Delivery Report 2013-2015

Explaining the CPD Scorecard

Contents

Introduction

For each year, CPD produces *delivery reports* that measure the *organizational strength and likelihood* of delivery on the CPD's strategy. So instead of measuring what was achieved in terms of planed results in a particular year, the delivery reports will measure the how likely CPD will be able to achieve them.

To do this effectively, CPD developed a set of 30 indicators that were clustered over 6 areas that are most relevant to CPD success over the long term (Strategic Implementation, Operations, Innovation, Fundraising, Monitoring and Evaluation and Human Resources). Strategic Implementation set of indicators will help us to understand what was achieved in the giving year as opposed to what was planned in CPD strategic plan. The other set of indicators will help us understand what capacities we are lacking and what we can do to improve them so CPD will be much more effective in achieving its strategic goals.

For each indicator, CPD further developed 4 benchmarks reflecting 4 stages of development – Incipient, Intermediate, Consolidated and Advanced as described in the table below. As a result we have a *CPD ScoreCard* where in total there are 120 benchmarks developed across 30 indicators clustered in 6 organizational areas.

Benchmark	Scoring	Description	Example (Strategic Consistency)
Beginner	0 – 0,5	Organizational component is in the early stages of development. Most components are rudimentary or nonexistent.	There is no consistency between the implemented projects and strategic plan.
Emerging	1 – 1,5	The organization develops capabilities. There are emerging procedures and rules, even if they are unwritten and are sometimes implemented with consistency.	About half of the implemented projects are consistent with the strategic plan.
Consolidated	2 – 2,5 - 3	The organization has developed basic organizational procedures. Organizational rules and procedures are followed in a consistent manner.	At least 2/3 of the implemented projects are consistent with the strategic plan.
Advanced	3,5 - 4	The organization operates through well-defined procedures, applied in a consistent and sustainable manner.	There is high consistency in terms of achieved and planed results.

Overall Progress

The progress over the last three years has been slower than expected. The expectation was that by the end of 2015, CPD will pass the 2 point scoring threshold. In 2015, CPD made little progress as compared to 2014. We expect that in 2016, CPD should catch up and effectively pass the 2 point threshold.

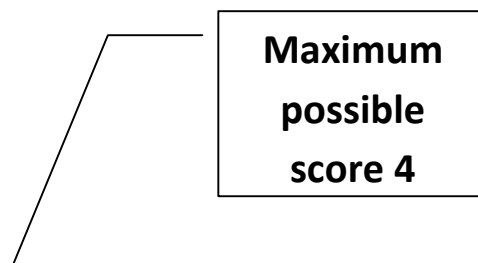| Indicators	2013	2014	2015
Strattegy Implementation	1,98	2,13	2,18
Operations	1,95	2,08	2,03
Innovation	1,4	1,6	1,7
M&E	1,5	1,8	1,8
HR	1,13	1,13	1,13
Overall progress	**1,59**	**1,75**	**1,77**

Table 1: Overall Progress Scoring

> **Maximum possible score 4**

CPD achieved progress in terms strategy implementation and operations. There are two organizational areas that CPD managed to cross in to consolidated territory. One unquestionable achievement over the past 3 years is that CPD went beyond a project centered organization and became a strategy centered one. All the programs and project CPD initiated were to fulfill its strategic objectives.

There was no progress in the area of Human Resources. The ambition in terms of human resources was that CPD will become an organization that strikes the right balance between the *urgent* and *important.* The lack of progress in this area shows that CPD team still putting a lot of effort in to project management and struggles to find enough time for innovation, impact evaluation and organizational learning. Since the end of 2012, when the new strategic plan was developed, we had a staff turnover of five out of total staff of six. CPD should figure this puzzle if it wants to go beyond average progress.

There is a clear divergence between performance in strategy implementation and progress achieved in consolidating underlying management functions (figure 1). As explained above, lack of progress in the area of human resources makes strategy implementation a more cyclical effort and probably less sustainable.
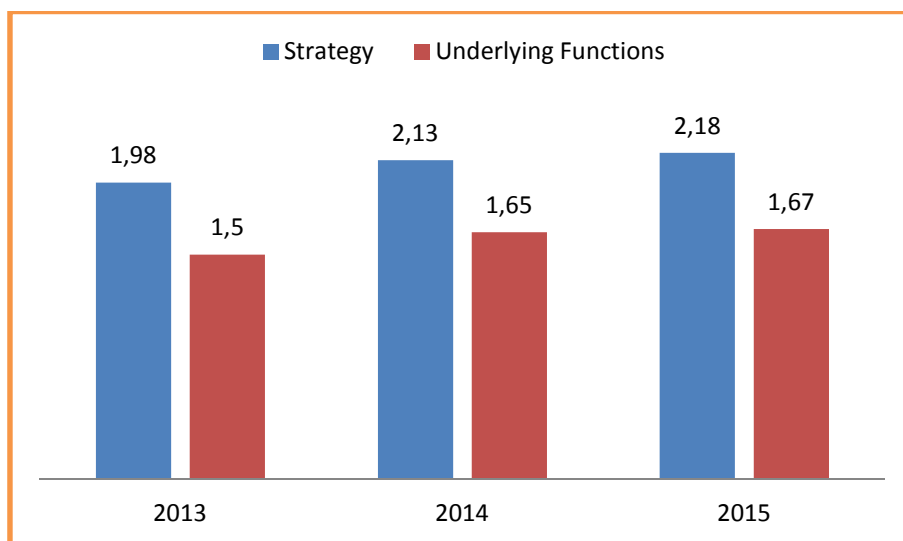

Figure 1: Progress Achieved in Strategy and Core Management Functions

Strategy Implementation

Strategy implementation was steady in 2015, but challenges remain. Especially in terms of staffing and the fact that some of the strategic initiatives were late to start or not initiated at all (especially for the second strategic objective).

Indicators	2013	2014	2015
(1) Current projects are <u>consistent</u> with the strategic plan.	2,75	3	3
(2) Necessary funds for intended projects were <u>identified</u>.	1,5	2,25	2,63
(3) Innovations planned under the focus area were <u>piloted</u> and <u>integrated</u> in to running project proposals.	2	2	2,13
(4) Planned project initiatives are initiated.	1,88	2,25	2,13
(5) Planned project initiatives are <u>implemented objectively</u> (+/- 1 quarter) according to <u>proposed time line</u>.	2	1,88	1,63
(6) There is <u>sufficient staffing</u> to implement project initiatives under the focus area.	1,75	1,5	1,75
(7) There is an <u>effective monitoring and evaluation</u> framework put in place.	2	2	2
AVERAGE	**1,98**	**2,13**	**2,18**

Table 2: Overall scoring for strategy Implementation 2013-2015

CPD's strategic objectives implementation is uneven. CPD adopted 4 strategic objectives dealing with: (i) political empowerment – increase equal representation of men and women in political life, (ii) community empowerment and participation – increase civic participation and good governance at the local level, (iii) Employers for non discrimination – create a discrimination free workplace, (iv) policies and institution for gender equality – promote gender mainstreaming in public policy making. As the figure 2 shows, the implementation for the second objective is most challenging mainly due to the lack of funding; the implementation for the third objective is impeded by the low response from the private sector.
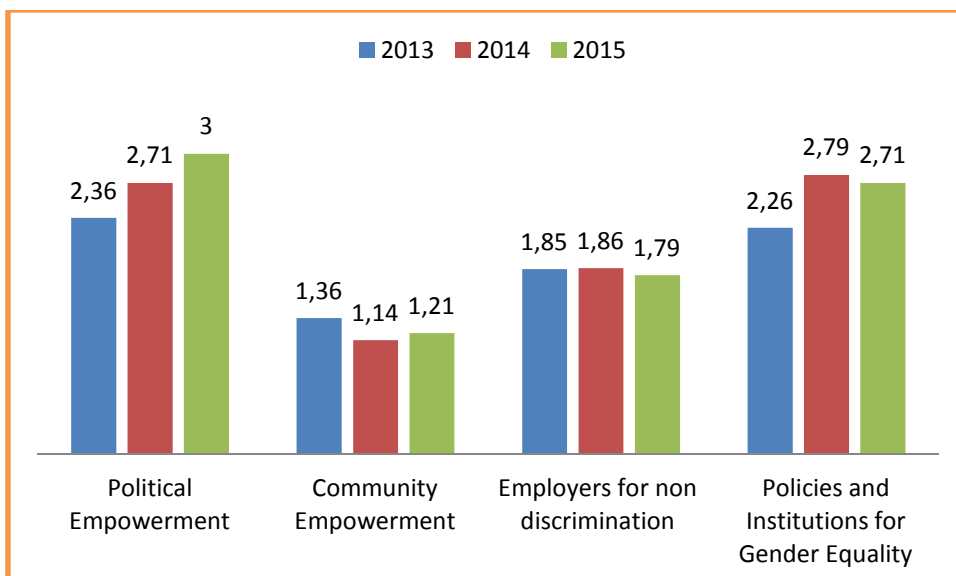

Figure 2: Performance scoring per strategic objective.

Most of the initiatives under the political empowerment domain were implemented. The initiatives concerning increasing capacity of the women's groups within political parties proved more challenging than expected. However it is expected that in the near term these activities will pick up since major political parties will start to receive funds from public budget, and some of them will be administered by women's organizations.

Nr.	Major strategic Initiatives	Implementation Status	Comments
1	Develop, debate and put to vote an effective quota system.	Done	
2	Introduce amendments as regards with gender equality and party finance.	Done	
3	Develop internal capacities for gender equality for at least 4 major political parties.	On going	3 parties benefit, results to be achieved in 2016.
4	Develop capacities within CEC to implement and promote gender equality.	Done	Under the contribution of UNDP Democracy program
5	Provide grants and technical support to most committed political parties to promote gender equality.	On going	3 parties benefit, results to be achieved in 2016.
6	Realize gender monitoring of the elections	Done	
7	Deliver Leadership Program for Young Women in Rural Areas.	Done	
8	Get data on political and civic participation of men and women.	Done	
9	Public campaign to promote quota system.	On going	

Table 3: How Political empowerment objective was implemented?

Lack of funding prevented CPD to implement the second objective. The second objective was the most *capital intensive* among all since it relied on grants scheme to pilot and multiply good governance models in about 50 communities and 4 towns. In all of the implementation period, CPD was not able to implement a direct project proposal within this objective. All the progress achieved was due to indirect project and programs.

Nr.	Major strategic Initiatives	Did CPD apply for funding?	Did CPD get the funding?	Implementation Status	Comments
1	Develop guidelines for LPAs on good governance and gender equality.	Yes	Yes	Done	
2	Develop regulation on gender budgeting at the local level.	No	No	No achieved	
3	Create guidelines for LPAs on gender indicators.	N/R	N/R	Done	
4	Capacity Development Programs on Good Governance for LPAs.	Yes	No	No achieved	
5	Watch dog lab initiative to be implemented each year.	Yes	No	To a little extent	Was implemented within other CPD

Nr.					programs.
6	National mapping of LPAs on good governance and gender equality.	Yes	No	No achieved	
7	Research on civic participation of men and women at the local level.	Yes	Yes	Achieved	
8	Organize transparency week	Yes	Yes	To most extent achieved.	
9	Gender goes local program for women mayors and local officials on good governance and gender equality.	Yes	Yes	To a little extent achieved.	A program for women in local councils as initiated by CPD in 2015

Table 4: How second objective was implemented?

The implementation of the third objective need more by in from the private sector and the Government. Since it deals with promoting a new discrimination free work place, the third objective is proves to be a challenging one. CPD pursued a two track strategy: (i) encourage private companies to undertake more effort and implementing non discrimination procedures, and (ii) convince the Government to have a nationwide policy common discrimination at the work place. Bothe private sector and the authorities consider having a detailed and effective procedure on non discrimination to be a cost.

Nr.	Major strategic Initiatives	Implementation Status	Comments
1	Develop, debate and put to vote an effective quota system.	Done	
2	Introduce amendments as regards with gender equality and party finance.	Done	
3	Develop internal capacities for gender equality for at least 4 major political parties.	On going	
4	Develop capacities within CEC to implement and promote gender equality.	Done	
5	Provide grants and technical support to most committed political parties to promote gender equality.	On going	
6	Realize gender monitoring of the elections	Done	
7	Deliver Leadership Program for Young Women in Rural Areas.	Done	
8	Get data on political and civic participation of men and women.	Done	
9	Public campaign to promote quota system.	On going	

Table 5: How third objective was implemented

Implementation of the forth objective has been steady and has to be expanded. The forth objective presumed a combination between capacity building for the gender focal points and advocacy for gender equality in public policies. Over the last three years, most of the implemented initiatives were from the advocacy side. The capacity building initiatives were postponed due to political instability and lack of proper funding.

Nr.	Major strategic Initiatives	Implementation Status	Comments
1	Develop the management tool kit for gender focal points.	Done	
2	Develop end to end methodology on gender mainstreaming in public policies.	Done	
3	Provide policy advice from gender equality perspective to relevant authorities.	On going	
4	Capacity development program for gender for points.	Not yet achieved	To be initiated in late 2015
5	Support for 3 most relevant gender focal points	Not yet achieved	To be initiated in 2016
6	Capacity assessment of 6 gender focal points from line ministries.	To some extend achieved.	The imitative was abandoned due to total lack of capacities within gender focal points.

Table 6: How the forth objective was implemented.

Operations

More effort needs to be put in to making CPD team more accountable for operation management. Overall, there has been steady implementation on the operation side, with some exceptions (see below). CPD plans to have a review of all procedures in 2016 produce a separate report as to look how they can be streamlined and improved.

Progress indicators	2013	2014	2015
(1) There are clear implementations steps for the procedure.	2,7	2,8	2,8
(2) There is a pro active process owner.	2	2	2
(3) There is flawless implementation of all procedure steps and requirements.	1,8	2	2
(4) There is high accountability to make sure the policy is carried out within CPD.	1,3	1,5	1,5
AVERAGE	**1,95**	**2,08**	**2,08**

CPD has to increase accountability

Table 7: Overall scoring for operations

In terms of operations, there laggard is board management domain. Board management is the only incipient procedure within CPD. One significant factor that caused this lack of progress is the challenges posed by the legal restructuring of CPD by the Ministry of Justice – whereby MJ was refusing to approve the board members appointed in 2012. However, over this period, CPD engaged with the founding members and the financial supervisor appointed by the board – financial assessment statements were issued yearly and made public.
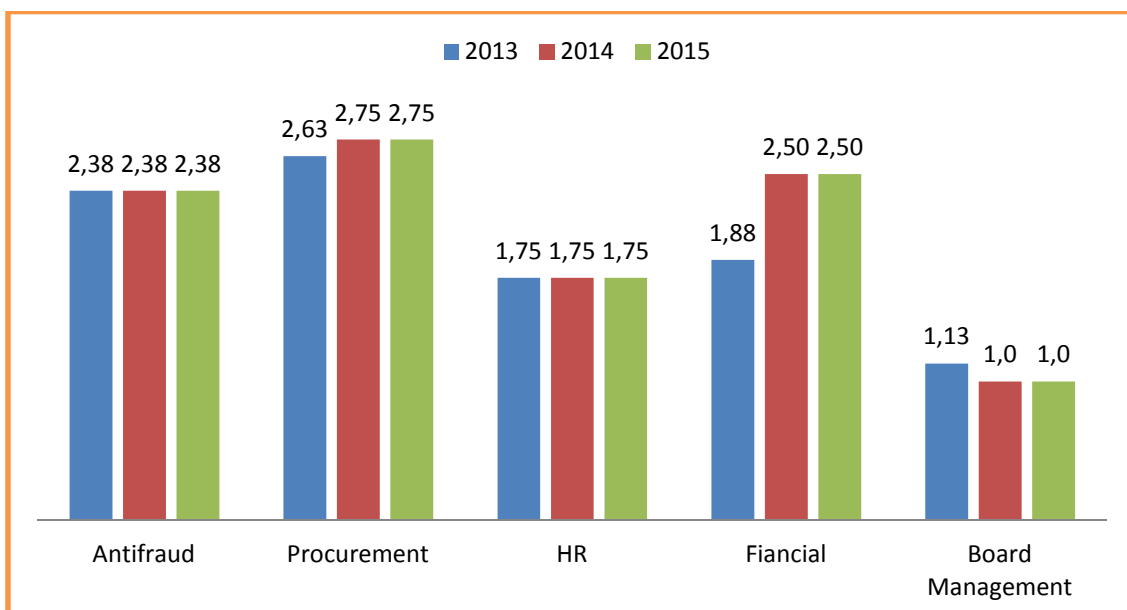

Figure 3: Performance in managing operations

Innovation

Despite low accountability, CPD is becoming an innovation driven organization. It is safe to assume that innovation is becoming a part of CPD approach. CPD managed to innovate beyond it innovation plan, most notable example is the innovation in the way elections are evaluated from the gender perspective. CPD was not able to apply the randomized control trials prior to the local elections (innovation project nr. 4) to evaluate the impact of women's empowerment activities on women electability. A repeated attempt will be made in 2016.

Indicator	2013	2014	2015
(1) Innovation project initiatives properly developed (clear stated methodology, expected outcomes, action plan) based on the innovation plan.	2	2	2
(2) Pro active owner identifies for each of the innovation projects.	2	2	2
(3) Where relevant necessary funds were identified for innovation project initiatives.	1	2	2,5
(4) Implementation of innovation projects is initiated and on time.	1,5	1,5	1,5
(5)There is high accountability for innovation.	0,5	0,5	0,5
AVERAGE	1,4	1,6	1,7

There is low accountability for innovation

Table 8: Overall progress for innovation

Most of the innovation projects are to be completed by the end of 2016. As the table bellow details, most of the innovation projects will be implemented. The exception will most likely be the fifth initiative the piloting of gender and good governance procedures within 3 LPAs. This imitative requires funds and willing LPAs, factors that cannot be indentified easily in just one year.

Pilot	Description	Implementation Status
(1)Gender Audits in Public Institutions	A gender audit means the assessment of a public institution from the perspective of gender equality.	Done
(2) Gender Capacity Assessment of Political Parties	A tool to assess institutional capacities of the women's political organizations. Mostly we will assess HR practices, Advocacy and promotion capacities.	Done
(3) GE assessment of Public Policies in 2012,2013, 2014	A tool to rank and score how public polities based on how they integrate gender equality perspective.	Done
(4) Women's Political Participation in Regions.	Research on why there are regions that gave 12% women mayors and other regions 22%?	Not achieved

(5)Gender Equality Local Public Administration	Select at least 3 LPAs and implement a model of gender equality focused LPA.	No progress in implementation.
(6) GE and Non Discrimination in Companies	Implement non discrimination policies at the company level.	On going.
(7) Gender Audit of National Budget	Develop a tool to assess national budget from gender perspective and by October provide practical and evidence base recommendations to the ministry of finance.	Initiated. Piloted on the level of social services.

Table 9: Status implementation of the innovation projects within CPD

Monitoring and Evaluation

Monitoring and evaluation systems within CPD do not fully permit to measure CPD attribution to a certain result. This capacity gap is explained by several factors: (i) CPD failed to innovate (see previous chapter) and apply randomized evaluations in order to see if impact in selected communities is greater as compared to the ones randomly selected, a control group, (ii) for most of the projects attribution measurement is very hard to devise since most of the projects that CPD is implementing are of a short period and do not cover costs of such research effort.

Indicators	2013	2014	2015
1. The projects is measuring impact of its activities in a relevant way.	1,5	2	2
2. The project is measuring outcomes of its activities in a relevant way.	2	2,5	2,5
3. ME&R framework is related to the CPD strategic plan.	1,5	2	2
4. Monitoring and evaluation is fully funded	1	2	2
5. MR&R framework is based on high quality data sources and sound methodologies.	2	2	2
6. There is a point of comparison used to show that change has happened (a baseline, comparison with other groups, a target).	1,5	1,5	1,5
7. Alternative factors (contribution of other projects) explored to explain some contribution to the project outcome. Unintended and unexpected changes (positive or negative) are identified ad explained.	1	1	1
8. Project team has adequate knowledge and skills to perform their ME&R roles.	2	2	2
9. ME&R framework ensures a reasonable degree of independence.	1	1,5	1,5
10. ME&R framework is connected to institutional learning and integrates in CPD decision making process.	1,5	1,5	1,5
AVERAGE	**1,5**	**1,8**	**1,8**

More attribution measurement is needed

Table 10: Overall progress for Monitoring and Evaluation.

Human Resources

High staff turnover prevented CPD to consolidate its human rights capacities. Since 2012, staff turnover was five out of a total staff of six. It is important to mention how CPD defines human resources capacities - an organization that strikes the right balance between the *urgent* and *important,* an organization with strong routines for professional development, innovation and strategy implementation.

Indicator	2013	2014	2015
(1) Strong routines for the staff to focus on non project activities.	0,5	0,5	0,5
(2) Staff leadership and professional development	1,5	1	1
(3) Effective staff professional performance assessment.	1	1,5	1,5
(4) Pro activity in terms of strategy implementation	1,5	1,5	1,5
AVERAGE	**1,13**	**1,13**	**1,13**

More effort and leadership should be put in to developing human resources capacities. In the upcoming year CPD will have to address the following challenges: **(1)** establish more robust routines so CPD team can focus more on innovation, better monitoring and evaluation. **(2)** Perform a thorough staff professional review as described in CPD HR internal policy. **(3)** Executive Director should be more involved in the way professional and leadership development of the staff as described in the professional development plans.