INTEGRAL HUMAN DEVELOPMENT
PROGRAM EFFECTIVENESS FRAMEWORK

Caritas
AUSTRALIA

End poverty
Promote justice
Uphold dignity

INTRODUCTION

Caritas Australia's Strategic Directions 2013- 2018 recognise Integral Human Development (IHD) as the overarching development approach for International Programs (IP). In line with this strategic vision and the accompanying operational plan, the IP team in consultation with staff and partners has developed this Program Effectiveness Framework (the framework).

The framework provides a roadmap for achieving IHD through our partners and programs, in the following ways:

- The framework promotes consistency across contexts, sectors and modes of action, while allowing for responsiveness to needs and context-driven programming.

- The framework situates our work within the broader humanitarian and development context by acknowledging we are partners and our efforts support those of individuals, communities, local partners, governments, the private sector and other actors at national, regional and international levels.

- The framework increases our attention to quality by capturing our contribution to IHD outcomes. By measuring indicators and documenting stories of change we enhance our learning and promote a culture of continuous improvement across our programs.

In essence, the framework provides a structure around what we are already doing, bringing together the different elements of our work to accompany partners and enhance impact across our programs. Through this approach, Caritas Australia not only guarantees a moral framework around its work but one consistent with its own nature as a Catholic agency serving all humanity.

The document is divided into three sections:

01 THE PROGRAM EFFECTIVENESS FRAMEWORK

A. Defining Integral Human Development

B. IHD Outcomes

C. Theory of Change

D. Indicators for measuring IHD change

02 APPLYING THE PROGRAM EFFECTIVENESS FRAMEWORK

A. Program and Management Cycle

B. Accompaniment

C. Program Priority Areas

03 ANNEXES

A. Theory of Change

B. Discerning where and with whom we work

C. Application of IHD within the program cycle

01 THE PROGRAM EFFECTIVENESS FRAMEWORK

A. Defining Integral Human Development

B. IHD Outcomes

C. Theory of Change

D. Indicators for measuring IHD change

A: DEFINING INTEGRAL HUMAN DEVELOPMENT

Integral human development is the holistic development of the human person, covering all aspects of life: social, economic, political, cultural, personal and spiritual. It promotes the dignity of the human person, equality between every person and the common good of all people in the community.

In the 1967 encyclical *Populorum Progressio*, Pope Paul VI introduced the concept of integral development:

"Development cannot be limited to mere economic growth alone. In order to be authentic, it must be complete: integral, that is, it has to promote the good of every person and of the whole person".[1]

IHD as a concept helps us to understand the multi-dimensional nature of human development – to look beyond the bounds of 'sectors', to address structural inequalities and see individuals facing extreme poverty in the context of family and community. It also places human development in the wider global context of economic inequalities. Pope Francis helps us to understand IHD as addressing economic inequalities and measuring our outcomes not in terms of aggregate figures but how they improve life opportunities, dignity and solidarity for everyone.[2]

Most importantly, IHD is the moral foundation across all of our work as we strive to serve people vulnerable to extreme poverty and marginalisation.

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1   Pope Paul VI, The Progress of Peoples (Populorum Progressio), 1967, #14, www.vatican.va
2   Bruce Duncan, 'Pope Francis's Call for Social Justice in the Global Economy', The Australian Catholic Record, vol 91, no 2, June 2014, p192.

"Our faith in Christ, who became poor, and was always close to the poor and the outcast, is the basis of our concern for the integral development of society's most neglected members... [This] means working to eliminate the structural causes of poverty and to promote the integral development of the poor, as well as small daily acts of solidarity in meeting the real needs which we encounter."[3]

Catholic Social Teaching

IHD is grounded in Catholic Social Teaching (CST), which provides principles and a moral framework for Caritas Australia's international programming. In this way, IHD is transformative and works to ensure a holistic approach by addressing all aspects of poverty and injustice across Caritas Australia's relief, rehabilitation and development work.[4]

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3   Pope Francis, 2014. Apostolic Exhortation Evangelii Gaudium, nn. 186, 188.
4   Caritas Internationalis, The Code of Ethics and Operating Principles for Caritas Internationalis, revised March 2013

IHD programs are the visible manifestation of Catholic Social Teaching in action, and therefore focus on:

Dignity of the Human Person

Every human being is created in the image and likeness of God and therefore has inherent dignity. No human being should have their dignity or freedom compromised. The dignity of every person, independent of ethnicity, creed, gender, sexuality, age or ability, is the foundation of CST.

How it guides our work: Poverty, hunger, oppression and injustice make it impossible to live a life commensurate with this dignity. All our programs are people-centred with empowerment at their heart. People are never treated as commodities nor as mere recipients of aid.

The Common Good

Every person should have sufficient access to the goods and resources of society so that they can completely and easily live fulfilling lives. The rights of the individual to personal possessions and community resources must be balanced with the needs of the disadvantaged and dispossessed. The common good is reached when we work together to improve the wellbeing of people in our society and the wider world.

How it guides our work: Priority is given to development programs which involve collaboration with all relevant sectors of the community to promote the common good. It will also involve coordination of resources, planning and action across agencies and organisations.

Subsidiarity and Participation

All people have the right to participate in decisions that affect their lives. Subsidiarity requires that decisions are made by the people closest and most affected by the issues and concerns of the community.

How it guides our work: Caritas Australia works with local partners and communities to support, promote and develop their capacity in decision-making so they can better respond to their own needs.

Solidarity

Everyone belongs to one human family, regardless of their national, religious, ethnic, economic, political and ideological differences. Everyone has an obligation to promote the rights and development of all peoples across communities, nations, and the world, irrespective of national boundaries.

We are called by the principle of solidarity to take the parable of the Good Samaritan to heart (Luke 10:29-37), and to express this understanding in how we live and interact with others.

How it guides our work: Caritas Australia expresses solidarity by reaching out to those who are most marginalised. We are committed to long-term engagement and sustainability.

Preferential Option for the Poor

Caring for women, men and children most vulnerable to extreme poverty and injustice is everyone's responsibility. Preferential care should be shown to the most vulnerable and marginalised people. Their needs and rights are given special attention in God's eyes.

Jesus taught that God asks each of us what we are doing to help the poor and needy: "Amen, I say to you, whatever you did for one of these least brothers of mine, you did for me" (Matthew 25:40).

How it guides our work: Reaching the poorest and most marginalised people often requires greater effort in discovering where they are to be found. This sometimes means additional resources of time and money.

Economic Justice

Economic life is not meant solely for profit, but rather in service of the entire human community. Everyone capable should be involved in economic activity and should be able to draw from work, the means for providing for themselves and their family.

How it guides our work: Caritas Australia's programs focus on the development of the whole person and improving the wellbeing of communities.

Stewardship of Creation

We must all respect, care for and share the resources of the earth, which are vital for the common good of people. Care for animals and the environment is a common and universal duty, and ecological problems call for a change of mentality and the adoption of new lifestyles.

How it guides our work: Our development programs are attentive to environmental concerns and seek to promote care for the earth and its resources.

Promotion of Peace

All peace requires respect for and the development of human life, which in turn involves the safeguarding of the goods, dignity and freedom of people. Peace is the fruit of justice and is dependent upon right order among human beings.

How it guides our work: Caritas Australia's programs promote justice, collaboration and respect for people's differences.

Caritas Australia and IHD

In Caritas Australia's experience IHD means bringing CST principles to bear on particular situations. For example:

In Sri Lanka Caritas Australia supports its partners to address the multi-dimensional nature of poverty in the context of the protracted civil war. The program provides disaster relief to Sri Lankan communities, and also helps to restore livelihoods and contribute towards peacebuilding and conflict resolution to bring divided communities together. The project works to fulfil not only immediate economic needs but contributes to longer term social and emotional needs in the community.

In India, the Harit Asha (or Green Hope) project empowers marginalised families, helping them to improve their livelihoods, regenerate their environment and participate in decisions affecting them. By reaching out to the most marginalised people in the community, particularly women, the project contributes to economic needs as well as fostering dignity and respect and participation in community life.

The First Truth is "that the whole Church, in all her being and acting—when she proclaims, when she celebrates, when she performs works of charity—is engaged in promoting integral human development. [The second truth] is that authentic human development concerns the whole of the person in every single dimension."[5]

Caritas Australia's modes of action to achieve IHD include accompaniment, capacity strengthening and advocacy. CST shows us that according to the principles of promoting human dignity, subsidiarity and solidarity, the only way to effectively address poverty is to assist communities and people to do it themselves. This model of accompaniment, as a process of being with others and walking side-by-side with partners, is recognised as core to our work.

Caritas Australia's preferential option for the poor is rooted in CST and is a core commitment within the program effectiveness framework. CST tells us that the poorest should have priority and they should be the subjects of their own development, not the object of someone else's idea of how they should be developed. This requires maximum participation by the poor and vulnerable, in all decisions and programs affecting their community.

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5   Pope Benedict XVI, 2006, Encyclical 'Caritas en Veritate', n11.

B: INTEGRAL HUMAN DEVELOPMENT OUTCOMES

Caritas Australia has identified four IHD outcomes. Each of these outcomes are interconnected and contribute to the goal of IHD. These outcomes have been defined by CA as follows:

Outcome 1: Life with dignity

Outcome 2: Just and peaceful relationships

Outcome 3: Sustained economic wellbeing and resilience

Outcome 4: Influence and independence

C: THEORY OF CHANGE

Caritas Australia's theory of change describes the necessary conditions to achieve change that will in turn contribute to the goal of Integral Human Development in the communities where Caritas Australia and our partners are working.

The theory of change works on the following logic:

IF integral human development addresses the social, economic, political, cultural, personal and spiritual wellbeing of people vulnerable to extreme poverty and marginalisation, **for example, by increasing access for the most marginalised to quality health and educational services,**

THEN we can expect to see certain changes, **for example, marginalised people can participate in community affairs and build confidence in their ability to change their own lives,**

LEADING to a contribution to IHD outcome 1 **Life with Dignity**.

The following provides an example of the theory of change directly relevant to a sustainable livelihoods program:

IF the most vulnerable farmers improve their agricultural practices, productivity and market access,
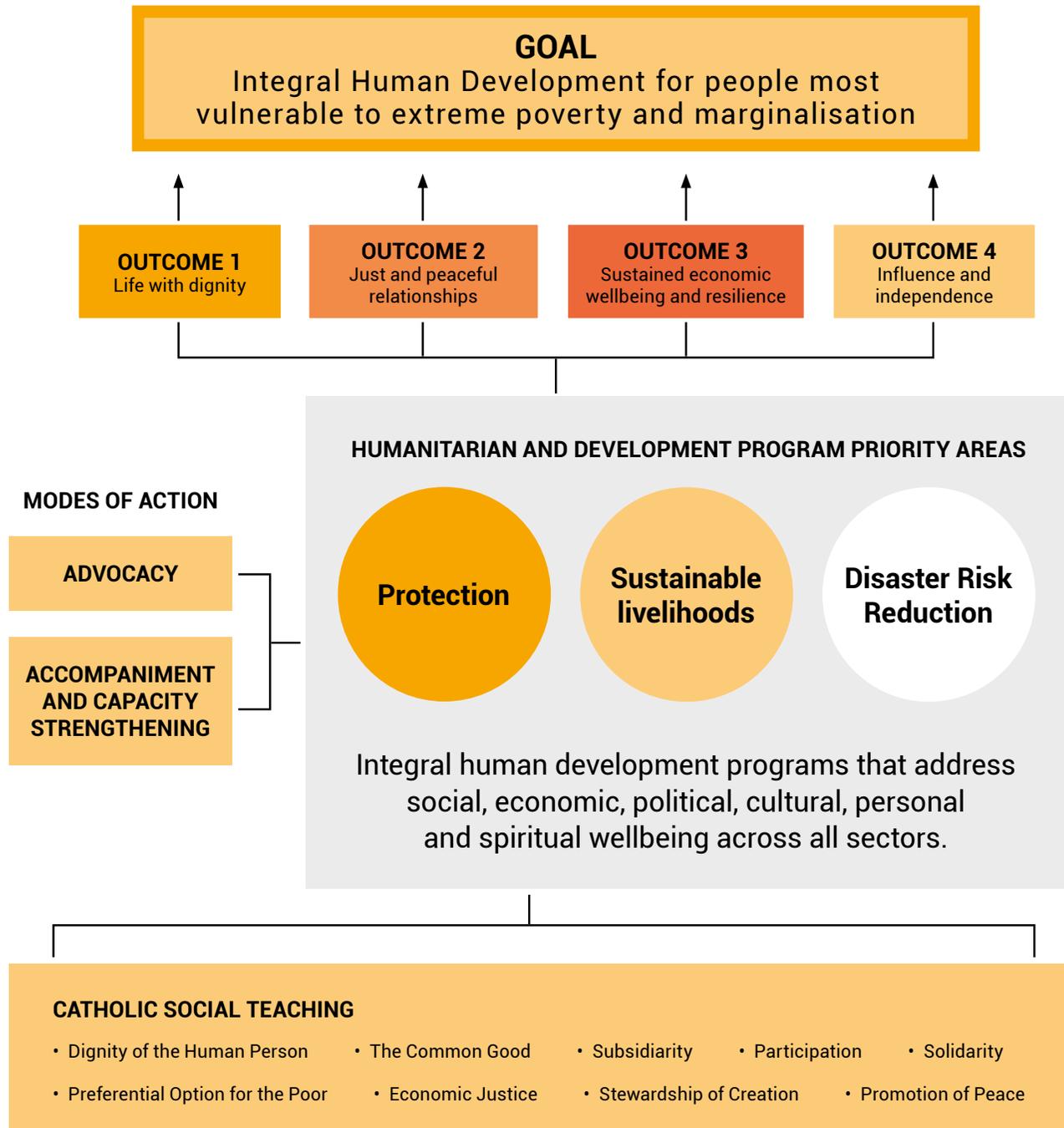
THEN they will enjoy greater profits and ability to withstand shocks,

LEADING to a contribution to IHD Outcome 3 **Sustained Economic Wellbeing and Resilience.**

In most settings, Caritas Australia is one actor contributing to IHD outcomes. The theory of change recognises the important role of other actors including the Caritas network, the development and humanitarian community and the broader international community. Some changes may also be impacted by external factors outside the control of Caritas Australia and its partners. Caritas Australia works closely with partners and communities to assess external factors that may impact on the success of their program or project to minimise this risk.

The pathways to change map (see page 11) provides an overview of the theory of change that places it in the context of the international, national and local enablers. Enablers provided are not exhaustive, but the listed enablers are particularly important to Caritas Australia. The pathways to change map also recognises that the proposed outcomes will only be achieved in cooperation with other actors and strengthened in an enabling environment.

Annex A provides a more detailed explanation of the theory of change explaining the link between CST and the conditions that are the starting point for achieving IHD.

GOAL
Integral Human Development for people most vulnerable to extreme poverty and marginalisation

OUTCOME 1
Life with dignity

OUTCOME 2
Just and peaceful relationships

OUTCOME 3
Sustained economic wellbeing and resilience

OUTCOME 4
Influence and independence

PATHWAYS TO CHANGE

KEY ENABLERS

Requires

GLOBAL:
International peace and security

International and regional cooperation with United Nations and the international humanitarian and development community

International and regional cooperation with the Caritas network

Environmental context

HUMANITARIAN AND DEVELOPMENT PROGRAM PRIORITY AREAS

MODES OF ACTION

ADVOCACY

ACCOMPANIMENT AND CAPACITY STRENGTHENING

Protection

Sustainable livelihoods

Disaster Risk Reduction

Integral human development programs that address social, economic, political, cultural, personal and spiritual wellbeing across all sectors.

Enables

NATIONAL:
Strong partnership with national Caritas partners and the Church

Institutional and technical capacity of the national Caritas and Diocese

Cooperation and partnership with other non-governmental organisations

Partners with shared vision for working with people vulnerable to extreme poverty and marginalisation

Functioning national government services

Human rights are protected and enshrined within the law

CATHOLIC SOCIAL TEACHING

- Dignity of the Human Person
- The Common Good
- Subsidiarity
- Participation
- Solidarity
- Preferential Option for the Poor
- Economic Justice
- Stewardship of Creation
- Promotion of Peace

COMMUNITY:
Strong governance (local government, cultural and traditional structures)

Strong community CBOs and participation

Technical and resource capacity of the local communities

Non-discriminatory cultural and religious practices

Active participation of people most vulnerable to extreme poverty and marginalisation

D: INDICATORS FOR MEASURING IHD CHANGE

Introduction

The following indicators illustrate how these outcomes might be measured in projects. In some cases the indicators will need to be adapted according to context. Indicators will be selected and modified by communities and partners as part of the accompaniment process. It is not expected that all projects will use all the indicators.

Some of the indicators that are especially relevant to program priority areas are highlighted with the following key:

(P) **Protection**

(SL) **Sustainable Livelihoods**

(D) **Disaster Risk Reduction**

Making Indicators Relevant to Your Context

In some cases the indicators will need to be adapted according to context. For example, change in dignity and wellbeing of communities for Outcome 1 of the effectiveness framework requires specific parameters depending on the context. During the design phase conduct a participatory process to collaboratively identify what measures of dignity are most appropriate and write these explicitly into a revised indicator. For example, if a community describes dignity as being linked to women being able to walk down the street without being harassed then one indicator might be: "percentage of women describing a change in the levels of harassment experienced on the streets of the community". Quantitative and qualitative change indicators are provided as a guide in the following tables.

It is essential to determine with partners indicators that are specific, measurable, attainable, realistic and time-bound (SMART). It is better to have fewer clear indicators versus many unclear ones.

OUTCOME 1 – LIFE WITH DIGNITY

A successful integral human development program strengthens capacity and confidence of the most vulnerable and marginalised to change their own lives. Greater inclusion in social, political and economic life; increased access to basic services; and protection from exploitative practices will contribute to the achievement of 'life with dignity'.

CHANGE INDICATORS

1. Increase in the % of the most vulnerable and marginalised that report greater inclusion in social, political and economic life (P) (SL)

- *Evidence through stories and examples of how greater inclusion in social, political and economic life has contributed to living life with dignity*

2. Increase in the % of the most vulnerable and marginalised accessing quality basic services (water, health, education, housing) (SL) (D)

- *Evidence through stories and examples of how access to quality basic services has contributed to living life with dignity*

3. Decrease in the % of the most vulnerable and marginalised that are affected by exploitative practices (P) (SL) (D)

- *Evidence through stories and examples of the positive impact of reduced exploitative practices*

4. Increased reported confidence in an individual's ability to change one's own life (P) (SL) (D)

- *Evidence through stories and examples of individual's reporting increased hope and feelings of self-worth*

OUTCOME 2 – JUST AND PEACEFUL REPLATIONSHIPS

By addressing power, equity and conflict issues, a successful integral human development program enables those most at risk to feel safe within their family and community and to actively engage in community affairs. An increase in the awareness and respect of peoples' rights and a decrease in violence within families and communities will contribute to the achievement of 'just and peaceful relationships'.

CHANGE INDICATORS

1. Increase in the % of the most vulnerable and marginalised that feel safe in their family and community (P) (D)

- *Evidence through stories and examples of what safety means in the community and how it has improved*

2. Increase in the % of the most vulnerable and marginalised that are aware of their rights and responsibilities (P) (SL) (D)

- *Evidence through stories and examples of increased awareness of rights and responsibilities*

3. Increase in the % of the most vulnerable and marginalised that feel that their rights are respected (P) (SL)

- *Evidence through stories and examples of how having their rights respected has contributed to just and peaceful relationships*

4. Decrease in the reported incidence of violence, with particular focus on family violence (P)

- *Evidence through stories and examples of reduced incidence of violence, and in particular family violence*

5. Increase in the % of the most vulnerable and marginalised that are actively engaged in community initiatives for the common good

- *Evidence through stories and examples of how increased engagement in common good initiatives has contributed to just and peaceful relationships*

OUTCOME 3 – SUSTAINED ECONOMIC WELLBEING AND RESILIENCE

An important element of integral human development is enhanced access to, and control of, resources that sustain life. Diversified livelihoods, viable businesses and sustained employment not only generate income and assets but enable those most at risk to be better prepared to respond to crises. Women having increased control over income and assets will contribute to sustained wellbeing and resilience for those on the margins.

CHANGE INDICATORS

1. Increase in the % of the most vulnerable and marginalised that report greater resilience as a result of diversification of livelihoods and/or increase in assets/income (SL) (D)

- *Evidence through stories and examples of how diversification of livelihoods and/or increase in assets/income has contributed to increased resilience and wellbeing*

2. Increase in the % of the most vulnerable and marginalised that have sustainable employment or access to income generating activities (SL)

- *Evidence through stories and examples of how sustainable employment or access to income generating activities has contributed to increased resilience and wellbeing*

3. Increase in the % of women and the most vulnerable and marginalised that report greater control over income and assets (P) (SL)

- *Evidence through stories and examples of how greater control over assets and income has contributed to increased resilience and wellbeing*

4. Increase in the % of the most vulnerable and marginalised that feel better prepared for, and able to respond to, crises and life's challenges (SL) (D)

- *Evidence through stories and examples of how the vulnerable and marginalised are better prepared and able to respond to crises*

OUTCOME 4 – INFLUENCE AND INDEPENDENCE

To truly become architects of their own development, the most vulnerable and marginalised should influence attitudes, policy and decisions that result in positive changes to important aspects of their lives. By enhancing their ability to access information and mobilise resources, a successful integral human development program contributes to greater 'influence and independence' of the most marginalised members of society.

CHANGE INDICATORS

1. **Demonstrated change in policy and attitudes in response to the voices and concerns of the most vulnerable and marginalised** **(P)** **(SL)** **(D)**

   - *Evidence through stories and examples of positive change in policy and attitudes*

2. **Increase in the % of the most vulnerable and marginalised that indicate an increase in their ability to influence decisions that affect them** **(P)** **(SL)** **(D)**

   - *Evidence through stories and examples of how increased ability to influence decisions has contributed to influence and independence*

3. **Increase in the % of the most vulnerable and marginalised that report a change in an important aspect of their lives as a result of policy or attitude change** **(P)** **(SL)** **(D)**

   - *Evidence through stories and examples of changes in people's lives*

4. **Increase in the % of the most vulnerable and marginalised that have accessed and mobilised information and resources to achieve self-reliance** **(SL)** **(D)**

   - *Evidence through stories and examples of how accessing and mobilising information and resources has contributed to self-reliance and independence*

02 APPLYING THE PROGRAM EFFECTIVENESS FRAMEWORK

This section provides concrete guidance on how to implement the program effectiveness framework in three critical areas:

A. Program and Management Cycle

B. Accompaniment

C. Program Priority Areas

A: PROGRAM AND MANAGEMENT CYCLE

Reflection and Learning Processes

During the life of the project / program there will be times CA staff and partners come together. This is the time to use the effectiveness framework as a guide to reflect on the achievement of integral human development outcomes. Reflection can focus on capturing case studies and stories of change that effectively illustrate change in one or more of the four IHD outcome areas. At the organisation level reflection can focus on the combined achievements across all programs in the four IHD outcome areas.

Project Design, Monitoring and Evaluation

In the development of project specific activities, outputs, outcomes and indicators discuss the following questions:

- Which IHD outcome(s) is this project contributing towards?

- Can outcome indicators in the program effectiveness framework be directly applied to this project? If not, can they be adapted?

- What can be baselined in this project and context?

Once Caritas Australia and partners have identified which IHD outcome the project or program is contributing to the change indicators that are most appropriate and useful to measure in the program context can be selected.

Each project will include an M&E Plan that measures progress and achievement towards IHD outcomes. Priority program and partnership investments, particularly time and resources, will also be measured. Change indicators in the framework should be used directly, or adapted for use, in the monitoring and evaluation plan.

- Does the project M&E plan identify outcome level change and process indicators?

- Are indicators SMART?

- Is there a timeline for when change will be achieved, recognising that change may be gradual?

Communicating Effectiveness

The collation of data across the four IHD outcomes provides an opportunity to communicate change to an internal and broader audience. With data across multiple contexts and sector projects it will become possible to communicate Caritas Australia's effectiveness in terms of integral human development outcomes.

Management and Strategic Planning

- The framework and its application will guide Caritas Australia and partner management and planning processes. Performance against the framework will inform decisions about resourcing (financial, staff, time, expertise, and networking), and program prioritisation.

- The framework is a fundamental tool for baselining, tracking and reporting change, capacity building and learning and building strategic relationships to influence others.

B: ACCOMPANIMENT

Recognising that our model of accompaniment is integral to achieving IHD, and it underpins our approach as a Catholic agency, the framework should be used in consultation with our partners, as a reference and guide through each phase of the program cycle. All project and program outcomes and indicators need to be derived in partnership with our partners and as far as possible with the communities we aim to serve. Only then will our programs and projects constitute meaningful change.

Further guidance on accompaniment to support the implementation of the IHD framework can be found in Annex 1.

C: PROGRAM PRIORITY AREAS

A program, cross-cutting theme, sector, key group or geographic area is a "priority" for investment or action by CA, first, where the human need and inequality is greatest and is not being addressed by others. And second, when these additional "priority" investments will catalyse the greatest change for and by the poorest and most marginalised.

Implementation of program priorities and measurement of change in priority areas will all feed into the achievement of agency outcomes and the goal of Integral Human Development. Further guidance on program priority areas can be found in the agency position papers and the summary below:

Protection

Caritas Australia will focus on:

i) Protection mainstreaming

ii) Child protection

iii) Measuring protection impact

iv) Ending violence against women and girls

Sustainable Livelihoods

Caritas Australia will focus on:

i) Food security

ii) Income generation

iii) Skills development

iv) Measuring sustainable livelihoods Impact

v) Sustainable livelihoods advocacy

Disaster Risk Reduction

Caritas Australia will focus on:

i) Incorporating DRR and CCA into all relevant programs

ii) Measuring DRR impact

iii) DRR advocacy

03 ANNEXES

A. Theory of Change

B. Discerning where and with whom we work

C. Application of IHD within the program cycle

ANNEX A: THEORY OF CHANGE

The following table provides a background to the logic flow of the Pathways to Change diagram on page 11. It explains the linkages between conditions of change that need to be in place to bring about expected change thus leading to a contribution to the four integral human development outcomes.

IF … Necessary Condition for IHD Program	THEN … Change Caritas Australia has contributed towards?	LEADING to … What outcome does CA contribute towards?
IF Program/projects address multiple dimensions of poverty including consideration of the social, economic, political, cultural, personal and spiritual dimensions of the person	• Communities and individuals experience increased self-worth and protection of human dignity • Growth is experienced consistently and evenly across the spectrum of human development	Life with dignity
IF The program/project adheres to human rights and supports social justice	• Programs and projects address the most fundamental issues affecting people vulnerable to extreme poverty and marginalisation	
IF Program/projects are owned and shaped by the community	• Communities and individuals have control over decisions affecting their lives • Communities and individuals experience increased sense of empowerment and self-determination • Sustainability and value for money	/
IF Program/projects prioritise inclusion and non-discrimination of people vulnerable to extreme poverty and marginalisation	• Increased opportunities are available to people vulnerable to extreme poverty and marginalisation to participate in community life • Community members recognise and prioritise the needs of people vulnerable to extreme poverty and marginalisation in their communities	Just and peaceful relationships
IF Caritas Australia supports projects that contribute positively to promoting harmony and healing relationships	• Programs and projects do not contribute to existing tension and disharmony • Communities work together in solidarity towards shared goals	/
IF Program/projects target economic inequality and injustice	• Disparities in economic and social wealth within communities is reduced • Livelihoods or income-related activities are improved	Sustained economic wellbeing and resilience
IF Disaster risk reduction is consistently prioritised across programs	• Communities are more resilient to disasters	
IF Caritas Australia promotes the voice of people vulnerable to extreme poverty and marginalisation to advocate on social justice issues **IF** Caritas Australia leverages its influence with the church, governments and UN bodies to realise social justice outcomes	• Partners and Caritas Australia stand together to deliver more effective programs • Communities work together in solidarity towards shared goals • Policy and behaviour can be changed to improve conditions for those most vulnerable to extreme poverty and marginalisation	/
IF Caritas Australia provides effective accompaniment to partners	• Programs will more effectively serve people vulnerable to extreme poverty and marginalisation • Capacity to improve development outcomes is enhanced • Greater and sustainable outcomes for the people most vulnerable to extreme poverty and marginalisation	Influence and independence

ANNEX B:
DISCERNING WHERE AND WITH WHOM WE WORK

STAGE 1
Who are the most marginalised and where are they living? Will CA be reaching those that are currently unaccompanied by other Caritas agencies or other service providers?

STAGE 2
What strong partnerships does CA have with local actors who have relationships and unique access to the most marginalised? What financial, program and technical capacity does CA have to support the IHD of these communities?

STAGE 3
How will work in this area enhance IHD outcomes namely: life with dignity; just and peaceful relationships; sustained economic well being and resilience; and influence and independence?

Most marginalised in region

Relationships and partners

Capacity and resources

Unaccompanied poor

To enhance dignity and wellbeing

ANNEX C: APPLICATION OF IHD WITHIN THE PROGRAM CYCLE

- Once design or planning is complete, decide what baselining will take place
- Determine what IHD indicator will be baselined and create a baselining plan

BASELINE

IMPLEMENT

- Collection of data against IHD framework indicators

MONITOR & EVALUATE

DESIGN

- In the development of activities/ outputs/ outcomes determine which IHD outcome/s is the program contributing towards
- Choose/adapt IHD indicators
- Develop M&E framework that includes programs and IHD indicators

REFLECT & LEARN

COMMUNICATE EFFECTIVENESS

- Share case studies, successes and learnings with PEAL, IP and CA Communications team

- 2nd year and subsequent planning is based on the analysis of reflection and learning. As a result, program activities may change. Therefore revisit the IHD framework during each planning phase.

IMPLEMENT

PLAN, ADAPT & RESOURCE

MONITOR & EVALUATE

- IHD framework will guide the reflection of the achievement of IHD outcomes
- Case studies and stories of change against the four outcome areas will be analysed
- At the organisational level IHD framework will be used to assess combined achievement across all programs
- Informs future investments
- Change resourcing, workplan, budgets.

REFLECT & LEARN

COMMUNICATE EFFECTIVENESS

Continuous Improvement

Program Cycle 1

Program Cycle 2

Ongoing Program Cycles

23