

PROFESSIONAL ASSOCIATIONS PERFORMANCE INDEX

EFFECTIVENESS: Ability of an association to carry out high quality services and continuously improve in accordance with its mission, vision and goals.

<i>Sub-domain</i>	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Level 4</i>
Member Satisfaction: <i>Effective associations measure and analyze member satisfaction against targets to best serve members</i>	The association is considering measuring member satisfaction.	The association is measuring member satisfaction. Over 50% of members report satisfaction with all of its programs and services	75% of members report satisfaction with the association's services and performance	90% of members report satisfaction with the association's services and performance
Examples of means of verification	<i>Self-reported</i>	<i>Member satisfaction survey results.</i>	<i>Member satisfaction survey results.</i>	<i>Member satisfaction survey results.</i>
Standards: <i>Effective associations share and influence adoption of industry standards as well as lead the improvement of those standards over time.</i>	The association is developing a plan to inform members about industry standards.	The association has a plan to inform members about industry standards and is involved in raising awareness of standards.	The association is consistently involved in raising awareness of and providing training/information about industry standards and is involved in discussions about setting or revising national and/or international standards	The association is consistently involved in raising awareness of, providing training/information about and monitoring adherence to industry standards and has successfully participated in setting or revising national and/or international standards
Examples of means of verification	<i>Self-reported</i>	<i>Evidence of research, staff training, monitoring and/or procedures that indicate the association is taking steps to build awareness of industry standards.</i>	<i>Evidence such as research, staff training, publications, policy briefs, meeting minutes, monitoring, that demonstrates that the association strives to share and shape relevant industry standards.</i>	<i>Multiple instances of evidence such as research, staff training, publications, policy briefs, meeting minutes, monitoring, that demonstrates that the association has successfully shared and shaped relevant industry standards over a period of at least two years.</i>

EFFICIENCY: The ability of an association to plan and budget for their services in a consistently successful and cost-efficient and sustainable manner.

<i>Sub-domain</i>	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Level 4</i>
Delivery: <i>Efficient associations develop, utilize and update work plans, budgets, tracking systems related to member services delivery and analyze the cost-efficiency of services.</i>	The association is developing a written operational or work plan that describes how programs & services will be delivered including: activities, budget, timeline and responsibilities. ^[5]	The association has a written operational or work plan that describes how programs & services will be delivered. The plan includes the association's role in coordinating, managing, and monitoring/reporting on service delivery.	The association has successfully completed over 75% of the programs & services in its own operational or work plan on time and on budget.	The association has successfully completed over 90% of the programs & services in its own operational or work plan on time and on budget.
Examples of means of verification	<i>Self-reported</i>	<i>Copy of association's written operation or work plan.</i> <i>Activities described in work plan are clear and include a budget, timelines and are assigned to a responsible person or unit.</i> <i>Activities in work plan are both relevant and sufficient to deliver programs and services.</i> <i>Copy of association's quarterly report or similar including a review of the work plan that indicates that at least 30% of the programs and services are on time and on budget.</i>	<i>Copy of association's quarterly report or similar including a review of the work plan that indicates that at least 60% of the programs and services are on time and on budget.</i> <i>Evidence such as minutes or similar of an internal verification process in support of this data.</i>	<i>Copy of association's quarterly report or similar document including review of the work plan that indicates that at least 90% of programs & services are on time & on budget.</i> <i>Evidence such as minutes, reports or similar internal verification process in support of this data.</i>

Member services: <i>Efficient associations use resources to provide members services according to clearly articulated plans and, over time, expand the number of members and geographic areas</i>	The association is in the process of delivering services to its membership base.	At least 50% of members report having access to the membership services offered by the association.	At least 80% of members report having access to the membership services offered by the association.	At least 80% of members report having access to the membership services offered by the association. The association has either scaled up the breadth of its membership to new populations and/or scaled up the depth of its services to existing members in alignment with the association's current strategic plan.
Examples of means of verification	<i>Self-reported</i>	<i>Member survey results</i>	<i>Member survey results</i>	<i>Member survey results</i> <i>Operational or work plans that detail how the network is scaling up breadth and/or depth of services</i>

RELEVANCE: The ability of an association to respond to the actual needs of its members to stay alert to any changes that influence this ability, and to alter its course of action and adjust its services based on learning and the market

Sub-domain	Level 1	Level 2	Level 3	Level 4
Target Population: <i>Relevant associations engage their members to ensure services address actual needs of the members</i>	The association is considering engaging in participatory planning and decision-making processes that involve their members.	The organization engages in participatory planning and decision-making processes that involve their members.	The results of participatory planning and decision-making process have been used to inform the design and implementation of programs and services.	The results of participatory planning and decision making processes are consistently used to inform the design and implementation of programs and services. Members of the association are engaged in the association's delivery of services and programs.
Examples of means of verification	<i>Self-reported</i>	<i>Minutes or reports from participatory planning meetings.</i> <i>Attendance lists showing involvement of members.</i> <i>Budgets include funds for participatory meetings.</i>	<i>An example of a work plan that incorporates the conclusions from participatory planning meetings.</i>	<i>Examples of at least three work plans from the last two years that incorporate the conclusions from participatory planning meetings.</i> <i>Reports that detail the engagement of members in delivering programs and services.</i>
Learning and adaptability: <i>Relevant associations embrace and consistently implement internal and external learning as a key driver for change.</i>	The association is developing processes for analyzing the successes and challenges arising from the industry and their programs and services.	The association has a process for analyzing the successes and challenges arising from the industry and their services	The association has institutionalized a process for analyzing the successes and challenges arising from the industry and their services and consistently makes recommendations and changes as a result of these analyses.	The association uses its analyses to influence change in the industry at the national and/or international level through presentations, training and/or publications.
Examples of means of verification	<i>Self-reported</i>	<i>Written documentation of a procedure for analyzing the successes and challenges arising from the industry and the association's services.</i> <i>Minutes from meetings or similar proof that the procedure has been followed on at least one occasion.</i>	<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 recommendations and/or ways of performing products or services that were identified in the minutes of analysis meetings.</i>	<i>Evidence of at least three separate efforts within the last two years to influence others through sharing the results of industry/programmatic analyses.</i> <i>Examples could include workshops, publications, presentations, etc.</i> <i>Contents of materials must correspond/link to findings in the industry/ association's programs.</i>
SUSTAINABILITY: The ability of an association to ensure its services are supported by a strong and impactful base of resources that may include funding, people, trust, & other types of support				
Sub-domain	Level 1	Level 2	Level 3	Level 4

<p>Resources: <i>Sustainable associations generate consistent resources in a strategic manner</i></p>	<p>The association is developing a resource mobilization plan that clearly identifies both the resources needed for program and services and a membership-fee structure</p>	<p>The association has a resource mobilization plan that clearly identifies both the resources needed for programs and services and a membership-fee structure</p>	<p>The association has succeeded in leveraging at least 20% of resources needed for the current operating year through its membership-fee structure</p>	<p>The association has succeeded in leveraging at least 50% of resources to support programs and services from its membership-fee structure.</p>
<p>Examples of means of verification</p>	<p><i>Self-reported</i></p>	<p><i>Resource mobilization plan that identifies resources needed.</i></p> <p><i>Resource mobilization plan maps to needs identified in organizational budget and strategic plan.</i></p>	<p><i>Proof of receipt of membership-fees</i></p> <p><i>Membership fees must represent at least 20% of total organizational budget.</i></p>	<p><i>Proof of receipt of membership-fees</i></p> <p><i>Membership fees must represent at least 50% of total organizational budget.</i></p>
<p>Social Capital: <i>Sustainable associations understand and use the power of social capital, and relationships and connection with industry leaders and government that allow for successful achievement of long-term plans and objectives</i></p>	<p>The association is learning about the value of networking, and considering potential partnerships.</p>	<p>The association participates in recognized local networks that are relevant to its programs and services. The association leverages its participation in networks and is able to demonstrate partnership and engagement with at least one relevant government entity.</p>	<p>The association participates in recognized national networks that are relevant to its programs and services. The association leverages its participation in networks and is able to demonstrate partnership and engagement with other civil society organizations and relevant government entities.</p>	<p>The association is identified as a leader by relevant government entities and recognized national networks that are relevant to its programs, services and industry. The association 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>
<p>Examples of means of verification</p>	<p><i>Self-reported</i></p>	<p><i>Membership list from local network whose theme is relevant to the mission of the association.</i></p> <p><i>Minutes or other documents from local network that clearly identify the association as an active participant within the network.</i></p> <p><i>Guiding document (MOU, Letter of Commitment, joint project documents, etc.) that demonstrate the existence of a partnership</i></p> <p><i>Positive reference from CSO partner/government entity</i></p>	<p><i>Membership list from national network whose theme is relevant to the mission of the association</i></p> <p><i>Minutes or other documents from the national network that clearly identify the association as an active participant within the network.</i></p> <p><i>Guiding documents (MOU, Letter of Commitment, joint project documents, etc.) that demonstrate the existence of a partnership with CSOs and government agencies.</i></p>	<p><i>Minutes or other document from the national network that clearly identify the association as playing a leading role within the network.</i></p> <p><i>Guiding documents (MOU, Letter of Commitment, joint project documents, etc.) that demonstrate the existence of a partnership with at least one CSO, one government agency and one private sector entity.</i></p> <p><i>Positive references from CSO, government and private sector partners.</i></p>