



# INCLUSIVE SOCIAL ACCOUNTABILITY

**COUNTERPART  
INTERNATIONAL**  
In partnership for  
results that last.



**COUNTERPART INTERNATIONAL THANKS THE  
FOLLOWING EXTERNAL REVIEWERS FOR THEIR  
TECHNICAL ASSISTANCE AND INSIGHTFUL COMMENTS.  
ANY ERRORS ARE OURS.**

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Counterpart International's **Inclusive Social Accountability (ISA)** developmental framework integrates elements of social inclusion and community accountability into one comprehensive approach. Born out of more than 50 years of experience working hand-in-hand with local communities, leaders, and partners, Counterpart's ISA framework takes proven industry tools and weaves in meaningful inclusivity at every step of the process. Counterpart works around the world in localized, highly participatory ways with individuals, organizations, and leaders who have been historically marginalized. We amplify the voices of those who have been purposefully excluded from the political process and ensure that their needs are met through a more responsive government and more equitable policies that serve all citizens. Counterpart's ISA method results in an informed, engaged civil society that can hold their governments accountable—and be accountable to citizens—for delivering higher quality and equitably distributed social services. In the end, needs will be met, government services will be delivered, and quality of life will improve for all.



## THE INTEGRATION OF TESTED AND PROVEN GOVERNANCE METHODOLOGIES

Counterpart's ISA methodology is a critical new approach for countries undertaking the journey to self-reliance and moving away from development assistance. ISA fosters more durable solutions by engaging government to make the policy or service delivery changes needed and ensuring that all voices are included in crafting these solutions.

This insight — that social inclusion and social accountability are two mutually reinforcing concepts that together lead to meaningful social change — is the foundation of Counterpart's ISA method.

***Social Accountability** provides a platform for citizens and social sector institutions to voice issues, identify public priorities, and hold governments accountable for improved performance and transparent use of public resources.*

***Social Inclusion** ensures that disenfranchised groups have equal access to, and control over, public resources and are represented in local and national government.*

The success of ISA initiatives depends largely on their ability to create an enabling environment that promotes collective action, scales citizen engagement beyond the community level, and strengthens the capacity of government to engage with and respond to citizens. The link between accountability and inclusion, however, is rarely made explicit in social accountability programming, and this limits the efficacy of service delivery — particularly when it comes to reaching the most vulnerable.

Counterpart's ISA approach is designed to be mutually supportive at every level — educating and allowing informed citizens to effectively hold their governments accountable, while simultaneously building the capacity of governments (and where necessary, their private sector and CSO partners) to deliver quality social services that are equitably distributed. For the most vulnerable and marginalized, ISA is designed to maximize voice and inclusion, ensuring these traditionally disenfranchised groups have equal access to public resources and social services.

In this paper, we present the building blocks of the ISA approach along with a number of methodologies that can facilitate its implementation. It is important to keep in mind that ISA is more than the sum of the methodologies and tools; the applicability of the illustrative tools will vary according to a program's context and specific objectives while the ISA key principles and concepts will remain relevant.

## POSITIVE DEVELOPMENTAL CHANGE THROUGH PARTNERSHIP, INCLUSION, AND FLEXIBILITY

The ISA framework maximizes a community's ability to advocate for more responsive and inclusive governance and service delivery. Using a multifaceted approach to engagement and collaboration, Counterpart has designed the ISA method around three key components:

1. ISA emphasizes collaboration and partnership over confrontation. Collaboration creates realistic expectations of what governments can achieve with limited resources and promotes the emergence of innovative local solutions – often privately funded or delivered by civil society – that are uniquely adapted to local conditions. Formal and informal social partnerships frequently emerge, allowing local actors to agree to work together towards common objectives with well-defined responsibilities. With ISA, development practitioners can work as honest brokers to help local stakeholders identify and prioritize local development priorities.
2. ISA emphasizes inclusion to achieve system-wide change. With ISA, inclusion is not just seen as an outcome, but as a critical success factor in the processes we support. Inclusion is built into every step of the ISA process – from analysis to partnership building to our learning and adaptation framework. We also understand that sustainability comes when bottom-up demand for accountable service delivery leads to systemic reform. This is achieved through evidence-based policy reform, increased capacity of key actors, and an improved enabling environment.
3. ISA emphasizes adaptation over structure. ISA approaches account for the complexities, dynamism, and uniqueness of each community's specific context. This differs greatly between countries with a strong history of civic engagement and political participation and countries with closed or closing space that limit public participation in the political process. ISA uses inclusive political economy analysis (PEA) to account for the social, cultural, and economic factors that underpin the power dynamics that drive exclusionary policies and practices.

These three components are rooted in decades of Counterpart's experience gathering community-driven insight. Key messages we've heard from local partners include:

- When social accountability programs fail to implement effective strategies for social inclusion, they risk reinforcing existing divisions, disparities, and uneven power relations – ultimately failing to achieve their objective to improve public services for all. In conflict settings, this exacerbates tensions and at times may lead to violence.
- Social inclusion interventions are more effective when they are integrated in community-wide efforts, utilize collaborative approaches, and aim to achieve practical and well-defined goals (i.e. improving public services for the entire population).
- Inclusion efforts should be comprehensive and go beyond tokenism to affect an increase in individual agency and an authentic sharing of political power. Talk is not enough.
- Inclusive and locally-driven public service priority setting, planning, benchmarking, executing, monitoring, evaluating, and adapting are all important steps. A systems-wide approach to improving social accountability and public service delivery must incorporate each of these stages to be successful.

Most importantly, ISA provides a cohesive framework and set of tools to operationalize Counterpart's core belief that the role of international development organizations is to catalyze local ownership of the development process to ensure self-reliant, inclusive, and sustainable development.

## THE BUILDING BLOCKS OF INCLUSIVE SOCIAL ACCOUNTABILITY

Designed to address the complexities of each local environment, ISA drives positive, effective change through five core Building Blocks. These Building Blocks are iterative components and are often implemented concurrently over the life of a program. As a logical starting point, ISA Building Blocks start by assessing the local political and social economy to drive on-the-ground positive change. As context and power dynamics shift, ISA modules react accordingly, in turn placing an emphasis on fostering and building engagement, collaboration, partnership, and governance. Capacity development and leadership support begin in parallel the moment key stakeholders and champions are identified, ensuring knowledge is cemented from day one. Integration of capacity building and engagement ensures scale, sustainability of interventions, and systemic impact.



### BUILDING BLOCK 1: OPERATIONALIZE LOCAL KNOWLEDGE

To better understand and contextualize service delivery for local contexts, ISA Building Block 1 leverages methodologies that draw from the *Thinking and Working Politically and Inclusively*<sup>1</sup> toolbox, such as inclusive political economy analysis, system and power mapping, gender and social inclusion analysis, and social network analysis. As we apply these methodologies, we look at how various exclusionary factors – i.e. gender, age, disability, economic status, religion, or ethnicity – intersect to amplify discrimination. This knowledge enables Counterpart and its partners to develop strategies that address the root causes of exclusion within broader political economies. These methodologies drive knowledge from the ground up, building on decades of experience in complex environments with multifaceted challenges steeped in local history, social and cultural norms, and economic and political power relations.

ISA Building Block 1 is also designed with an awareness of the fracture lines that run through many of the societies where we work. We consider the complex and sometimes contradictory incentives that drive individual, institutional, and group behavior, including political, administrative, and patronage systems that too often reward loyalty over a dedication to serving citizens. All programs that leverage ISA methodologies start with the realization that local systems disincentivize collaboration, whereas our strategies demonstrate the value of cooperation at each stage.

<sup>1</sup> *Thinking and Working Politically (TWP)* is an umbrella concept that covers a number of approaches and methodologies that aim at ensuring that development interventions are rooted in a deep understanding of the political, social, and economic factors that will influence their success. As part of our emphasis on inclusivity, Counterpart is proposing to rephrase the concept as *Thinking and Working Politically and Inclusively (TWPI)* to emphasize the importance of understanding the factors that drive inequity and exclusion.



The Building Block 1 tools serve a dual purpose: driving greater stakeholder awareness and incentivizing collaboration upon project inception, while also allowing programs to establish a clear baseline for measurement. This is critically important as it allows for:

- A focus on action-oriented research and information collection that brings stakeholders together. The aim is to better understand how systems work, how decisions are made, and how collective action can impact the broader system.
- The observation of relationships between stakeholders, power dynamics, emerging alliances, and drivers of change and resistance. Identifying who has a voice, who is marginalized, and which strategies are best to ensure broad inclusion is a critical step in this process.
- The identification of emerging leadership among traditionally excluded groups and prioritizing their need for support.
- Integration of contextual analysis into monitoring and evaluation and adaptive management tools.
- The assurance that stakeholders have ownership of the knowledge created in the process and can use it to inform their initiatives.

Specific tools under the umbrella of Building Block 1 include:

## DECREASING TEACHER ABSENTEEISM

**Country:** Niger

**Building Block 1 Tool:** Power mapping

**Goal:** To improve quality of education through increased number of qualified teachers.

Teacher absenteeism and a refusal by teachers to relocate to their (often remote, rural) assigned posts contributes to the poor quality of education available to Niger's most vulnerable children. To address this issue, Counterpart conducted a power mapping exercise where communities identified key roadblocks preventing reform and explored the decision-making process surrounding education policies in Niger. This participatory power mapping process enabled stakeholders to discern between the real champions for change and those who were passively or actively obstructing it. Built on this newfound knowledge and strength that resulted from participation in the power mapping process, new alliances were formed, enabling local leaders and CSOs to work together to ensure higher education standards. Working collaboratively, these alliances negotiated with the Ministry of Education and the teachers' union, resulting in an agreement to change the teacher assignment policies. This new policy resulted in 3,735 teachers effectively rejoining their posts - ensuring students in rural areas had access to high quality education.

METHODOLOGY	PURPOSE
<b>Inclusive Political Economy Analysis (IPEA) / Missing Voice Analysis</b>	To provide a broad understanding of the factors—social, cultural, political, and economic—that impact the ability to effectively address a development problem or successfully carry out a reform process. A critical part of the IPEA exercise is to identify stakeholder voices that have been absent from decision-making processes using Counterpart's Missing Voice Analysis methodology.
<b>Asset-Based Participatory Community Mobilization</b>	A methodology which integrates the Appreciative Inquiry methodology focused on identifying challenges, opportunities, and existing community assets/successes to build upon rather than focusing on identifying problems and solutions.
<b>Gender Integration Operational Guidelines</b>	A set of practical guidelines and tools for programs to operationalize gender-aware principles in work planning, activity design, and project management.
<b>Gender and Social Inclusion Analysis</b>	To document social and economic factors that drive the exclusion of segments of the population based on gender, economic status, or social groups.
<b>Power Mapping</b>	As a component of a PEA or local systems analysis process, or as a distinct exercise focused on identifying and mapping power dynamics between key stakeholders.



<b>Local Systems Analysis</b>	To provide a thorough understanding of the key dimensions and interconnected aspects of the national systems responsible for public goods, including delivery of basic social services.
<b>Conflict Analysis</b>	To understand the drivers of conflict in conflict-prone areas, including access to resources, political differences, and social belonging.

## BUILDING BLOCK 2: STRENGTHEN CAPACITY FOR COLLECTIVE ACTION

ISA Building Block 2 is designed to build and promote locally-owned, multi-level, sustainable CSO networks that can serve as platforms for shared learning, coordinated service delivery, and improved development programs. Our approach recognizes that a vibrant and influential civil society comes from forming networks and coalitions focused on achieving shared objectives through collective action, collaboration, and social partnerships. Strong networks and coalitions begin with strong organizations and leaders, and any solid network development program must invest in CSO capacity building. Counterpart partners with CSOs to improve their financial and program management and their governance structures - all with an emphasis on building the skills and mindset necessary to engage in collective action.

As organizations and individuals become more effective and engaged, the focus shifts to ensuring that they have the ability to form purposeful networks, alliances, and coalitions. Working collaboratively, CSOs are best positioned to represent the interests of citizens and demand more responsive governance. ISA's approach to network development and coalition building focuses on network purpose, social capital and trust, leadership, communication, collaborative action, and measurement. As networks are formed and strengthened, focus shifts again towards maximizing collaboration between organizations to amplify the messages of civic advocacy and government oversight.

While collective action has always been important in traditional approaches to social accountability, Counterpart's ISA methodology purports that it is also critical to promoting social inclusion. To reflect this shift, ISA Building Block 2 focuses on expanding the tools and skills needed to catalyze opportunities for the voiceless to engage in their communities. Communities will not achieve systemic reform unless the most disenfranchised voices are amplified through collective action to reach the ears of key decision-makers at all levels.

### CIVIL SOCIETY GAINS INFLUENCE THROUGH COLLECTIVE ACTION

**Country:** Kazakhstan

**Building Block 2 Tool:** Organizational and Network Capacity Progress

**Goal:** To provide a sustainable platform for civil society to advocate for transparent governance and policy reform, promote public/private partnerships, and strengthen CSOs' capacity as service providers and advocates.

Emerging and disparate civil society organizations in Kazakhstan lacked the shared agenda and collective voice to influence policy reform. Through engagement with key civil society actors across the country, a National Civil Society Support Network was created to fight for social sector reform. Formed in 2005, this independent network, ARGO, has since received over \$9M in direct funding from USAID and other international donors, became an advisor to the Kazakh government on civil society legislation, and convened national and regional civil society events. ARGO has since expanded its network into South Asia, creating a web-based, multi-lingual Central Asia Regional CSO Capacity Building Training Platform, and is serving as the regional Hub for the CIVICUS/Counterpart Innovation for Change global initiative.





ISA Building Block 2's specific leadership, organizational development, and network strengthening tools include:

METHODOLOGY	PURPOSE
<b>Civil Society Network Development Methodology</b>	Designed for periodic self-review and continual development of networked civil society collaboration, the methodology is an integral part of Counterpart's overall strategic support and tailored capacity development of civil society networks worldwide. It enables deeper understanding of the nature of a network's capacity building needs while determining whether the network is effective in achieving its mission through partnership and network consolidation and expansion.
<b>Youth Learn, Engage, Advocate, Develop (LEAD) Framework and Modules</b>	To provide comprehensive individual training, using modules in Appreciative Community Mobilization for Youth Leaders, Youth Action and Advocacy, Communication and Public Outreach, Democracy and Good Governance, and Government Engagement.
<b>Social Network Analysis</b>	To understand how organizations and groups relate to and rely on each other, assess the strength of those relationships, and identify marginalized groups.
<b>Advocacy Framework</b>	To address situations where local priorities require collaborative advocacy efforts to influence national or regional policies.
<b>Participatory Organizational Development Assessment (PODA)</b>	A self-guided diagnostic tool where CSO leadership and staff can evaluate the structure, performance, and resources of their organization using a quantitative checklist of 236 indicators.
<b>Organizational and Network Capacity Process (OCP) Tool and Materials</b>	To support capacity building of organizations and networks through evaluation tools, a template manual, capacity building training modules, and other tools.
<b>Financial Sustainability Action Planning (F-SAP) Methodology and Toolkit</b>	To support financial sustainability planning and corresponding technical assistance manuals covering three key issues: grant writing, fee-for-service, and social enterprise.

### BUILDING BLOCK 3: FORM INCLUSIVE ACCOUNTABLE AND TRANSPARENT SOCIAL PARTNERSHIPS

ISA Building Block 3 is about building social partnerships at every level -- public, civic, and private -- beginning with promoting local dialogue and engaging stakeholders to listen to each other and ending with formalization through contracting or other mechanisms. Promoting inclusive accountability depends on these robust social partnerships to strengthen collaboration around identifiable priorities, promote awareness, and hold one another accountable - project staff, stakeholders, and government alike.

The actual process behind social partnership formation changes according to local context. For example, where it may be difficult to bring together all stakeholders around the same table — perhaps where women would not be provided an opportunity to express themselves in a male-dominated setting — the process can consist of a series of smaller consultations that provide separate groups an opportunity to communicate in a safe space. There are often official mechanisms in place to ensure citizen input on policies and laws, including local development planning processes or public hearings. While these are rarely effectively implemented, ISA can provide an opportunity to strengthen and make them more inclusive.

Once the process evolves to a point where stakeholders can agree on the issues they want to address, Building Block 3 provides important tools to use. Formalizing partnerships is not obligatory but may serve to leverage innovative methodologies such as social contracting. A social contract is formed when an NGO or private sector company is given the responsibility for implementing or managing specific public services or projects - usually following a competitive process. ISA incorporates social contracts as they can serve as



more effective mechanisms for local CSOs to provide direct services to underserved communities - critical to maximizing service delivery effectiveness – and have the potential to drive accountability and transparency by providing clear oversight.

Counterpart has learned that the success of social partnerships and contracting is driven by the following factors:

- Clarity of purpose and roles and responsibilities between the parties.
- A transparent and open process for creating and managing the partnership.
- Effective multi-stakeholder oversight mechanisms with the capacity to monitor and evaluate progress toward achieving stated goals.
- Access to resources — human, financial, and infrastructure — not previously available to the service provider.

## REDUCING VIOLENT CRIME

**Country:** Honduras

**Building Block 3 Tool:** Social contracting

**Goal:** Reduce community vulnerability to violence.

High crime levels in Honduran communities have created a climate of insecurity, hampering local development and robbing youth of their futures. Working through local CSOs in 32 notoriously violent communities, Community Security Councils were identified to develop local crime prevention action plans. Collaboration between citizens (including youth), government, and the private sector resulted in joint projects focused on violence prevention, job creation, education, drug demand reduction, and safe public spaces. Through successful inclusive social partnerships, communities reclaimed their neighborhoods and their rights, providing youth an alternative to violent crime and creating safe public spaces for all.

Building Block 3 tools are specifically designed to ensure communities and key members of civil society have been meaningfully included in identifying the issues that truly matter to them and in developing and implementing the solutions to address these priority issues. These steps should also guarantee that the participatory processes being developed are inclusive and include traditionally marginalized groups:

METHODOLOGY	PURPOSE
<b>Social Contracting</b>	To ensure that adequate services are provided where local community resources are insufficient to achieve service delivery objectives and private sector/NGOs have comparative advantage to manage a service or project.
<b>Community Foundation</b>	Community Foundations pool local resources - civil society, government, private sector, and donor resources - to support locally-owned and monitored initiatives.
<b>Service Improvement Action Planning (SIAP)</b>	Methodological framework for local stakeholders to analyze gaps in service delivery and identify measures to mitigate those gaps. SIAPs identify stakeholder responsibilities critical to social contracts.
<b>Participatory Budgeting and Resource Mobilization</b>	To ensure that local communities are included in local, regional, or national budgeting processes and that all required resources are mobilized, i.e. CSOs working with local authorities to improve tax or fee collection rates.
<b>Multi-Stakeholder Forum (MSF) / Policy Dialogues</b>	To provide a broad forum for identifying local development challenges and agreeing on priority issues. To discuss solutions to specific development challenges or service delivery issues.
<b>Participatory Strategic Planning and Budgeting (PSPB)</b>	Tools to support local government in implementing participatory planning processes. PSPB processes typically result in broad local development plans, budgeted by local authorities, that are inclusive of community priorities.

## BUILDING BLOCK 4: PROMOTE RESPONSIVE GOVERNANCE THROUGH EFFECTIVE CITIZEN MONITORING

ISA Building Block 4 provides sustainable mechanisms and tools for monitoring community-level service delivery, ensuring that these mechanisms are locally-driven and do not require extensive external support beyond initial training and capacity development efforts.

Ideally, Building Block 4 methodologies promote existing service oversight mechanisms that align with local laws, policies, or practices, including service management boards, user associations, or local government committees. Where such mechanisms function poorly, not as intended, or are not inclusive, ISA provides tools to strengthen their functioning. Most importantly, ISA encourages leadership to utilize a broader array of accountability initiatives to make existing processes more effective, inclusive, and accountable to citizens. Regardless of structure, these mechanisms create a mandate for local authorities and communities to work together to oversee the management of service or public resources.

Under Building Block 4, Counterpart's ISA method offers tools to support community-wide citizen monitoring committees, designed with clear mandates that go beyond oversight of specific services or sectors. This can be a complement to local structures, especially with service boards that focus on specific services, but do not have a broader mandate to oversee government accountability. Where mechanisms are mandated by law (i.e. for local planning), ISA citizen participation committees or local councils may be leveraged to build joint committees – effectively bringing elected officials and citizens together around common goals or issues.

Finally, ISA is designed specifically to allow for the monitoring mechanism development process to be organic, optimally letting local communities decide what type of monitoring committees they need. This helps ensure that the following success factors are addressed:

- An inclusive and transparent process for member selection.
- Clearly defined relationships between the committee and existing community structures and local authorities.
- Clear accountability and reporting structures to ensure the continuous engagement of the local community.
- A strategy for resource mobilization to support on-going activities and ensure sustainability over the long term.

### SCHOOLS INCREASE RESILIENCE

**Country:** Senegal

**Building Block 4 Tool:** Oversight capacity development framework

**Goal:** Improve school attendance, increase literacy rates, and reduce child hunger.

Schools can be a critical community resource for improving local food security, reducing student hunger, increasing literacy, and improving the quality of primary education for poor children. Counterpart built the capacity of 57 School Management Committees in Senegal to provide daily meals to their students, develop sustainability plans, and engage government for financial and administrative support. In 20 partner communities, government and school stakeholders were also taught to manage community farms – contributing 35 metric tons of rice, onions, tomatoes, peppers, and eggplants for school lunches in 2018 alone. These improvements led to a 20% increase in reading and comprehension levels of students in third, fourth, and fifth grades compared to the baseline – a clear indication that community monitoring and sustainability planning can have a real impact on improving quality of life.



ISA Building Block 4 uses a wide variety of tools to monitor the use of public resources and service delivery, including:

METHODOLOGY	PURPOSE
<b>Citizen Report Cards</b>	Used by local governments or CSOs to survey individual citizens about their satisfaction with specific services.
<b>Community Score Cards</b>	An opportunity for communities to engage local authorities and service providers to identify issues with access to services and service quality, identify solutions, and work collaboratively to implement them.
<b>Social Audit</b>	For CSOs to conduct an independent assessment of the performance of selected services and use the results to generate a dialogue between service providers and users.
<b>Service / Citizen Charters</b>	To build a consensus between service providers and citizens on the standards for delivery of specific services. Citizen charters can be used as a reference document for ongoing monitoring of service improvements.
<b>Community Public Expenditure Tracking (CPET)</b>	To engage local communities in tracking public expenditures, from planning to budgeting through execution, including procurement. CPET typically requires the presence of local institutions with a relatively sophisticated understanding of public financial management.
<b>Oversight Capacity Development Framework</b>	To strengthen the capacity of service oversight mechanisms to effectively fulfill their mandates with an emphasis on improving outreach, internal governance, communication, M&E, and sustainability planning.

## BUILDING BLOCK 5: LEARNING, ADAPTING, AND SCALING UP

ISA Building Block 5 leverages *Counterpart's Collaborating, Learning, and Adapting (CLA)* methodology within the service delivery design, implementation, and monitoring and evaluation processes. CLA provides an iterative framework for development practitioners and service delivery providers to work with local stakeholders to build relationships and knowledge share through multiple platforms. Over time, this approach fosters a culture that emphasizes experimentation, as well as adapted learning from failures.

At the core of our learning and adapting approach is the operationalization of *Thinking and Working Politically and Inclusively* principles and USAID's guidelines for Complexity Awareness Monitoring (CAM) in particular. We apply CAM tools to continuously assess the assumptions that underpin our interventions, monitor unexpected outcomes, and explore how rapidly evolving political environments may impact project performance. Aligned with CAM, we use our Political and Social Context Tracker to monitor how the changing operating context may impact program implementation in the short and medium terms. ISA results frameworks are designed to assess what is being done now, the overall efficacy of the current service delivery model being leveraged, how ISA intends to improve on that approach over time, and the expected results of the new intervention. Qualitatively, ISA impact measurements focus on the difference between current and future service delivery efficacy and efficiency. Specifically, the assessment should measure:

- Improvements in on-the-ground efficacy of service delivery (i.e. greater, deeper, stronger).
- Improvements in stakeholder engagement, buy-in, and participation.
- Long-term impact of improved service delivery (i.e. more food security, higher educational achievement, etc.).
- Greater efficiency (i.e. return on investment) for each service delivery dollar / unit of time invested.



ISA also attempts to measure the long-term success of this methodology on improving service delivery by identifying, documenting, and tracking a broad range of factors. To do this, ISA moves beyond a *community-impact* lens to a *system-impact* lens. Counterpart is currently designing a **Sustainable Development Assessment Framework** based on our review of factors that have contributed to the sustainability of Counterpart interventions over the past 50+ years, including:

- **Demand, Ownership, and Inclusion:** the extent to which an intervention is aligned with stakeholder priorities and is driven by those key stakeholders; the extent to which a program effectively engages all stakeholders impacted by a specific policy or service.
- **Capacity:** individuals, institutions, and networks have developed the core competencies needed to sustain the intervention. Institutions have the necessary management, financial, and governance systems in place.
- **Integration and Collaboration:** the outcomes achieved by a specific intervention result from a collaborative multi-stakeholder, multi-sectoral process, and is informed by an understanding of how complex factors influence specific development challenges.
- **Resources:** long-term financial and human resources are secured and reliance on external funding is minimal.
- **Enabling environment:** a supportive legislative and regulatory environment is in place and systems exist to monitor impact and evaluate interventions.

This framework will enable ISA to move away from a traditional approach to documenting short-term change — often through the collection of anecdotal success stories — towards assessing and thinking about systems and sustainability.

Focusing on measuring impact in the short, medium, and long term, Building Block 5 tools enable citizens, stakeholders, practitioners, and staff to collaborate, learn, and adapt:

METHODOLOGY	PURPOSE
Peer Learning Networks and Field Visits	To encourage knowledge sharing among partners through social media and direct learning events. They may also include field visits between partner communities and implementers as an effective approach to share experiences.

## POWER MAPS OF FLUID ENVIRONMENTS

**Country:** El Salvador

**Building Block 5 Tool:** Rapid power mapping

**Goal:** Support the LGBTI community's right to justice and security.

In El Salvador's complex and fluid political environment, working with human rights activists on sensitive issues - such as LGBTI rights to engage the national police and government officials - demands a nuanced understanding of political dynamics. When new influential actors came to power in El Salvador in 2017, including the police chief and the Attorney General, Counterpart used rapid power mapping to assess the attitudes of the new leaders toward reforms. To complement this mapping, we worked with community and CSO LGBTI actors to proactively seize new opportunities and address challenges. Based on these assessments, LGBTI CSOs renewed their efforts to advocate for the adoption of an official policy by the Ministry of Justice and Public Security (MJPS), to protect the rights of the LGBTI population and ensure their access to fair security and justice services. The MJPS approved the policy in Fall 2017 and funded a complementary internal communications campaign to ensure its success and support within the government.



<b>Sustainable Development Framework</b>	Framework to assess the sustainability of program interventions according to 5 sustainability criteria (ownership, capacity, integration, resources, and enabling environment).
<b>Complexity Awareness Monitoring</b>	“Systematic collection of information about conditions and external factors relevant to the implementation and performance of an operating units’ strategy, projects, and activities.” (USAID definition)
<b>Political and Social Context Tracker/Rapid Power Mapping</b>	Structured monthly program team meeting to review context evolution and how it may impact implementation strategy.
<b>Most Significant Change and/or Outcome Harvesting</b>	Standardized approach to interviewing beneficiaries and partner organizations to understand the most significant changes that have occurred in the lives of beneficiaries and how the program may have contributed to that change.
<b>After Action Review</b>	Structured debriefing process for analyzing what happened, why it happened, and how it can be done better by participants and/or program teams.

## A NEXT GENERATION DEVELOPMENT METHODOLOGY

Building off 50+ years of success in countries around the world, Counterpart International’s ISA framework integrates core elements of both social inclusion and social accountability with the specific aim to:

- Increase transparency and effectiveness of government.
- Improve quality and depth of public service delivery.
- Ensure that public service delivery priorities are locally determined, and that benefits are equitably accessed by marginalized or vulnerable individuals and communities.

Counterpart’s unique ISA approach challenges traditional community-level development strategies and uses tools in new and exciting ways for the benefit of communities around the world. While adversarial advocacy is sometimes required for improved social accountability, collaborative ISA approaches open channels for enduring dialogue and encourage engagement between citizens, government, and the private sector. When sustained over time, this strategy results in highly efficient, cost-effective, and sustainable mechanisms for improved public service delivery.

Counterpart’s ISA method encourages a culture of experimentation and adapted learning, allowing stakeholders to learn from their mistakes and strive for permanent, positive change. As entire communities (including traditionally disenfranchised groups) are engaged at every level, they build social capital and trust, improve leadership, enhance communication capabilities, and harness the power of collaborative action. Following this process, our partners can facilitate access to and control over public resources and the knowledge and tools to participate in local governance, strengthening their long-term agency and resilience.

Counterpart’s ISA method is based on local knowledge and is designed to become systemically entrenched within communities and systems through comprehensive, multi-level capacity building. This approach focuses specifically on ensuring individuals, organizations, and governments become effective at every level. Together, these steps result in leaders and organizations forming purposeful networks, alliances, and coalitions that are well-positioned to act collectively to represent citizens, amplify the messages of civic advocacy, and lead to a more responsive government for the benefit of all.



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