




AusAID Assessment of Civil Society Organisations

Part B: Effectiveness Assessment Methodology

Consultation Draft

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Complete consensus on the definition of effectiveness and how it should be measured has so far eluded the development sector. It is likely that, due to the very nature of development work—the complex context within which it is engaged and the vast range of delivery mechanisms and partners—attempts to reach this consensus will continue to confound. Nevertheless, when reviewing the wide range of literature outlining the principles, approaches and tools being utilised by INGOs, CSO peak bodies, donors, multilaterals and those which have emerged from the systematic global discourse over recent years, there is a great deal of common ground and shared understanding. There are also some critical differences, although these are few.

The Effectiveness Assessment Methodology proposed in this paper aims to enhance our understanding of CSO capacity to deliver effective development process and outcomes through the assessment of Principles of Practice. These reflect practices that are internationally recognised as key to development effectiveness.

The CSO EAM Principles of Practice are:

1. Development Strategy
2. Inclusiveness and Equality
3. Empowerment, Community Ownership and Participation
4. Equitable Partnerships and Respect
5. Results and Accountability
6. Sustainable Change
7. Relevance and Coherence

The most critical factor in adopting a Principles of Practice approach is that, in assessing a CSO's organisation-wide practices and systems, this approach will provide an understanding of a CSO's practice across its entire portfolio of projects and will provide greater assurance to AusAID and other stakeholders of CSO effectiveness. CSOs' practices to monitor, analyse and report their results and outcomes will be assessed as part of this. Importantly, this approach also provides meaningful pointers for learning and improving practice by analysing the individual practices that lead to effective development.

Document Purpose

This document will form the basis of consultations with internal and external stakeholders. Feedback on the Draft Effectiveness Assessment Methodology (EAM) should consider alternatives or improvements to (a) Effectiveness Principles of Practice and (b) the Method of Assessment. Feedback should reflect on the challenges that Civil Society Organisations (CSOs) may face in meeting the EAM requirements and propose alternatives that would otherwise satisfy the need to assess the effectiveness of CSOs. Stakeholder feedback will inform revisions of the Draft EAM and the development of guidelines and tools for the assessment of CSOs.

We are seeking feedback on Draft AusAID Assessment of Civil Society Organisations, Part A: Due Diligence Assessment Standards for CSOs; and Part B: Effectiveness Assessment Methodology.



Defining CSO Effectiveness

Over the past ten years, there has been significant work undertaken internationally to define the determinants of development effectiveness, and CSO effectiveness more particularly. In the CSO domain, this began with individual organisations defining their own quality standards, and others, like ACFID, developing early frameworks articulating development effectiveness for the NGO sector.¹² This work gained momentum alongside the increasing focus of donor governments on aid effectiveness, particularly since the First High Level Forum on Aid Effectiveness in Paris in 2005. Alongside donor governments' work on aid effectiveness, the Global Open Forum on CSO Development Effectiveness was established with the financial support of bilateral donors. This was a CSO driven initiative aimed at reaching agreement on common principles and objectives of CSO development effectiveness. The product of the Open Forum's extensive consultations with thousands of CSOs around the world is the International Framework for CSO Development Effectiveness, which includes the Principles for CSO Development Effectiveness. This Framework was presented and endorsed at the Fourth High Level Forum of Aid Effectiveness at Busan in 2011.

The Framework is centred on what is commonly known as the Istanbul Principles, which include:

1. Respect and promote human rights and social justice
2. Embody gender equality and equity while promoting women's and girls' rights
3. Focus on people's empowerment, democratic ownership and participation
4. Promote environmental sustainability
5. Practise transparency and accountability
6. Pursue equitable partnerships and solidarity
7. Create and share knowledge and commit to mutual learning
8. Commit to realising positive sustainable change

Given the international status, wide acceptance and coherence of other practices with the Istanbul Principles, these have principally informed the proposed seven AusAID CSO Effectiveness Principles of Practice recommended in this paper. AusAID's Principles of Practice have been cross-referenced with a range of other frameworks that seek to identify development effectiveness, the result being that there is in fact broad commonality with the Istanbul Principles.¹³ The proposed AusAID Principles of Practice that will optimise effective development process and outcomes are:

¹² ACFID 2004 NGO Effectiveness Framework

¹³ refer to Annex 1 for analysis of documents reviewed



CSO EAM Principles of Practice

1. Development Strategy – in recognition that the extent to which a CSO informs itself of the context in which it works and undertakes deep analysis of the way in which it plans to address development challenges has a significant bearing on the effectiveness of its initiatives. ‘Value for money’ will be explicitly assessed within this Principle of Practice. It will assess the extent to which CSOs make well-informed and intentional investment decisions that include consideration of the overall costs and development benefits of their initiatives.

2. Inclusiveness and Equality – in recognition of the important role that CSOs play in supporting equal opportunities and positive discrimination in order to enhance the role of marginalised, vulnerable and under-represented groups in the development process, with a particular focus on women and girls.

3. Empowerment, Community Ownership and Participation – in recognition that affected populations are the primary stakeholders in development and that their involvement and empowerment is central to the effectiveness of development and represents a unique advantage of CSO partnerships.

4. Equitable Partnerships and Respect – in recognition that partnerships based on mutual respect, transparency and understanding, and where diversity and differences are recognised and respected, are the foundation of CSO effectiveness.

5. Results and Accountability – in recognition that monitoring, analysing and reporting results and outcomes to the full range of stakeholders, including primary stakeholders, are critical aspects of effectiveness. Implicit in this is the importance of learning and accountability, integrating evidence from development practice and results, engaging primary stakeholders equally in this process and drawing on their perspectives and knowledge to improve practice. It is expected that analysis of results includes a ‘value for money’ assessment—i.e. an assessment of the overall costs and development benefits of initiatives.

6. Sustainable Change – in recognition of the importance of the long-term viability of development project outcomes, self-reliance, ownership and autonomy to effectiveness, including close consideration of environmental sustainability.

7. Relevance and Coherence – in recognition that, to be most effective for primary stakeholders, development initiatives must be relevant to local priorities, CSOs’ own objectives and those of all partners, including AusAID.

The proposed AusAID CSO Effectiveness Principles of Practice include two principles which are not directly referred to in the Istanbul Principles—the principle of ‘Development Strategy’ and the principle of ‘Relevance and Coherence’.



6. Evidence based

Effectiveness Assessments will be based on the most current, objective and verifiable information available whilst still accommodating diversity of CSO structure and capacity. Each standard will be assessed against evidence provided by the CSO; evidence that is publicly available; and other evidence that may be provided to AusAID, such as third-party evaluation reports or assessments. All evidence provided will be listed and referenced in any assessment made.

CSOs will have an opportunity to present statements of effectiveness against each of the Principles of Practice within the Effectiveness Assessment process. CSOs will also have an opportunity to refer to or provide evidence supporting their claims of effectiveness. These statements of effectiveness and supporting evidence will form a key part of the Effectiveness Assessment of the CSO.

7. Learning and Quality Improvement

The Effectiveness Assessment process will not rank organisations against each other or take a pejorative or punitive approach to the use of its findings. The methodology is designed to facilitate learning and continual improvement of practice. Ratings will be provided to CSOs against each of the Principles of Practice but will not be aggregated into an overall score or ranking. This has been done quite intentionally to enhance opportunities for learning at the specific Principle of Practice levels, where improvements to practice can be most usefully informed by the assessment's findings.


8. Knowledge Sharing

The use of a central register of findings will lead to increased understanding across AusAID of CSOs and will facilitate access to this information and partnerships by different business units.

9. Fit for Purpose

The EAM's Principles of Practice and methodology are designed to assess and understand institutional or organisational capacity to optimise effective development process and outcomes. The Effectiveness Assessment process will provide eligibility for CSOs to access funding schemes. The *AusAID Civil Society Engagement Framework* also proposes that increases in funding be linked to CSO effectiveness. The EAM will provide a platform for AusAID to make that linkage, but how this will be applied is yet to be determined.

The EAM is not designed to appraise designs or evaluate the results of individual initiatives. These should still be assessed in accordance with AusAID's other quality appraisal processes of the day, such as the current *Investment Design Quality Standards*. The methodology will therefore not bias easily evaluated, short run successes. The methodology is designed to assess the effectiveness of the approach of CSOs, based on principles that are internationally recognised as key to development effectiveness.



10. Recognition of existing processes

Where comparable or more substantive Effectiveness Assessment processes already exist, such as AusAID or CSO evaluations, aspects of the AusAID Australian NGO Accreditation process or the ACFID Code of Conduct annual self-assessment process, their findings will be considered as legitimate evidence in the Effectiveness Assessment process.

Method of Assessment

CSOs will be assessed against each of the CSO Effectiveness Principles of Practice outlined in section 9 of the Assessment Framework at the end of this document. Each Principle of Practice will be accorded equal weighting. Some standards have been provided in the table in this document as a starting point for discussions, and these will be further elaborated on and refined following feedback from consultations with the sector and other stakeholders. Once complete, these will provide the clarity and transparency required to develop guidelines to undertake assessments.

CSOs will be assessed at the level of each of the 7 Principles of Practice and a finding against each of these will be provided. These findings will not provide a basis for ranking CSOs against each other or reduce the assessment of a CSO's effectiveness to a single number. The EAM method of assessment takes a 'balanced scorecard' approach, where performance information is not aggregated into a bottom line numerical score. The focus in a balanced scorecard approach is on examining key aspects of performance, recognising that each performance area is unique but interrelated. This approach is recommended for two reasons. Firstly, it will avoid the temptation to simply average or aggregate the findings into a potentially meaningless score that does not recognise the importance of each principle of practice individually. Secondly, keeping the findings at this level will facilitate learning and improvement in effective practice. It is at the individual 'practice' levels that CSOs and AusAID can learn the most about particular CSO strengths or aspects of practice identified that need strengthening.

There is also recognition, however, that to be useful as a tool that informs decision making, there is a need for the tool to provide some type of overall assessment of a CSO's effectiveness.

The exact assessment scale to be used at the Principle of Practice level has not yet been finalised. It may consist of descriptive categories or use a system of colours, for example. The most appropriate rating system will be informed through consultations with the sector and AusAID, and at this stage suggestions are very welcome. The final system must satisfy AusAID's need for evidence-based, usable information and foster a level of trust among CSOs with regard to the results of their Effectiveness Assessment being publicly available.



The DRAFT Assessment Framework

Dimensions of Effectiveness	Standards to focus the assessment			
Principles of Practice	MINIMUM level of effectiveness	MODERATE level of effectiveness	HIGH level of effectiveness	<u>Possible</u> Means of Verification—i.e. CSO may not have and does not require all this evidence
1. Development Strategy This aspect of practice recognises the importance of having deep contextual analysis and a clear understanding of the theory of change and program logic and the significant bearing these practices have on the effectiveness of development process and outcomes.	To be determined following consultation 1.1 CSO has systems to analyse and understand the context in which planned activities will occur 1.2 CSO has practices that demonstrate well-informed and intentional investment decisions that include consideration of the relative costs and benefits of their initiatives 1.3 CSO has a system to understand and articulate the theory of change, program logic and anticipated development outcomes 1.4 CSO undertakes initiatives with regard to maximising impact through coordination at different levels			
2. Inclusiveness and Equality This aspect of practice recognises the important role that CSOs play in targeting the most marginalised, vulnerable and less represented groups of people in the development process and the significant bearing this has on the effectiveness of development outcomes. Integral to this aspect of practice is a commitment to gender equality and women's rights.	To be determined following consultation 2.1 CSO engages in addressing the rights of vulnerable and marginalised people 2.2 CSO engages in addressing the rights of people with disabilities and their representatives 2.3 CSO engages in addressing the effect of gender inequalities and inequities			



The DRAFT Assessment Framework

Dimensions of Effectiveness	Standards to focus the assessment			
Principles of Practice	MINIMUM level of effectiveness	MODERATE level of effectiveness	HIGH level of effectiveness	<u>Possible</u> Means of Verification—i.e. CSO may not have and does not require all this evidence
3. Empowerment, community ownership and participation This aspect of practice recognises the importance of local communities and/or primary stakeholders being fully empowered actors in the development process. Central to this is the recognition of the long-term benefit of building local community capacity to advocate for and claim their rights.	To be determined following consultation 3.1 CSO includes primary stakeholders in all stages of decision-making 3.2 Community engagement and participation is evident in the work of the CSO 3.3 CSO builds local community capacity 3.4 CSO builds community voice and active citizenship			
4. Equitable partnerships and respect This aspect of practice recognises that partnerships based on mutual respect, transparency and understanding, where diversity and differences are recognised and respected, are key to development effectiveness.	To be determined following consultation 4.1 CSO understands the capacity of its local partners 4.2 CSO ensures there is a clear understanding of the rights and responsibilities between all partners 4.3 CSO's relationship with partners reflects equality, mutual respect and transparency 4.4 CSO integrates specific capacity strengthening objectives into its overall approach			



The DRAFT Assessment Framework

Dimensions of Effectiveness	Standards to focus the assessment			
Principles of Practice	MINIMUM level of effectiveness	MODERATE level of effectiveness	HIGH level of effectiveness	<u>Possible</u> Means of Verification—i.e. CSO may not have and does not require all this evidence
5. Results and Accountability This aspect of practice recognises the importance of mutual accountabilities and that the development process takes place in complex, dynamic contexts and that effectiveness is enhanced where CSOs capture evidence of changes, critically analyse performance, incorporate structured reflection and engender mutual learning and a culture of adaptation.	To be determined following consultation 5.1 CSO has systems in place to regularly monitor, analyse and report development results and outcomes and to continuously improve performance 5.2 CSO has systems in place to monitor and review the whole-of-life cost of managing and resourcing an activity—this should include the assessment of costs both at an organisational level and when delivering programs. 5.3 CSO involves primary stakeholders in reflection, learning and adaptation processes 5.4 CSO demonstrates a commitment to ensuring mutual accountabilities, sharing its results, good practices and lessons learned within the CSO and with other stakeholders			



The DRAFT Assessment Framework

Dimensions of Effectiveness	Standards to focus the assessment			
Principles of Practice	MINIMUM level of effectiveness	MODERATE level of effectiveness	HIGH level of effectiveness	<u>Possible</u> Means of Verification—i.e. CSO may not have and does not require all this evidence
7. Relevance and coherence This aspect of practice recognises the importance of the alignment of development initiatives to local priorities, CSOs' own objectives and those of all partners, including AusAID. It also refers to the importance of CSOs working at multiple levels of society to create sustainable change.	To be determined following consultation 7.1 CSO ensures that initiatives that it supports have taken local priorities into account 7.2 CSO ensures that initiatives that it supports are consistent with its own mission, vision and strategic approach 7.3 CSO contributes to the strategic goals of the Australian aid program 7.4 CSO positively influences the broader development agenda by engaging with other partners, the public, the media, government departments and other bodies			



Document	Content	Relevance
UNDP and Civil Society Organisations – A Toolkit for Strengthening Partnerships	Includes a CSO Capacity Assessment Tool that provides country offices with a broad framework to assess capacity when selecting a CSO partner.	This tool looks at institutional capacity (ie governance and management), but does not look at effectiveness.
BOND - The NGO Evidence Principle Pilot Phase.	Outlines NGO Evidence Principles and associated checklist as a tool for assessing the quality of evidence collected and used by NGOs to measure, learn from and demonstrate their impact.	This looks at the quality of evidence to measure impact, but is not designed to assess effectiveness. It has a scoring system where each indicator is scored and a total score is provided for each principle. This scoring model could be considered for the CSO EAM.
AusAID Australian Multilateral Assessment Methodology:	Assesses multilateral organisations against seven components: delivering results on poverty and sustainable development; alignment with Australia's priorities; contribution to the wider multilateral system; strategic management and performance; cost and value consciousness; partnership behaviour; and transparency and accountability.	There is some overlap within this assessment of due diligence, capacity assessment, and effectiveness. The individual criteria are geared towards multilateral organisations and many could not be easily correlated to CSOs. The methodology draws heavily on information already available.
AusAID NGO Cooperation Program (ANCP) 2011 Thematic Review: How do ANCP activities engage with the poorest and most marginalised people?	This review looked at the role NGOs play within the Australian aid program in their focus on reaching the poorest of the world's poor.	Issues of effectiveness were discussed in this report, but they were specific to working with the poorest of the poor.

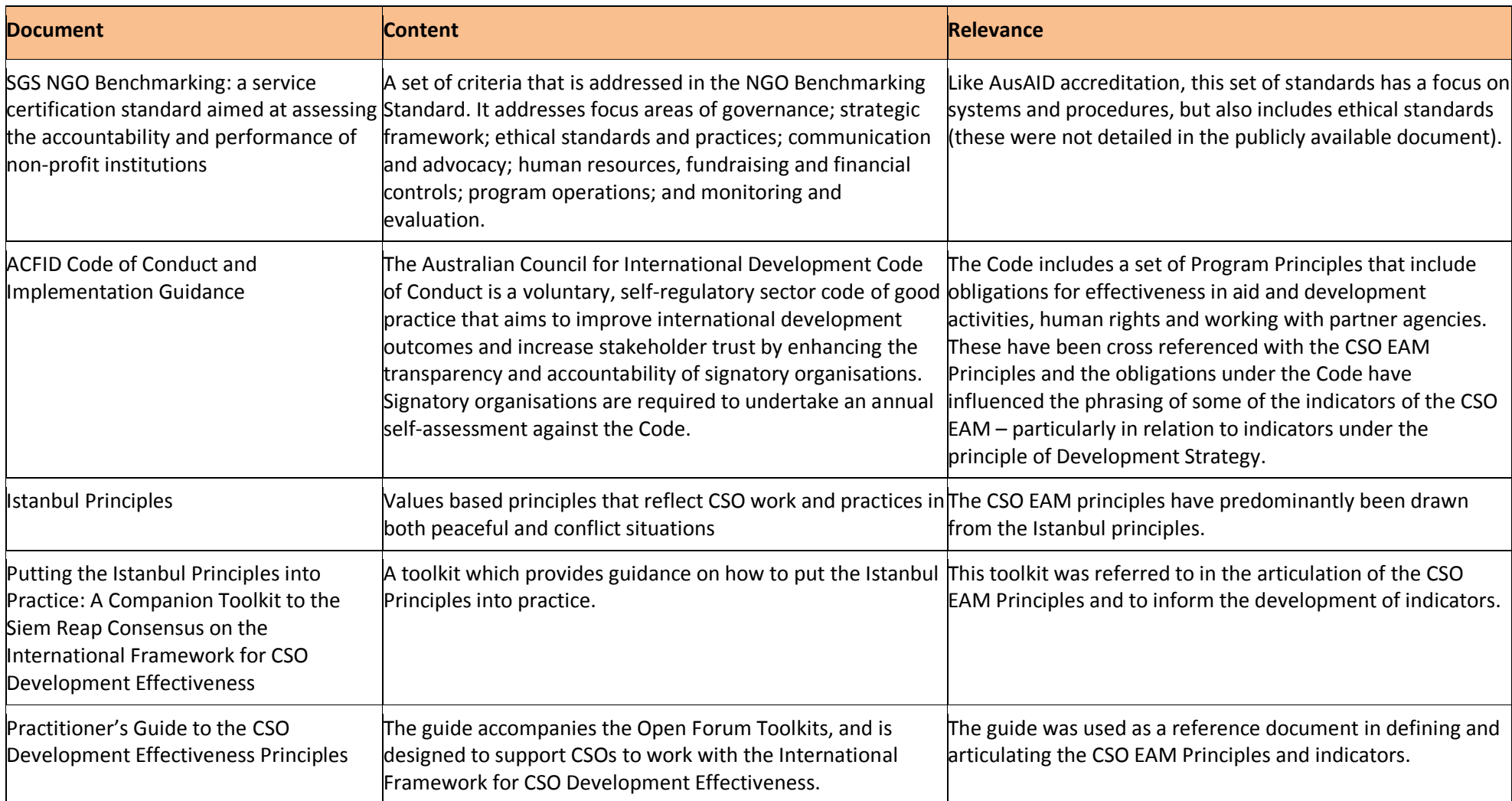




Document	Content	Relevance
Developing a Methodology for Assessing aid effectiveness – an options paper (Simon Burrall and David Roodman; Overseas Development Institute and Centre for Global Development)	The paper examines the state of debate about aid effectiveness and proposes five possible approaches to developing an aid effectiveness measure for governments of developed countries.	<p>Key point is that there is recognition that there are a number of different actors that influence development outcomes beyond the provision of aid. 'Determining the effectiveness of an individual agency's aid within the context of this range of positive and negative influences is very difficult.'</p> <p>Proposes that those factors which are under the control of agencies are a good starting point.</p> <p>Highlights the challenge of collecting high quality data for enough criteria to differentiate between donors without extensive in-country research.</p> <p>Discusses the challenges of a value for money measure where there is no initial index and because donors use a variety of instruments and aid modalities.</p>
AusAID Theory of Change – Why AusAID works with civil society in developing countries (September 2010)	This paper outlines the strategic purpose of AusAID working with civil society and identifies six pathways by which civil society contributes to development. The six pathways include: delivering better services; reducing conflict; building more connected communities; enhancing social inclusion; and making governments more effective, accountable and transparent.	The six pathways are consistent with the Istanbul principles, but provide some nuances that assist in making the principles practical. The CSO EAM principles are consistent with these six pathways.



Document	Content	Relevance
ODE Briefs: Working Beyond Government – Evaluation of AusAID’s engagement with civil society in developing countries (October 2011)	<p>The evaluation looked at international good donor practice in engaging with civil society and examined AusAID’s experience across three countries: PNG, Vanuatu and the Philippines. The focus was on work with local civil society rather than partnerships with Australian NGOs.</p> <p>It noted that ‘AusAID or its intermediaries have often relied on competitive rounds, even when this may be at odds with the purpose of strengthening civil society. It can create shopfront NGOs that have no real legitimacy but are created in the hope of securing donor funds’.</p>	<p>Defined civil society as: NGOs, informal groups, cooperatives, trade unions, social movements, faith groups, think tanks, direct action groups, human rights organisations, and in some contexts, clan groups.</p> <p>One of the recommendations was that AusAID ‘choose partners through targeted rather than competitive approaches, where appropriate’.</p> <p>This has influenced the development of the CSO EAM as a strengths based process which does not provide a basis for ranking organisations.</p>
ACFID Code of Conduct and AusAID Accreditation – Complementarity and mutual support for NGO Good Practice	A table that aims to highlight how the principles and obligations of the revised Code of Conduct align with the requirements and criteria of AusAID accreditation.	This table shows that both the Code and Accreditation requirements centre on the importance of sustainable development principles and practice in agency operations. These common development principles are reflected in the CSO EAM principles.
AusAID Review of the Asia Foundation by KPMG in September 2011	A ‘due diligence’ review commissioned by AusAID which had seven key focus areas: governance; financial; development philosophies and management practices; forward planning; technical capacity; partnerships; systems, processes and procedures; value for money; monitoring; and environmental policy.	Similar to AusAID accreditation, this review tended to focus on systems, controls and procedures to mitigate risk. It did include a value for money focus area which essentially looked at procurement process and value consciousness – this is similarly covered in the proposed CSO standards in the DDF.





Document	Content	Relevance
The Evolution of NGO Accountability Practices and their Implications on Philippine NGOs – a literature review and options paper for the Philippine Council for NGO Certification by Daniel A Songco	This paper includes a summary of a range of NGO accountability mechanisms that include self-regulation through various codes of conduct; ratings organisations that evaluate an NGO's functions and publishes its conclusions; and accreditation by an accreditation agency.	The paper includes an Annex of NGO Codes of Conduct. It notes the case of Australia where only signatories to the ACFID Code of Conduct are eligible to apply for government funding, but notes there are inherent weaknesses in most self-regulation methods. The ACFID Code of Conduct appears stronger than others in that its self-assessment is mandatory and there is some level of scrutiny by ACFID.
International Planned Parenthood Federation – IPPF Standards and Responsibilities of Membership	Outlines ten principles of membership that exist within an accreditation process. Each principle has a set of accompanying standards. The principles include: open and democratic; well governed; strategic and progressive; transparent and accountable; good employer; financially healthy; well managed; committed to results; committed to quality; and a leading sexual and reproductive health and rights organisation.	Many of these principles are consistent with the Istanbul principles and articulate standards that would be useful as a basis for assessment. Some of these standards have influenced the phrasing of the indicators used in the CSO EAM, particularly in relation to learning and to coherence.
McKinsey Capacity Assessment Grid	A tool designed to help non-profit organisations assess their organisational capacity.	While the content of the grid is predominantly geared towards institutional capacity, the grid provides a framework that is easy to understand and clearly outlines descriptions of standards. A similar approach to undertaking the CSO EAM has been proposed.
Capacity for Disaster Reduction Initiative: Capacity Assessment Tools, Methodologies, Resources	A list of tools and methodologies that facilitate capacity assessment of NGOs, with a particular focus on disaster reduction.	These tools are generally focused on either institutional capacity or capacity for disaster responsiveness. The content of these tools refers to the principles of development strategy and accountability predominantly, but do not provide further reference to the assessment of effectiveness.



Document	Content	Relevance
Busan Partnership for Effective Development Cooperation – Fourth High Level Forum on Aid Effectiveness – 29 November – 1 December 2011	The forum recognised that civil society organisations (CSOs) play a vital role and encouraged CSOs to implement practices that strengthen their accountability and their contribution to development effectiveness, guided by the Istanbul Principles and the International Framework for CSO Development Effectiveness.	The Istanbul Principles and the International Framework for CSO Development Effectiveness have guided the development of the CSO EAM.
Inter-American Development Bank - Development Effectiveness Framework (2008)	The framework lists core and optional standards for evaluation of projects. The core standards were developed based on OECD-DAC's <i>Principles for Evaluation of Development Assistance</i> . The optional standards were 'Additionality' (ie does the project improve or weaken a country or region's capacity to make more efficient, equitable, and sustainable use of its resources and 'Bank Performance' (ie was the MDB focused on ensuring project quality at entry, and that effective arrangements were made for implementation and future sustainability of benefits).	This approach to effectiveness assessment uses a program lens, rather than the lens of the institution – ie how effective was the project. However, it introduces two optional standards that could be incorporated into the assessment of institutional effectiveness – ie does the CSO add value and does the CSO have sufficient focus on systems to ensure quality. These factors have been incorporated in the CSO Effectiveness Principles.
Australian Government National Compact – working together	A statement that outlines the National Compact initiative which promotes a better way of working between the Government and the not-for-profit sector	The CSO EAM has been designed with due regard to the commitments of the National Compact to 'reduce red tape and streamline reporting' and 'improve funding and procurement processes'.
Trade Union Development Cooperation Network: Trade Union Principle and Guidelines on Development Effectiveness	A policy paper that presents the vision and values of trade union organisations on Development Effectiveness.	The contents of the Principles are drawn from the Istanbul principles but also refer to and articulate the values and vision on trade union development partnerships. These principles have been cross referenced with the CSO EAM principles.



Document	Content	Relevance
One World Trust, Responding to NGO Development Effectiveness Initiatives, World Vision Briefing Paper Number 122, November 2009	A first inventory by the One World Trust counted more than 130 self-regulatory initiatives by NGOs and other CSOs in the North and South and found that the underlying principles of most of the initiatives are very similar. The convergence between these initiatives translates into six overarching principles as to what constitutes CSO effectiveness, accountability and quality: Downward and inward accountability Ownership and sustainability Transparency and good governance Learning, evaluation and managing for results Financial and political independence Respect for gender, diversity, human rights and the environment	These principles are largely consistent with both the Istanbul principles and the CSO EAM principles.
Paris Declaration on Aid Effectiveness	This statement on aid effectiveness produced is the product of the First High Level Forum on Aid Effectiveness.	The Paris Declaration flagged CSOs as potential participants in the identification of priorities and the monitoring of development programmes but did not recognise CSOs as development actors in their own right.
DFID International Aid Transparency Initiative	NGOs that receive money from DFID are about to have to implement the International Aid Transparency Initiative	There is little information publicly available on this new initiative but it appears to be focused on aid transparency rather than broader effectiveness.
AusAID ANCP Partner Statement template	This statement outlined four questions that ANCP Partners are required to answer.	These questions were used as a reference point in developing the CSO EAM Principles. All questions articulated in the Partner Statement Template were not geared towards effectiveness. Those questions that did relate to effectiveness are incorporated in the proposed CSO EAM Principles.



Document	Content	Relevance
AusAID Process Guideline: How do I Assess and Report on Quality at Implementation?	This guidance note outlines the process of QAI assessment and reporting.	This document was used in consideration of how other AusAID performance management systems might intersect with the CSO EAM.
Value for Money: A review of literature and a proposed framework - Paul Crawford, Juliet Willetts, Bruce Bailey (Monitoring Review Panel, AusAID CS WASH Fund) May 2012	This paper presents a review of current literature on VfM covering its origins, definitions and operationalisation. It notes that there is confusion about the concept of VfM in the aid sector, that there is no universal understanding of what constitutes 'value' in international development, and as such there are no agreed units of measurement. Complexity arises from judgements about the timeframe within which value will be assessed and multiple factors contribute to—and erode—the benefits that flow from any intervention.	All of the principles that form part of the EAM form part of a value for money assessment in that they assess the extent to which CSOs represent effective delivery partners. The EAM also specifically assesses 'cost and value consciousness' within the CSO EAM principles of 'development strategy' and 'results and accountability'. The dual focus on effectiveness and cost consciousness within the EAM is a robust approach to assessing value for money.
Partner Capacity Assessment processes from the following Australian NGOs: ChildFund; IWDA; Caritas; TEAR; Baptist World Aid; and Red Cross	Members of ACFID's Development Practice Committee provided examples of their own 'due diligence' processes undertaken of partners. These processes included some aspects of effectiveness such as relevance, equality and respect, transparency and partnership - but most had a more predominant focus on operational systems, structures and processes for organisational financial and management capacity.	The assessment criteria included in these processes have been cross referenced both with the CSO standards developed for the AusAID Due Diligence Framework and the CSO EAM Principles. There is broad consistency between ANGO's own processes and those proposed under the DDF, albeit there are additional safeguards being assessed by AusAID. The effectiveness principles are consistent, although the CSO EAM Principles are more comprehensive than would be found in a typical partner capacity assessment. There would be more consistency between the CSO EAM Principles and the quality standards that exist in some INGOS.