Iceland
Liechtenstein
Norway

**Active
citizens** fund

Active Citizens Fund 2014-2021:

Guidance on Outcomes and Indicators

December 2020

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Objectives of the Guidance on Outcomes and Indicators

This document provides guidance on the design of the results framework for the Active Citizens Funds under the EEA Grants 2014-2021. It aims to improve the quality of the outcomes and indicators and ensure consistency in the methods of reporting and aggregation of data across the Active Citizen Funds.

FOs are encouraged to align their outcomes and indicators to this framework as much as possible when reporting to the FMO, to allow for aggregated results tracking and reporting across programmes. FOs shall select the outcomes and indicators that are appropriate to their programme. The wording of core indicators, where used, should be aligned to the Core Indicator Guidance as much as possible (see below). However, for other indicators, FOs can vary the wording of outcomes and indicators to their specific context, and may wish to use additional outcomes and indicators.

This document includes the compulsory bilateral outcome "Enhanced collaboration between beneficiary and donor state entities involved in the programme" and four compulsory bilateral outcome indicators.
FOs are required to track the geographic location of projects/CSOs funded under the ACF programmes, to be able to report against the country-specific areas and concerns on under-served geographic areas.

Core Indicators

Relevant 'core indicators' that are used across all Programme Areas of the EEA and Norway Grants 2014-2021 are integrated into this document. Of them, two are mandatory for all ACF programmes and apply to the entire programme, regardless of which outcome the funding was channelled through:

1. Number of people engaged in CSO activities
2. Number of CSOs directly funded

These mandatory indicators are not tied to any specific outcome or output but capture the aggregate values across the entire programme. When reporting on them, double counting shall be strictly avoided. In other words, only unique CSOs directly funded are to be counted. Definitions and methodology for these core indicators are outlined in the FMO Core Indicator Guidance. The EEA and Norway Grants' information system will integrate the two mandatory indicators into the reporting interface.

A link to the full list of Core indicators is provided in section 5. Wherever Core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each Core indicator as well as guidance on how to measure, monitor and report them.

Use of this Guidance

This Guidance is intended for use during two stages of programme development:

(i)   **Guidance for bidders for the Fund Operator role** when preparing the programme intervention logic, comprising expected outcomes, outcome indicators and key risks to outcomes (see Bid Form section 7.4, and Terms of Reference section 2.8)

(ii) **Guidance for selected Fund Operators** when preparing the results framework annexed to the Programme Implementation Agreement (see Mandatory Results Framework Template in Civil Society Results Manual).

1: Suggested Outcomes and Indicators for the Areas of Support

Possible outcomes	Suggested Indicators[1] (outcome or output)	Possible disaggregation	Comment
Mandatory core indicators[2] applied at programme level	Number of people engaged in CSO activities[3] (outcome)[4]	Gender, age, ethnicity/language (e.g. Roma)	
	Number of CSOs directly funded (output)	Size/type of CSO	
Area of support 1: Democracy, active citizenship, good governance and transparency			
Increased citizen participation in civic activities[5]	Number of people engaged in CSO activities[6] (outcome)[7] – applied at programme level	Gender, age, ethnicity/language (e.g. Roma)	
Public institutions consult CSOs in decision making processes[8]	Number of people participating in consultations with a public decision-making body (outcome) Number of national policies and laws influenced (outcome)[9] Number of local policies and laws influenced (outcome) Number of: (1) operational guidelines by public institutions influenced; (2) judicial decisions influenced (outcome) Number of CSO initiatives consulting people on public policy decisions (output) Number of CSO submissions aimed at influencing (1) policies and laws (2) operational guidelines by public institutions at local or national level; (3) judicial decisions (output) Number of practices, policies, laws consulted with CSOs (output)	Gender, age, ethnicity/language (e.g. Roma)	To be separated into distinct indicators
Strengthened democratic culture and civic awareness[10]	Share of persons who show civic awareness (outcome) Number of institutions providing civic education (outcome)	Gender, age, ethnicity/language (e.g. Roma)	Baseline needed once projects are selected

[1] Many quantitative indicators should be supplemented with qualitative (narrative) information on the indicator, to be reported in the Annual and Final Programme Reports

[2] These two indicators apply to the entire programme, regardless of which outcome the funding was channelled through. They are not tied to any specific outcome or output, but capture the aggregate values across the entire programme. When reporting on them, double counting shall be strictly avoided. Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

[3] CSOs are defined as civil society organisations supported by the Active Citizens Funds, both project promoters and their partners

[4] People, persons or individuals refers to individuals who are targeted by projects that are supported by the ACF

[5] CSO/civic activities are activities that engage the active participation of citizens in initiatives that address their needs and/or aims. Examples include the suggested measures in the ToR section 1.5

[6] CSOs are defined as civil society organisations supported by the Active Citizens Funds, both project promoters and their partners

[7] People, persons or individuals refers to individuals who are targeted by projects that are supported by the ACF

[8] Public institutions refers to local, regional or central government institutions and public authorities/agencies

[9] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

[10] Democratic political culture depends on the acceptance by both citizens and political elites of a shared system of democratic norms and values. These include tolerance of diversity, interpersonal trust, social capital and a sense of political efficacy on the part of individuals. A democratic political culture also requires that citizens have knowledge about their system of government.

	Number of CSOs engaged in civic education (output) Number of students educated about civic rights (output)		Baseline needed once projects are selected
Strengthened civil society watchdog/advocacy role	Number of national policies and laws influenced (outcome)[11] Number of local policies and laws influenced (outcome) Number of: (1) operational guidelines by public institutions influenced; (2) judicial decisions influenced (outcome) Number of initiatives successful in obtaining information on public/private decision-making (outcome) Number of CSOs using evidence/research to support their advocacy and policy work (outcome) Number of CSO submissions aimed at influencing (1) policies and laws (2) operational guidelines by public institutions at local or national level; and/or (3) judicial decisions (output) Number of CSOs engaged in monitoring public and private decision-making (output) Number of legal actions on transparency and good governance filed/lodged (output) Number of initiatives (including Freedom of Information requests) to promote transparency in public/private decision making (output) Number of CSOs supported to conduct research informing their advocacy work (output)		To be separated into distinct indicators Baseline needed once projects are selected To be separated into distinct indicators
	Area of support 2: Civil society organisations actively defend human rights and promote equal treatment on the grounds of racial or ethnic origin, religion or belief, gender, disability, age, sexual orientation or gender identity		
Increased support for human rights	Share of target group favourable to human rights (outcome) Share of people who disapprove of public statements that express negative views or hatred towards specific groups in society (outcome)	Gender, age, ethnicity/language (e.g. Roma), migration status	Baseline needed once projects are selected Baseline needed once projects are selected

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[11] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

	Share of people who know it is a crime to incite hatred based on race, ethnicity or gender (outcome)		Baseline needed once projects are selected
	Number of beneficiaries of services provided (outcome)[12] [13]		
	Number of advocacy/awareness raising campaigns carried out on human rights (output)[14]		
	Number of advocacy/awareness raising campaigns carried out on counter speech and anti-discrimination (output)[15]		To be separated into distinct indicators (advocacy/ awareness-raising)
	Number of CSOs engaged in advocacy work on human rights (output)		
	Number of CSOs registering and reporting human rights violations (output)		
Area of support 3: Social justice and inclusion of vulnerable groups			
Vulnerable groups are empowered[16]	Number of vulnerable individuals reached by empowerment measures[17]	Gender, age, migration status, ethnicity/language (e.g. Roma)	
	Number of beneficiaries of services provided (outcome)[18]		
	Number of unaccompanied asylum-seeking minors receiving services (outcome)[19] [20]		
	Number of children and youth reached, at risk of early-school leaving (outcome)[21]		

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[12] See Programme Area Specific: 'Provision of welfare and basic services shall only be supported as part of actions addressing awareness-raising, advocacy, empowerment and reform initiatives'. These services could include e.g. legal aid to protect against discrimination or to defend human rights; etc.

[13] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

[14] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

[15] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

[16] The expression 'vulnerable groups' refers to women, ethnic, minorities, immigrants, and other disadvantaged groups, who in many countries have not been part of the traditional mainstream that has benefitted from economic growth. For this reason, these disenfranchised groups have tended not to participate in the political process, nor have they learned the advocacy or monitoring skills needed to represent or safeguard their own interests.

[17] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

[18] See Programme Area Specific: 'Provision of welfare and basic services shall only be supported as part of wider actions addressing awareness-raising, advocacy, empowerment and reform initiatives'.

[19] See Programme Area Specific: 'Provision of welfare and basic services shall only be supported as part of wider actions addressing awareness-raising, advocacy, empowerment and reform initiatives'.

[20] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

[21] See Programme Area Specific: 'Provision of welfare and basic services shall only be supported as part of wider actions addressing awareness-raising, advocacy, empowerment and reform initiatives'.

	Number of CSOs providing economic empowerment training to vulnerable people (output) Number of CSO initiatives consulting vulnerable groups on public policy decisions (output) Number of new or improved methods developed to address the needs of vulnerable groups (output) Number of CSOs advocating for the needs of vulnerable groups (output)		

Area of support 4: Gender equality and gender-based violence[22]			
Improved attitudes towards gender equality and gender-based violence	Share of target group favourable to gender equality (outcome)[23]	Gender, age, ethnicity/language (e.g. Roma)	Baseline needed once projects are selected
	Share of target group disapproving of gender-based violence (outcome)		Baseline needed once projects are selected
	Number of national policies and laws influenced (outcome)[24]		
	Number of local policies and laws influenced (outcome)		To be separated into distinct indicators
	Number of: (1) operational guidelines by public institutions influenced; (2) judicial decisions influenced (outcome)		
	Number of awareness raising campaigns carried out (output)[25]		To be separated into distinct indicators
	Number of CSOs engaged in advocacy and watchdog work on women's rights (output)		
	Number of CSO submissions aimed at influencing (1) policies and laws (2) operational guidelines by public institutions at local or national level; (3) judicial decisions (output)		
	Number of CSOs engaged in monitoring public and private decision-making (output)		

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[22] Indicators under other outcomes may be relevant to this outcome

[23] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

[24] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

[25] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

	Area of support 5. Environment and climate change[26]		
Increased civic engagement in environmental protection/climate change	Number of people engaged in CSO [environmental protection/climate change] activities (outcome)	Gender, age	
	Number of people participating in decision-making on environmental matters/climate change (outcome)		
	Number of national policies and laws influenced (outcome)[27]		
Increased access to justice in environmental matters/climate change	Number of local policies and laws influenced (outcome)		To be separated into distinct indicators
	Number of: (1) operational guidelines by public institutions influenced; (2) judicial decisions influenced (outcome)		To be separated into distinct indicators
	Number of CSO submissions aimed at influencing [environmental protection/climate change] (1) policies and laws; (2) operational guidelines by public institutions at local or national level; (3) judicial decisions (output)		
	Number of awareness raising campaigns carried out (output)[28]		
	Number of CSOs engaged in advocacy on environmental protection/climate change (output)		
	Number of innovative (new or improved) methods developed to address environmental protection/climate change (output)		
	Number of legal actions on environment/climate change filed/lodged (output)		

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[26] Indicators under other outcomes may be relevant to this outcome
[27] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them
[28] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

2: Suggested Outcomes and Indicators for Capacity Building [29]

Possible outcomes	Suggested Indicators[30] (outcome or output)	Possible disaggregation	Comment
Enhanced capacity and sustainability of civil society (organisations and the sector)	Number of CSOs participating in learning initiatives funded by the programme[31] (output)		
	Number of CSOs with transparent and accountable governance procedures[32] (outcome)		Baseline needed once projects are selected
	Number of CSOs with effective management procedures[33] (outcome)		Baseline needed once projects are selected
	Number of CSOs using an M&E system for their work (outcome)[34]		Baseline needed once projects are selected
	Number of CSOs that regularly disseminate information on their activities and results to the public[35] (outcome)		Baseline needed once projects are selected
	Number of CSOs with at least two funding sources, each comprising at least 30% of their total annual budget (outcome)[36]		Baseline needed once projects are selected
	Number of CSOs referencing research/evidence in their advocacy work (outcome)[37]		Baseline needed once projects are selected
	Number of joint initiatives conducted by CSOs in collaboration with other CSOs (outcome) Number of initiatives implemented through partnerships between CSOs and public/private entities (outcome) Number of national policies and laws influenced (outcome)[38]	Public, private, research entities	To be separated into distinct indicators

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[29] Indicators in this section may be relevant to the areas of support in section 1 and can be adapted and included among the indicators under section 1.

[30] All quantitative indicators should be supplemented with qualitative (narrative) information on the indicator.

[31] It is recommended that the FO reports on the output 'capacity building provided to CSOs' using the output indicator 'Number of CSOs participating in capacity building initiatives funded by the programme'. FOs should disaggregate this indicator (in their own M&E system) by the different types of capacity building provided by their programme, such as: # CSOs participating in learning initiatives in transparent and accountable governance, # CSOs participating in learning initiatives in effective management, # CSOs participating in learning initiatives in diversifying funding, # CSOs participating in learning initiatives in strategic communications, # CSOs participating in learning initiatives in monitoring and evaluation, # CSOs participating in learning initiatives in accessing and using research/evidence to support their work, # CSOs conducting an assessment of their organisational capacity, #CSO working with Roma/CSO not working with Roma

[32] Please see suggested methods for measuring frequently-used capacity development indicators in Annex 6.

[33] Please see suggested methods for measuring frequently-used capacity development indicators in Annex 6.

[34] Please see suggested methods for measuring frequently-used capacity development indicators in Annex 6.

[35] 'Regularly' needs to be defined for each project.

[36] Please see suggested methods for measuring frequently-used capacity development indicators in Annex 6.

[37] Please see suggested methods for measuring frequently-used capacity development indicators in Annex 6.

[38] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

Possible outcomes	Suggested Indicators[30] (outcome or output)	Possible disaggregation	Comment
	Number of: (1) operational guidelines by public institutions influenced; (2) judicial decisions influenced (outcome)		
	Number of CSO platforms and networks supported (output)		
	Number of CSOs advocating for improvements to the legal/policy environment for civil society (output)		
	Number of partnerships between established/strong and less established/weaker/smaller CSOs (output)		
	Number of CSOs that are members of civil society networks/platforms (output)		
	Number of partnerships between CSOs and public/private entities (output)		

3: Suggested Outcome and Indicators for Regional Civil Society Initiatives

Each programme is required to use the common regional civil society outcome.

Outcome	Possible Indicators[39]	Possible disaggregation	Comment
Strengthened regional (cross-border) cooperation in the civil society sector	Share of CSOs with improved knowledge from regional cooperation (outcome) Number of initiatives jointly implemented by entities across borders (outcome) Number of CSOs participating in regional cooperation (output) Number of participants in events funded by the regional civil society initiatives fund (output)	Country of origin of CSO	

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[39] All quantitative indicators should be supplemented with qualitative (narrative) information on the indicator.

4: Common Bilateral Outcome and Indicators for Bilateral Cooperation

Each programme is required to use the common bilateral outcome and four mandatory bilateral outcome indicators. Other bilateral indicators may be used if relevant, including those from the Core Indicators guidance.

Programme objective: Civil society and active citizenship strengthened and vulnerable groups empowered			
Outcome	**Indicators**	**Possible disaggregation**	**Source of information**
Enhanced collaboration between Beneficiary State and Donor State entities involved in the programme	**Mandatory bilateral outcome indicators[40]:** Level of trust between cooperating entities in BS/DS (on a scale) (outcome)	State type[44]	Baseline needed once projects are selected
	Level of satisfaction with the partnership (on a scale) (outcome)		Baseline needed once projects are selected
	Share of cooperating organisations that apply the knowledge acquired from bilateral partnership (percent) (outcome)		
	Share of participants in bilateral initiatives funded by the ACF bilateral fund reporting improved knowledge/methods/approaches (outcome)[41]		
	Bilateral output indicators:		
	Number of projects involving cooperation with a donor project partner (output)[42]		
	Number of bilateral cooperation initiatives funded by the ACF bilateral fund (output)[43]		
	Number of individuals participating in bilateral activities funded by the ACF bilateral fund (output)		

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[40] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

[41] This bilateral outcome indicator reports only on programme-level bilateral cooperation funded under the ACF bilateral fund (see PIA Chapter 5.1)

[42] Wherever core indicators are used, please refer to the FMO Core Indicator Guidance document for definitions of each core indicator as well as guidance on how to measure, monitor and report them

[43] This bilateral output indicator reports only on programme-level bilateral cooperation funded under the ACF bilateral fund (see PIA Chapter 5.1)

[44] Beneficiary state/Donor State

5: List of Core Indicators

The Core indicators that are most relevant for the ACF have been added to the ACF results framework.

The FO is free to use all Core indicators from the list if relevant for the programme. The full list and supporting Guidance document providing definitions and methodology for these Core indicators are outlined in the Core Indicator Guidance, here:

https://eeagrants.org/Media/Files/Toolbox/Toolbox-2014-2021/EEA-and-Norway-Grants-Core-Indicator-Guidance

6: Suggested methods for measuring frequently-used capacity development indicators[45]

At the start and end of the project, Fund Operators shall assess the relevant dimensions of organisational capacity of the project promoters participating in capacity building activities funded by the programme. As a minimum, this assessment should be administered to the relevant project promoters, i.e. those CSOs receiving funding from the programme.

Outcome: Enhanced capacity and sustainability of civil society organisations and the sector

Outcome indicator: Number of CSOs that regularly disseminate information on their activities and results to the public

Measurement method (for the baseline and achievements): Self-assessment tool (survey) administered to the relevant project promoters (at start and end of each project)

Number of CSOs that regularly disseminate information on their activities and results to the public Criterion:	Scoring: 0 = not fulfilled 1 = partially fulfilled 2 = fulfilled
Functional webpage (URL active)	
Profile in a social network (Facebook, Twitter, etc.)	
Webpage updated with all important activities, achievements, publications of the CSO	
Annual report published and available to the public	
At least one publication per year in national or local media	
At least one public event per year	
Min. score necessary to be counted = 7; Minimum score not to be displayed to the project promoters	Total score:

Outcome indicator: Number of CSOs with effective management procedures

Measurement method (for the baseline and achievements): Self-assessment tool (survey) administered to the relevant project promoters (at start and end of each project)

Number of CSOs with effective management procedures Criterion:	Scoring: 0 = not fulfilled 1 = partially fulfilled 2 = fulfilled
Clear organisational structures with lines of accountability and responsibilities defined in the by-laws	
Organisational vision and mission clearly defined in the by-laws and other strategic documents	
Terms of reference/job descriptions for managers and other staff exist	
Policies and practices for human resources development exist, which include training for staff (paid and unpaid), mentoring and supervision and staff appraisal procedures	
Minimum score necessary to be counted = 5; Minimum score not to be displayed to the project promoters	Total score:

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[45] The outcome and indicators listed here may be worded slightly differently in some programmes.

Outcome indicator: *Number of CSOs with transparent and accountable governance*

Measurement method (for the baseline and achievements): Self-assessment tool (survey) administered to the relevant project promoters (at start and end of each project)

Number of CSOs with transparent and accountable governance Criterion:	Scoring: 0 = not fulfilled 1 = partially fulfilled 2 = fulfilled
Clear written documentation of governance procedures exists (by-laws; internal regulation documents)	
Board reviews performance on a regular basis	
Board is actively engaged in providing overall strategic direction	
Ethical code adopted	
CSO consults users, beneficiaries and other stakeholders in decision making and activities	
System for prevention of conflict of interest exists with regard to board's decision-making in place	
Results of the CSO work communicated publicly on a regular basis through events, annual reports and other publications; presence on the internet	
Minimum score necessary to be counted = 9; Minimum score not to be displayed to the project promoters	Total score:

Outcome indicator: Number of CSOs using an M&E system for their work

Measurement method (for the baseline and achievements): Self-assessment tool (survey) administered to the relevant project promoters (at start and end of each project)

Number of CSOs using an M&E system for their work Criterion:	Scoring: 0 = not fulfilled 1 = partially fulfilled 2 = fulfilled
A monitoring and evaluation plan is in place – containing a clear set of objectives and indicators aligned with the mission	
There is a dedicated budget (line) for monitoring and evaluation	
There is a dedicated monitoring/evaluation unit OR staff have clearly defined monitoring/evaluation responsibilities	
Data collection tools are in place (electronic or otherwise)	
Formal evaluations of the CSO's work are carried out	
Minimum score necessary to be counted = 5; Minimum score not to be displayed to the project promoters	Total score:

Outcome indicator: Number of CSOs using evidence/research to support their advocacy/policy work

Measurement method (for the baseline and achievements): Self-assessment tool (survey) administered to the relevant project promoters (at start and end of each project)

Number of CSOs using evidence/research to support their advocacy/policy work Criterion:	Scoring: 0 = never 1 = occasionally 2 = almost always
The organisation has collected concrete evidence when preparing to influence decision makers	
The organisation has referenced evidence/research in its written communication with decision makers	
The organisation has a dedicated research officer, or a staff member dedicates a portion of his/her time to research	
Minimum score necessary to be counted = 4; Minimum score not to be displayed to the project promoters	Total score:

Outcome indicator: Number of organisations dispose of at least 2 sources of funding each of which is larger than 30% of its total yearly budget

Measurement method: Survey administered to the relevant Project Promoters at the end of each project.

Does your organisation dispose of at least 2 sources of funding each of which is larger than 30% of its total yearly budget?	YES/NO
If yes, please provide details.	

Outcome/output indicator: Number of initiatives implemented through partnerships between CSOs and public/private entities

Measurement method: Survey administered to the relevant Project Promoters at the end of each project.

Did your project involve any partnerships with public/private entities?	YES/NO
If yes, how many partnerships with public entities? How many partnerships with private entities?	

Outcome/output indicator: Number of initiatives implemented through partnerships between CSOs and other CSOs

Measurement method: Survey administered to the relevant Project Promoters at the end of each project.

Did your project involve any partnerships with other CSOs?	YES/NO
If yes, how many? Please provide details.	