FILLED-IN EXAMPLE

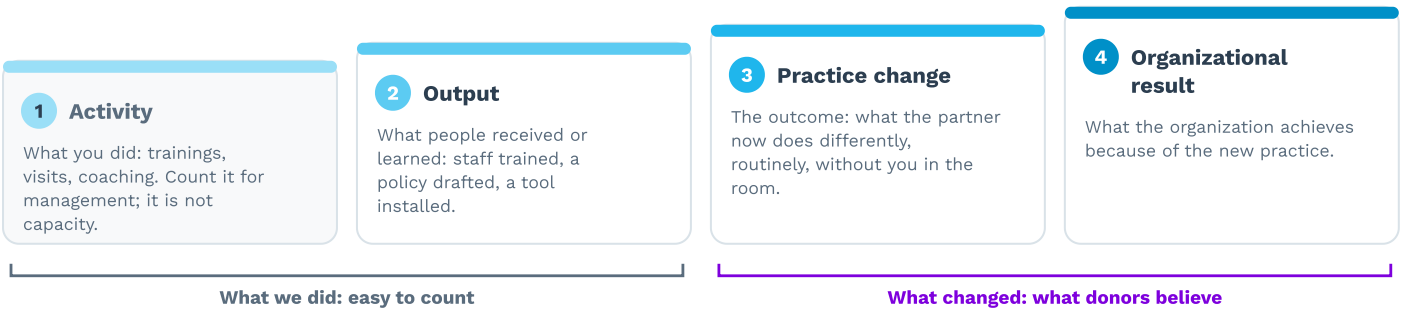
Capacity Strengthening Indicator Bank

Local Partner Capacity Program, Horizon Child Fund, 12 partners, baseline October 2026 (fictional)

1. How to use this indicator bank

1. **Start from the result.** For each domain, decide which organizational result matters, then which practice leads to it.
2. **Choose with partners.** Tick one or two indicators per domain you are actively strengthening, and adapt the wording together.
3. **Agree the evidence first.** Write down what will count as proof, and who will confirm it, before the baseline.
4. **Baseline now, review in 6 to 12 months.** Same indicators, same evidence, the partner's view and yours side by side.

2. The capacity ladder



3. The indicator bank

1. Governance and leadership

Level	Indicator	Evidence that makes it believable	Use
Output	Board members trained in their roles; a board charter drafted	Attendance list; the dated draft charter	☐
Practice change	The board meets as scheduled, with a quorum, and follows up its decisions	Signed minutes of the last four meetings; the action log	☑
Organizational result	Strategy reviewed against results every year, and the plan changed where needed	Minutes of the annual review; the revised plan	☐

2. Financial management

Level	Indicator	Evidence that makes it believable	Use
Output	Finance staff trained; written finance procedures approved	Training records; the board minutes approving the procedures	☐
Practice change	Bank reconciliations and budget-versus-actual reviews done every month	Three consecutive months of signed reconciliations and reviews	☑
Organizational result	External audit with no major findings; donor financial reports accepted without rework	Audit report and management letter; the donors' acceptance in writing	☑

3. Program management

Level	Indicator	Evidence that makes it believable	Use
Output	Project staff trained in planning; work plan and risk register templates adopted	Attendance list; the templates, dated	☐
Practice change	Every active project has a work plan and a risk register updated at least monthly	The current plans and registers, with their update dates	☐
Organizational result	Projects delivered on time and on budget, or adapted with the donor's agreement	Final reports against the plan; the agreed changes in writing	☐

Activities and outputs help you manage the support. Report practice change and results, each with its evidence.

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4. MEAL

Level	Indicator	Evidence that makes it believable	Use
Output	Staff trained in data collection; a MEAL plan with baselines and targets	Attendance list; the MEAL plan	☐
Practice change	Data checked for quality and discussed at a learning meeting every quarter	Quality checks; minutes of two meetings in a row	☑
Organizational result	At least one program decision a year changed by data or community feedback	Minutes that link the decision to the data; the feedback log	☐

5. People and safeguarding

Level	Indicator	Evidence that makes it believable	Use
Output	Staff and volunteers trained in safeguarding; a code of conduct signed by all	Training records; the signed codes of conduct	☐
Practice change	Safeguarding checks in every recruitment; concerns handled under the policy	A sample of five recruitment files; the case log, anonymized	☑
Organizational result	Concerns raised and closed within agreed times; staff and communities trust the channel	Case log with dates; a short survey of staff and community members	☐

6. Partnerships and advocacy

Level	Indicator	Evidence that makes it believable	Use
Output	Staff trained in proposal writing and advocacy; a funder and stakeholder map drawn	Attendance list; the map	☐
Practice change	Takes part in a network regularly; proposals submitted to new funders	Meeting records; the proposals submitted	☐
Organizational result	More than one funder and none above half of income; a local policy or practice influenced	Income by funder in the audited accounts; the policy text or an official letter	☑

4. Five tests for believable evidence

1. **It comes from the routine,** not from the assessment: last year's minutes, not a policy written last week.
2. **It repeats.** One reconciliation is an event; three consecutive months is a practice.
3. **Someone else can see it:** an auditor, a local authority, a community committee, a peer partner.
4. **It is dated and sits next to the claim,** not in an e-mail thread.
5. **It is proportionate:** what a small organization already produces, not a new reporting job.

5. Your program's indicators

Domain	Indicator chosen	Evidence agreed	Baseline, Oct 2026	Target, Oct 2027
Governance	Board meets as scheduled and follows up decisions	Signed minutes, last 4 meetings	5 of 12	9 of 12
Financial management	Monthly reconciliations and budget reviews	3 consecutive months, signed	3 of 12	9 of 12
Financial management	External audit, no major findings	Audit report, management letter	2 of 12	6 of 12
MEAL	Quarterly learning meeting uses checked data	Minutes of 2 meetings in a row	2 of 12	8 of 12
People and safeguarding	Safeguarding checks in every recruitment	5 recruitment files, sampled	4 of 12	10 of 12
Partnerships	No funder above half of income	Income by funder, audited	5 of 12	7 of 12

Report counts of partners, not averages of levels: “9 of 12 partners reconcile monthly” says more than “2.7”.

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