Assessing effectiveness in empowerment programmes

Thematic paper – draft for consultation

March 2012

The Bond Effectiveness Programme

The Bond Effectiveness Programme aims to support UK NGOs in improving how they assess, learn from and demonstrate their effectiveness this involves:

1. Developing agreement and supporting implementation of:
   1. Sector wide **framework of indicators, data collection tools and assessment methods** to improve the consistency of how NGOs measure, learn from and report results (Improve It Framework)
   2. **Online organisational health-check tool and resource portal** that enables benchmarking with peers, sign posts to existing tools, and supports improvements in effectiveness systems and capacities

2. Building **knowledge and skills** to support members in measuring and managing effectiveness through training, peer learning and support, piloting, and resource development

3. Creating an **enabling environment** that encourages and supports organisations to deliver improvements in their effectiveness through engagement with donors, NGO leaders and promoting greater transparency about performance

The Effectiveness programme is supported financially by a number of organisations: ActionAid UK, Cafod, Care International UK, Christian Aid, Comic Relief, Department for International Development, Everychild, Islamic Relief, Mercy Corp, Oxfam GB, Plan UK, Practical Action, Save the Children UK, Sightsavers, Tearfund, VSO, WaterAid and World Vision

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1. Background to the Improve It Framework

1.1 What is it?

Since 2008, the Bond Effectiveness Programme has been working to support UK NGOs[1] working in international development to strengthen the rigour and consistency with which they assess and demonstrate their effectiveness. The drivers for this work are twofold.   First, to enable organisations to better understand what works within their own contexts. Second, to enable organisations to tell a more robust story of how aid make a difference to the lives of poor and marginalised people – both as individual NGOs and collectively as a sector.

A key part of the Effectiveness Programme is the Improve It Framework. Once completed, the framework will guide organisations in identifying: **what to assess, how to assess and what to communicate.** It will provide the UK NGO sector with a platform for **systematic learning and sharing** on measuring effectiveness; and a **shared framework** reflecting current sector best practice**,** that can be used both by individual organisations and collectively by the sector to tell a more robust story of how aid funds make a difference to the lives of poor and marginalised people.
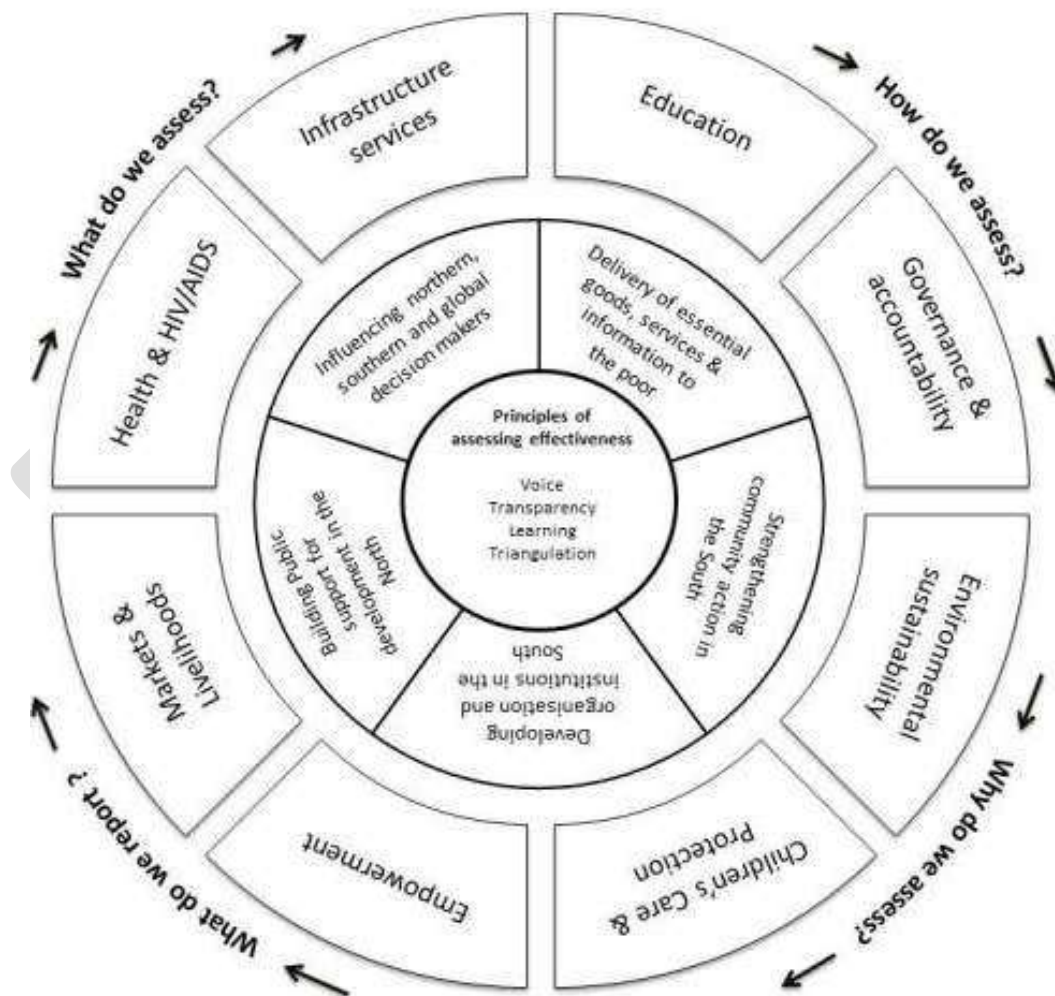
The Framework has three interlinked components (see Diagram above):

- **Thematic areas**: these are the long term changes in the lives of poor and marginalised people in the South that UK NGOs seek to contribute to
- **Ways of working**: these are the distinctive strategies and approaches adopted by UK NGOs to contribute to and create an enabling environment for social change in the South
- **Core principles of assessing effectiveness**: these are the key considerations that need to be reflected in any NGO assessment of effectiveness to ensure it supports the development process, generates data that is sufficiently robust and credible, and leads to learning and improvement.

1.2 Why are we developing it?

Improving how NGOs measure and learn from their effectiveness is a sector wide challenge and one that will benefit from greater sector wide coordination and collaboration. The **Improve It Framework is an effort to pool the sectors' collective resources and experiences, develop shared approaches and encourage greater consistency in how NGOs evidence change**.

While individual organisations need to be able to tell a robust story of their contribution to change, the same robust and consistent narrative needs to be built at sector level. **We need to be able to talk about the collective contributions of UK NGOs as well as our individual contributions**. Identifying common areas of change, encouraging greater convergence of data collection methods, and identifying indicators that while flexible give clarity around what should be measured, will support greater harmonisation in how the sector communicates its added value and evidences its effectiveness.

The Improve It Framework: myth busting	
What the Improve It Framework IS going to do	**What the Improve It Framework IS NOT going to do**
Provide a **collective resource** that UK NGOs can draw on when developing their own context specific monitoring and evaluation frameworks	Create a single way of assessing effectiveness. It is about encouraging **greater harmonisation and consistency** where appropriate
Promote **shared approaches** to assessing effectiveness where appropriate	Offer an 'off the shelf' answer to measuring effectiveness. It will provide a **common starting point** for all UK NGOs. Individual agencies will need to make it relevant to their context
Provide UK NGOs with practical **tools to be able to tell a more robust story** of how they are contributing to social change	Produce an encyclopaedia of indicators and tools. There will be an element of **prioritisation** in what is presented in the final framework
Continue to evolve even once it is complete in April 2012. The Framework will be updated as NGOs pilot it and as practice and experience with the sector on how best to assess effectiveness develops	Provide a framework that a NGO will see a 100% of what they do in. It is not an organisation specific tool, but rather a sector wide framework. It has to be general. If an NGO can see **60%** of itself in the Framework that is '**good enough**'

1.3 What is the role of this paper in the development of the Improve It Framework?

The development of the Improve It Framework is currently being taken forward by over 155 people from more than 70 UK NGOs. Bond, Nidos and Cada members and UK based Comic Relief grantees are engaging through eight thematic task groups. Work started in Jan 2011 and will continue up until July 2012. This paper is an important contribution to the process presenting a **mapping and**

synthesis of how the UK NGOs currently understand change and their approaches to evidencing it in one of the thematic areas: empowerment.

The paper is not meant to offer a definitive position. **Its purpose is rather to surface the commonalities in NGO approaches to empowerment programmes and offer suggestions and examples of what organisations should be assessing and how.** How the contents of the paper are taken forward and what aspects of it are included in the final Improve It Framework will be decided by the Task Group in discussion with the Bond Effectiveness Programme Team and taken forward in early 2012.

Similar papers have also been written for each of the other seven thematic areas of the Improve It Framework: Education, Children's Protection and Care, Health and HIV, Governance and Accountability, Markets and Livelihoods, Environmental Sustainability and Infrastructure. Alongside these papers work is also being conducted in collaboration with UK NGOs on developing each of the Improve It Frameworks five ways of working and the key principles for assessing effectiveness.

1.4 How has the paper been developed?

Between July and December 2011 Bond staff and consultants from INTRAC, working in close collaboration with task group members, reviewed hundreds of documents submitted by Bond and Nidos members and Comic Relief grantees detailing organisational approaches, frameworks and indicators and tools used to understand and communicate change. Commonalities were identified in how UK NGOs understand effectiveness in each of the themes, the types of changes they worked towards and the supporting outcomes. These were presented as 'Domains of Change Frameworks' (See the Governance and Accountability framework on page 8). The indicators and data collection tools sent in by members were then filtered and mapped onto the outcomes and domains that had been identified for each of the themes (See the indicator tables on page 11).

The draft Domains of Change Frameworks and common indicators were discussed, improved and validated at a consultation workshop in September 2011 with over 70 members from the eight task groups, through written feedback, and through consultation with experts. Based on this feedback, further iterations of the Framework were made.

1.5 How will the process be moving forward?

- **January – May 2012**: thematic task groups work with Bond to revise and finalise the background papers, agree the Domains of Change Frameworks and identify the indicator and data collection methods to be included in the final Improve It Framework
- **January – May 2012**: Consultation with UK NGOs on each of the five ways of working and the development of background papers on assessing effectiveness in each area
- **July 2012** – Launch of the Improve It Framework as an online tool

2 Effective Programmes for Empowerment and Rights

2.1 The Domains of Change Framework

The Domains of Change Framework for Empowerment illustrated on the following page, provides a synthesis of thinking and practice from UK NGOs around how NGOs can make effective contributions to supporting the empowerment of marginalised groups and citizens.

- The **Central Domain (Domain 1)** reflects the top level change to which all programmes in this thematic area should contribute.
- The **Outer Domains (Domains 2- 5)** describe key results which – together - would support the achievement of the higher level changes described in Domain 1.
- For each of the Outer Domains, there is a **menu of outcomes** that would contribute to achieving positive changes in each domain. (Section 3 identifies indicators and tools to collect relevant data for each of these outcomes.)

It is important to note that **these Domains are inter-related and interdependent**. While no one NGO is expected to contribute to changes in all Domains, significant improvements in governance and accountability are only likely to be achieved if positive changes are achieved across all of these areas.
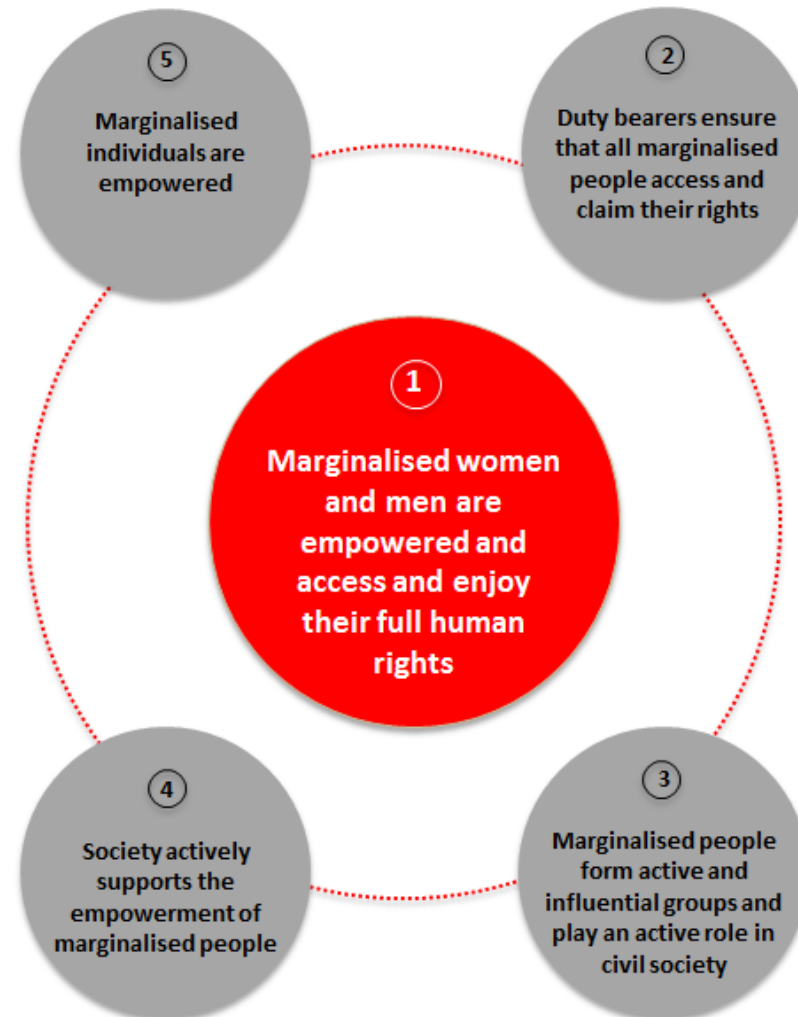
In addition, **the Domains of Change Framework is not meant to be normative and is not attempting to present a single theory of change**. There are countless pathways to achieving the changes reflected in the diagram and these will be informed by an organisation's mission, values, niche and the context in which they are working.

Empowerment needs to be addressed at many levels - from the individual through to the systemic, through both formal and informal channels. Formal channels include the role of local government in providing services to the community, and the role of national government in providing and overseeing legal and administrative frameworks. Informal channels may include the awareness of individuals of development issues and of their rights, and more broadly the cultural or religious beliefs and values in families, communities and society as a whole

Domains of Change Framework for Empowerment

Outcomes

a) Marginalised people have improved self-image and confidence

b) Marginalised people are aware of and take action to claim their rights

c) Marginalised people have adequate life skills, including literacy and numeracy

Outcomes

a) Laws, policies and practices are in place which support marginalised people to access their rights

b) Duty bearers ensure the availability and accessibility of services and opportunities to all marginalised people

c) Legal or government action is taken to defend the rights of marginalised people

d) Spaces/mechanisms for marginalised people's engagement and dialogue with duty bearers are created/claimed, expanded and inclusive

5 Marginalised individuals are empowered

2 Duty bearers ensure that all marginalised people access and claim their rights

1 Marginalised women and men are empowered and access and enjoy their full human rights

4 Society actively supports the empowerment of marginalised people

3 Marginalised people form active and influential groups and play an active role in civil society

Outcomes

a) Marginalised people control their bodies and assets

b) Marginalised people are supported and empowered at the household level

c) Marginalised people are supported and empowered in their communities

d) Marginalised people have access to economic opportunities

e) Marginalised people are represented in society in a fair and positive way

Outcomes

3a) Marginalised people form groups and organise collective actions

b) Marginalised groups and CSOs influence policy and practice

c) Civil society organisations represent and include marginalised groups

2.2 Assessing effectiveness in programmes that focus on empowerment and rights: key considerations

Two key issues for developing **empowerment** indicators concern the extent to which empowerment can actually be measured, and the wisdom (or otherwise) of pre-defining indicators that could limit peoples' own choices.

- For the former, 'empowerment', in common with other areas such as 'capacity', is not a tangible concept, and can be very difficult to pin down. Sometimes it is actually easier to assess the visible results of empowerment (such as women or disabled people taking leadership roles in CSOs or being better represented in national or local government, or disempowered people accessing their rights to decent health care, education, water, etc.) than to attempt to measure empowerment itself.
- For the latter there is a strong argument that any programme attempting to use pre-defined baskets of indicators for empowerment is actually missing the point. A key principal for all empowerment programmes should be that people themselves identify the criteria that are most important to them, and that the process of developing indicators of progress should be part of the empowerment process itself (thereby making lists such as those contained in the following tables redundant.) Therefore, any work in this area involves a significant investment in enabling different sectors of target communities to use their own definitions of what empowerment means to them.[2]

Where organisations attempt to assess empowerment directly, indicators will be of necessity a mix of statistics (showing the scale of work), organisational interpretations of what empowerment "looks like" for different target groups, and the personal perceptions of target groups, which need to be collected under broad, qualitative indicators. The personal perceptions are arguably the most important, and tools such as Most Significant Change (MSC), the CAFOD Quality of Life batteries tool, case studies, focus group discussions and appreciative Inquiry are commonly used to generate qualitative indicators of change.

The domain around the empowerment of marginalised individuals is possibly the most challenging for the development of meaningful indicators, as concepts such as "improved self-image and confidence" need to be understood across contexts, with different target groups and with different groups. For example improved self image will mean different things to young girls, teenage girls, young married women, mothers, older women, etc. As such, disaggregated data is essential when gathering and analysing data around empowerment.

It is important to remember that timeframes when assessing empowerment can be very long: it can take generations for significant change to take place. Milestones and targets should be realistic and reflect this reality.

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[2] See **Sida's *Measuring Empowerment? Ask Them*** This document makes an important point about not using top-down quantitative indicators for empowerment work.

Assessing and communicating progress at outcome level: indicators and data collection tools

3.1. Using the indicator tables

The indicator tables are to be used alongside the domains of change diagram on page 8. For each domain of change and outcome identified in the diagram a set of **outcome** indicators has been developed, drawing on indicators already being used across the children's protection and care sector.

The indicators themselves are designed to be generic, and adaptable to a wide range of child care and protection programmes. Specific examples of how an indicator can be adapted for a particular programme are included under some indicators in italics, for example:

- # and % of marginalised people represented on public decision making bodies **(GENERIC INDICATOR)**
  - o *Eg. # and % of women represented in local government bodies* ***(SPECIFIC EXAMPLE INDICATOR)***

Many of the example indicators concern gender and focus on women's empowerment. This is a result of the information and indicators that NGOs provided us with on their empowerment programmes, and is not intended to overlook agencies working with other disempowered groups (eg. people living with HIV/AIDS, disabled people, ethnic minorities). We would welcome more examples of indicators and tools used in empowerment programmes.

3.2 Table of indicators and tools for assessing empowerment programmes

Domain 2: Duty bearers ensure that all marginalised people access and claim their rights	
2a) Laws, policies and practices are in place which support marginalised people to access and claim their rights	
Indicators	**Tools**

Policies
• # and description of legislative or policies changed or implemented which support marginalised people to access their rights with a verifiable contribution from organisation *x*
    o *Eg. Laws, policies and practices are changed to be in line with the relevant UN conventions on human rights of marginalised people*
    o *Eg. # and description of policies/laws/bills/acts of parliament focusing on women's priorities that have been enacted*
    o *Eg. # and description of macroeconomic policies, state and federal budgets which represent women's socio-economic interests*
    o *Eg. # and descriptions of policy changes promoting disabled people's rights*
    o *Eg. # and description of local development plans with awareness of gender issues / rights of disabled, etc.*
 	
Resources
• % and description of total national and local government spending allocated to supporting marginalised groups
	Tools used to show an organisation's contribution to policy change: WaterAid's Advocacy Scrapbook, Progressio Portfolio of Evidence, Save the Children's advocacy measurement tool, the VSO advocacy success scale, the Transparency International policy scale, and WWF's Commitment and Action tool

2b) Duty bearers ensure the availability and accessibility of services and opportunities to all marginalised people	
Indicators	**Tools**
Many indicators for access to essential goods and services can be found in the other sector papers – specifically those relating to health, education, children's protection and care and infrastructure. Indicators would need to be disaggregated to gauge effects on marginalised groups. Evidence of non-availability or inability to access services could also be sought. Indicators in this area also may be very specific to the particular good or service, e.g. '# and % of women/disabled people/others with access to credit', '# of government buildings that have wheelchair access', etc.	Score cards/report cards are used by communities and CSOs to rate government/power holder performance across a range of issues. To assess service delivery communities develop criteria or 'indicators' for services, which are then scored against the indicators. The Trocaire Access index measures individuals' access to their rights (including services)

Access to rights, services and opportunities:
• Evidence of marginalised groups being discriminated against or unable to access basic rights or services
• # marginalised people reporting barriers to access to services
   o *Eg. # people living with HIV/AIDS reporting barriers to access to services*
• # of vulnerable and excluded groups reporting enhanced access to, and satisfaction with, government services and public goods
• # and % of marginalised groups accessing services, compared to other groups:
   o *Eg. Ratio of girls to boys in primary, secondary and tertiary education*
 	
Resources allocated
• % of total national and local government spending allocated to providing services for marginalised groups
	Most Significant Change is a useful methodology for measuring change in access to services and how this impacts on people's lives. The CAFOD Quality of Life tool measures the changes in individuals' quality of life in four change domains: these could include domains around human rights, health emotional happiness, , or livelihood security.

2c) Legal action is taken to defend the rights of marginalised people	
Indicators	**Tools**

Access to legal services and justice
• # violations of rights of marginalised people reported to authorities
   o *Eg. # of cases of gender based violence reported*
• # of marginalised people accessing law enforcement or legal services to secure their rights
   o *Eg. # of women accessing legal aid services*
 	
Responsiveness of legal services
• # and description of responses from law enforcement agencies to rights violations of marginalised people
• *Eg. # and description of responses from law enforcement agencies to gender based violence*
• # and description of cases resulting in protection of marginalised groups rights
   o *Eg. Descriptions of cases resulting in protection of women's economic security (their property rights, inheritance rights; etc)*
• # and description of actions and cases taken to enable people to be re-instated with their rights (including use of formal and traditional legal and non-legal redress mechanisms)
   o *Eg. # of legal cases of rights violations against disabled people progressing*	

through informal or formal justice systems
- # of people reinstated with their rights through formal and informal judicial mechanisms (e.g. widows/prisoners/bonded labourers)
  - *Eg .Outcomes of legal aid cases on women's rights*

Quality of justice
- # and % of clients satisfied with the resolution of their legal cases relating to a specific issue
  - *Eg. # and % of women satisfied with the resolution of their legal cases relating to gender based violence*

Judicial precedents on the rights of marginalised people
- # and description of specific judicial precedents set in national, regional or international courts leading to the protection of rights of marginalised people, and to positive legal reforms

2d) Spaces/mechanisms for marginalised people's engagement and dialogue with duty bearers are created/claimed, expanded and inclusive	
Indicators	**Tools**
Overall level of marginalised people's participation in decision making - Improvements in the level of marginalised people's engagement and influence on policy and practice **Mechanisms/spaces are being used** - # and description of examples where marginalised groups participate in government planning and policy making - # of marginalised people/groups involved in local, district and national policy development, planning and budgeting - # and % of local, district and national bodies with increased involvement of marginalised people/groups in policy development, planning and budgeting - # times marginalised groups are invited by power holders to contribute to policy discussions - # of government departments engaging with marginalised people/groups in policy development, planning, budgeting ○ *Eg. # of government ministries effectively including disabled peoples' organisations (DPOs) in consultation processes*	There are a number of scalar tools which can be used to score the space for and quality of engagement with decision makers. These include the CAFOD Voice and Accountability tool, Trocaire Partner Capacity Framework, and the Progressio Participation and Transparency Tool, WWF's Core 'Level of Engagement' tool, and the democratic and political space ladder.

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Quality of the mechanism/space
- Evidence that mechanism/space is accessible to and is involving marginalised groups
  - *Eg. # of participatory planning and budget processes at local government level with equal involvement of men and women*
- Satisfaction of those engaging with the process/space/mechanism, both government and marginalised people/groups
- # and % of marginalised people/groups stating they benefit from constructive engagement with decision makers
- # of marginalised people/groups reporting improved relationship with decision makers

Representation in decision making
- # marginalised people seeking political representation in central or local decision making structures
  - *Eg. # of women/disabled people/other seeking political representation in central or local government structures*
- # and % of marginalised people represented on public decision making bodies
  - *Eg. # and % of women represented in local government bodies*

Participation in elections
- # and % of marginalised people that voted in the last local or national election

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Domain 3: Marginalised people form active and influential groups and play an active role in civil society

3a) Marginalised people form groups and organise collective actions

Indicators	Tools
Existence of marginalised people's organisations • # and description of marginalised peoples' organisations/solidarity groups • # and % of marginalised people attending meetings/participating in groups • Description of recognised structures and processes of marginalised people's organisations/solidarity groups **Capacity of marginalised people's organisations** • Marginalised people's organisations/solidarity groups demonstrate improved	There are a number of tools that have been developed that allow CSOs to self-

	assess their capacity. These include: Trocaire Partner Capacity Framework / Trocaire CBO capacity framework/ Cafod Voice and Accountability Tool / Progresso Participation and Transparency tool/ Bond organisational health check / VSO civil society strengthening scale/ ADD international five core capability framework. They all measure slightly different capacities, which are detailed in the tools guide below.

Networks between groups
• Evidence of better links with other organisations of marginalised people through networking
    ○ *Eg. Better links with other organisations of slum dwellers through networking*
• Evidence that organisations of marginalised people are actively engaging with other organisations and decision makers
    ○ *Eg. Organisations of slum dwellers are actively engaging with other organisations and decision makers*
 	
Active groups
• Description of activities of marginalised people's organisations/solidary groups
• # of marginalised people's organisations/solidarity groups taking advocacy actions
    ○ *Eg. # of Women's organisations that prepare development proposals and submit them to village government in planning forums*
• # of marginalised people's organisations/solidarity groups achieving association / cooperative registration
• % of marginalised people's organisations/solidarity group leaders effectively representing their group members in various forums
• # of marginalised people's organisations involved in advancing national policy or legislation on issue X
	The HIV/AIDS Alliance network capacity assessment tool and the VicHealth partnership analysis tool measure the capacity and strength of networks.

3b) Marginalised groups and CSOs influence policy and practice	
Indicators	**Tools**
Influence of marginalised groups on policy and practice • # and description of successful policy / legislative changes in support of marginalised group with a verifiable contribution by [organisation XX] to the change ○ *Eg. # of policies changed and/or legislation passed based on consultation with disabled people's organisations* • Evidence that local or national policies and plans incorporate demands from marginalised groups	Tools used to show an organisation's contribution to policy change: WaterAid's Advocacy Scrapbook, Progressio Portfolio of Evidence, Save the Children's advocacy measurement tool, the VSO advocacy success scale, the Transparency International policy scale, and WWF's Commitment and Action tool

3c) Civil society organisations represent and include marginalised groups	
Indicators	**Tools**
CSOs are inclusive for people with disabilities • # and % of CSOs that meet at least three of the six criteria for inclusive policy and practice for people with disabilities **CSOs are inclusive to all genders** • Improved manager and staff knowledge, capacity and attitudes towards gender equality • % of senior positions in the CSO filled by women • # and % of CSOs with women in senior positions • % of staff in the CSO who are women • # and % of CSOs who have gender policies in place and are implementing them • Increase in allocation of financial resources to gender equality • Evidence of enhanced organisational capacity for gender sensitive planning, implementation, monitoring and advocacy (gender balance, gender resource persons and gender analysis skills). • # and % of CSO proposals and projects demonstrating gender analysis with strategies that have been adapted based on this. **CSOs are inclusive of people living with HIV/AIDS** • Improved knowledge and attitudes on HIV among all staff • # and % of partners who have HIV workplace policies and are implementing them • Improved uptake of support available for staff infected and affected by HIV e.g. time off, medical assistance etc as defined in workplace policy • Number and % of programmes and projects demonstrating analysis of vulnerability and risks associated with HIV and adaptation of strategies as a result of this analysis **Complaint policies in place** • # and % of organisations where complaint mechanisms are available and	The VSO Gender Equality scale covers the internal attitudes and experiences of staff on gender issues and the VSO scale on HIV/AIDS services covers addressing stigma and discrimination towards people living with HIV/AIDS. The ADD international's six criteria for inclusive policy and practice for people with disabilities asks if organisations have: disabled employees in country and HQ; accessibility of offices in country and HQ; disaggregated data of beneficiaries that includes disability; engagement with DPOs for mainstream project implementation; engagement with DPOs for disability specific project implementation; disability in country budgets and strategic plans

accessible to address discrimination when it occurs	
Capacity to advocate for marginalised groups • # of partners who report they have the skills and confidence to advocate for marginalised groups ○ *Eg. # of project partners who report they have skills and confidence to advocate for poor and marginalised women's participation in local governance structures*	A number of self-assessment tools exist for rating the level of a CSOs advocacy capacity: The influencing pillar of the Bond Organisational Health Check, the Save the children UK advocacy capacity assessment , Ecumenical Advocacy Alliance Evaluating advocacy planning tool , CAFOD Voice and Accountability tool (strategic advocacy dimension), VSO civil society strengthening scale, USAID Advocacy Index

Domain 4: Society actively supports the empowerment of marginalised people

4a) Marginalised people control their bodies and assets

Indicators	Tools
• % marginalised people able to make decisions regarding their sexual health ○ *Eg. % women able to make decisions regarding their sexual and reproductive health* ○ *Eg. % of women and men aged 15-49 who have had more than one sexual partner in the last 12 months reporting the use of a condom during their last sexual intercourse* ○ *Eg. % of women reporting satisfaction with the availability and quality of sexual and reproductive health related services* ○ *Eg. % of women using a specific method of contraception*	The CAFOD Quality of Life tool measures the changes in individuals' quality of life in four change domains: these could include domains around human rights, health, or livelihood security. World Vision's Youth Healthy Behaviour module for girls includes questions on which methods of contraception girls are using. The module on sex and relationships includes questions on sexual behaviour, use of contraception, access to family planning, and levels of consent and power in sexual relationships.
• % of marginalised people who have freedom of movement and association ○ *Eg. % of women who have mobility in public spaces* ○ *Eg. % of women who are members of groups*	
• # and % marginalised people who control their own assets ○ *Eg. # and % of marginalised people in employment and in control of their own labour*	Oxfam Draft Women Producer Questionnaire: section on types of work of household members (no. 113-123), section on ownership of assets (no. 215-217), section on involvement in decision making (no. 301-2), section on participation in

o *Eg. # and % of marginalised people who own and control material assets and land* o *Eg. % marginalised people living on less than a dollar a day*	enterprise or cooperative decision making (no. 304), section on women's perceptions of their place in the household (no. 306)

b) Marginalised people are supported and empowered at the household level

Indicators	**Tools**
Power at the household level • # and % of marginalised people with control over resources and decision making at the household level o *Eg. # and % of women that believe they have (or share) control over income at the household level* o *Eg. % of supported women meaningfully involved in household decision-making* o *Eg. % men and women reporting meaningful participation of women in decision-making at the household level in a domain previously reserved for men* o *Eg. % couples making informed joint decisions regarding sexual and reproductive health* **Attitudes of family members towards marginalised groups** o *Eg. # and % of men and women who believe it is ok for a husband to beat his wife for reason x* **Violence/discrimination at the household level** • # and description of incidents of discrimination/violence against marginalised people in the family o *Eg. # of women/girls who report having been a victim of gender based violence at home in the last x months*	Most Significant Change is a useful methodology for measuring change in how marginalised people are treated by their families and how this impacts on their lives. The CAFOD Quality of Life tool measures the changes in individuals' quality of life in four change domains: these could include domains around emotional happiness, reduced domestic violence, or livelihood security. Oxfam Draft Women Producer Questionnaire: section on types of work of household members (no. 113-123), section on ownership of assets (no. 215-217), section on involvement in decision making (no. 301-2), section on women's perceptions of their place in the household (no. 306) The World Vision Youth Healthy Behaviour survey module on physical violence includes questions on the attitudes of respondents towards different forms of domestic violence against women

c) Marginalised people are supported and empowered in their communities

Indicators	**Tools**
Knowledge of community • # of community members with greater understanding of the issues affecting marginalised people o *Eg. # of community members with greater understanding of gender issues* **Attitudes of community** • # of marginalised people reporting change in attitude at community (or society)	Most Significant Change is a useful methodology for measuring change in how marginalised people are treated by their communities and how this impacts on their lives. The CAFOD Quality of Life tool measures the changes in individuals' quality of life in four change domains: these could include domains around human rights, emotional happiness, reduced gender based violence, or livelihood security.

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level in a specific area
• # and % of community that demonstrate changed attitude towards marginalised group
    ○ *Eg. # and % of men/women who recognise gender based violence as a human rights violation*
    ○ *Eg. % of community members interviewed reporting confidence and belief in the value of youth participation and civic engagement*
    ○ *Eg. % of women and men aged 15-24 expressing accepting attitudes towards people living with HIV*
 	
• Evidence of improved attitudes amongst change agents (eg. men, mothers-in-law, faith leaders, elders) towards marginalised people
 	
Behaviour of community
• Evidence of improved behaviours amongst change agents (eg. men, mothers-in-law, faith leaders, elders) towards marginalised people
• # and description of community activities addressing stigma and discrimination
• # and description of incidents of discrimination/violence against marginalised people in the community
    ○ *Eg. # of women/girls who report having been a victim of gender based violence in the community in the last x months*
• Marginalised people have equitable access to services in the community
    ○ *Eg. Ratio of girls to boys in primary, secondary and tertiary education*
 	
The disaggregation of indicators in some of the other thematic papers, particularly education, health and HIV/AIDS and infrastructure, will give more information about marginalised people's access to services in the community.
 	
Participation of marginalised people in the community
• # of community based organisations with marginalised people represented in them
    ○ *Eg. # of CSOs/CBOs/partners where marginalised people are in active leadership roles*
    ○ *Eg. % of community organisations headed by women in target areas*
• # and % of marginalised people that report meaningful participation in decision-making bodies at community level
    ○ *Eg. % of women that report meaningful participation in decision-making bodies at community level*
	There is a set of survey questions that can be used to assess this (see tool on Attitudes to people living with HIV/AIDS)
	
	Trocaire CBO Capacity Framework
	
	Oxfam Draft Women Producer Questionnaire: section on involvement in community level decision making (section 303)

4d) Marginalised people and groups have equal access to economic opportunities	

Indicators	Tools
Overall improvement in livelihood security • Average changes in quality of life levels in livelihoods security area	The CAFOD Quality of Life tool measures the changes in individuals' quality of life in four change domains. These vary depending on the local context, but it could include livelihood security.
Marginalised people have equal access to land/jobs/labour rights/credit ○ *Eg. % of women with ownership of assets and land* ○ *Eg. # and % of women and girls contributing to income at household and community level* ○ *Eg. # and % of women and girls in formal or informal employment* ○ *Eg. % share of women in wage employment in the non-agricultural sector* ○ *Eg. Range of work undertaken by women (or the disabled) in new areas* ○ *Eg. # of women that are in high paying jobs (with descriptions of jobs)* ○ # and % of women/disabled people/other that have satisfactory contracts and conditions in the formal/informal workplace **Involvement and representation in trade associations** • # and % of marginalised people involved and/or represented in local trade associations ○ *Eg. # and % of disabled people involved and/or represented in local trade associations* ○ *Eg. Number of women holding board-level positions in mixed cooperatives* ○ *Eg. % of women holding decision making positions within agribusinesses* **Marginalised people succeed in the workplace** ○ *Eg. # of women that are in high paying jobs (with descriptions of jobs)* ○ *Eg. # of women CEOs* ○ *Eg. Range of organisations that have women in CEO positions*	Oxfam Draft Women Producer Questionnaire: section on types of work of household members (no. 113-123), section on ownership of assets (no. 215-217), section on participation in enterprise or cooperative decision making (no. 304), section on women's perceptions of their place in the household (no. 306)

4e) Marginalised groups are represented in society in a fair and positive way	
Indicators	**Tools**
<mark>**We are looking for indicators on this outcome**</mark>	<mark>**We are looking for tools on this outcome**</mark>

Domain 5: Individuals are empowered

5a) Marginalised people have improved self-image and confidence

Indicators	Tools
• % of marginalised people reporting an improvement in their psychosocial wellbeing o *Eg. % of women reporting an improvement in their psychosocial wellbeing* • Changes in level of self-awareness, esteem and confidence of marginalised people **We are looking for more indicators on this area**	Most Significant Change is a useful methodology for measuring change in how marginalised people are treated by their communities and how this impacts on their lives. The CAFOD Quality of Life tool measures the changes in individuals' quality of life in four change domains: these could include domains around health and emotional happiness. Oxfam Draft Women Producer Questionnaire: section on sense of empowerment (no. 305-6) **We are looking for more tools on this area**

5b) Marginalised people are aware of and take action to claim their rights

Indicators	Tools
Knowledge of rights and the roles and responsibilities of duty bearers • # and % of marginalised people that are aware of their specific rights • # and % of marginalised people who know who the duty bearer of a specific right is, the context it works in and the role it should play **Attitudes towards rights violations** o *Eg. # and % of women who believe it is ok for a husband to beat his wife for reason x* **Marginalised people take action to claim their rights** • # and % of marginalised people who have taken a particular action to claim a right in the past 6 months	Awareness of rights and duty bearers: The Trocaire Awareness index, GTF rights claiming score card The World Vision Youth Healthy Behaviour survey module on physical violence includes questions on the attitudes of respondents towards different forms of domestic violence against women The Trocaire Action Analysis tool, GTF rights claiming score card

5c) Marginalised people are equipped with adequate life skills, including literacy and numeracy

Indicators	Tools
• # and % of marginalised people who are literate/numerate o *# and % of women who are literate/numerate* • # and % of marginalised people reaching different levels of schooling • # and % marginalised people who have the skills to control their own assets	*See education thematic area for tools to measure literacy* Oxfam Draft Women Producer Questionnaire: section on highest level of education of household members (no. 102-112)

• # and % of women/men who have the knowledge of how to control their sexual and reproductive health o *Eg. % of young women aged 15-24 who both correctly identify ways of preventing the sexual transmission of HIV and who reject major misconceptions about HIV transmission*	The World Vision Youth Healthy Behaviour module on HIV/AIDS includes questions on peoples knowledge and attitudes towards HIV/AIDS and HIV testing. The module on sex and relationships includes questions on knowledge of how to access contraception.

4 Guide to Using Specific Tools

- **The 'Empowerment Index' tool:** This tool, developed by ActionAid, is an example of a tool used to quantify progress against qualitative community empowerment indicators, thereby enabling analysis of overall progress. The approach is best suited to capacity building programmes, advocacy and social movements, rights based programmes and governance programmes where outcomes include attitudinal and behavioural changes. Further detail of this tool, and others of its kind, are available from BOND

Tool	What does it cover	What kind of tool is it	Which Improve It outcomes can it measure
ADD International – 5 Core Capability Framework	Organisational capacity across five capabilities (capability to commit and act, to achieve development results, to relate, to adapt and self-renew, and to balance diversity and coherence)	For each core capability the organisation rates themselves on a scale from 0-5 in several key areas. Issues and evidence to consider when rating each area are listed.	3a) Marginalised people form groups and organise collective actions
ADD International- criteria for inclusive policy and practice	Asks if organisations have :disabled employees in country and HQ; accessibility of offices in country and HQ; disaggregated data of beneficiaries that includes disability; engagement with DPOs for mainstream project implementation; engagement with DPOs for disability specific project implementation; disability in country budgets and strategic plans	A checklist on which of the six criteria are fulfilled by organisations	3c) Civil society organisations represent and include marginalised groups
Attitudes to people living with HIV survey	Attitudes of individuals towards people living with HIV	The numerator is calculated by first asking survey respondents if they have ever heard of HIV. If they answer yes, then they are asked a series of questions about people with HIV, including: 1. If a member of your family became sick with	b) Marginalised people are supported and empowered at the household level

		the HIV virus, would you be willing to care for him or her in your household?; 2. If you knew that a shopkeeper or food seller had the HIV virus, would you buy fresh vegetables from him/her?; 3. If a female teacher has the HIV virus but is not sick, should she be allowed to continue teaching in school?; and 4. If a member of your family became infected with the HIV virus, would you want it to remain a secret? Only respondents who report an accepting or supportive attitude on all four of these questions is counted in the numerator. An accepting attitude for the respective questions is considered to be (1) yes; (2) yes; (3) yes; and (4) no. The denominator consists of all respondents in the survey who have heard of HIV.	
Bond Organisational Health Check– influencing decisions makers pillar	Organisational capacity to work with beneficiaries in an accountable way and organisational capacity for influencing decision makers.	Organisations use the tool to rate themselves from 1-5 across a set of key indicators in each pillar.	3a) Marginalised people form groups and organise collective actions; 3c) Civil society organisations represent and include marginalised groups
CAFOD- Quality of Life tool	Measures the changes in individuals' quality of life across four change domains. These vary depending on the local context, but could include health, emotional happiness, human rights, livelihood security, reduced domestic violence, or improved access to legal services.	Individuals' score their life from 1-10 in each domain, and identify reasons for the level/change in level from last time they completed the tool, and the actions they need to take to improve their quality of life. Scores can be aggregated and analysed across groups.	2b) Duty bearers ensure the availability and accessibility of services and opportunities to all marginalised people; 4a) Marginalised people control their bodies and assets; 4b) Marginalised people are supported and empowered at the household level; 4c) Marginalised people are supported and empowered in their communities; 4d) Marginalised people and groups have equal access to economic opportunities; 5a)

			Marginalised people have improved self-image and confidence
CAFOD – Voice and Accountability Tool	An CSO's capacity and practice in four areas: Involvement in government processes, advocacy strategy development, community and constituency building, and involvement in corporate structures.	Organisations use the tool to rate themselves on a scale from 1-5 across the four areas. Each level along the scale contains a number of indicators.	2d) Spaces/mechanisms for marginalised people's engagement and dialogue with duty bearers are created/claimed, expanded and inclusive; 3a) Marginalised people form groups and organise collective actions; 4c) Marginalised people are supported and empowered in their communities
Democratic and Political space ladder	The level of participation of CSOs in political decision making. Can be used to measure the progress of an individual CSO or with groups of CSOs to measure the local/national level of engagement with CSOs.	Identifies nine escalating levels of participation. Organisations identify which level of participation they are at.	2d) Spaces/mechanisms for marginalised people's engagement and dialogue with duty bearers are created/claimed, expanded and inclusive;
Ecumenical Advocacy Alliance Evaluating advocacy planning tool	CSO capacity to plan advocacy across six capacities: problem analysis; situation analysis; policy context analysis; stakeholder analysis and targets; SWOT analysis; theory of change, objectives and strategy.	Organisations use the tool to rate themselves from 1-4 on four indicators in each of the planning capacity. The average scores for each capacity are then mapped onto a spidergram.	3c) Civil society organisations represent and include marginalised groups
Governance and Transparency Fund (GTF) rights claiming score card	Measures the way in which citizens and CSOs are taking action to claim their rights, and the level of responsiveness to their activities from power holders.	Project participants choose which of five statements best reflect their level of activity/level of response from power holders for seven questions.	5b) Marginalised people are aware of and take action to claim their rights
HIV/AIDS Alliance- Network capacity analysis	Assesses the strength of networks across six areas: involvement and accountability, leadership, knowledge and skills, internal communication, advocacy and external communication,	Organisations use the tool to rate themselves from 1-4, and which prompts organisations to identify action points and the resources needed to	3a) Marginalised people form groups and organise collective actions;

	and management and finance.	take action.	
Most Significant Change methodology	Measures the key changes that have taken place in individuals' lives, families and communities over the course of the programme.	Individual stories of change are collected and analysed in a participatory process. The most important are identified by the group.	2b) Duty bearers ensure the availability and accessibility of services and opportunities to all marginalised people; 4b) Marginalised people are supported and empowered at the household level; 4c) Marginalised people are supported and empowered in their communities; 5a) Marginalised people have improved self-image and confidence
Oxfam draft women's producer questionnaire	Covers a wide range of areas, including education, livelihoods, wealth and control of assets, access to resources, involvement in decision making at the household and community level, levels of influence and empowerment of individuals.	A questionnaire with many questions designed for use with individuals	4a) Marginalised people control their bodies and assets; 4b) Marginalised people are supported and empowered at the household level; 4c) Marginalised people are supported and empowered in their communities; 4d) Marginalised people and groups have equal access to economic opportunities; 5a) Marginalised people have improved self-image and confidence; 5c) Marginalised people are equipped with adequate life skills, including literacy and numeracy
Progressio – Participation and Transparency Tool	A CSO's capacity for advocacy and impact of advocacy work across five areas: involvement in government processes on a national level, involvement in corporate structures on a national level, organisational development, community/constituency building, and engagement with international institutions or corporate sector bodies.	Organisations use the tool to rate themselves from 1-5 across the five areas.	2d) Spaces/mechanisms for marginalised people's engagement and dialogue with duty bearers are created/claimed, expanded and inclusive; 3a) Marginalised people form groups and organise collective actions;

Progressio Portfolio of evidence	Presents a summary of evidence coming from outside the organisation that advocacy objectives have been achieved and that Progressio and the partner have played a demonstrable role. The portfolio should include a mix of verbal material, written material, legal or treaty material, budgetary material, and media.	Should be used together with the Participatory and Transparency tool to provide evidence to back up the stated changes. A maximum of ten pieces of evidence should be used demonstrate each of the following: outputs, short and medium term outcomes, and long term outcomes and impact.	2a) Laws, policies and practices are in place to support marginalised people to access their rights; 3b) Marginalised groups and CSOs influence policy and practice
Save the children advocacy measurement tool	A record of advocacy activities including level at which advocacy took place (eg. national/local), what it was advocating for (eg. change in policy, change in budget), level of Save the Children involvement, how advocacy was carried out, results and challenges, and funding and timeframe.	A spreadsheet where information on each question can be stored by programme staff.	2a) Laws, policies and practices are in place to support marginalised people to access their rights; 3b) Marginalised groups and CSOs influence policy and practice
Transparency International – Policy scale	Identifies seven stages of policy changes (no change, change in discourse, policy development, policy adoptions, implementation, enforcement, change in culture), and the indicators that provide evidence of policy change at each level.	Used to rate the stage of policy or practice change currently occurring.	2a) Laws, policies and practices are in place to support marginalised people to access their rights; 3b) Marginalised groups and CSOs influence policy and practice
Trocaire – Access index (tool is a working draft)	Individuals' access to their rights, whether access to rights has improved or worsened, and how it access could improve.	For two questions (eg. Is it getting easier or harder for you to get these rights, compared to last year) the individual chooses the statement from a scale of five statements which best represents their response. For two questions the individual gives open ended responses.	2b) Duty bearers ensure the availability and accessibility of services and opportunities to all marginalised people
Trocaire – Action analysis tool (tool is a	The likelihood that individuals will take action on a particular issue in six	Individuals rate on a scale of 1-5 the likelihood they will engage in a	3a) Marginalised people form groups

working draft)	different ways (discussing the issue informally with family/friends/neighbours, discussing the issues with a community group/organisation, discussing the issues with local authorities/political party, contact with the duty bearer directly, join in with organised actions, play an active role in a group/organisation working on these issues).	particular action, and indicate whether they have taken this action in the past six months.	and organise collective actions;
Trocaire – Awareness index (tool is a working draft)	Individuals' awareness of their rights, their knowledge of the role of duty bearers, and the salience of these rights for individuals.	For each question the individual chooses the statement from a scale of five statements which best represents their response.	5b) Marginalised people are aware of and take action to claim their rights
Trocaire – CBO capacity framework (tool is a working draft)	The capacity of community based organisations (CBOs) across three dimensions (eg. gender and inclusiveness, influencing, and management). These dimensions should be adapted based on the local context.	Organisations use the tool to score themselves on a scale of 0-2 on their performance across a number of indicators, for instance the number of women included in committees, in each of the capacity dimensions.	4a) Marginalised groups participate in and organise collective actions; 4c) Marginalised people are supported and empowered in their communities;
Trocaire – Partner capacity framework (tool is a working draft)	A CSO's capacity and practice in three areas: influence with government, supporting citizen action, and gender equality.	Organisations use the tool to rate themselves on a scale of 1-5 on each area. It is possible to rate organisations as 'high' or 'low' on each step of the scale.	2d) Spaces/mechanisms for marginalised people's engagement and dialogue with duty bearers are created/claimed, expanded and inclusive; 3a) Marginalised people form groups and organise collective actions
USAID Advocacy Index	Measures CSO capacity for advocacy across twelve areas, including planning, resource allocation, coalition building, taking action to influence policy, and organisational management.	Organisations use the tool to rate themselves from 0 (no capacity) to 6 (notable achievement) in each of the twelve capacities for advocacy.	3c) Civil society organisations represent and include marginalised groups

VicHealth partnerships analysis tool	Maps partnerships and assesses the strength of partnerships. The mapping uses a partnership continuum which covers four types of relationship: networking, coordinating, cooperating, and collaborating. The scoring exercise scores partnerships across a number of indicators divided into seven key criteria for partnership success.	The tool uses a mapping exercise to define the types of relationships between partners, and a self-assessment tool which organisations use to rate the quality of their partnerships from 1-5 across a number of indicators.	3a) Marginalised people form groups and organise collective actions;
VSO – Advocacy Success scale	Key inputs and outputs that can be measured at each of the different stages of advocacy work, through from planning to policy change.	The tool identifies eight stages of successful advocacy work and two or three key inputs and outputs that can be measured at each stage.	2a) Laws, policies and practices are in place to support marginalised people to access their rights; 3b) Marginalised groups and CSOs influence policy and practice
VSO – Civil Society Strengthening scale- output 2 on capacity for advocacy work	A CSO's capacity for advocacy work in four areas, two internal (inclusivity and accountability, and financial and human resources), and two external (relationship building, and working in networks and coalitions).	Organisations use the tool to rate themselves from 1-4 in each of the four areas.	3c) Civil society organisations represent and include marginalised groups
VSO- Gender equality scale	Measures gender equality integration into partner programming across five areas: gender policy, internal attitudes and experience of staff, strengthening internal capacity, tracking performance, and results.	Organisations use the tool to rate themselves from 1-4 across some or all of the five areas.	3c) Civil society organisations represent and include marginalised groups
VSO- Quality scale for HIV and AIDS services	Measures quality of HIV/AIDS services across three areas: integration of services, tailoring of services, and addressing stigma and discrimination.	Organisations use the tool to rate themselves from 1-4 across some or all of the three areas.	3c) Civil society organisations represent and include marginalised groups

WaterAid – The Advocacy Scrapbook	Used to log occurrences where an advocacy activity has had an impact and level of the organisation's contribution.	For each impact the activity that led to change, the change objective, desired outcome, level and justification of the organisation's contribution, potential counterfactuals, challenges, learning and source of information are logged in a table.	2a) Laws, policies and practices are in place to support marginalised people to access their rights; 3b) Marginalised groups and CSOs influence policy and practice
World Vision- Youth Healthy Behaviour Survey	Measures young people's knowledge, attitudes and behaviour on a variety of issues, including modules on physical violence, HIV/AIDS and sex and relationships.	Sets of surveys with questions to be asked to individuals aged 12-18, although they would also be appropriate for an older audience.	4a) Families actively support and empower marginalised people; 5b) Marginalised people are aware of and take action to claim their rights; 5c) Marginalised people are equipped with adequate life skills, including literacy and numeracy; 5d) Marginalised people control their bodies and assets
WWF- Commitment and Action Tool	Used to measure the extent to which targeted actors/institutions have: engaged in, adopted and/or implemented policies or practices.	Targeted actors/institutions are rated on a scale of 0 (passive) to 5 (Impact) on their level of commitment and action on changing policy and practice. Examples are given of the types of commitments/actions that can be expected to be seen at each level.	2a) Laws, policies and practices are in place to support marginalised people to access their rights; 3b) Marginalised groups and CSOs influence policy and practice
WWF- Core Level of Engagement tool	Measures the extent to which organisations are able to raise the profile of a particular policy/practice issue through a process which leads ultimately to more regular and focussed dialogue with key targeted actors/organisations.	The level of engagement between the organisation and the key targeted actor is rated on a scale from 0 (no tangible engagement with partners or influential actors) to 4 (changing rhetoric and deeper, more regular formal dialogue/exchange on issue). Examples are given of the type of interaction and behaviours that can be expected to be	2d) Spaces/mechanisms for marginalised people's engagement and dialogue with duty bearers are created/claimed, expanded and inclusive

		seen at each level.	