



COMMUNITY BALANCED SCORECARD

COMMUNITY ENGAGEMENT PROGRAM FOR CMAM



MEASURES THAT DRIVE PERFORMANCE, TECHNICAL CAPACITY & NEEDS IN COMMUNITY ENGAGEMENT

A USER'S GUIDE & TOOL

ABOUT CMN

The Coverage Monitoring Network (CMN) is an inter-agency initiative led by Action Against Hunger (ACF), Concern Worldwide, International Medical Corps and Helen Keller International. The project aims to increase and improve CMAM coverage and to monitor it globally through the promotion of quality coverage assessment tools, capacity building and information sharing. The CMN was launched in July 2012 with support from the European Commission Directorate-General for Humanitarian Aid and Civil Protection (ECHO) and United States Agency for International Development (USAID), Office of Foreign Disaster Assistance (OFDA).

The opinions expressed herein are those of the author and do not necessarily reflect the views of the USAID or ECHO.

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SECTION I: COMMUNITY BALANCED SCORECARD

INTRODUCTION

The Community Balanced Scorecard for Community Engagement (CBSC-CE) is a tool designed to measure an organization's performance, technical capacity and needs in community engagement programs for Community-Based Management of Acute Malnutrition (CMAM). This tool was developed by the Coverage Monitoring Network (CMN). Between 2012 and 2015, the CMN has supported over 150 CMAM coverage assessments globally, helping to identify key lessons in community engagement programs and common boosters and barriers to access across CMAM services. This tool was developed based on the lessons learned during these coverage assessments and other field experiences globally.

Engaging the community to support a CMAM program is manageable and effective when broken down into the phases of the Community Engagement Framework, a process designed to guide practitioners in better community engagement programming (see Figure 1). Community engagement activities should be initiated and sustained during all stages of CMAM programming. The implementing agency, such as a health facility or non-profit organization (NGO), should guide communities through a step-by-step process to facilitate community engagement.

Figure 1: Community Engagement Framework to Improve Access to and Uptake of the CMAM Program

COMMUNITY ENGAGEMENT FRAMEWORK TO IMPROVE ACCESS TO AND UPTAKE OF THE CMAM PROGRAMME



The CBSC-CE tool is based on this framework and is designed specifically for community engagement programs in CMAM. More information about this framework is available [here](#).

The CBSC-CE is designed to stimulate discussion among community actors and provide a systematic assessment of the organization's performance, technical capacity and needs in community engagement programs for CMAM on a regular basis at district, regional and national level. This leads to the development of a prioritized action plan to strengthen community engagement capacity and performance. The CBSC-CE enables implementing agencies to determine whether the minimum elements required to implement the community engagement are in place, enables them to track performance, identify strengths and weaknesses, and highlight priorities and specific areas for improvement in the community engagement program. CBSC-CE can be implemented to measure an individual project or programs.

The objectives of employing CBSC-CE are:

- To measure an organization's capacity to undertake effective community engagement program within its CMAM program;
- To assess an organization's performance in community engagement programming, and document good practices;
- To mobilize additional training, resources or technical support to strengthen an organization and its staff's capacity to improve the overall quality of a community engagement program; and
- To assess an organization's increased competency and capacity in community engagement by using the CBSC-CE as a measurement tool over time.

WHY HAVE A COMMUNITY BALANCED SCORECARD?

In the absence of an existing standard set of indicators and well defined models, so far there has been a lack of efficient ways to monitor and evaluate community engagement for CMAM. The CBSC-CE is designed to fill this gap and act as a routine monitoring tool using performance benchmarking to assess how an organization is performing in community engagement.

WHAT IS IT MEASURES?

Successful community engagement program for CMAM depends on the five components of the Community Engagement Framework for CMAM; achieving particular standards in each of the domains is vital. The CBSC-CE is designed based on these five domains to assess **capacity** for community engagement programming and its implementation (**service provision**). The CBSC-CE allocates scores to assess an organization's **capacity for** community engagement program and performance (**service provision**) perspectives.

Understanding the community's views of the community engagement program is also a fundamental component of accountability. The communities' views and feedback can improve the way a community engagement program is implemented. Hence, the CBSC-CE includes **staff**, **caretakers** and **community perspectives** in order to understand their options towards and level of participation in the community engagement program for CMAM.

Therefore , in brief, the CBSC-CE aims to measure and improve all aspects of the community engagement program using four unique perspectives:

1. **Community Engagement Capacity and Performance (Service) Perspectives**
2. **Caretaker Perspective**
3. **Community Perspective**
4. **Staff Perspective**

WHO SHOULD USE IT?

The CBSC-CE is appropriate for stable emergency settings and development programs. CBSC-CE can be used by NGOs, Ministries of Health and health facilities that are working in nutrition programs at the district, regional and national level and are involved in improving the design, planning, implementation, monitoring and evaluating of a community engagement program for CMAM.

WHAT ARE THE STEPS FOR USING THE CBSC-CE TOOL?

The following steps are recommended for using the tool:

1. **Select a facilitator** to lead the administration of the CBSC-CE. Ideally, the facilitator should be either part of the program team or from the country and regional Ministry of Health and NGO offices, and has experience in community engagement programs for CMAM. The facilitator should be familiar with the organization and its nutrition programs, and can refer to Technical Brief on community engagement prior to the assessment. The facilitator should clearly explain the purpose and process of the CBSC-CE.
2. **Engage community actors** early and throughout the assessment in order to ensure greater ownership and use of the results. Community actors include representatives from the community, Ministry of Health, organizations providing support services and possibly donors.
3. **Conduct the CBSC-CE** of selected health facilities or programs, interviewing program staff, facility managers and community representatives, observing client-provider interactions and scoring indicators. To make the Scorecard easy to score and interpret, for each indicator achievable, benchmarks are set at four levels: Excellent (4), Good (3), Fair (2), and Poor (1) or not applicable (NP). Moreover, for each indicator, space is provided to capture additional remarks to provide explanations for differences in performance and the score. The CBSC-CE tool is divided into four parts. The first part assesses five components of the community engagement framework and parts 2-4 assess the perception on community engagement from randomly selected caretakers, staff members and key community members through key informal interviews.

Since the impact of each perspective on access and update of CMAM services varies, it is important to weight the total scores of each perspective. The following weights are assigned: 40% for community engagement capacity and performance perspectives, 25% for caretaker perspectives, 20% for staff perspectives and 15% for community figure perspectives. The sum of the four perspectives scores is 100%.

4. **Analyze and re-evaluate the scores** of each indicator by reviewing available documents related to community engagement (community assessment report, guidelines and job aids), reports from outreach workers and volunteers and other available data reports . Re-score each indicator based on additional insight from community engagement-related documents and reports.
5. **Develop an action plan** to strengthen staff capacity and improve the community engagement program. Once the above process has been completed, an organization will be able to take action to increase their community engagement capacity and performance in a systematic and evidence-based manner. The organization should create an environment that is participatory and equitable, where all participants feel comfortable contributing their opinions and do not feel they are being steered toward a certain score or outcome. The results should be made available to all staff to ensure they can benefit from the recommendations and implement the action plan.

HOW LONG WILL IT TAKE?

The CBSC-CE assessment and action plan development based on the findings and recommendations will take 1 to 2 days to complete.

HOW OFTEN TO DO IT?

The key part of the CBSC-CE is to ensure that data is collected and collated on a regular and timely basis. After a baseline assessment has been conducted, follow-up assessments are recommended at the following intervals depending on the results:

Score in percentage	Weighted score	Follow-up Interval
< 40%	0-36	After 3 months
40-60%	37-55	After 6 months
>60%	56-91	After 1 year

WHAT ARE THE LIMITATIONS?

Some CBSC-CE indicators are weighted differently and can be harder to meet than others. Therefore, the results of CBSC-CE assessment should be interpreted carefully to understand the reasons why certain

indicators failed. The CBSC-CE itself has some limitations in its ability to provide explanations for differences in performance and scores. The explanations for each indicator's score should be adequately captured.

WHICH OTHER TOOLS ARE RELEVANT?

The CBSC-CE should be interpreted alongside the community engagement materials and reports, and an organization should produce community assessment reports to give a comprehensive understanding of the quality the program.

SECTION II: APPROACH FOR STRENGTHENING CAPACITY FOR COMMUNITY ENGAGEMENT

Building an organization's capacity for community engagement programming and improving community engagement implementation is a process. The following steps are recommended for strengthening an organization's and staff's capacity for community engagement programming.

Assess: As a first step to strengthen an organization's capacity for community engagement, conduct an in-depth participatory assessment of an organization's existing capacity, performance and needs in community engagement for CMAM by employing the CBSC-CE tool.

Train: After employing the CBSC-CE, train program staff in basic community engagement for CMAM, including monitoring of the activities.

Develop: Based on the CBSC-CE assessment findings, identify gaps and needs for capacity strengthening, develop an action plan to strengthen capacity of program staff, and improve community engagement implementation.

Provide: For ongoing and continuous capacity building of program staff in an organization, it is important to provide regular technical support and supportive supervision.

Follow-up: Once an organization's capacity strengthening plan has been implemented, the final step is to conduct another CBSC-CE to track and document the changes and outcomes. The CBSC-CE needs to be modified to accommodate contextual factors and changes in the community engagement strategy to ensure its continued relevance and effectiveness as a comprehensive performance measure.

SECTION III: THE CBSC-CE TOOL

CBSC-CE: CAPACITY FOR AND COMMUNITY ENGAGEMENT IMPLEMENTATION PERSPECTIVES

Instruction: Interview with nutrition coordinator and community engagement managers

Component 1: Community Assessment						
Community assessment is a qualitative or formative research to understand and analyze the program context to identify existing systems, resources, community structures and cultural factors in order to design a locally-appropriate and context specific community engagement strategy that fits with and builds on local resources to improve access and use of the CMAM service.						
How do your programs gather and analyze information to guide the planning and design process for community engagement programs for CMAM programs?						
Question	1(Poor)	2(Fair)	3(Good)	4 (Excellent)	Score	Remark
1.1 Do you conduct a community assessment or baseline assessment to understand the program dynamic prior or during CMAM implementation?	The program does not conduct a community assessment	The organization relies on its own experience to analyze the program dynamic	The organization conducts a community assessment	The organization conducts community assessments and involve the community actors in the process	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	If the score is 1, please score 1 for 1.2 and 1.3
1.2 If you conduct a community assessment, do you include the key components of community assessment for CMAM? <i>Necessary components are:</i> 1) Community's knowledge, perceptions and practices about CMAM & malnutrition 2) Contextual barriers and boosters analysis 3) Stakeholders analysis 4) Communication channels analysis 5) Community structures, groups and volunteers analysis 6) SWOT analysis for current community engagement strategy	The program does not incorporate these key components	The organization's community assessment includes 3 of the necessary components State number of components: ----- ----- ----- -----	The organization's community assessment considered 4 to 5 of the necessary components State number of components: ----- ----- ----- ----- ----- -----	The organization's community assessment considers all 6 of the necessary components and involved the community members during the assessment and analysis	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4 <input type="checkbox"/> = NP	
1.3 Do you use community assessment data to assist with community engagement program design?	The organization does not use data because the design is pre-determined	The organization relies on their own sources of information to design the program	The organization uses data from existing resources to design the program	The organization uses community assessment data to design the program	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4 <input type="checkbox"/> = NP	
General comment						
Final Score					/12	

Component 2: Formulating a Community Engagement Strategy						
Community Engagement Strategy is a set of strategic approaches to systematically engage the communities to improve their service access and uptake, and participation in the CMAM program						
How does your organization design community engagement programs for CMAM programs? What sort of strategies do you use?						
Question	1	2	3	4	Score	Remark
2.1 Which approaches or strategies you used to implement community engagement program for CMAM program? Necessary components: 1) Formulate or use existing community engagement structure and coordination mechanism 2) Assign community engagement coordinator 3) Engage diverse community actors, leaders & men 4) Ensure community participation and share decision making 5) Advocate with MOH & community actors. 6) Recruit and use community outreach workers and volunteers 7) Implement contextualized outreach activities 8) Integrate community engagement activities for CMAM into existing community-based initiatives 9) Regular monitoring of and addressing barriers 10) Use information and communication technology 11) Raise and allocate resources for community engagement	The organization has only outreach community engagement strategy (case finding and referral, sensitization and home visits follow up)	The organization's community engagement strategy includes 5 or 6 of the necessary components State number of components: _____ _____ _____ _____ _____ _____ _____	The organization's community engagement strategy includes 7 to 10 of the necessary components State number of components: _____ _____ _____ _____ _____ _____ _____	The organization's community engagement strategy includes all 11 of the necessary components	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
2.2 Do you set clear community engagement strategies objectives that address barriers and enhance enablers to improve access and uptake of CMAM service?	The organization has only program objectives	The organization sets general community engagement strategy objectives	The organization sets clear community engagement strategy objectives but not linked barriers and enablers	The organization sets clear community engagement strategy objectives that address barriers and enhance enablers to improve access	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
2.3 Does your community sensitization make use of more than one communication channel to reach the target community?	The organization uses one communication channel	The organization use multiple channels	The organization uses multiple, interlinked channels	The organization uses multiple, interlinked channels based on community assessment data	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
2.4 Do you have community engagement strategies that improve three outcomes (case finding, compliance and case retention)?	The organization uses community engagement strategies that seek to improve address one outcome	The organization uses community engagement strategies address two outcomes	The organization uses community engagement strategies that address three outcomes but not during the same time period	The organization uses community engagement strategies that address three outcomes during the same time period	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
General comment						
Final Score					/16	

Component 3: Capacity Building and Creating Materials and Messages						
Sub-component 1: Capacity Building: How do your programs build the teams in community mobilization?						
Question	1	2	3	4	Score	Remark
3.1 Does your team has the capacity to manage and implement community engagement program?	All CMAM-related staff are not trained in community engagement	All CMAM-related staff are trained in community engagement	All CMAM-related staff are trained in community engagement but have limited experience with community engagement	All CMAM-related staff are trained and have extensive experience with community engagement implementation	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
3.2 Do you train community outreach workers and volunteers in community engagement for CMAM?	The organization does not train outreach workers and volunteers on community engagement	The organization trains outreach workers and volunteers on case finding and sensitization	The organization trains outreach workers and volunteers on outreach activities (case finding, home visit follow-up, and sensitization)	The organization trains outreach workers and volunteers on comprehensive community engagement (outreach activities, engage community figures, integrate community engagement with existing community-based initiatives etc.)	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
3.3 Do you orient community leaders and key figures on the CMAM program and malnutrition?	The organization does not orient community figures and leaders on CMAM and malnutrition	The organization orients once yearly community leaders on CMAM and malnutrition	The organization orients community leaders and figures on CMAM and malnutrition two have times yearly	The organization regularly orients the community figures and leaders on CMAM & malnutrition four times yearly	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
General comment						
Sub-total					/12	
Sub-component 2: Creating Materials: How do your programs develop content for community engagement activities, materials, and messages? What steps do you follow?						
3.4 Do you have cultural appropriate IEC materials and messages? Key elements: 1) inventory of existing materials 2) Creative briefs 3) Community consultation 4) Technical reviews 5) Pretesting materials	The organization has not appropriate IEC material	The organization has IEC materials but	The organization has cultural; appropriate IEC materials	The organization has cultural; appropriate IEC materials and regular revise and develop the IEC materials	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
3.5 Do you have counseling cards to promote optimal nutrition for outreach workers and volunteers use	Program has not counseling card	Program has counseling cards on optimal nutrition for outreach workers and volunteers' use	Program has cultural appropriate counseling cards on optimal nutrition	Program has cultural appropriate counseling cards on optimal nutrition and regularly simplify the tools	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
General Comment						
Sub-total					/8	
Final Score sub-component 1 and 2					/20	

Component 4: Implementing and Monitoring of Community Mobilization						
Sub-component 1: Implementing: How do you plan, budget for, and coordinate implementation of your community engagement programs? What tools and processes do you use? What supervision and support is provided to outreach workers and volunteers?						
Question	1	2	3	4	Score	Remark
4.1 Does organization develops a work plan for community engagement program separately or part of nutrition program work plan?	The organization does not develop a work plan	The organization develops a work plan, assigns responsibilities, and provides time frames	The organization develops a work plan, assigns responsibilities, provides time frames, and allocates resources	The organization develops a work plan, assigns responsibilities to community actors, provides time frame, allocates resources, and links activities to community engagement objectives	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
4.2 During development of the work plan, do you develop detailed and accurate budgets before initiating community engagement activities?	The organization does not include budgets in the work plan	The organization includes a single budget line for community engagement activities	The organization includes 2-3 budget lines for community engagement activities in the work plan	The organization includes a detailed and accurate budget for all elements of the work plan	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
4.3 Do you hold a meeting with and orient the community figures and actors?	The organization does not hold a meeting with community actors and figures	The organization holds a meeting and orients community figures about the CMAM program	The organization holds a meeting and orients community figures and actors about the CMAM program regularly	The organization holds meetings and orient the community figures and actors about the CMAM program regularly , and inform progress and engage them in the program	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
4.4 Do you conduct a mass MUAC screening of children to identify children for admission?	The organization does not conduct a mass MUAC screening of children	The organization conducts a mass MUAC screening in some part program target area	The organization conducts once a mass MUAC screening of children in entire program target area	The organization conducts a mass MUAC screening of children in entire program target area e	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
4.5 Do the outreach workers and volunteers take MUAC correctly and refer correctly, conduct follow-up visits for defaulters and conduct sensitization sessions etc?	The outreach workers and volunteers only conduct sensitization sessions	The outreach workers and volunteers take MUAC correctly and refer correctly, and conduct sensitization sessions	The outreach workers and volunteers take MUAC correctly and refer correctly, conduct follow-up visits for defaulters and conduct sensitization	The outreach workers and volunteers assigned in specific area/villages and take MUAC correctly and refer correctly, conduct follow-up visits for defaulters and conduct sensitization sessions	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
4.6 Do you integrate or coordinate implementation of the program with other community-based initiatives? (e.g., immunization, WASH)	The organization does not coordinate implementation with another program	The organization coordinates one discreet activity with another community-based initiatives	The organization coordinates several activities in their work plan with multiple community-based initiatives	The organization coordinates implementation of their work plan with community-based initiatives in synchronized manner, and take advantage of opportunities	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
4.7 Is there a plan for strengthening staff's community engagement competencies (basic community engagement training, on-the-job training, etc.) that is implemented?	The organization does not have a staff capacity strengthening plan	The organization discuss the need for further capacity strengthening, but there is no plan	The organization has a plan for capacity strengthening but it is not implemented	The organization is implementing staff's capacity strengthening plan	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
4.8 Do your supervisors make regular visit to outreach workers and volunteers and provide feedback?	The organization does not supervise outreach workers and volunteers	The organization supervises outreach workers and volunteers quarterly	The organization supervises outreach workers and volunteers, and provides feedback every month	The organization supervises and provide regular feedback on their performance regularly	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
Sub-total					/32	
General comment						

Sub-component 2- Monitoring: How do you monitor your community engagement program?						
Question	1	2	3	4	Score	Remark
4.10 Do you develop monitoring and evaluation (M&E) plan for your community engagement program or as part of nutrition program M&E plan	The organization does not have an M&E plan	Some of the organization's activities have an M&E plan	Nearly half of the organization's activities have M&E plans	A majority or all of the organization's activities have M&E plans	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
4.11 Do you develop indicators for community engagement program that are linked to your community engagement objectives?	The organization does not have indicators for their community engagement program	The organization has some indicators but they are not clearly linked to the community engagement objectives	The organization has process and output indicators that are linked to the community engagement objectives	The organization has process, output, and outcome indicators that are linked to the community engagement objectives	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
4.12 Do you have tools to monitor implementation of community engagement program?	The organization does not monitor community engagement program	The organization has tools and monitor some of community engagement programs	The organization has tools and monitor all of community engagement programs	The organization has tools and monitor all of community engagement programs provide feedback to program staff including volunteers	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
4.13 Do you have a system in place to make sure high quality monitoring data is collected and analyzed?	The organization does not have a data collection and analysis plan	The organization has a data collection but no analysis plan	The organization has a data collection and analysis plan	The organization has trained staff to implement the data collection and analysis plan and conduct data quality checks	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
4.14 Do you make sure outreach workers and volunteers reporting format?	The organization does not develop reporting format	The organization provides a reporting format to outreach workers and volunteers but is not pictorial	The organization provides a user friendly pictorial reporting format to the outreach workers and volunteers	The organization provides a user friendly and pictorial reporting format to the outreach workers and volunteers and train on how to use them	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
4.15 Do your outreach workers and volunteers report their performance?	The organization does not make sure the outreach workers and volunteers report their work	The organization makes sure the outreach workers and volunteers report their work once per month	The organization makes sure the outreach workers and volunteers report their work weekly	The organization makes sure the outreach workers and volunteers report their work weekly, analyze the report and provide feedback regularly	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
4.16 Do you periodical monitor the program barriers to access and uptake to CMAM services?	The organization does not monitor the program barriers periodical	The organization analyze the programs barriers ever six months	The organization monitor and analyze the programs barriers ever three months	The organization enhance the capacity of community figures and members to monitor and address the programs barriers	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
Sub-total					/28	
Comments						

Component 5: Evaluating and Adjusting						
How do your organization document and disseminate program results of community mobilization? How are the results used to improve programs?						
Question	1	2	3	4	Score	Remark
5.1 Do you document and disseminate results, lessons learned, and good practices?	The organization does not document results, lessons learned, and good practices	The organization documents only results	The organization documents results or lessons learned and good practices but does not disseminates	The organization documents and disseminates results, lessons learned, and good practices	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
5.2 Do you analyze M&E data of community engagement activities?	The organization does not analyze M&E data	The organization analyzes monitoring data	Program analyzes M&E data	The organization analyzes and presents M&E data and measures the effectiveness of the community engagement on the CMAM program	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
5.3 Do you use M&E data to improve current community engagement programs?	The organization does not use M&E data to improve programs	The organization uses M&E data to assess programs progress and improve	The organization frequently uses M&E data to assess program progress and improve program	The organization always uses M&E data to assess program progress, to improve program in a systematic manner	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
5.4 Do you conduct coverage assessment to assess the impact of the community engagement on community access and uptake to CMAM service?	The organization does not conduct coverage assessment	The organization analyzes secondary data to assess community access and program coverage	The organization conducts coverage assessment once during the program cycle of 6months or 1 year	The organization conducts coverage assessments once during the program cycle of 6months or 1 year and use data to improve the program coverage and access	<input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4	
General comment						
Final score					/16	
Overall Score component 1 to 5					/124	
Please multiple the total score by 40% to get weighted score					/50	

CBSC-CE: CARETAKER PERSPECTIVE

Instruction: Key informant Interview with randomly selected 4 OTP/ TSFP caretakers. Interview each caretaker separately. Sum the scores for each question and divide by four to get the average score for each indicator/question.

Please read the following statement to caretakers:

"I'm now going to ask you a series of questions about your level of satisfaction with various aspects of community engagement program for CMAM. If you are completely satisfied with that aspect of the program, then out of 4, give it 4. If you are completely unsatisfied with it, then out of 4, give it 1. You can also give 3 or 2, depending on your level of satisfaction or dissatisfaction with the factor reflected in the statement." 1=very unsatisfied and 4=very satisfied. Are you willing to participate ? Yes..... No

COMPONENT : CARETAKER							
How would you rate the following aspects of your participation and satisfaction about community mobilization?							
	QUESTION	1	2	3	4	NA	REMARK
1	You know why your child is in the program?						
2	The volunteer or outreach worker mobilize the community to access and use the CMAM service						
3	The volunteers or outreach worker regularly conduct home visit follow up						
4	The home visit and MUAC screening time is convenient to you						
5	The volunteers or outreach worker regularly screen and refer children with acute malnutrition						
6	The volunteers or outreach worker regularly provide health education						
7	The volunteers/outreach workers are courteous and respectful						
8	You trust in the skills and abilities of volunteers and outreach workers						
9	The volunteers/outreach workers explained well the health status of children and CMAM target group after MUAC measurement						
10	The volunteers/outreach workers explained well the referral process to CMAM						
11	The volunteers/outreach workers explained causes of malnutrition and importance of CMAM						
12	The volunteer or outreach worker spent a sufficient amount of time with the caretaker of children with SAM/MAM						
13	Your overall satisfaction with community engagement program and volunteers' works						
	Final Score					/52	
	Please multiple the total score by 25% to get weighted score					/13	

OPEN ENDED QUESTIONS		
1	If what the organization could do anything to increase the community participation in the CMAM program?	
2	What other factors (not mentioned above) influence your participation in the community engagement for CMAM program?	
3	Is there anything else you would like to tell us about the community engagement and CMAM services?	

CBSC-CE: COMMUNITY PERSPECTIVE

Instruction: Key informant Interview with randomly selected four community figures (1 option leader, 1 religious leader, 1 women leader and 1 traditional healer). Interview each community figure separately. Sum the scores for each question and divide by four to get the average score for each indicator/question.

Please read the following statement:
 "I'm now going to ask you a series of questions about your level of satisfaction with various aspects of community engagement program. If you are completely satisfied with that aspect of the program, then out of 4, give it 4. If you are completely unsatisfied with it, then out of 4, give it 1. You can also give 3 or 2, depending on your level of satisfaction or dissatisfaction with the factor reflected in the statement." 1=very unsatisfied and 4=very satisfied. Are you willing to participate? Yes ...No

COMPONENT : COMMUNITY PERSPECTIVE							
The customer (caretaker and community) is the group of people the organization exists to serve. Understanding the views of the people a program serves is a fundamental principle of accountability and can improve the way services are delivered.							
How would you rate the following aspects of your participation and satisfaction about community mobilization?							
	QUESTION	1	2	3	4	NA	REMARK
1	You understand the purpose of outreach workers? (case finding, follow up and sensitization)						
2	You understand the purpose of CMAM service?						
3	The volunteer or outreach worker mobilize the community to access and use the CMAM service						
4	The volunteers/outreach workers are courteous and respectful						
5	You trust in the skills and abilities of volunteers and outreach workers						
8	The volunteers/outreach workers did a good job of explaining causes of malnutrition and importance of CMAM						
9	Your overall satisfaction with volunteers' works						
10	The program adequately engages community leaders and members in the community engagement program?						
11	The program engages community figures (religious leaders, traditional healers etc) in the community engagement program?						
12	The community leaders and figures mobilize the community to access and use the CMAM service						
13	Your overall satisfaction with community participation in community engagement						
	Final Score					/52	
	Please multiple the final score by15% to get weighted score						/8

OPEN ENDED QUESTIONS	
1	What the organization could do anything to improve the increase the community participation in the CMAM program what would it be?
2	What other factors (not mentioned above) influence your participation in the community engagement for CMAM program?
3	Is there anything else you would like to tell us about the community engagement and CMAM service?

CBSC-CE: STAFF PERSPECTIVE

<p>Instruction: Key informant Interview with randomly selected community engagement staff members (1 outreach coordinator, 1 outreach supervisor, 2 outreach workers/volunteers). Interview each staff separately. Sum the scores for each question and divide by four to get the average score for each indicator/question.</p> <p>Read the following statement to the statement: “I’m now going to ask you a series of questions about your level of satisfaction with various aspects of your current job. If you are completely satisfied with that aspect of your job, then out of 4, give it 4. If you are completely unsatisfied with it, then out of 4, give it 1. You can also give 3 or 2, depending on your level of satisfaction or dissatisfaction with the factor reflected in the statement.” 1=very unsatisfied and 4=very satisfied. Are you willing to participate? Yes No</p>

Component : STAFF PERSPECTIVE							
How would you rate the following aspects of your work?							
	Question	1	2	3	4	NA	Remark
1	Your working relationships with other program staff or health facility staff						
2	Your relationships with community leaders						
3	Your relationships with religious leaders and traditional healers						
4	Your ability to mobilize the community						
5	Your respect in the community						
6	Your supervisor's recognition of your work						
7	Your opportunities for promotion						
8	Your ability to meet the needs of the community related your work						
9	Your community's recognition of your work						
10	Your incentives or salary						
11	Your other material incentives						
12	Coordination of the community engagement program and health facility						
13	Training opportunities to upgrade your skills and knowledge						
14	Safety and security to live and work in the community						
15	Overall satisfaction with your job						
	Please answer the following questions: (1=No & 4=Yes)	1			4	DK	
16	Availability of MUAC tapes for your work						
17	Availability of IEC materials for your work						
18	Availability of a reference manual for your work						
19	Availability of a user friendly reporting slip for your work						
20	In the past 12 months, have you received training in community engagement for CMAM? (e.g., MUAC measurement)						
21	In the past 6 months, have you received supervision from district health office or NGO office?						
22	In the past a month, have you received supervision from your supervisor?						
23	What are a MUAC cut off points for SAM and MAM? Red/ Yellow or figure						
24	What is the MUAC cut off point for SAM? Red						
25	Do you receive feedback on your outreach monitoring reports?						
	Final Score					/100	
	Please multiple the final score by 20% to get weighted score					/20	
OPEN ENDED QUESTIONS							
1	If what organization could do anything to improve your work and community engagement program?						
2	What other factors (not mentioned above) influence your work?						
3	Is there anything else you would like to tell us about the community engagement program for CMAM?						
4	What the community could contribute to the CMAM program?						

SECTION IV: DEVELOPING A COMMUNITY ENGAGEMENT AND CAPACITY STRENGTHENING PLAN

Organization: _____	Date of Assessment: _____	Total Score: _____	Follow-up Assessment: _____
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Gap Identified	Action required	Internal Resources needed	External Resources needed	Priority/When	Responsible (Focal Person or Agency)
1) Improving Community Engagement Program					
Component 1: Community Assessment					
Component 2: Formulating Community Engagement Strategy					
Component 3:Capacity Building and Creating Materials					
Component 4: Implementing and Monitoring					
Component 5: Evaluating and Reinforcing or Maintaining					
2) Program Staff Capacity Strengthening					