

Assessing effectiveness in building the capacity of organisations and institutions

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:
 - 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)
 - **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 Bond 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, World Vision and WWF

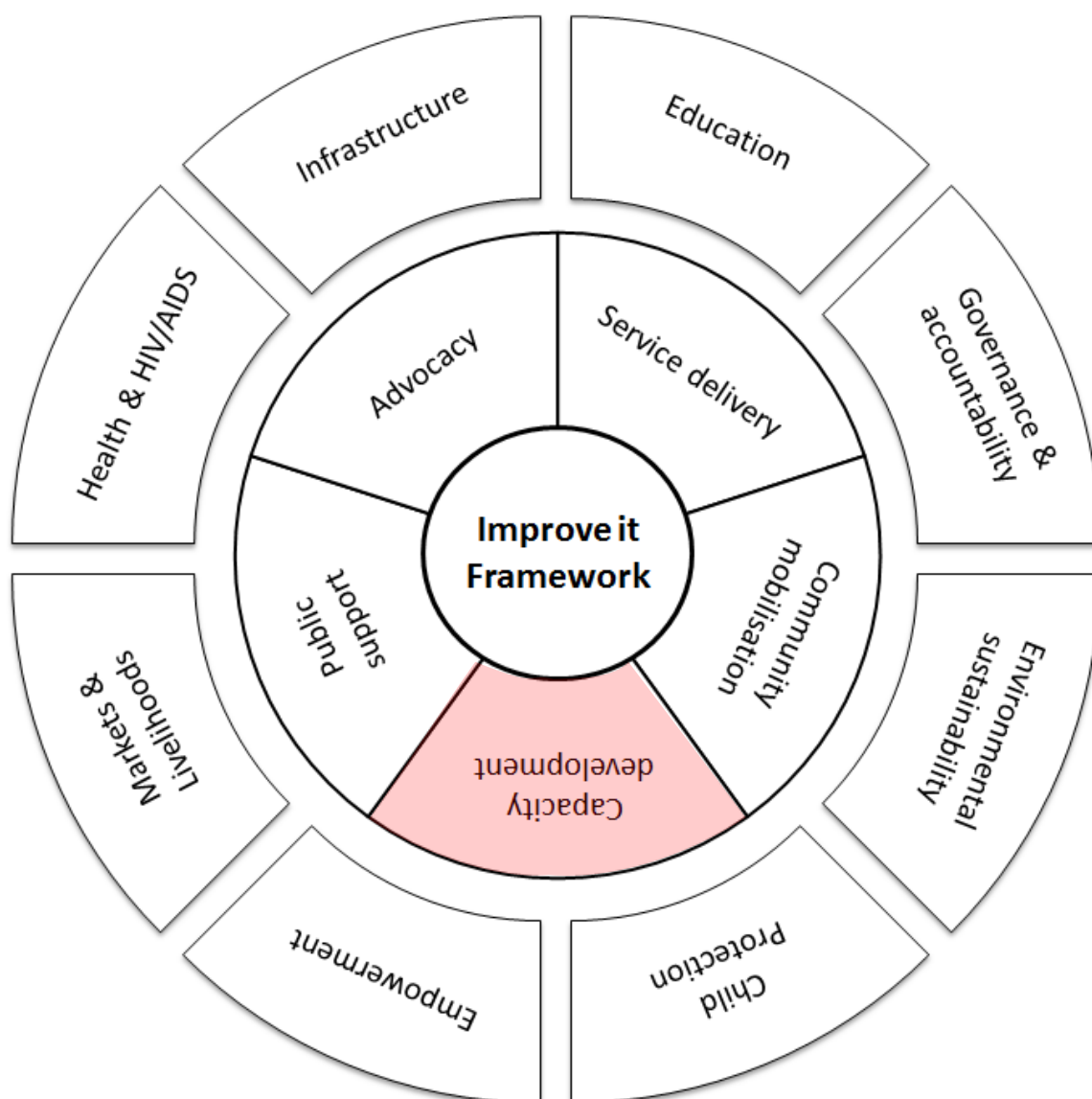
1. Background to the Improve It Framework

What is it?

It is a framework grounded in the **distinctive contributions** that UK NGOs make to international development that will support organisations to **measure, learn from** and **communicate** their effectiveness more **robustly** and **consistently**. The framework will provide the UK NGO sector with a platform for systematic learning and sharing on measuring effectiveness, and a shared framework that can be used both by individual organisations and collectively by the sector to tell a more robust story of how their work makes a difference to the lives of poor and marginalised people.

The Framework has three interlinked components (see diagram below):

- **Thematic areas:** the long term areas of change that UK NGOs seek to contribute to;
- **Ways of working:** the distinctive strategies and approaches adopted by UK NGOs to contribute to social change;
- **Core principles of assessing effectiveness:** the key considerations that need to be reflected in any assessment of effectiveness.



Why are we developing it?

The challenges facing UK NGOs in engaging with the results agenda are numerous: developing approaches and systems for measurement which are sufficiently rigorous, but at the same time cost effective to implement; credible enough to stand up to external scrutiny, but flexible enough to be of use in day to day decision making; sophisticated enough to reveal key drivers of success and failures, but accessible enough to all staff and partners; appropriate for supporting upward reporting but also able to support the process of empowering poor and marginalised people. This is a challenge for all UK NGOs and one that Bond believes will benefit from members pooling resources and knowledge and developing a shared approach.

Furthermore, while individual organisations need to be able to tell a robust story of their contribution to change, **we also need to start building the same robust and consistent narrative 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 domains of change and outcome areas, encouraging greater convergence of data collection methods and identifying indicators that, while flexible, give clarity around what should be measured, will support greater consistency in how the sector communicates its added value and evidences its effectiveness.

These papers form the core of the Improve It framework, which will be an online tool launched in Autumn 2012

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 '

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 200 people from more than 100 UK NGOs. This paper is an important contribution to the process presenting a **mapping and synthesis** of how UK NGOs currently understand change and their approaches to evidencing it in one of the ways of working: building the capacity of organisations and institutions in the South.

The paper is not meant to offer a definitive position. **Its purpose is rather to surface the commonalities in NGO approaches to capacity building and offer suggestions and examples of what organisations should be assessing and how.**

Similar papers are being developed for each of the eight thematic areas of the Improve It Framework, the key principles for assessing effectiveness, and the other four ways of working:

- Community mobilisation
- Building Public Support for Development
- Advocacy
- Service Delivery

2. Indicators and tools for measuring capacity building outcomes

2.1. Using the process of change diagram, and the indicators and tools tables

Bond has developed a diagram of the general process and domains of change for capacity building (see page 8). The upper portion of the diagram shows the **outcomes** of capacity building - the general *types of changes* that UK NGOs seek to support in Southern partners - the lower part shows the activities (or outputs) that UK NGOs conduct to realise these changes. The outcomes have been grouped into two main domains: Improved capacity and improved performance. Some organisations will work across all of these outcomes, some across just one or two.

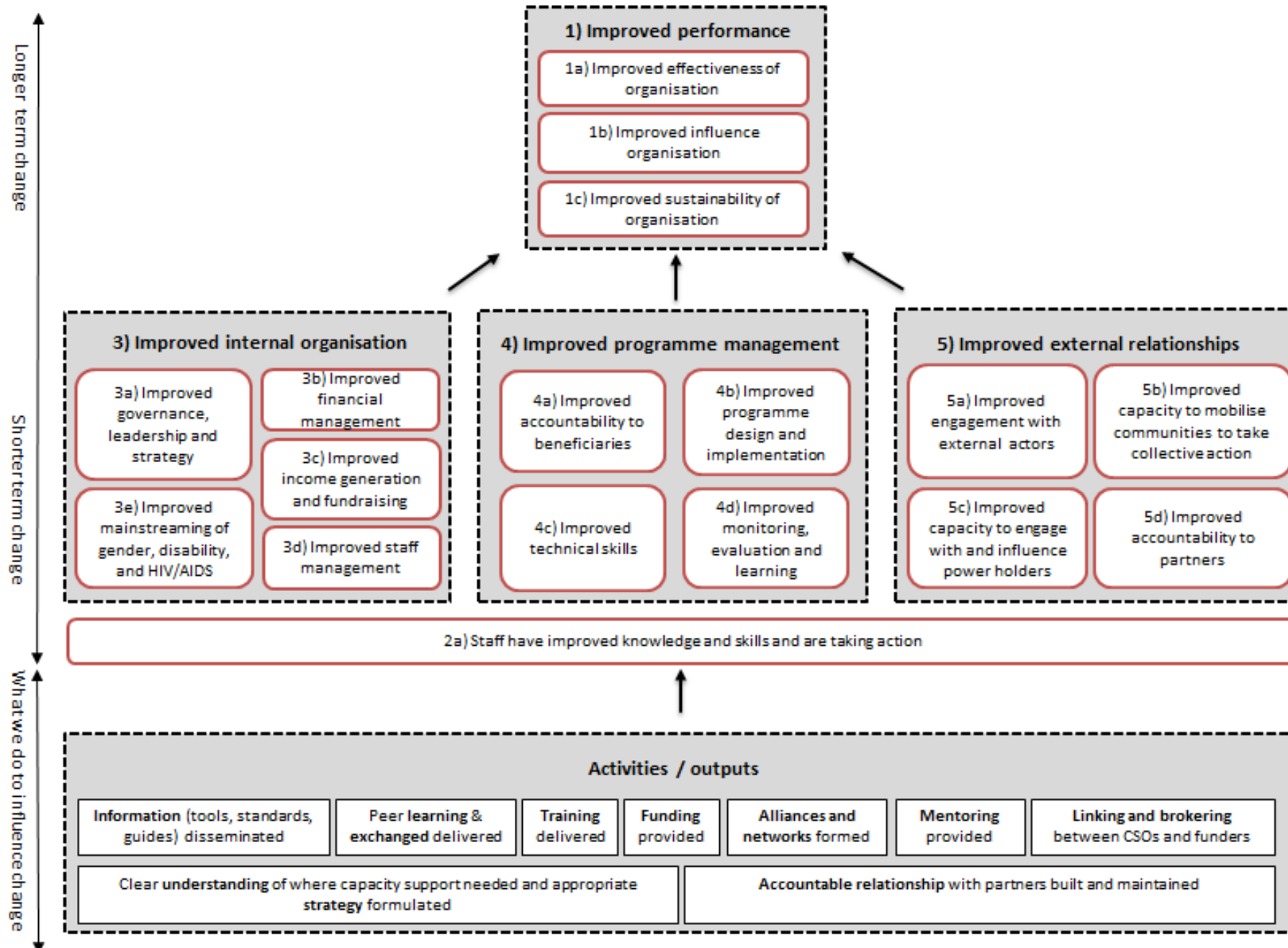
For each outcome Bond has identified the different types of evidence (**indicators**), which can be used to measure the outcomes (see the tables on pages 8-20). The indicators have been taken from documentation sent in by Bond and NIDOS members and Comic Relief grantees and from additional research by Bond. For each outcome area we have identified and described the tools that can be used to measure that area. These tools are described in greater depth in the tables on pages 21-27.

Many of the tools that are included below are self-assessment tools where organisations assess their capacity on a scale. Some require CSOs to rate the extent to which they meets a standard, eg 'not at all', 'partially', 'fully'; others describe what practice might look like for different levels of capacity and require the user to identify which level best describes their organisation. A large number offer a comprehensive assessment of the entire organisation for example covering human resources to governance, to programme management to monitoring and evaluation, others only look at a specific capacity issue such as accountability to beneficiaries or gender mainstreaming.

The benefits of assessing capacity using a scaled self assessment is threefold: first, it avoids reducing the monitoring of capacity development to the existence or absence of a particular policy or practice and allows crucial issues of quality, culture, leadership, commitment etc to be explored and monitored as part of the assessment exercise. Second, it provides a means of aggregating large amounts of qualitative information into quantitative scores, which can be communicated easily internally and externally. Finally, it allows the process of assessing capacity and action planning be led by the organisation itself which is key to the ultimate success of any capacity building exercise. It is important to note however that any self-assessment process is only as strong as the discussion that takes place during the assessment, the evidence that is used to back up the final scores, and the action points and learning that emerge from the self-assessment process. To be accepted as credible evidence, the self-assessment needs to be conducted in a robust way.¹

¹ Bond and the PPA Learning group on measuring empowerment and accountability is currently facilitating a learning group on the use of self-assessment tools. The group will be producing a set of key principles for using scaler tools and what key steps need to be followed in order to generate robust and credible evidence.

Developing organisations & institutions in the South



Domain 1) Improved performance	
Outcome 1a) Improved sustainability of organisation	
Indicators	Tools
<p>Organisation demonstrates improved sustainability</p> <ul style="list-style-type: none"> • [Supported organisation x] demonstrates improved organisational suitability • # and % of supported organisations demonstrating improved organisational sustainability • # and % of supported organisations' programmes that continue for [x] years after the end of the partnership <p>Organisation has a diverse resource base</p> <ul style="list-style-type: none"> • # and % of supported organisations where no single donor provides more than xx% of total funding base • Ratio of largest funder to overall revenue • % of income coming from income generating activities • # and % of supported organisations with a resourced plan in place for the organisation to continue its work after the end of the partnership <p>Organisation maintains strong relationships with external stakeholders</p> <ul style="list-style-type: none"> • [Supported organisation x] demonstrates enhanced capacity in building and maintaining quality relationships with key external stakeholders • # and % of supported organisations demonstrating improvements in their capacity to build and maintain quality relationships with key external stakeholders 	<p>This composite indicator can be measured using the PACT Organisational Performance Index. This tool requires the user to self-assess across two dimensions: resources and social capital. The first is measured by tracking the diversity in funding for an organisation, the second measures the extent to which an organisation has embedded itself in external networks. Together these two measures provide a overall assessment of an organisation's sustainability</p> <p>Post-partnerships review of supported organisations' programmes</p> <p>Organisational financial records</p> <p>Organisational financial records Organisational financial records Copy of plan</p> <p>A number of self-assessment tools exist that can be used to measure this composite indicator. They all provide a comprehensive assessment of a CSOs capacity to build and maintain relationships. They cover stakeholders such as donors, think tanks, government, other CSOs etc. With all of the tools the CSO identifies which score or level best described their current capacity and practice and periodically repeats the assessment to monitor change. Tools include: Bond Organisational Health Check; Five Core Capability Framework; Progressio – Capacity Assessment of Partners; WWF – Capacity assessment tool; Common Ground initiative - OCAT; International Service – Organisational Assessment Tool; PACT organisational performance index</p>

	(section on social capital)
Outcome 1b) Improved influence of organisation	
Indicators	Tools
<p>Organisation has improved influence with power holders</p> <ul style="list-style-type: none"> • # and description of pro-poor policy changes with a verifiable contribution from [supported organisation X] to the change • [Supported organisation x] demonstrates improved levels of engagement with and influence over decision makers • # and % of supported organisations demonstrating improved levels of engagement with and influence over decision makers • Evidence from supported organisations of how support from [organisation x] contributed to improvements in the organisation's influence over decision makers <p>For more indicators on how to assess the outcomes of advocacy work go to the Bond paper on 'assessing effectiveness in influencing decision makers'</p>	<p>A number of data collection tools exist that can be used to collect evidence on a NGOs contribution to a particular policy change, these include: WaterAid's Advocacy Scrapbook; Crisis Action's Evidence of Change Journal, The Save the Children Advocacy measurement tool; Progressio Portfolio of evidence</p> <p>A number of self-assessment tools exist that can be used to score this indicator. They all provide an assessment of a CSOs evolving engagement with decision makers and indicate the intermediate steps towards influence. Tools include: the VSO advocacy success scale; Cafod Voice and Accountability; Progressio PATT; WWF's Commitment and Action tool; TI Policy Scale; The democratic and political space ladder. Evidence of engagement and influence could include verbal and written material, legal or treaty material, budgetary material, or media. See Progressio Portfolio of evidence for examples of different types of these materials.</p> <p>Records of interviews and focus groups with organisation staff, case studies</p>
Outcome 1c) Improved effectiveness of organisation	
Indicators	Tools
<p>Organisation demonstrates overall programme effectiveness</p> <ul style="list-style-type: none"> • [Supported organisation x] demonstrates improved programme effectiveness • # and % of supported organisations demonstrating improved performance in programme effectiveness 	<p>This composite indicator can be measured using the PACT Organisational Performance Index. This tool requires the user to self-assess across two dimensions: results and standards. The first is measured by tracking the % of outcomes targets achieved across projects, the second measures the extent to which an organisation has met quality standards over time. Together these two measures provide a overall assessment of of an organisation's programme</p>

<p>Organisation achieves programme outcomes</p> <ul style="list-style-type: none"> • # and % of supported organisations meeting at least x% of their outcome targets <p>Organisation meets programme quality standards</p> <ul style="list-style-type: none"> • # and % of supported organisations meeting quality standards that govern their programmes and services • # and % of beneficiaries stating they are satisfied with the quality of the programme <p><i>More specific indicators for different thematic areas can be found in the section of the Improve It framework for the relevant thematic area: Child Protection; Education; Empowerment; Environmental Sustainability; Governance & Accountability; Health & HIV/AIDS; Infrastructure; Markets & Livelihoods</i></p>	<p>effectiveness</p> <p>List of outcome level targets and evidence that they have been met</p> <p>A self-assessment against these standards providing evidence of compliance.</p> <p>Records of survey/focus groups with beneficiaries</p>
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Domain 2) Improved capacity and performance of staff	
2a) Staff have improved knowledge and skills and are taking action	
Indicators	Tools
<p>Staff have improved knowledge and skills</p> <ul style="list-style-type: none"> • # and % staff engaging in activities organised by [organisation x] demonstrating improved skills in and knowledge of [issue y] <ul style="list-style-type: none"> ○ Eg # women / men reported to have increased skills and knowledge to integrate gender equality in programming ○ Eg. # women / men reported to have increased skills and knowledge in policy dialogue. ○ Eg # and % staff demonstrating an improved understanding of the policy making process and how to influence policy ○ Eg. # of members of local government improving their knowledge on citizen's rights and duties <p>Staff are improving their practice</p> <ul style="list-style-type: none"> • # staff that can describe specific changes they have made to their practice as a result of the support they received from [organisation x] • # and description of cases where staff have applied learning back in the workplace as a result of the support they received from [organisation x] • # and % of staff meeting their program responsibilities and project roles from start to finish of the program 	<p>Post activity evaluation form (eg training evaluation form). Staff could be asked to rate their knowledge and skills before and after training. Staff could be asked a set of questions that test the extent of their knowledge and understanding of the issue in question</p> <p>Periodic follow up with staff individually (eg email survey or phone call) or collectively (focus group) to establish if (and what) they have done differently as a result of engaging in the capacity support. 360 degree appraisals of staff.</p> <p>Staff appraisals.</p>

Domain 3) Improved internal organisation	
Outcome 3a) Improved governance, leadership and strategy	
Indicators	Tools
<p>Organisations demonstrate overall improvement in governance, leadership and/or strategy</p> <ul style="list-style-type: none"> • [Supported organisation x] demonstrates enhanced capacity in governance , leadership, and strategy • # and % of supported organisations demonstrating enhanced capacity in governance, leadership, and strategy <ul style="list-style-type: none"> • Evidence from supported organisations of how support from [organisation x] contributed to improvements in governance, leadership and/or strategy 	<p>A number of self-assessment tools exist that can be used to measure this indicator. They all provide a comprehensive assessment of governance, leadership and/or strategy issues. With all of the tools CSO identify which score best described their current capacity and practice and periodically repeated the assessment to monitor change. Tools which cover issues of governance, leadership and strategy include: Bond Organisational Health Check; ADD International - Five Core Capability Framework; Tearfund – Capacity self-assessment; Progressio – Capacity Assessment of Partners; WWF – PPA capacity assessment tool; Common Ground initiative - OCAT; International Service – Organisational Assessment Tool; McKinsey– Capacity assessment grid; One World Trust / Commonwealth foundation – accountability self-assessment ; Pact OCA tool; HIV/AIDs Alliance CBO Capacity Analysis</p> <p>Interviews, focus groups, case studies, VSO partnership monitoring and learning tool</p>
<p>Organisations have strong and effective governance</p> <ul style="list-style-type: none"> • # and % of supported organisations with full governing boards • # and % of supported organisations with governing boards meeting regularly (quarterly) • # and % of supported organisations with written rules and regulations <ul style="list-style-type: none"> • # and % of supported organisations with clear mission and values that are used to guide decision making 	<p>HIV/AIDs Alliance CBO Capacity Analysis: Area of capacity A on governance and strategy. Interviews with members of governing bodies, minutes and attendance records of governance meetings, copies of rules, regulations, missions and values.</p> <p>Evidence that mission and values are used to guide decision making.</p>
<p>Organisations have strong and effective leadership</p> <ul style="list-style-type: none"> • # of organisation leaders with improved knowledge, skills and values in democratic leadership 	<p>Post activity evaluation form (eg training evaluation form). Staff could be asked to rate their knowledge and skills before and after training. Staff could be asked a set of questions that test the extent of their knowledge and understanding of the issue in question</p>

<ul style="list-style-type: none"> # staff who express confidence in their leaders <p>Organisations are conducting strategic planning</p> <ul style="list-style-type: none"> # and % of supported organisations that have strategic plan developed in consultation with stakeholders # and % of supported organisations with evidence based annual operational plans Evidence from supported organisations that they are using their strategic plan to inform decision making 	<p>Surveys with staff.</p> <p>Copy of strategic plan and evidence of stakeholder involvement.</p> <p>Copies of based annual operational plans and details of data/ evidence used to develop them</p> <p>Evidence that strategic plans are being used</p>
Outcome 3b) Improved financial management	
Indicators	Tools
<p>Organisations demonstrate overall improvement in financial management</p> <ul style="list-style-type: none"> [Supported organisation x] demonstrates improvements in financial management # and % of supported organisations demonstrating improvements in financial management <p>Evidence from supported organisations of how support from [organisation x] contributed to improvements in the management of finances</p> <p>Organisations have financial management systems in place</p> <ul style="list-style-type: none"> # and % of supported organisations meeting minimum financial management requirements 	<p>A number of self-assessment tools exist that can be used to measure this indicator. They all provide a comprehensive assessment of a CSOs capacity to manage finances and include such issues as accounting systems, financial reporting, financial planning etc. With all of the tools CSO identify which score or level best described their current capacity and practice and periodically repeated the assessment to monitor change. Tools include: McKinsey capacity – Capacity assessment grid; MANGO Health Check; Bond Organisational Health Check; Five Core Capability Framework; Pact, Inc. Management Control Assessment Tool ; Progressio – Capacity Assessment of Partners; WWF – Capacity assessment tool; Common Ground initiative - OCAT; International Service – Organisational Assessment Tool; Tearfund – Capacity self-assessment; Mercy Corp NGO Performance Index.</p> <p>Records of interviews and focus groups, case studies, VSO partnership monitoring and learning tool</p> <p>In order to measure this indicator a specific threshold needs to be set of what is an acceptable level of practice in financial management. Partners then need to provide a self-assessment against these standards providing evidence of compliance.</p>

Outcome 3c) Improved income generation and fundraising	
Indicators	Tools
<p>Organisations are able to generate income and raise funds</p> <ul style="list-style-type: none"> • [Supported organisation x] demonstrates improvements in income generation and fundraising • % and # of supported organisations demonstrating improvements in income generation and fundraising • Evidence from supported organisations of how support from [organisation x] contributed to improvements in financial stability <p>Organisations are financially stable</p> <ul style="list-style-type: none"> • Income increased by x% • % core funding increases by x% • # days per year when organisations experience funding gaps • Ratio of largest funder to overall revenue • # of successful funding applications • # of funders supporting organisation • # of new funder relationships established • % of income coming from income generating activities • % of staff that believe there is alignment of funding with core priorities and competencies • # and % of supported organisations with resource mobilisation plan in place • # and % of supported organisations with a budget coming from different sources 	<p>PACT organisational performance index (section on resources)</p> <p>Records of interviews and focus groups, case studies, VSO partnership monitoring and learning tool</p> <p>Organisation's financial records Organisation's financial records Organisation's financial records Organisation's financial records Organisation's financial records Organisation's financial records Organisation's financial records Organisation's financial records Staff survey</p> <p>Copies of resource mobilisation plans Organisation's financial records</p>
Outcome 3d) Improved staff management	
Indicators	Tools
<p>Organisations demonstrate overall improvements in staff management</p> <ul style="list-style-type: none"> • [Supported organisation x] demonstrates enhanced capacity in staff management • [Supported organisation x] demonstrates enhanced capacity in staff 	<p>A number of self-assessment tools exist that can be used to measure this indicator. They all provide a comprehensive assessment of a CSOs capacity to manage staff and include such issues as human resource systems, managing staff performance,</p>

<p>management</p> <ul style="list-style-type: none"> Evidence from supported organisations of how support from [organisation x] contributed to improvements in how they recruit and/or manage staff and/or volunteers. <p>Organisations have human resource policies in place</p> <ul style="list-style-type: none"> # and % of supported organisations with improved organisational HR policies and procedures in place and being implemented <ul style="list-style-type: none"> Eg. # and % of supported organisations with recruitment policies and procedures in place and being implemented Eg. # and % of supported organisations with employment and pay policies and procedures in place and being implemented Eg. # and % of supported organisations with staff development plans in place including performance review and staff training policies # and % of staff with knowledge of different policies (eg. Workplace policy, human resource policy) <p>Staff participate in the internal decision making of organisations</p> <ul style="list-style-type: none"> # and % of personnel who believe that management and strategic decision-making processes are inclusive Established and functioning mechanism that guarantees the participation of personnel in management and decision-making processes. <p>Organisations staff are retained and satisfied</p> <ul style="list-style-type: none"> Staff turnover reduced by x% # and % of staff stating they are satisfied working at the organisation 	<p>recruitment practices etc. With all of the tools CSO identify which score or level best described their current capacity and practice and periodically repeated the assessment to monitor change. Tools which include sections on human resource management include: Bond Organisational Health Check; Pact OCA tool; Progressio – Capacity Assessment of Partners; WWF – Capacity assessment tool; Common Ground initiative - OCAT; International Service – Organisational Assessment Tool; McKinsey capacity – Capacity assessment grid; Mercy Corp NGO Performance Index</p> <p>Records of interviews and focus groups, case studies, , VSO partnership monitoring and learning tool</p> <p>Copy of policy/procedure and evidence that it is being implemented eg. Examples of when it has been used as reference point by staff or specific instances when it has been enforced.</p> <p>Staff survey</p> <p>Staff survey, records of focus groups</p> <p>Details of mechanism and evidence that working eg example of when it has been used, summary of staff inputs and details of the responses from management</p> <p>Staff retention figures are usually calculated by: Total number of leavers over [period x] / average # of staff employed over [period x] * 100</p> <p>Annual staff survey</p>
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<ul style="list-style-type: none"> # and % of staff who report they feel they are being developed in their roles 	Annual staff survey
Outcome 3e) Improved mainstreaming of gender, disability and HIV/AIDS	
Indicators	Tools
<p>Organisations are inclusive of people with disabilities</p> <ul style="list-style-type: none"> # and % of organisations/institutions that meet at least three of the six criteria for inclusive policy and practice for people with disabilities <p>Organisations are inclusive of all genders</p> <ul style="list-style-type: none"> % and # of supported organisations that are mainstreaming gender Evidence of enhanced organisational capacity for gender sensitive planning, implementation, monitoring and advocacy (gender balance, gender resource persons and gender analysis skills). % of senior positions and board places in [organisation x] filled by women # and % of supported organisations with women in senior positions and on the board % of staff in the supported organisation who are women # and % of supported organisations who have gender policies in place and are implementing them # and % of [organisation x's] proposals and projects demonstrating gender analysis with strategies that have been adapted based on this. <p>Organisations are inclusive of people living with HIV/AIDS</p> <ul style="list-style-type: none"> % and # of supported organisations that demonstrate improved integration of HIV into their projects and programmes 	<p>This indicator can be measured using ADD international's six criteria for inclusive policy and practice for people with disabilities</p> <p>Trocaire Partner Capacity Framework</p> <p>Records of focus groups with staff, case studies</p> <p>Job descriptions and organisational records Job descriptions and organisational records</p> <p>Job descriptions and organisational records</p> <p>Details of policy and evidence that it is being implemented eg. Examples of when it has been used as reference point by staff or when it has been enforced. Records of focus group with staff.</p> <p>Copies of proposals</p> <p>A number of self-assessment tools exist that can be used to score this indicator. They all provide a comprehensive assessment of a CSOs integration of HIV into the organisation and/or programmes. With all of the tools CSO identify which score best describes their current capacity and practice and periodically repeated the assessment to monitor change. Tools include: VSO scale on HIV/AIDS services; Pact Rapid Organizational Scan for CSOs Operating in the HIV/AIDS Sector in Malawi; HIV/AIDS Code of Good Practice self-assessment for HIV Mainstreaming</p>

<ul style="list-style-type: none"> • # and % of supported organisations who have HIV workplace policies and are implementing them • Improved uptake of support available for staff infected and affected by HIV such as carers e.g. time off, medical assistance etc as defined in workplace policy • # and % of [organisation x's] programmes and projects demonstrating analysis of vulnerability and risks associated with HIV and adaptation of strategies as a result of this analysis 	<p>Details of policy and evidence that it is being implemented eg. Examples of when it has been used as reference point by staff or when it has been enforced</p> <p>Evidence of uptake of support</p> <p>Programme/project plans</p>
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Domain 4) Improved programme management	
Outcome 4a) Improved accountability to beneficiaries	
Indicators	Tools
<p>Organisations demonstrate overall improvement in accountability to beneficiaries</p> <ul style="list-style-type: none"> • [Supported organisation x] demonstrates enhanced accountability to beneficiaries • # and % of supported organisations demonstrating improved accountability to beneficiaries 	<p>A number of self-assessment tools exist that can be used to measure this indicator. They all provide a comprehensive assessment of a CSOs accountability to beneficiaries by unpacking accountability into a number of key capacity areas such as: participation, transparency, feedback etc. With all of the tools the CSO identifies which score best described their current capacity and practice and periodically repeats the assessment to monitor change. Tools which cover beneficiary accountability include: Bond Organisational Health check (section on working with beneficiaries),, Oxfam GB accountability to people and communities matrix, and One World Trust / Common wealth Foundation Accountability self-assessment.</p>
<ul style="list-style-type: none"> • % or # of supported organisations meeting minimum accountability standards 	<p>In order to measure this indicator a specific threshold needs to be set of what is an acceptable level of accountability. Partners then need to provide a self assessment against these standards providing evidence of compliance. Tools for scoring this include: the CAFOD minimum standards of accountability</p>
<ul style="list-style-type: none"> • Evidence from supported organisations of how support from [organisation x] contributed to improvements in accountability to beneficiaries 	<p>Records of interviews and focus groups, case studies, , VSO partnership monitoring and learning tool</p>
<p>Beneficiaries participate in organisations' decisions</p> <ul style="list-style-type: none"> • # and % of supported organisations with a strategic plan developed in consultation with community stakeholders • # and % of supported organisations with beneficiaries engaged in the delivery of programmes and services • # and % of supported organisations which have beneficiaries represented on the Board • # and % of beneficiaries on decision making bodies for [CSO x] 	<p>Copy of strategic plan with details of stakeholder input and how the organisation responded to this Reports detailing engagement of beneficiaries in delivering programmes and services. List of board members with profiles</p> <p>List of board members with profiles</p>
<p>Organisations are open and transparent with beneficiaries</p> <ul style="list-style-type: none"> • # and % of supported organisations who share key project documents with beneficiaries 	<p>List of documents shared with beneficiaries, and explanation of how they were shared</p>

<ul style="list-style-type: none"> • # and % of supported organisations sharing budgetary information with beneficiaries • # and % of supported organisations sharing results of evaluations with beneficiaries • # and description of tools used by supported organisations for information sharing with beneficiaries • # of partners who construct proposals jointly and share project documents with beneficiaries • % of targeted beneficiaries stating they are satisfied with the level of information shared with them by [organisation x] <p>Complaints mechanisms for beneficiaries exist and are in use</p> <ul style="list-style-type: none"> • # supported organisations that have complaints procedures in place for receiving feedback, including of a sensitive nature, from beneficiaries • # and description of complaints dealt with by supported organisations within x months • # of complaints that led to remedial action and description of the action 	<p>Copy of budgetary information shared with beneficiaries, and explanation of how it was shared</p> <p>Copy of evaluation results shared with beneficiaries and explanation of how they were shared. Description of information sharing tools and examples of organisations using them</p> <p>Description of methods of sharing information with beneficiaries</p> <p>Survey and records of focus group with beneficiaries</p> <p>Details of policy</p> <p>Details of complaints received and response given</p> <p>Description of remedial actions taken</p>
Outcome 4b) Improved programme design and implementation	
Indicators	Tools
<p>Organisations demonstrate improved programme management</p> <ul style="list-style-type: none"> • [Supported organisation x] demonstrates enhanced capacity in programme management • # and % of supported organisations demonstrating improvements in programme management 	<p>A number of self-assessment tools exist that can be used to measure this indicator. They all provide a comprehensive assessment of a CSOs capacity to manage programmes including identification, design, setting indicators, monitoring etc . With all of the tools CSO identify which score or level best described their current capacity and practice and periodically repeated the assessment to monitor change. Tools which cover programme management include: Bond Organisational Health Check; ADD International Five Core Capability Framework; Tearfund – Capacity self-assessment; Progressio – Capacity Assessment of Partners; WWF – Capacity assessment tool; Common Ground initiative - OCAT; International Service – Organisational Assessment Tool; McKinsey capacity – Capacity assessment grid; HIV/AIDs Alliance CBO Capacity Analysis; PACT organisational performance index (section on efficiency)</p>
<ul style="list-style-type: none"> • % and # of supported organisations meeting minimum quality standards in 	<p>In order to measure this indicator a specific threshold needs to be set of what is an acceptable level of practice in programme design and implementation. Partners</p>

<p>programme design and implementation</p> <ul style="list-style-type: none"> Evidence from supported organisations of how support from [organisation x] contributed to improvements in programme management <p>Projects are being effectively designed</p> <ul style="list-style-type: none"> # and % projects that are based on an evidence-based needs assessment # and % of projects that are jointly designed by key stakeholders # and % of projects that show evidence of learning (eg. from previous interventions) # and % of supported organisations with a written operational plan for the delivery of programmes and services that includes activities, budget, timeline and responsibilities <p>Projects are being effectively implementation</p> <ul style="list-style-type: none"> # and % of supported organisations delivering x% of activities on time and on budget # and % of organisations achieving at least x% of their output level targets 	<p>then need to provide a self assessment against these standards providing evidence of compliance. Tools that can be used are: Pact - Organisational Performance Index; Oxfam GB accountability to people and communities matrix; Bond Organisational Health Check</p> <p>Records of interviews and focus groups, case studies, , VSO partnership monitoring and learning tool</p> <p>Copies of needs assessments and evidence of how they have been incorporated into projects. Evidence of stakeholder engagement in design. Evidence of learning in design.</p> <p>Organisational report that includes a review of work plan indicating how many activities are being delivered on time and on budget and evidence that supports this data.</p> <p>Copy of plan that includes realistic and relevant activities, budget, timeline and responsibilities.</p> <p>Pact - Organisational Performance Index; Monitoring data showing that output level targets have been met, evidence that data quality is robust.</p>
Outcome 4c) Improved technical skills	
Indicators	Tools
<p><i>The technical skills needed to implement a programme will vary depending on the nature and context of the programme. More information on context specific skills can be found in other more specific areas of the Improve It framework.</i></p> <ul style="list-style-type: none"> # and % of supported organisations with technical skills needed to deliver minimum quality standard in their programmes (need to define minimum quality standard) 	<p>The tools used to assess level of technical skills will vary depending on the nature and context of the programme</p>

<ul style="list-style-type: none"> ○ <i>Eg. # and % of supported organisations reporting increased confidence and ability to lead civic engagement activities</i> ○ <i>Eg. # and % of supported health organisations that are able to keep accurate logistics data for inventory management</i> • Evidence from supported organisations of how support from [organisation x] contributed to improvements in technical skills 	Records of interviews and focus groups, case studies, VSO partnership monitoring and learning tool
Outcome 4d) Improved monitoring, evaluation and learning	
Indicators	Tools
<p>Organisations demonstrate improved monitoring, evaluation and learning</p> <ul style="list-style-type: none"> • [Supported organisation x] demonstrates enhanced capacity in monitoring, evaluation and learning • % and # of supported organisations demonstrating improvements in monitoring, evaluation and learning • Evidence from supported organisations of how support from [organisation x] contributed to improvements in how the organisation monitors, evaluates and learns <p>Monitoring, evaluation and learning systems are in place</p> <ul style="list-style-type: none"> • # and % of supported organisations with mechanisms and tools for data collection and analysis. • # and % of supported organisations with a costed monitoring, evaluation and learning plan in place • # and % of supported organisations that conduct regular reviews of their own programme performance in the past x months 	<p>A number of self-assessment tools exist that can be used to measure this indicator. They all provide a comprehensive assessment of a CSOs capacity to monitor and evaluate. They cover issues such as learning, data collection, reporting etc. With all of the tools CSO identify which score or level best described their current capacity and practice and periodically repeated the assessment to monitor change. Tools include: Bond Organisational Health Check (section on monitoring, evaluation and learning); PACT Organisational Performance Index (section on learning); Five Core Capability Framework; Progressio – Capacity Assessment of Partners; WWF – PPA Capacity Assessment Tool; Common Ground Initiative - OCAT; International Service – Organisational Assessment Tool; Mercy Corp NGO Performance Index</p> <p>Records of interviews and focus groups, case studies</p> <p>Organisation’s tools, plans and records for monitoring and evaluation.</p> <p>Copy of costed monitoring, evaluation and learning plan</p> <p>Copies of reviews</p> <p>Evidence of learning in programme design and implementation</p>

<ul style="list-style-type: none"> • # and % of supported organisations that can demonstrate the use of learning in their programme design and implementation <p>Staff have the capacity to monitor, evaluate and learn</p> <ul style="list-style-type: none"> • # and % of organisation staff with improved capacity to do monitoring, evaluation and learning • # and % of supported organisations with at least one staff member trained in monitoring, evaluation and learning • # and % staff stating they have sufficient time to reflect and learn 	<p>Zambian Governance Initiative M&E training evaluation.</p> <p>Staff surveys</p> <p>Staff surveys</p>
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Domain 5) Improved external relationships	
Outcome 5a) Improved engagement with external actors	
Indicators	Tools
<p>Organisations demonstrate improved external relationships</p> <ul style="list-style-type: none"> • [Supported organisation x] demonstrates enhanced capacity in building and maintaining quality relationships with key external stakeholders • # and % of supported organisations demonstrating improvements in their capacity to build and maintain quality relationships with key external stakeholders <ul style="list-style-type: none"> • Supported organisation demonstrating improvements in their relationships with [stakeholder x] <ul style="list-style-type: none"> • Evidence from supported organisations of how support from [organisation x] contributed to improvements in how the organisation builds relationships with external stakeholders <p>Organisations are working collaboratively</p> <ul style="list-style-type: none"> • # and % of supported organisations actively participating in relevant local or national networks/coalitions/alliances • # and % of supported organisations playing a leading role in relevant local or national networks/coalitions/alliances • # organisations working on [issue x] • # agreed shared positions, objectives and work plans between organisations 	<p>A number of self-assessment tools exist that can be used to measure this indicator. They all provide a comprehensive assessment of a CSOs capacity to build and maintain relationships. They cover stakeholders such as donors, think tanks, government, other CSOs etc. With all of the tools the CSO identifies which score or level best described their current capacity and practice and periodically repeats the assessment to monitor change. Tools include: Bond Organisational Health Check; Five Core Capability Framework; Progressio – Capacity Assessment of Partners; WWF – Capacity assessment tool; Common Ground initiative - OCAT; International Service – Organisational Assessment Tool; PACT organisational performance index (section on social capital)</p> <p>Many of the same self-assessment tools as above can be used to measure the strength of a relationship with specific stakeholder groups. Stakeholders that are included in most of the tools include: donors, government, research institutes, supporters/volunteers, other CSOs, networks and private sector.</p> <p>Records of interviews and focus groups, case studies , VSO partnership monitoring and learning tool</p> <p>Membership lists, meeting minutes and other documents from the network identifying organisation as an active member. Meeting minutes and other documents from the network identifying organisation as a leading member. List of organisations working on issue Copies/descriptions of shared positions/objectives/workplans</p>

<ul style="list-style-type: none"> # and % coalition/network/alliance members satisfied with joint activities, information sharing / decision making # of joint actions by civil society movements, networks and alliances 	<p>Description of joint actions</p> <p>Survey of network/alliance members</p>
5b) Improved capacity to mobilise communities to take collective action	
Indicators	Tools
<ul style="list-style-type: none"> [Supported CSO] demonstrates improved support for citizens and communities to take collective action and hold power holders to account # and % of supported CSOs demonstrating improved support for citizens and communities to take collective action and hold power holders to account Evidence from supported organisations of how support from [organisation x] contributed to improvements in how the organisation mobilises communities to take collective action 	<p>CAFOD Voice and Accountability Tool, Progresso Participation and Transparency, Trocaire Partner Capacity Framework; HIV/AIDS Alliance CBO capacity analysis, MWANANCHI Capacity Assessment</p> <p>Records of interviews and focus groups, case studies , VSO partnership monitoring and learning tool</p>
5c) Improved capacity to engage with and influence power holders	
Indicators	Tools
<p>CSOs demonstrate improved capacity to engage with, monitor and influence power holders</p> <ul style="list-style-type: none"> [Supported organisation x] demonstrates improved capacity to conduct advocacy # and % of supported CSOs demonstrating improved advocacy capacity Evidence from supported organisations of how support from [organisation x] contributed to improvements in how the organisation engages with and influences power holders <p>CSOs have specific capacities needed to influence power holders</p> <ul style="list-style-type: none"> # and % of CSOs with policy influencing strategies or plans that include policy 	<p>A number of self-assessment tools exist for rating the level of a CSOs advocacy capacity: Save the children UK advocacy capacity assessment , Bond effectiveness self-assessment, Ecumenical Advocacy Alliance Evaluating advocacy planning tool , CAFOD Voice and Accountability tool (strategic advocacy dimension), VSO civil society strengthening scale, USAID Advocacy Index</p> <p>Records of interviews and focus groups, case studies , VSO partnership monitoring and learning tool</p> <p>Copies of CSO strategies</p>

<p>targets issues and evidence</p> <ul style="list-style-type: none"> • # and % of CSOs demonstrating improved engagement with media and quality of media coverage on [issue x] • # and % of CSOs demonstrating improved skills in mapping the political and policy environment and engaging in evidence based policy influencing <p><i>For more indicators on how to assess the outcomes of advocacy work go to the Bond paper on 'assessing effectiveness in influencing decision makers'</i></p>	<p>This indicator can be measured using the CARE tiers for media champions.</p> <p>MWANANCHI Capacity Assessment.</p>
5d) Improved accountability to partners	
Indicators	Tools
<p>Organisation demonstrates improved accountability to partners</p> <ul style="list-style-type: none"> • Relationship between [Supported organisation x] and [partner y] shows improved level of accountability • # and % of relationships between supported organisations and [partner y] showing improved level of accountability <p>Mechanisms and practice to ensure partner accountability are in place</p> <ul style="list-style-type: none"> • [Supported organisation x] demonstrating improved capacity to be accountable to partners • # and % of supported organisations demonstrating improved capacity to be accountable to partners • # of mechanisms set up between supported organisation and partners to provide feedback and complaints • # of reflection and learning events between supported organisation and partners 	<p>Oxfam GB's Accountability to Partners assessment.</p> <p>Bond Organisational Health Check- working with partners</p> <p>Bond Organisational Health Check- working with partners</p> <p>Description of mechanisms and example of mechanisms being used</p> <p>List of events, minutes and attendance lists from events.</p>

Tools for assessing capacity development

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.	Improved governance, leadership and strategy; Improved programme design and implementation; Improved management and mobilisation of money; Improved external relationships; Improved monitoring, evaluation and learning
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	Improved mainstreaming of gender, disability and HIV/AIDS
Bond Organisational Health Check	A CSO's capacity across eleven pillars: Identity and integrity; Leadership and strategy; working with partners; working with beneficiaries; managing programmes; managing people; managing money; external relations; monitoring, evaluation and learning; internal collaboration; influencing. Each pillar is broken down into a number of building blocks.	For each pillar organisations rate themselves from 1-5 across a set of building blocks. Indicators exist for each level describing what capacity looks like at that level.	Improved governance, leadership and strategy; Improved accountability to beneficiaries; Improved programme design and implementation; Improved management and mobilisation of money; Improved external relationships; Improved monitoring, evaluation and learning; Improved people management; improved

			ability to mobilise communities and influence decision makers
<u>CAFOD – Voice and Accountability Tool</u>	A 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.	Improved ability to mobilise communities and influence decision makers; Improved engagement with and Influence over decision makers
CAFOD – Accountability minimum standards	Partner accountability across twelve specific accountability questions, based on the benchmarks in the Humanitarian Accountability Partnership (HAP) 2007 standard	For each question the organisation identifies whether a process is 'in place', 'partially done' or 'not in place'	Improved accountability to beneficiaries
Civicus - Civil Society Index	The capacity and values and impact of civil society and the enabling environment for civil society. The indicators measure overall performance of civil society at a local/national level, rather than the performance of individual organisations.	It measures a large number of indicators on civil society capacity and performance on a scale of 0-3.	Improved legislation and regulation for CSOs
Common Ground initiative - <u>OCAT</u>	Looks at organisational capacity across two main areas: internal organisation and programme and linkages. Each area contains ten to twelve indicators.	Organisations use the tool to rate themselves from 1 (embryonic) to 5 (exemplary) on each indicator. Detailed descriptions are given of the stage of the organisation at each level in each indicator.	Improved governance, leadership and strategy; Improved programme design and implementation; Improved management and mobilisation of money; Improved external relationships; Improved monitoring, evaluation and learning; Improved people management
Crisis Action Evidence of Change Journal	Used to log results that occur as a result of campaigns, what campaign outputs and outcomes they are linked to, and what the organisation's contribution was to the change.	For each result the linked activities, outputs, outcomes and the organisation's contribution to change are logged in a table.	Improved engagement with and Influence over decision makers
<u>HIV Code - Self-Assessment</u>	Measures an organisation's approach to mainstreaming HIV across five areas: general/organisational; minimising	For each indicator organisations rate themselves as Y (Yes, we undertake this work/activity), I (Insufficient, in	Improved mainstreaming of gender, disability and

Checklist: Mainstreaming HIV	risk; access and relevance; impact mitigation and advocacy. There are sector specific questions for clinics, peer educators, savings and credit, water and sanitation, food and agriculture, humanitarian relief and education programming. There are a number of indicators for each area.	preparation, or being considered), N (No, we've not yet tackled this work/activity), NR (Not relevant to our work)	HIV/AIDS
International Service – Organisational Assessment Tool	Looks at organisational capacity across three main areas: internal organisation, external relations, and programme activity. Each area contains several indicators: there are 52 overall.	Organisations use the tool to rate themselves from a-e on each of the 52 indicators. Detailed descriptions are given of the stage of the organisation at each level in each indicator.	Improved governance, leadership and strategy; Improved programme design and implementation; Improved management and mobilisation of money; Improved external relationships; Improved monitoring, evaluation and learning; Improved people management
MANGO's Financial Management Health check	Assesses financial management across six sections: planning and budgeting; basic accounting systems; financial reporting; internal controls; grant management; and staffing. For each section there are about ten indicators.	For each indicator organisations score themselves as 0 (This is not in place, or is not true or does not happen), 1(Close to 0, but not that poor), 4 (Close to 5 but not quite there), or 5 (Our practice is totally in accordance in with the statement).	Improved management and mobilisation of money;
McKinsey Capacity assessment grid	Measures organisational capacity across seven sections: aspirations; strategy; organisational skills; human resources; systems and infrastructure; organisational structure; and culture. Each section is broken down into several indicators.	Organisations use the tool to rate themselves from 1 (clear need for increased capacity) to 4 (high level of capacity in place) on each indicator. Detailed descriptions are given of the stage of the organisation at each level in each indicator.	Improved governance, leadership and strategy; Improved programme design and implementation; Improved management and mobilisation of money; Improved people management
Mercy Corp NGO Performance Index	Measures organisational capacity across five areas: financial accountability; monitoring, evaluation & reporting; staff performance; training; capacity building	A mix of spot checks and document reviews is used to assess the extent to which an organisation is meeting indicators under each of the main areas	Improved staff performance; improved monitoring, evaluation and learning; improved financial management
MWANANCHI			

Capacity Self-Assessment			
One World Trust / Commonwealth foundation – accountability self-assessment	Measures an organisation’s accountability across four areas: accountability basics; accountable governance; accountable programmes; accountable resource management. Each area contains several indicators.	For each indicator organisations rate whether they have achieved the descriptor fully, partly, or not at all, or if they don’t know.	Improved accountability to beneficiaries
Oxfam GB- Accountability to partner questions	Accountability to partners across five areas: transparency; feedback; participation; monitoring, evaluation and learning; managing the partnership.	Oxfam GB and partner organisations both rate the relationship from 1-4 on each of the areas and give a reason for their score. Scores are used as a basis for a workplan.	More accountable relationships with partners.
Oxfam GB – Downward accountability matrix	Programme accountability across five areas: transparency; feedback; participation; monitoring, evaluation and learning; relationships.	Organisations use the tool to rate themselves from 1-4 in each area. A detailed descriptor is given for each level.	Improved accountability to beneficiaries
Open Forum for CSO Development Effectiveness- Enabling Environment Assessment	Measures the enabling environment for development CSOs across five categories: fulfilment of human rights obligations, recognising CSOs as development actors in their own right; democratic political and policy dialogue; accountability and transparency for development; enabling financing.	Across each category there are a number of indicators, for which organisations can assess if the standard is respected or applied, the description of the barrier, the importance of the barrier to CSO development effectiveness, and the likelihood of achieving change through advocacy.	Improved legislation and regulation for CSOs
Pact Building Organisational Networks for Good Governance and Advocacy tool (BONGA)	Measures organisational capacity across five areas: governance and management; financial resources; human resources; external relations; and actual advocacy work. Each area is broken down into a number of subsections and indicators.	For each indicator organisations rate how far they have achieved the descriptor on a scale from 1-6.	Improved capacity to mobilise communities and influence decision makers
Pact Management Control Assessment tool	Measures management capacity across four areas: accounting procedures; internal controls; budgeting, reporting, auditing; and policy environment. Each area is divided into subsections and each subsection contains a number of indicators.	For each indicator the organisation scores themselves from 1 (Never/definitive “no”) to 6 (Always/Definitive “yes”/Strong capacity) on whether they achieve the descriptor.	Improved management and mobilisation of money
Pact Organisation Capacity Assessment	Measures organisational capacity across a range of indicators (statements of excellence) that are defined by	For each statement of excellence the organisation rates itself from 1-7 on the scale of excellence. The	Improved governance, leadership and strategy;

<u>(OCA) tool</u>	the organisation. These indicators are divided into capacity areas also defined by the organisation- these could include: purpose and planning; programmes and services; governance; organisational sustainability; financial and operational management; human resources; monitoring and evaluation; and networking.	importance of each statement of excellence to the organisation is also rated. Discussion activities to explore each capacity area are included with the tool.	Improved people management
PACT organisational performance index	Organisational performance across four areas: effectiveness, efficiency, relevance and sustainability.	For each area organisations are rated from 1 to 4 on two indicators. Detailed descriptions and suggestions for types of evidence that can back up scoring are given for each level.	Improved accountability to beneficiaries; Improved monitoring, evaluation and learning; Improved external relationships; Improved programme design and implementation; Improved programme effectiveness
<u>Pact Rapid Organizational Scan for CSOs Operating in the HIV/AIDS Sector in Malawi</u>	Assesses organisation capacity for organisations in the HIV/AIDS sector in: mission and strategy; financial management; human resources; leadership and governance; accountability; service delivery; care and support; treatment; testing and counselling; prevention; advocacy; capacity building; impact mitigation (which includes the inclusion of PLWHA and the reduction of discrimination). Overall there are 60 indicators.	For each indicator organisations rate if they agree, somewhat agree, or disagree that the descriptor matches their organisation.	Improved mainstreaming of gender, disability and HIV/AIDS
Progressio – Capacity Assessment of Partners	Looks at organisational capacity across three main areas: internal organisation, external relations, and programme activity. Each area contains several indicators: there are 52 overall.	Organisations use the tool to rate themselves from 1-5 on each of the 52 indicators. Detailed descriptions are given of the stage of the organisation at each level in each indicator.	Improved governance, leadership and strategy; Improved programme design and implementation; Improved management and mobilisation of money; Improved people management; Improved external relationships; Improved monitoring, evaluation and learning
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	Organisations use the tool to rate themselves from 1-5 across the five areas.	Improved capacity to mobilise communities and influence decision makers;

	structures on a national level, organisational development, community/constituency building, and engagement with international institutions or corporate sector bodies.		Improved engagement with and Influence over decision makers
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.	Improved engagement with and Influence over decision makers
Save the children Advocacy Capacity Assessment	The capacity of CSOs to carry out advocacy across ten key areas: policy analysis and research; long-term strategy; communication and influencing; working in networks; monitoring and evaluation; sustainability; planning and managing; responding to a changing environment; stakeholder participation; public mobilisation.	Organisations use the tool to score themselves from 1-4 and to comment on each advocacy capacity area.	Improved capacity to mobilise communities and influence decision makers
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.	Improved engagement with and Influence over decision makers
Tearfund – Capacity self-assessment	Includes three modules: internal organisation, external linkages and projects. Each module is broken down into 12 to 20 key indicators.	An organisation scores itself from 1 (rarely) to 4 (always) on how frequently they achieve each of the indicators. Templates for an action plan and a structure for a workshop sit alongside the tool.	Improved governance, leadership and strategy; Improved programme design and implementation; Improved management and mobilisation of money;
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.	Improved ability to mobilise communities and influence decision makers; Improved engagement with and Influence over decision makers; Improved mainstreaming of gender, disability and HIV/AIDS

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.	Improved engagement with and Influence over decision makers
VSO – Civil Society Strengthening scale	Looks at a CSO's capacity across four areas: inclusiveness; management and funding; building relationships with and influencing decision makers; and working in networks and coalitions.	Organisations use the tool to rate themselves from 1-4 in each of the four areas.	Improved capacity to mobilise communities and influence decision makers
VSO- Partnership monitoring and learning tool	Type of partnership, level of capacity development input, change in partner capacity, significance of changes, and key factors contributing to change.	A long questionnaire where partner identifies type of capacity support, change in capacity, and factors that contributed to change.	Improved governance, leadership and strategy; Improved accountability to beneficiaries; Improved programme design and implementation; Improved management and mobilisation of money; Improved external relationships; Improved monitoring, evaluation and learning; Improved people management; improved ability to mobilise communities and influence decision makers
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. Detailed descriptions are given of the stage of the organisation at each level in each indicator.	Improved mainstreaming of gender, disability and HIV/AIDS
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.	Improved engagement with and Influence over decision makers
WWF – PPA Capacity Assessment Tool	Looks at organisational capacity across three main areas: internal capacity, external relations, and advocacy and monitoring and evaluation. Each area is broken down into	Organisations use the tool to rate themselves from 0-4 on each indicator. Detailed descriptions are given of the stage of the organisation at each level in each	Improved governance, leadership and strategy; Improved monitoring,

	several indicators.	indicator.	evaluation and learning; Improved capacity to mobilise communities and influence decision makers
<u>Zambian Governance Initiative- M&E training evaluation</u> (pp 64-5)	Staff self-assessment of their improvement in knowledge and skills after training on monitoring and evaluation.	A two page form with a mix of open ended and scalar questions on how staff feel their capacity has improved and how successful the training was.	Improved monitoring, evaluation and learning;