps Pact and our partners to understand the extent to which these CD outputs support positive changes in the way organizations deliver services, relate to their stakeholders, and react to changes in the external environment, all of which improve KP and HIV service provision.

By focusing not only on the technical capacity of KP-serving CSOs supported by the LINKAGES project, Pact and its consortium partners are enhancing local capacity to be effective, efficient, relevant, and sustainable in their approach to their specific technical areas of work and in how they run their organizations and programs. Overall, this helps sustain investments made by USAID and the LINKAGES project in the local KP and HIV service systems in buy-in countries.

Appendix 1: The Organizational Performance Index Tool

	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.	The organization has set clearly defined outcome level targets for its programs & services.	The organization has met over 50% of outcome level targets for its programs & services.	The organization has met over 75% of outcome level targets for its programs & services.
	<i>Evidence:</i> <ul style="list-style-type: none"> Organization self-identifies as Level 1. 	<i>Evidence:</i> <ul style="list-style-type: none"> Completed PMP and/or MERL Plan that includes clearly defined outcomes, targets, indicators and measurement tools. 	<i>Evidence:</i> <ul style="list-style-type: none"> Completed monitoring spreadsheet and/or database showing that 50% of outcome level targets have been met. Written procedures for ensuring data quality that meet expectations of Pact's MERL staff. 	<i>Evidence:</i> <ul style="list-style-type: none"> Completed monitoring spreadsheet and/or database showing that 75% of outcome level targets have been met. Completed Data Quality Audit verifying the quality of the outcome data.
Standards³	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
	<i>Evidence:</i> <ul style="list-style-type: none"> Organization self-identifies as Level 1. 	<i>Evidence:</i> <ul style="list-style-type: none"> Relevant technical standards that the organization is working toward, which are consistent with national and international standards. Evidence of staff training, monitoring and/or procedures that indicate that organization is taking steps to implement standards. 	<i>Evidence:</i> <ul style="list-style-type: none"> External evidence (evaluation, certification from a recognized body, etc.) that concludes the organization has met relevant standards. 	<i>Evidence:</i> <ul style="list-style-type: none"> Multiple instances of external evidence (evaluation, certification from a recognized body, etc.) over a period of at least two years that conclude the organization has met and continues to meet relevant standards.

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.

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.	The organization has a written operational or work plan that describes how programs & services will be delivered including: activities, budget, timeline and responsibilities.	The organization has successfully completed over 50% of the programs & services in its operational or work plan on time and on budget.	The organization has successfully completed over 75% of the programs & services in its operational or work plan on time and on budget.
	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • Organization self-identifies as Level 1. 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • Copy of organization's written operational or work plan. • Activities described in work plan are clear and include a budget, timeline and are assigned to a responsible person or unit. • Activities in work plan are both relevant and sufficient to deliver programs and services. 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • Copy of organization's quarterly report (or similar) including a review of the work plan that indicates that at least 50% of programs and services are on time and on budget. • Evidence (minutes or similar) of an internal verification process in support of this data. 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • Copy of organization's quarterly report (or similar) including a review of the work plan that indicates that at least 75% of programs and services are on time and on budget. • Evidence (minutes or similar) of an internal verification process in support of this data.
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 scaled-up the reach of its service delivery to new geographical areas and populations.
	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • Organization self-identifies as Level 1. 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • Completed PMP or MERL plan that clearly identifies target populations, output targets, and methods for data disaggregation across target populations. 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • Completed monitoring spreadsheet and/or database showing that output level targets have been met. • Written procedures for ensuring data quality that meet expectations of Pact's MERL staff. 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> • Operational or work plans that detail how the organization is scaling up services to new geographical areas or target populations. • Completed monitoring spreadsheet and/or database showing that output level targets have been met. • Written procedures for ensuring data quality that meet expectations of Pact's MERL staff.

Relevant				
Target Population	The organization is considering engaging in participatory planning and decision-making processes that involve their target population.	The organization engages in participatory planning and decision-making processes that involve their target population.	The results of participatory planning and decision-making processes have been used to inform programs & 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 all major target populations.</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 map to findings from programs.</i>

Sustainable				
Resources	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.	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 10% of resources needed for the current operating year from a source other than Pact (where applicable).	The organization has succeeded in leveraging resources to support programs & services from at least two donors in addition to Pact (where applicable). No single source of funding represents more than 40% of the organization's total resource base for the current operating year.
	<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-Pact source (resources may be financial, human, in-kind)</i> • <i>Resource received from non-Pact source must represent at least 10% 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 non-Pact sources.</i> • <i>Resource received from each non-Pact source must represent at least 10% of total organizational budget.</i> • <i>Budget shows that no single source provides more than 40% of the organization's resources.</i>
Social Capital	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 & 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 & 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 & 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>Evidence:</p> <ul style="list-style-type: none"> • <i>Organization self-identifies as Level 1.</i> 	<p>Evidence:</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>Evidence:</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>Evidence:</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 2: Raw OPI dataset

Country	Organization	Improved?	Type of OPI	Year	Overall Score	Effectiveness	Efficiency	Relevance	Sustainability	Results	Standards	Delivery	Reach	Target Population	Learning	Resources	Social Capital	Type of Partner
Angola	Associação Beneficente Cristã (ABC)	Set Baseline	Baseline	2016	1.75	1.5	1.5	2	2	1	2	1	2	2	2	1	3	Non-Governmental Organization
Angola	Associação de Mulheres Vivendo com VIH (MWENHO)	Set Baseline	Baseline	2016	1.63	1.5	1.5	2	1.5	1	2	1	2	2	2	1	2	Non-Governmental Organization
Angola	Associação IRIS	Set Baseline	Baseline	2016	1.5	1.5	1	1.5	2	1	2	1	1	2	1	1	3	Non-Governmental Organization
Angola	Associação Solidariedade Cristã e Ajuda Mútua (ASCAM)	Set Baseline	Baseline	2016	1.63	2	1.5	1	2	2	2	1	2	1	1	1	3	Non-Governmental Organization
Angola	Cuidados da Infância (CI)	Set Baseline	Baseline	2016	1.75	1.5	2	1.5	2	1	2	2	2	2	1	1	3	Non-Governmental Organization
Angola	Forum Juvenil de Apoio a Saude e Prevencao da Sida (FOJASSIDA)	Set Baseline	Baseline	2016	2.5	2.5	2.5	2.5	2.5	2	3	3	2	2	3	2	3	Non-Governmental Organization
Barbados	Barbados Family Planning Association (BFPA)	Set Baseline	Baseline	2017	3	4	2.5	2	3.5	4	4	2	3	1	3	4	3	Non-Governmental Organization
Barbados	Community Education Empowerment and Development (CEED)	Set Baseline	Baseline	2017	1.5	1.5	1	2.5	1	2	1	1	1	3	2	1	1	Non-Governmental Organization
Barbados	Empowerment, Quality, Unity, Acceptance, Love and Strenght (EQUALS)	Set Baseline	Baseline	2017	1.5	1	1.5	1.5	2	1	1	1	2	2	1	1	3	Non-Governmental Organization
Barbados	Helping Our Peer Effectively Now (HOPEN)	Set Baseline	Baseline	2017	1.38	1	1	1	2.5	1	1	1	1	1	1	1	4	Non-Governmental Organization
DR Congo	BAK CONGO	Set Baseline	Baseline	2016	2.75	3	3	2	3	3	3	3	3	2	2	3	3	Non-Governmental Organization
DR Congo	FARADJA	Set Baseline	Baseline	2016	1.5	1.5	2	1.5	1	2	1	2	2	2	1	1	1	Non-Governmental Organization
DR Congo	FARADJA	Yes	Second Round	2017	2.13	2.5	2	2	2	3	2	2	2	2	2	2	2	Non-Governmental Organization
DR Congo	LAMUKA	Set Baseline	Baseline	2016	1.88	2	1.5	1.5	2.5	1	3	2	1	2	1	3	2	Community Based Organization
DR Congo	LAMUKA	Yes	Second Round	2017	2.38	3	2.5	2	2	3	3	3	2	2	2	2	2	Community Based Organization
DR Congo	Progrès Santé Sans Prix (PSSP)	Yes	Second Round	2017	3.38	3.5	3	3.5	3.5	3	4	3	3	3	4	3	4	Non-Governmental Organization
DR Congo	Progrès Santé Sans Prix (PSSP)	Set Baseline	Baseline	2016	3.25	3	3	3.5	3.5	3	3	3	3	3	4	3	4	Non-Governmental Organization
DR Congo	SJS	Set Baseline	Baseline	2016	2.38	2	2.5	2	3	2	2	3	2	2	2	3	3	Non-Governmental Organization
DR Congo	SJS	Yes	Second Round	2017	2.75	2.5	2.5	2.5	3.5	3	2	3	2	3	2	4	3	Non-Governmental Organization
DR Congo	WORLD PRODUCTION	Set Baseline	Baseline	2016	2.88	3	2.5	2.5	3.5	3	3	2	3	3	2	3	4	Non-Governmental Organization
Ghana	MICDAK Charity Foundation	Set Baseline	Baseline	2015	1.5	2	1.5	1.5	1	2	2	1	2	2	1	1	1	Non-Governmental Organization
Ghana	MICDAK Charity Foundation	Yes	Second Round	2016	2.88	3	2.5	3	3	3	3	2	3	3	3	3	3	Non-Governmental Organization
Ghana	NAP+ Ghana	Set Baseline	Baseline	2015	1.63	1.5	2	1.5	1.5	1	2	2	2	2	1	1	2	Non-Governmental Organization
Ghana	Pro-Link Organization	Set Baseline	Baseline	2015	3	2.5	3.5	3	3	2	3	3	4	4	2	3	3	Non-Governmental Organization
Ghana	Pro-Link Organization	Yes	Second Round	2016	3.5	4	3.5	3.5	3	4	4	3	4	4	3	3	3	Non-Governmental Organization

Haiti	ANAPFEH	Set Baseline	Baseline	2016	1	1	1	1	1	1	1	1	1	1	1	1	1	Non-Governmental Organization
Haiti	ANAPFEH	Yes	Second Round	2017	1.88	2	1.5	2	2	2	2	1	2	3	1	3	1	Non-Governmental Organization
Haiti	CPFO	Set Baseline	Baseline	2016	3.38	3.5	4	2.5	3.5	4	3	4	4	3	2	4	3	Non-Governmental Organization
Haiti	FEBS	Set Baseline	Baseline	2016	3.13	3.5	3.5	3	2.5	4	3	3	4	3	3	1	4	Non-Governmental Organization
Haiti	FOSREF	Set Baseline	Baseline	2016	3.63	4	4	3.5	3	4	4	4	4	4	3	2	4	Non-Governmental Organization
Haiti	FOSREF	No	Second Round	2017	3.63	4	4	3.5	3	4	4	4	4	4	3	2	4	Non-Governmental Organization
Haiti	KOURAJ	Set Baseline	Baseline	2016	2.88	3	2.5	3	3	3	3	3	2	4	2	3	3	Non-Governmental Organization
Haiti	SEROvie	Set Baseline	Baseline	2016	3	3.5	3	3	2.5	4	3	3	3	4	2	1	4	Non-Governmental Organization
Haiti	SEROvie	Yes	Second Round	2017	3.13	3	2.5	3.5	3.5	3	3	2	3	4	3	3	4	Non-Governmental Organization
Indonesia	Institut Pengembangan dan Pemberdayaan Masyarakat (ICDP), Papua	Set Baseline	Baseline	2016	2.13	2	2	2	2.5	2	2	2	2	2	2	2	3	Community Based Organization
Indonesia	Institut Pengembangan dan Pemberdayaan Masyarakat (ICDP), Papua	Yes	Second Round	2017	3.25	3.5	3	3	3.5	4	3	3	3	3	3	3	4	Community Based Organization
Indonesia	Klinik Kalvari, Papua	Set Baseline	Baseline	2016	1.75	1.5	1.5	1.5	2.5	2	1	1	2	2	1	2	3	Other
Indonesia	Klinik Kalvari, Papua	Yes	Second Round	2017	2.5	2.5	2	2.5	3	3	2	2	2	3	2	3	3	Other
Indonesia	Yayasan Anak Bangsa Merajut Harapan (Angsamerah), Jakarta	Set Baseline	Baseline	2016	3.38	3.5	3	3.5	3.5	4	3	3	3	4	3	4	3	Other
Indonesia	Yayasan Anak Bangsa Merajut Harapan (Angsamerah), Jakarta	Yes	Second Round	2017	3.75	4	3.5	4	3.5	4	4	4	3	4	4	4	3	Other
Indonesia	Yayasan Anak dan Perempuan (YAP), Jakarta	Set Baseline	Baseline	2016	1.63	2	1.5	1.5	1.5	2	2	1	2	2	1	1	2	Community Based Organization
Indonesia	Yayasan Anak dan Perempuan (YAP), Jakarta	Yes	Second Round	2017	2.13	2	2	2	2.5	2	2	2	2	2	2	2	3	Community Based Organization
Indonesia	Yayasan Caritas Timika Papua (YCTP), Papua	Set Baseline	Baseline	2016	2.38	2	2	2.5	3	2	2	2	2	2	3	3	3	Community Based Organization
Indonesia	Yayasan Caritas Timika Papua (YCTP), Papua	Yes	Second Round	2017	3.38	3.5	3.5	3	3.5	4	3	3	4	3	3	3	4	Community Based Organization
Indonesia	Yayasan Inter Medika (YIM), Jakarta	Set Baseline	Baseline	2016	1.75	2	1.5	1	2.5	2	2	1	2	1	1	2	3	Community Based Organization
Indonesia	Yayasan Inter Medika (YIM), Jakarta	Yes	Second Round	2017	2.25	2.5	2.5	1.5	2.5	3	2	2	3	2	1	2	3	Community Based Organization
Indonesia	Yayasan Karitas Sani Madani (KARISMA), Jakarta	Set Baseline	Baseline	2016	2.5	1.5	2.5	3	3	1	2	2	3	3	3	3	3	Community Based Organization
Indonesia	Yayasan Karitas Sani Madani (KARISMA), Jakarta	Yes	Second Round	2017	2.88	1.5	3	3.5	3.5	1	2	3	3	3	4	4	3	Community Based Organization
Indonesia	Yayasan Kasih Suwitno (YKS), Jakarta	Set Baseline	Baseline	2016	2	2.5	2	1.5	2	3	2	2	2	1	2	1	3	Community Based Organization
Indonesia	Yayasan Kasih Suwitno (YKS), Jakarta	Yes	Second Round	2017	2.63	3.5	2.5	2	2.5	4	3	3	2	1	3	2	3	Community Based Organization
Indonesia	Yayasan Kusuma Buana (YKB), Jakarta	Set Baseline	Baseline	2016	2.88	2.5	2.5	3.5	3	3	2	3	2	4	3	2	4	Non-Governmental Organization

Indonesia	Yayasan Kusuma Buana (YKB), Jakarta	Yes	Second Round	2017	3.38	3	3.5	4	3	3	3	4	3	4	4	3	3	Non-Governmental Organization
Indonesia	Yayasan Kusuma Buana Klinik	Set Baseline	Baseline	2016	2.13	2.5	2	2	2	3	2	2	2	2	2	1	3	Community Based Organization
Indonesia	Yayasan Kusuma Buana Klinik	Yes	Second Round	2017	2.75	3.5	3	2.5	2	4	3	3	3	2	3	1	3	Community Based Organization
Indonesia	Yayasan Perkumpulan Bandungwangi (YPB), Jakarta	Set Baseline	Baseline	2016	2.13	2.5	2	2.5	1.5	3	2	2	2	3	2	1	2	Community Based Organization
Indonesia	Yayasan Perkumpulan Bandungwangi (YPB), Jakarta	Yes	Second Round	2017	2.75	3.5	3	2.5	2	4	3	3	3	3	2	2	2	Community Based Organization
Indonesia	Yayasan Pesona Jakarta, Jakarta	Set Baseline	Baseline	2017	1.63	2	2	1.5	1	2	2	2	2	1	2	1	1	Community Based Organization
Indonesia	Yayasan Rempah Indonesia, Jakarta	Set Baseline	Baseline	2016	1.75	2	2	1	2	2	2	2	2	1	1	1	3	Community Based Organization
Indonesia	Yayasan Rempah Indonesia, Jakarta	Yes	Second Round	2017	2.38	3	3	1	2.5	3	3	3	3	1	1	2	3	Community Based Organization
Indonesia	Yayasan Srikandi Sejati (YSS), Jakarta	Set Baseline	Baseline	2016	2.25	2	2	3	2	2	2	2	2	3	3	1	3	Community Based Organization
Indonesia	Yayasan Srikandi Sejati (YSS), Jakarta	Yes	Second Round	2017	2.88	3	3	3	2.5	3	3	3	3	3	3	2	3	Community Based Organization
Indonesia	Yayasan STIGMA, Jakarta	Set Baseline	Baseline	2016	2.25	2	2	2.5	2.5	2	2	2	2	2	3	2	3	Community Based Organization
Indonesia	Yayasan STIGMA, Jakarta	Yes	Second Round	2017	2.88	3	3	2.5	3	3	3	3	3	2	3	3	3	Community Based Organization
Indonesia	Yayasan Tangan Peduli (TALI), Papua	Set Baseline	Baseline	2016	1.63	1.5	1	1.5	2.5	2	1	1	1	2	1	2	3	Community Based Organization
Indonesia	Yayasan Tangan Peduli (TALI), Papua	Yes	Second Round	2017	2.5	2.5	2.5	2.5	2.5	3	2	3	2	3	2	2	3	Community Based Organization
Kenya	Bar Hostess Empowerment Support Programme	Set Baseline	Baseline	2017	2.13	2.5	1.5	2.5	2	3	2	1	2	3	2	1	3	Non-Governmental Organization
Kenya	Busia Survivors Self-help Group	Set Baseline	Baseline	2016	2.25	1.5	1.5	4	2	1	2	1	2	4	4	1	3	Community Based Organization
Kenya	Health Options for Young Men on HIV/AIDS and STIs (HOYMAS)	Set Baseline	Baseline	2017	3	3	2.5	4	2.5	2	4	1	4	4	4	1	4	Community Based Organization
Kenya	Mambo Leo Peers Empowerment Group (MPEG)	Set Baseline	Baseline	2016	2.38	2	3	2.5	2	1	3	3	3	4	1	1	3	Community Based Organization
Kenya	Men Against Aids Youth Group (MAAYGO)	Set Baseline	Baseline	2017	2.38	2.5	2	2.5	2.5	2	3	2	2	4	1	1	4	Community Based Organization
Kenya	Nakuru Youth Development and Education Support Organization	Set Baseline	Baseline	2017	2.25	1.5	3	2.5	2	2	1	3	3	4	1	1	3	Community Based Organization
Kenya	Tambaa Pwani	Set Baseline	Baseline	2017	2	1	2.5	2.5	2	1	1	2	3	4	1	1	3	Community Based Organization
Malawi	Youth net and counselling (YONECO)	Set Baseline	Baseline	2016	2.75	2.5	2	3	3.5	2	3	2	2	3	3	3	4	Non-Governmental Organization
South Sudan	Action For Development (AFOD)	Set Baseline	Baseline	2017	2.25	2.5	2	2.5	2	3	2	3	1	2	3	2	2	Community Based Organization
South Sudan	Charity Aid Foundation (CAF)	Set Baseline	Baseline	2015	1.25	1.5	1	1	1.5	1	2	1	1	1	1	1	2	Community Based Organization
South Sudan	Charity Aid Foundation (CAF)	Yes	Second Round	2016	2.5	2	3	2.5	2.5	3	1	3	3	3	2	3	2	Community Based Organization
South Sudan	Human Must Access Essential services (HMAES)	Set Baseline	Baseline	2015	1.25	1.5	1	1	1.5	1	2	1	1	1	1	1	2	Community Based Organization

South Sudan	Human Must Access Essential services (HMAES)	Yes	Second Round	2016	2.75	2.5	2.5	3	3	3	2	2	3	4	2	3	3	Community Based Organization
South Sudan	Integrated Development Organization (IDO)	Set Baseline	Baseline	2017	2.88	3	3	3.5	2	3	3	3	3	4	3	2	2	Community Based Organization
South Sudan	National Empowerment of Positive Women United (NEPWU)	Set Baseline	Baseline	2017	2.25	1.5	1.5	2.5	3.5	1	2	1	2	3	2	4	3	Community Based Organization
South Sudan	South Sudan Community Change Agency (SOSUCCA)	Set Baseline	Baseline	2015	1.38	1	1.5	1.5	1.5	1	1	2	1	2	1	1	2	Community Based Organization
South Sudan	South Sudan Community Change Agency (SOSUCCA)	Yes	Second Round	2016	3	3	3	2.5	3.5	3	3	3	3	3	2	3	4	Community Based Organization
South Sudan	South Sudan Older People Organization (SSOPO)	Set Baseline	Baseline	2015	2	1.5	2	2	2.5	1	2	2	2	2	2	3	2	Non-Governmental Organization
South Sudan	South Sudan Older People Organization (SSOPO)	No	Second Round	2016	1.88	2	1.5	2	2	2	2	1	2	3	1	2	2	Non-Governmental Organization
Suriname	Chances For Life (CFL)	Set Baseline	Baseline	2017	1.13	1.5	1	1	1	1	2	1	1	1	1	1	1	Community Based Organization
Suriname	Foundation He+HIV (FHH)	Set Baseline	Baseline	2017	1	1	1	1	1	1	1	1	1	1	1	1	1	Community Based Organization
Suriname	Parea	Set Baseline	Baseline	2017	1.5	1	1	1.5	2.5	1	1	1	1	1	2	1	4	Community Based Organization
Suriname	Suriname Men United (SMU)	Set Baseline	Baseline	2017	1.5	1.5	1	1.5	2	1	2	1	1	2	1	1	3	Community Based Organization
Swaziland	Health Plus 4 Men	Set Baseline	Baseline	2017	1.63	1	1.5	2	2	1	1	2	1	3	1	1	3	Non-Governmental Organization
Swaziland	House of Our Pride	Set Baseline	Baseline	2017	1.5	1	1	1.5	2.5	1	1	1	1	2	1	1	4	NGO
Swaziland	Rock of Hope	Set Baseline	Baseline	2017	2.25	1.5	2.5	2	3	2	1	3	2	2	2	2	4	Non-Governmental Organization
Trinidad & Tobago	Family Planning Association of Trinidad and Tobago (FPATT)	Set Baseline	Baseline	2017	2.75	3	2	3	3	3	3	2	2	2	4	2	4	Non-Governmental Organization
Trinidad & Tobago	Friends For Life (FFL)	Set Baseline	Baseline	2017	2.75	2.5	2	3.5	3	3	2	2	2	4	3	2	4	Non-Governmental Organization