

## Annex 1: POWER Project Global Indicators 2017

Dutch MoFA Global Indicator1: Output Indicator										
<b>Output indicator:</b> Number of civil society organizations with stronger capacity to advance women's rights and gender equality.			<b>Result area (Underlying target to be achieved):</b> Strengthened capacity of civil society organizations to advance women's rights and gender equality							
<b>Explanation</b>										
<ul style="list-style-type: none"> <li>○ Include only those civil society organizations that received direct support in terms of training and/or technical assistance and of which the results can be attributed to the Dutch grant; Or: the Dutch grant represented at least 33% of the total investment in capacity building (contribution).</li> <li>○ Report Progress in terms of number of CSOs with increased capacity on at least two of the five capabilities (see below)</li> <li>○ Include only those CSOs who have been reached with training and other forms of (technical) assistance, where improvements are demonstrable and expected to last beyond the intervention. For example, Training or technical assistance: addressing gender issues, M&amp;E, results based management, lobby and advocacy, financial management, etc.</li> </ul> <p>The <a href="#">5C model</a> identifies five core capabilities needed for organizations to achieve results and remain relevant in a changing context:</p> <ul style="list-style-type: none"> <li>A. The capability to commit to a specific goal and act accordingly: capability to act and commit</li> <li>B. The capability to obtain results: capability to deliver</li> <li>C. The capability to forge relationships with external stakeholders: capability to relate to external stakeholders</li> <li>D. The capability to adapt where necessary: capability to adapt and self-renew</li> <li>E. The capability to act coherently: capability to achieve coherence</li> </ul> <p>Further reference: "<a href="#">Indicator women's rights and gender equality document</a>" in ActionAid <a href="#">HIVE</a></p>										
Indicator total										
Year of project	1	2	3	4	5					
<b>Number of CSOs with stronger capacity to advance WR and GE in at least 2 of the 5 areas</b>	12	11	To be filled in in following years	To be filled in in following years	To be filled in in following years					
Related performance questions										
Year	Name of the CSO	Relation to ActionAid (e.g. grant recipient)	# of permanent staff (FT and PT)	# of volunteers	Status (Professional, Informal/voluntary, Registered)	Geographic/administrative (International, national, local)	Sector (Human rights, agriculture, manufacturing, arts)	Which of the 5 Cs have been improved? (A-E?)	Which specific project activities /results have contributed to this?	
Rwanda										
2017	Faith Victory Association	Grant recipient	26	3	Registered	local	Human Rights	A, B, C, D, E	-Project management meetings, -M&E training and data analysis with statistical software,	

	Duhozanye Organization	Grant recipient	26		Registered	local	Human Rights	A, B, C, D, E	-training on financial management, -fundraising and project proposal write-up - Capacity building on advocacy
	Tubibe Amahoro	Grant recipient	31		Registered	local	Human Rights	A, B, C, D, E	
<b>Bangladesh</b>									
2017	SKS Foundation	Grant recipient	15	40+ 12	Registered	National	Human Rights and agriculture	A, B, C, E	Training on: -Participatory budget monitoring and tracking, -time diaries - child Care -making & use of energy saving stoves -access to markets and entrepreneurship skills, -Map existing VAW service providers in the community -training on HRBA and REFLECT methodologies, -effective participation methods -Capacity building on advocacy
<b>Pakistan</b>									
2017	Saibaan Development Organization	Project Partner	5	38 facilitators	Registered	National	Human Rights, Humanitarian, Community Development	A, B, D	-Training of community facilitators, management committee members, community mobilisers and partner staff in HRBA and REFLECT facilitation methodologies -Capacity building on advocacy
	NIDA-Pakistan	Project Partner	08	38 facilitators	Registered	National	Human Rights, Humanitarian, Community Development	A, B, D	
<b>Ghana</b>									
2017	SODIA	Grant recipient	14	317	Registered	Regional	Women rights, Agriculture CRSA, Value chains, education	A, B, C	-Procurement of computers and tablets to support in the compilation of reports -Advocacy events held with Districts Assembly and Regional -Coordinating Council including traditional leaders, DOVSSU. -Capacity building of staff and facilitators through reflection action methodology and HRBA. -Participation in regional advocacy events -Capacity building on advocacy
	WOM	Grant recipient	13	1 22	registered	Regional	Women rights, agriculture, economic empowerment and advocacy	A, B, C	

BONATADU	Grant recipient	5	22	Registered	Regional	Agriculture, Rights, Education, HIV AIDS	A, C, D
Songtaba	Grand Recipient	15	59	registered	regional	Human Rights, Agriculture and Livelihoods and Education	A, B, C, D, E
GLOWA	Grant Recipient	9	75	Registered	national	Women rights, Advocacy, Governance, youth, Education, and health	A, B, C

### Effective strategies for strengthening partner capacity

Throughout the course of 2017 POWER saw improvements in the capacity of all the implementing partners across all four countries. This was supported by regular systems of participatory capacity assessment and review, and planning for capacity strengthening activities. Although the assessments have been reviewed against the 5C areas, these 5Cs are not built into the assessment process of all countries as each country has its own pre-existing system for working with partners. Nonetheless, we feel we have been able to give an accurate sense of the achievements made under this indicator using the current approach. Ideally we would need the time and resources to integrate the approach fully during the inception phase of the project.

Through the capacity assessments and reflection process for 2017 the following approaches to strengthening local partners have been noted as effective:

- Training (based on identified capacity needs): training on technical and organisational development areas relevant to project implementation remain the most frequent and obvious activities for capacity building. They have been cited by all four countries as being effective in building the knowledge and skills of partners in order to effectively deliver the project and to increase the benefit to women and girls.
- Experience in implementation, project management and reporting: it has been noted that the simple fact of managing a large project such as POWER has given partners the experience to apply for (and win) additional funds from other sources building on the POWER track record, experience and learning. For example Songtaba in Ghana has successfully secured 3 new projects building on POWER work.
- Mentoring and coaching support: AA staff frequently provide support that is not training based but include feedback, advice and suggestions to help partners improve their work.
- Learning/exchange visits: this has proved effective through gaining experience and learning of what others are doing to apply to a partner's own work. For example Bangladesh travelled to Rwanda for an exchange visit in 2-017 and this was noted as being extremely beneficial to the partner
- Tangible finances and assets: the resources and assets being granted to each partner are in themselves a valuable source of strengthening as they allow partners to retain and invest in core staff, ensure they have the appropriate equipment to function effectively and to cover core operating costs during the lifetime of the project.
- Improved planning: a number of partners noted that improved planning processes implemented through management of the POWER project have helped them improve their implementation, efficiency and project delivery.

- Support to governance structures: as well as project specific support, wider support has been provided to some partners, such as ongoing support to strengthen governance structures. This kind of support helps build long term sustainability and more effective organisational functioning
- Relationships and influence: Most countries noted that partner shave increased their networks and built stronger relationships through POWER implementation and activities. This helps to build their reputation and broader influencing POWER as strong civil society organisations

#### Challenges in strengthening partner capacity

- For most partners complex M&E and complicated finance and procurement seem to be the areas where capacity is most needed, this is something for the project to specifically support in the coming years.
- Transforming staff mindsets: this is an interesting and critical challenge that recognises that norms and attitudes need to be changed not only within project communities, but also within partners and project staff themselves. The process of transformation, changing mindsets and creating understanding across all the different areas POWER is working on can be time consuming and requires regular interaction – it also happens at different speeds for different staff members.
- As the strengthening of partner capacity is not a specific outcome in the project it does not have direct monitoring or measurement that are embedded in the project monitoring system. We will try to incorporate this more and more in the coming years but given the different country processes it is difficult. Recognising the important role partners play in the implementation and long-term sustainability of project impact, it would be useful to include this as a specific outcome area in future projects
- Ability to reflect on capacity building processes: both partner staff and ActionAid country staff have found it challenging to reflect on the actual processes and activities that make capacity building more or less effective. Although they have been very comfortable discussing what capacities have changed and why, and what challenges remain, the higher-level reflection is still required and it would benefit from some formal research to more systematically analyse what is most effective in strengthening partner capacity as they are not experts in this area.

#### Dutch MoFA Global Indicator2: Outcome Indicator

<b>Outcome indicator:</b> Number of demonstrable contributions to women’s rights and gender equality by public and private sector institutions	<b>Result area (Underlying target to be achieved):</b> Improved preconditions for women’s rights and gender equality	<b>Definition of result area:</b> A growing number of public and private sector institutions adopt and implement measures in favour of women’s rights and gender equality.
<p><b>Explanation</b></p> <p>This indicator does not measure activities undertaken by the project but rather changes or contributions that external public or private institutions have made to women’s rights and gender equality because of results or activities of the project. Examples may include: (i) adoption of a policy in favour of women’s rights and gender equality at local, intermediate or national level, either by a public sector institution or a political party, a private company; (ii) designation of budget to implement women’s rights policy or regulation, (iii) legal provision in favor of women’s rights and gender equality, (iv) private company improving workplace policies in favour of women’s rights, (v) farmers’ association adopting a gender equality strategy, (vi) public sector institution conducting gender analysis, (vii) gender responsive service delivery by public or private sector institution, etc.</p> <p>Further reference: “<a href="#">Indicator women’s rights and gender equality document</a>” in ActionAid <a href="#">HIVE</a></p>		
<b>Indicator Total</b>		

Year of Project	1	2	3	4	5		
<b>Number of demonstrable contributions, by public and private sector institutions, to WR and GE</b>	<i>Provide total number of demonstrable contributions based on the information you provide below</i>	3	To be filled in in following years	To be filled in in following years	To be filled in in following years		
<b>Related Performance Questions</b>							
Year	Contribution / change by institution	Institution Name	Nature of change	Level (local, national, international)	Sector (WR, CRSA, VAW, UCW, WEJ)	Reach (# people)	Project results/activity supporting this
<b>Bangladesh</b>							
2017	Preparation of Gender Sensitive budget of local government	Union Parishad (Lowest tire of Local government)	Policy implementation	Local	WR, UCW	182,720	Participatory gender sensitive budget preparation sessions are held with Union Parishad authority
<b>Ghana</b>							
2017	During the design of the 2017/2020 District Medium-Term Development Plan, issues of UCW were incorporated into the District Assembly plans	District assembly	Inclusion of issues of unpaid care work into plans and commitments to include in the budget.	<i>District local</i>	<i>UCW</i>	<i>TBC</i>	Advocacy meeting with policy makers.
<b>Pakistan</b>							
Pakistan	Increased water supply to reduce unpaid care work burden through development plan	<i>Nazim (elected representatives) Village council Ahaal</i>	Inclusion of budgetary allocation for unpaid care work. In Pakistan, PKR 100,000 (909.09 euro) was allocated for repairing of Drinking Water Supply Scheme of village Sairian Ramsair.	local	<i>UCW</i>	175	Refer to the detailed specific form for each country

**1. Briefly reflect on difficulties you had to take into account to find suitable data to measure this indicator?**

It can be difficult to identify which changes to include under this indicator, and we have included a number from various different levels (very local up to national level). The biggest challenge is in reporting on the number of people effected by a change as this can be quite broad and may require specific research or interrogative work to ascertain the actual final number who benefit from any change. Where possible we have tried to include the likely reach based on relevant participant and population data but this is a limitation. In some countries (such as Pakistan) government initiatives are also reluctant to provide information and data related to their development projects, this data is therefore based on information received from project participants, and average household sizes.

The reporting process did provide a good opportunity in some countries (eg Ghana) to meet with relevant stakeholders during project review meetings, annual national project review processes and other stakeholder meetings.

**2. Significance: How will this impact the lives of women and girls, plus challenges and sustainability**

**Bangladesh:** 7 out of 10 Union Parishads (the lowest tier of local government) in POWER Project working areas prepared gender sensitive budgets this year. This is an outcome of continuous local level advocacy led by women groups and these 7 Union Parishads incorporated women's opinions. Institutional practice of the local governments, stereotype gender norms and lack of understanding of the legal provisions according to the Local Government (Union Parishad) Act 2019 prevent women participation in the budget preparation process. Additionally, Union Parishads authorities are not willing to share information about budget and budgetary allocation with relevant documents to the people including women. On the other hand, Union Parishads allocate lump sum budget for women's development according to government prescribed format, which is also a challenge, for Union Parishad(UP). The POWER project interventions sensitised and built capacity of community women and members of Union Parishads on how to develop participatory and gender sensitive budget. Subsequently, Union Parishads started the process from Ward level to prepare budget following the provisions of the law. Community women participated in all the meetings and placed their demands and their opinions were accounted to prepare the budget like IGA training for women, support for day care, solar energy support, prevention of violence against women and girls. This indicates women's participation has been increased in political activity, raised voice and increased their mobility. This will bring positive and sustainable impact into their livelihood towards achieving women rights and empowerment. Allocation from the budget and proper utilization of the facility according to their demands, women could get the opportunity to make income and participation in different social work. The above information shows community women started to influence in Union Parishads' decision making process. As the institutional process of preparing gender sensitive budget has been started and building awareness about it is continuing in community and Union Parishads will support to sustain the change though the challenge is unwillingness of Union Parishads to provide information to the people, and corruption.

**Pakistan:** It was quite significant in the local context that women demanded something at village level, before the intervention, women never went collectively to any public institution or elected people to demand for their rights. Further the sensitization and organization of women gave them courage and confidence to demand their rights which we wouldn't have seen in the pre-project period. As the scheme was solely obtained by the women so they have a feeling of ownership and took responsibility to take care of it to keep it sustainable. Due to water supply at their doorstep, the sanitation condition in the village has improved, the developing trend of open defecation has stopped, children reflect improved cleanliness, and women have spare time for other productive works and above all the women feel empowered after successful claim of their right to access clean water supply which is a first step of encouragement to come forward as leaders.