



# Demonstrating Impact through Capacity Building

An overview of the National Performance Measures



# Outline

- Definition and Description of Capacity Building
- The Value of Capacity Building at CNCS
- Performance Measures Alignment
- Selection rules
- Training and Technical Assistance

It will be helpful to have the *2012 National Performance Measures Instructions* for Capacity Building and the Capacity Building Framework open as you review this presentation. They can be found here:

[http://www.americorps.gov/for\\_organizations/funding/nofa\\_detail.asp?tbl\\_nofa\\_id=91](http://www.americorps.gov/for_organizations/funding/nofa_detail.asp?tbl_nofa_id=91) and

<http://www.nationalservicerresources.org/files/cncs-capacity-building-framework-20110830.pdf>



# CNCS Capacity Building Strategic Goal

Maximize the value we add to grantees,  
partners and participants



# CNCS Definition of Capacity Building

A set of activities that expand the *scale, reach, efficiency, or effectiveness* of programs and organizations. Activities may also *leverage resources* for programs and/or organizations. For example, capacity building activities may expand services, enhance delivery of services, or generate additional resources. These activities achieve *lasting positive outcomes for the beneficiary populations* served by CNCS-supported organizations.

See the *Capacity Building Framework* companion document for examples of activities. (A web link is provided in the *Resources* section of this document.)



# Key Definitions

Scale/reach – The scope of a program’s services. Increased scale/reach can be measured by the number of new people served, new populations served, and/ or new or expanded services.

Effectiveness – Improved ability of the organization to achieve outcomes resulting in better success rates or better quality of outcomes achieved.

Efficiency – Improved outcomes with the same level of resources; improved or consistent quality of services with fewer resources.

CNCS supported organizations – comprises organizations with National Service participants (AmeriCorps members) and organizations that receive CNCS funds. This term includes your organization/commission, your operating sites/sub-grantees, and your service locations.



# What Capacity Building Is

- ▶ As a general rule, capacity building is *indirect services* that enable organizations to provide more, better and sustained *direct services*
- ▶ Intended results:
  - Support or enhance the program delivery model
  - Respond to the organization's goal of increasing, expanding or enhancing services
  - Enable the organization to provide a sustained level of more or better direct services after NSP's (National Service Participant's) term of service has ended



# What Capacity Building is Not

- ▶ Activities that are solely intended to support the administration or operations of the organization
- ▶ Activities that increase capacity during the national service participant's (NSP) term of service, but the new level of capacity is not sustained when the NSP leaves



# Indirect Services

**Indirect services:** refers to the provision of skills, abilities, knowledge and efforts to support a program or organization in fulfilling its primary mission, obligations and programming.



# Indirect Services

## Indirect services

- ▶ Do not involve the one-to-one provision of benefits between a national service participant and a member of the beneficiary community.
- ▶ Effect institutional change within CNCS supported organizations with the intention of supporting or enhancing the program delivery model.

Volunteer generation, developing materials for a new service to be offered by the organization, and outreach to cultivate new partners for referral services are three examples of indirect service.



# Direct Service

- ▶ **Direct services:** Any form of assistance provided directly to the individuals, targeted groups and communities that make up the beneficiary population. Meeting with clients about their health care needs, renovating a house for an elderly individual, and tutoring a child are direct services.



# Key Concepts

**Supporting/enhancing the program delivery model:** Capacity building activities lead to community or beneficiary change (as opposed to just organizational change).



# Key Concepts

**Sustainability:** A lasting outcome of the capacity building activity or intervention. This may include maintaining service after the CNCS resource is gone, maintaining enhanced or increased services after the CNCS resource is gone, or both. Sustainable projects and programs have institutional procedures, resources and processes that assure the continuation of expanded or enhanced beneficiary services.



# Capacity Building or Not?

- ▶ Creating an online community to foster better communication among case workers to better serve clients.
  - This is capacity building because the activity creates a communications system that will be sustained beyond the AmeriCorps member's term of service.
  
- ▶ Setting up the organization's server.
  - This is not capacity building because the purpose of the activity is to support the organization's operations rather than the program.



# Capacity Building or Not?

- Serving as the organization's web-master with the goal of promoting the organization's brand
  - This is not capacity building because the activity does not benefit the program or its beneficiaries.
- Developing a new website to inform clients about services.
  - This is capacity building because the activity is part of a sustainable marketing strategy.



# Capacity Building or Not?

- Increasing the agency's clientele by informing community residents about available services.
  - This is not capacity building because the increase in clients won't be sustained without the AmeriCorps member.



# Documenting the Need

Programs must document the need for capacity building.

- Capacity building activities should be undertaken in organizations that address compelling community needs
- Capacity building activities should address a well-documented, compelling, unmet need related to a program's specific capacity challenges



# Expectations of Evidence Basis

In addition to documenting that the need exists, programs must describe how the interventions the AmeriCorps members and volunteers are engaged in are both evidence-based and will have a measureable impact.

The term “evidence-based” refers to data that supports the presence of a cause and effect relationship between the intervention and the outcome.

The evidence provided must support the program’s theory of change, which articulates why the intervention (member and volunteer activities) will lead to the outcomes identified by the program.



# Expectations of Evidence Basis

## Demonstrating the Evidence–Basis for Capacity Building Activities

- The specific capacity building activities (interventions) that you choose should be the ones that the evidence suggests are best at creating the increased efficiency and effectiveness that you seek
- The evidence–basis is the explanation for why the activities are likely to be successful



# Sources of Evidence

Sources of Evidence May Include:

- ▶ Past performance measurement data
- ▶ Results from an impact evaluation of the program
- ▶ Research studies documenting the outcomes of similar programs
- ▶ Evaluations documenting the outcomes of similar programs



# Performance Measure Alignment Requirement

- ▶ Programs must have at least one aligned performance measure that captures the measurable impact of their primary service activity.
- ▶ Aligned measures have two key components: Output and Outcome
- ▶ Outcomes will result from the intervention and output



# Output Definition

**Outputs** are counts of the amount of capacity building service that national service participants (NSPs) have completed, but do not provide information on benefits to or other changes in the lives of beneficiaries or CNCS supported organizations.

- ▶ For example: The number of volunteers recruited.



# Outcome Definition

**Intermediate outcomes** are the change in efficiency, effectiveness, or scale/reach that result from the capacity building service completed by the NSPs.

**End outcomes** are measurable changes in the lives of the program's beneficiaries that result from increased capacity. End outcomes are optional.

*Programs are not required to select end outcomes*



# Considerations

- Output–Outcome alignment in the Capacity Building Measures is a bit different from alignment in the other (Goal 1 Strategic Plan) Focus Area Measures
- CNCS recognizes that different programs have different models, and not all programs will measure end outcomes.
- Unlike other national measures, the aligned capacity building measures in many cases may not have the same units of measure. This would not be acceptable in other Focus Areas
- Because capacity building measures are agency–wide, some of the activities, such as fundraising, may be prohibited by AmeriCorps requirements. (Note the warnings on G3–3.1, G3–3.2, G3–3.7, G3–3.8, G3–3.12, G3–3.16 and G3–3.17.)



# National Performance Measure Tiers

- ▶ National Performance Measures are organized into five Tiers
- ▶ Priority Measures (Tiers 1 & 2) roll up into the CNCS strategic plan
- ▶ Pilot Measures (Tier 3) are additional national performance measures in the Focus Areas
- ▶ Tiers 4 and 5 are for applicants not using national measures
- ▶ **Capacity Building measures fall into Tier 2 (Priority Measures) and Tier 3 (Pilot Measures)**



# National Performance Measures Selection

- ▶ Capacity Building measures are in Tier 2 (Priority Measures) and Tier 3 (Pilot Measures).
- ▶ If your program model focuses on volunteer recruitment or management capacity building activities for CNCS-supported organizations, you **MUST** select among the Tier 2 measures.
- ▶ If your program model focuses on other capacity building activities for CNCS-supported organizations, you may choose to select among the Tier 3 measures.
- ▶ Refer to the 2012 Performance Measures Instructions for Capacity Building for more detailed information on selecting and measuring capacity building measures



# Capacity Building Priority Measures (Tier 2)

## Tier 2 Outputs

- ▶ G3-3.1 Number of community volunteers recruited by CNCS-supported organizations or national service participants
- ▶ G3-3.2 Number of community volunteers managed by CNCS-supported organizations or national service participants

All applicants using the above Tier 2 output measures **MUST** select the following intermediate outcome measure:

- ▶ G3-3.3 Number of organizations implementing three or more effective volunteer management practices as a result of capacity building services provided by CNCS-supported organizations or national service participants



# Capacity Building Pilot Measures (Tier 3)

- ▶ If you select any Tier 3 capacity building measures, you **MUST** select the following output measure:
  - G3-3.4 Number of organizations that received capacity building services from CNCS-supported organizations or national service participants
- ▶ You may select additional outputs from the *Capacity Building Measures Chart* in the 2012 National Performance Measures Instructions for Capacity Building. For each additional output measure you select, you **MUST** also select at least one aligned intermediate outcome measure of increased capacity from the *Capacity Building Measures Chart*.



# Capacity Building Pilot Measures (Tier 3)

- ▶ Applicants MAY select among the following end outcome measures that are consistent with program activities:
- ▶ G3-3.18 Number of new beneficiaries that received services as a result of capacity building efforts in: Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures, and/or Veterans and Military Families
- ▶ G3-3.19 Number of new beneficiaries from one or more targeted or underserved populations (counts by target population, e.g., racial or ethnic group) that received services as a result of capacity building efforts in: Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures, and/or Veterans and Military Families
- ▶ (Goal 1) Community and/or Beneficiary Outcomes in CNCS' six Focus Areas (consult separate NOFO Performance Measures Instructions for Goal 1 Focus Area-specific outcome measures)



# Capacity Building Pilot Measures (Tier 3)

Selecting an aligned end outcome measure is optional – and if done, must be above and beyond selecting a required pairing of an aligned output and intermediate outcome showing how the increased capacity led to the organization’s ability to achieve the end outcome.

Once you have selected an aligned set of measures from the *Capacity Building Measures Chart*, applicants MAY also select applicant-determined measures – *if the measures in the chart do not reflect your program model.*

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# Tier 3 Alignment Example

| Outputs   | Intermediate Outcomes   |
|---|---|
| <p>If you select:</p>   | <p>You may also select as an aligned measure:</p>   |
| <p>G3-3.4 Number of organizations that received capacity building services from CNCS-supported organizations or national service participants</p> | <p>G3-3.13 Number of additional activities completed and/or program outputs produced by the program as a result of capacity building services provided by CNCS-supported organizations or national service participants in a) Disaster Services, b) Economic Opportunity, c) Education, d) Environmental Stewardship, e) Healthy Futures and/or f) Veterans and Military Families</p> |



# Tier 3 Alignment Example

| Intermediate Outcomes   | End Outcomes   |
|---|--|
| <p><b>If you select:</b></p>  | <p><b>You may also select as an aligned measure:</b></p>   |
| <p>G3-3.13 Number of additional activities completed and/or program outputs produced by the program as a result of capacity building services provided by CNCS-supported organizations or national service participants in a) Disaster Services, b) Economic Opportunity, c) Education, d) Environmental Stewardship, e) Healthy Futures and/or f) Veterans and Military Families</p> | <p>G3-3.18 Number of new beneficiaries that received services as a result of capacity building efforts in: Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures, and/or Veterans and Military Families</p> |



# Resources

## 2012 National Performance Measures Instructions

[http://www.americorps.gov/for\\_organizations/funding/nofa\\_detail.asp?tbl\\_nofa\\_id=91](http://www.americorps.gov/for_organizations/funding/nofa_detail.asp?tbl_nofa_id=91)

## Other Performance Measurement Resources, including Webinars and Sample Instruments

[www.nationalservice.gov/resources/npm/home](http://www.nationalservice.gov/resources/npm/home)

## CNCS Capacity Building Framework Document

<http://www.nationalserviceresources.org/files/cnccapacity-building-framework-20110830.pdf>

## Information on the AmeriCorps Grant Competitions

[americorpsgrants@cns.gov](mailto:americorpsgrants@cns.gov) or 202.606.7508