

Taking Stock

an overview of the learning
from Empowering Communities,
the SW Regional Empowerment Partnership,
projects and research 2007-2010

re:act

A team of experienced consultants
delivering quality-assured results,
specialising in communication,
learning, regeneration and research

Contents

Section A	
Key messages from evaluations	page 5

Section B	
Key messages from research reports	page 7

Section C	
Key messages from the SW Empowerment Development Project	page 10

Section D	
Key messages from background papers	page 13

Section E	
Links to full reports	page 16

Foreword to Taking Stock

Empowering Communities, the South West member of the National Empowerment Partnership, works to improve people's ability to influence decisions about the places in which they live. At its inception in 2007 Empowering Communities committed itself to basing its activities on evidence of the current state of empowerment in the region, and on finding out what would improve it. Our work with local authorities and with communities has drawn strongly on research carried out for those purposes in 2007 and 2008.

As we enter the last twelve months of the current funding round, it seems sensible to draw that work

together with evaluations of our activity and research we have commissioned since then, in order to see what we have learned, and find lessons in it that will be helpful to ourselves and others in years to come.

With research work and evaluations still in progress, this is a preliminary stock-take, made primarily for the purposes of the partnership. We do think it is worth sharing more widely, however. We will be particularly pleased if others find it useful, and if it helps to stimulate discussion on how to develop communities in which more people feel they have a real say in what happens around them.

Dominic Murphy
Chair
Empowering Communities
www.creatingexcellence.org.uk
March 2010

Introduction

What follows is the beginning of a distillation of the learning so far from Empowering Communities (EC), the SW Regional Empowerment Partnership, and relevant learning from the evaluation of year 2 of the National Empowerment Partnership.

As a 'summary of summaries', it may well omit what partners feel are key points. It should be regarded as a work in progress and is intended to contribute to EC's task of ensuring a legacy for its work as the programme begins its later phases.

The reports cover a wide range of topics and were undertaken using different methodologies. They are detailed and complete documents written by experts. As such, it is difficult to compress the messages and conclusions into a set of summary points. However, in creating the summary, the writers became aware of some themes which are present in the papers:

- It is good and effective practice to develop a baseline of information, and to create a firm foundation of research;
- Community empowerment initiatives only work when people are motivated: this is true for both sides of the equation – communities and public authorities;
- Buy in at a senior/strategic level both in communities and in public authorities is crucial;
- If a programme is to adopt an inclusive approach, this takes time and constant reviewing;
- Good evaluation practice at the project and programme level is essential if the programme is to demonstrate impact and relevance and secure a legacy for its work.

Section A

Key messages from evaluations

SW regional evaluation 2008-9, Zahno Rao Associates; National Evaluation 2008-9, Institute for Voluntary Action Research and University of West of England; Empowerment Good Practice Pilot Programme final report and evaluation 2009, Zebra Collective.

Empowering Communities created a firm foundation for its activities through the baseline research it commissioned from SERIO, and through the 8 reports of the South West Empowerment Development Project. This has given credibility to the work and made negotiation, especially with public authorities, easier than it otherwise would have been.

The partnership has based its initiatives on the research outcomes and has, with its delivery partners, offered a range of bespoke interventions to both sides of the empowerment equation: communities and public authorities. Good training and development practice in terms of needs analysis, relationship building and tailored solutions to fit particular situations led to a successful beginning to the project delivery phase.

The EC partnership has worked well and has been a good cross sector consortium for the development of a firm strategy for the region. It has exemplified good practice in its efforts to ensure that the implications of equalities issues are threaded through its work, via its research in that area and its support for the improvement of equalities networks.

Challenges

Empowering Communities has had to operate against a landscape of what the national evaluation called a 'bewildering array of community empowerment initiatives', and with many distractions and hindrances created at a national level. The saga of the Targeted Support for Empowerment and Improvement (TSEPI),

which has diverted many partners' attention from the core business of the partnership is a case in point.

EC still has more to do to raise awareness and involve local authorities and other public bodies actively in its work. The momentum gained during 2008-9 is under pressure in what many feel to be a changing, and challenging political and economic climate, particularly with respect to public authorities. Further, EC's relationship with the RIEP must continue to develop productively, at a time when both organisations are under pressure from their funders to deliver their own outcomes.

'It will take time for relationships to built beyond specific empowerment teams and our survey showed that there is currently very low awareness among local authorities of the role and contribution of REPs.'¹

The major challenge is one of ensuring impact beyond the immediate projects, both geographically across the region, and over time. The outcomes of the programme do not readily 'trickle down'. One issue is how EC can effectively communicate learning from the project across the region, a further one that of influencing practice in geographical areas beyond the immediate participants.

It is not easy for Regional Empowerment Partnerships to show how much impact they have. The 'long chain of causality' and the time scales involved make it difficult for them to demonstrate how they affect outcomes, particularly with regard to NI4.

The good practice documents which EC has commissioned on evaluation and making the business case have contributed to the regional

and national thinking. However, the partnership still has much work to do in encouraging and supporting public authorities and community empowerment projects to implement the recommendations of those reports.

The early days of promoting the programme and getting six local authorities to join the pilot was greatly enhanced by the research work commissioned by EC...²

Main recommendations

Evaluations of regional work recommended further development of existing programmes, as opposed to the initiation of new ones. Recommendations focused on the need to extend the reach of the Empowering Good Practice programme to other local authorities, as well as developing work with the pilot participants. Increased buy-in at a senior level in public authorities was seen as fundamental to any increase in impact in that sector. The practitioner support programme was seen as a particularly successful aspect of the work and it was recommended that it should be extended and better resourced.

The programme of work to support communities should also be continued in its present form: network support and community researcher initiatives were seen as particularly successful. Work with communities of interest would be enhanced by the creation of a regional hub to raise awareness, and a regional network should explore how to influence public policy more effectively. Evaluators recommended further cross sector projects and events, including further dissemination of Chanan's papers on evaluation and the business case.

The fundamental work on communicating success and good practice, and increasing impact across the region gains in importance as the Empowering Communities project entered its later phases. The partnership was recommended by evaluators to seek new ways of gaining a higher profile, particularly with senior

staff and elected members in key public authorities and at the front line with communities.

“The Partnership is working well, but needs to be more of a learning organisation – learning from each other, learning from the Partnership’s activities, and spreading the learning regionally..... communication in its widest sense is an important nettle to grasp.”³

Section B

Key messages from research reports

1. *In 2008, Empowering Communities commissioned a research project to establish what activities were being undertaken in relation to NI4 and identify training and support needs. Undertaken by the Socio-economic Research and Intelligence Observatory, Plymouth University;*
2. *In June 2009, a report was published which reported on the SW structures for enabling equality groups to be heard within public sector policy making and service provision; produced by Equality South West;*
3. *In summer 2009 EC reported on the outcomes of a short consultation into perspectives of the range of traveller communities in the South West; produced by Bufferzone and South West Foundation.*

1. LAA NI4 benchmarking exercise

Local authorities understood the importance of demonstrating commitment to making empowerment a reality by their actions and of feeding back to communities the results of their engagement. There were a range of understandings of what empowerment meant for the authority from devolution of power, to giving communities more of a voice.

Local authorities thought the attribution of NI4 measurements to particular initiatives was problematic. They planned to measure NI4 via the place survey and in some cases would also undertake more local work themselves. In some cases NI4 it was a real driver for action on empowerment, in others it was more a case of going through the motions.

It was crucial for partners across sectors to take the time to reach shared understandings of the definitions of engagement and empowerment: this was essential if a common culture was to

be developed and partnership working to be really effective.

‘The success of a joined up approach was perceived as dependent upon a common culture between partners, and in particular, a shared understanding of the definitions of empowerment and engagement. Effective working across the tiers of local government was also identified as an important process in some areas.’⁴

Regarding engagement and empowerment more broadly, local authorities’ approaches included community leadership, devolution and community service delivery, and area based approaches. One of the most common empowerment mechanisms was the area forum. Successful initiatives had some or all of the following qualities: partnership working, dedicated and skilled staff, letting communities determine or shape the agenda, and reaching the wider community.

Recommendations

It was felt to be important that help and support should be tailored to needs, and that it would make most difference in those areas that were least committed – even though this would be harder work.

SERIO recommended the following, based on the expressed needs of local authorities: the dissemination of good practice via a single point of information and the creation of opportunities for the exchange of good practice; the offer of tailored and targeted help and support; that delivery plans and NI4 scores should be benchmarked across the region after the 2008/9

Place Survey. SERIO also recommended that some further qualitative investigation of how individual citizens' perceptions of influence are affected by a range of complex issues.

2. Structures for enabling equality groups to be heard within public policy making and service provision

The Empowering Communities Equality Task group wished to explore what the role of cross strand forums or networks might be in improving the empowerment and influence of under-represented communities, including in Local Strategic Partnerships (LSPs) and Local Area Agreements (LAAs). Existing forums, networks and groups, were mapped to identify gaps and different models across the South West. Where possible, events were held which brought together the stakeholders in an area. The researchers explored the support needs of any new networks, and at the networks' contribution to NI4.

'The research showed a mixed picture, both in terms of the level of involvement or consultation undertaken and in terms of the level of impact this was felt to have. The research also highlighted the differences in the structures and processes in place around the region to enable, support and facilitate the engagement of equality groups.'

The workshops explored the benefits from and the barriers to cross strand working. Benefits included having a more effective voice; the creation of better links to regional and national structures; the possibility of the cross strand approach supporting individual strands where capacity is less; the ability to address multi strand issues; developing partnership working skills and creating positive relations between strands. Barriers to cross strand working which participants identified included the difficulty of deciding who to involve, and where to draw the

line; questions relating to partnership working among diverse groups and a concern from some that there might be a watering down or generalisation of focus.

The researchers found that attempts to bring equality strand groups together are having results. Many groups that were not already linking into regional and national structures have gained access to them. In addition, there has been a recognition by both VCS equality groups and public sector organisations involved in developing these structures that empowerment is a two-way process. The research indicated that where statutory bodies have been positively involved, partnership working is successful and more highly evolved. Networks are a resource that public sector bodies in the region are not using as well as they could. The duty to involve offers an opportunity to build and develop this resource for mutual benefit.

Recommendations

The researchers recommend that in order to grow the capacity and influence of under-represented communities, there should be additional capacity building within the equality strand organisations themselves, and support for them to work on a cross-strand basis. It is also crucial to build their representation on Local Strategic Partnerships.

The researchers recommended that EC should undertake some in depth case study work with existing equality groups to gain an understanding of representation, and how it can best be achieved and the gatekeeper effect avoided. EC should undertake work with authorities and partnerships which have not supported the development of cross strand equalities groups, with a particular focus on supporting the empowerment agenda and NI4 outcomes. Good practice could be showcased in order to help the development of emerging cross strand networks.

In addition, the researchers presented a broader set of recommendations on practical steps to make a difference at a local level: dissemination of the report; support for funding for this area of work; the development of practical support and

training, including mentoring and facilitation of cross strand meetings in new areas. There was a need to work with LSPs on the issues highlighted in the report.

3. Irish Traveller, Romany Gypsy and New Age Travellers' views on their ability to influence local decision making

The report contains information from a set of consultations with Romany Gypsies, Irish Travellers, and New Age Travellers in the South West. It highlights issues they face, some of which are common to the different groups.

The communities lack access to that knowledge and information which is crucial if they are to engage effectively in local decision making. Significant numbers rely on methods of communication other than the written word – which means they are usually disempowered by the methods that public authorities use to consult and inform. Traveller communities are deterred from attending public meetings as a result of the history of racism they have experienced in the past. Access to services is frequently difficult and often needs the advocacy of intermediaries such as Race Equality Councils. It was essential to the different groups of travellers that their particular identities were not lost in any future joint work.

In terms of ways forward, it was felt that appropriate systems, or adjustment to existing ones, were needed in order to address the barriers identified in the consultation. Suggestions included the development of a website for New Age travellers, or the use of community radio and getting together those Romany Gypsy and Irish traveller community members who have experience of and confidence to engage. and the use of women's groups to bring people together. For all traveller communities, possibilities for engagement are restricted. However, women from all the communities consulted indicated that they would be willing to join other women's networks. The researchers saw this as a way of giving the communities a stronger voice.

Section C

Key messages from the SW Empowerment Development Project

This section summarises the learning from the Empowerment Development Project, which was commissioned by the South West region's Empowering Communities Consortium between October 2007 and March 2008. The aim of the project and its set of 8 reports was to ensure that EC's action plans were based on in depth research of key aspects of South West communities. Project undertaken by South West Foundation and the Evaluation Trust, and University of West of England.

Definitions of engagement and empowerment

The case study reports challenge the assumption in DCLG and NEP definitions that community engagement and empowerment are top down activities which are within the gift of public authorities. Much engagement is initiated by local communities in their attempts to raise issues with public authorities so that they may change circumstances at a local level.

'In terms of community engagement there is strong evidence to suggest that much engagement is stimulated by the community itself, working 'bottom up' to raise issues with public authorities in order to effect change. It also seems that some of the best outcomes arise from a process of mutual engagement in which 'top down' and 'bottom up' approaches are mediated within a community partnership.'⁵

The importance of history and competition

The history of a community's relationship with public authorities may go back a very long way, and may significantly affect trust and the potential to engage with them. This may be particularly true for B&ME communities where they have had negative experiences of engagement with public authorities in the past. However, where there has been a history of successful community activism, this can make a good foundation for productive partnership working.

The impact of central government policies, time limited initiatives and national targets and cuts have a negative effect on the success of local engagement. People have long memories of situations where they have been promised change and then let down. Conversely, engagement and empowerment are also be affected positively by situations where things have worked well.

Where there are tensions and feelings of competition between different sections of the community, empowerment and engagement will be more problematic. Empowerment programmes must take the time to find out about relations, and they should not ignore the fact of the relationships between sections of the community when planning and implementing their work.

Awareness, commitment and leadership
Local authorities must give support from the highest level, right through the organisation, and commit time and resources to make engagement and empowerment work. The report stresses the potential of senior staff as champions of empowerment to change organisational culture.

The value of self empowerment
People who have successfully brought about

change and empowered themselves in the process can play an important role in being champions within their own locality. Where there are existing independent and autonomous groups, these can be helped to grow and extend to become useful agents of engagement and empowerment. Public authorities should take care not to duplicate functions which already exist within autonomous groups. They should make sure they understand the community landscape by asking questions early enough in their planning processes.

Structures

Structures which place community members in the majority work well. People say they prefer clear, perhaps more formal, structures where roles and responsibilities are explicit. This may go against the grain for community workers who are used to informal and participatory approaches.

LSPs and LAAs are viewed as really important as key points of influence. Local authorities should work with their LSPs to develop a community engagement strategy with an accompanying, prioritised work plan.

It is worth spending time reflecting on the nature of representation on LSP structures, and what it really means; good third sector representation isn't the same as involving the community. Many participants from B&ME communities say that the structures of public authorities are not felt to be compatible with and accessible to the cultures and preferred communication methods among B&ME people.

Support and resources

Time and resources must be invested in engagement and empowerment work for it to be successful. This is the case within both geographical communities and equalities communities.

It is key that funding is sufficient and sustainable; core funding may indeed need to be very modest in some cases. Communities say they value having small sums of money 'without strings attached' to begin the process independently of

public authorities.

Researchers reported that community 'anchor' organisations have a history of success, providing hubs of local expertise as a focus for work in an area. However, it is crucial that these hubs themselves operate in ways that exemplify good practice in engagement and empowerment.

In some situations, successful asset transfer initiatives have been a good focal point for local engagement. Formal and informal networks are very useful.

Lever for change and processes which work

The Duty to Involve, the involvement of ward councillors; town and parish councils and the presence of funding – enough and for long enough – may all contribute to initiating change. However, researchers reported that one of the most powerful levers of change is the existence of a common cause to fight for.

Processes must start from where the participants are, must feel local and take account of the realities of the power relationships that exist and of their histories. Processes that are fun and have a social element and which 'blur the boundaries' are often successful. Participants value training and support – and it needs to be ongoing. It is about knowledge, skills and confidence.

Plans made with less powerful members of the community, for example young people, may be vulnerable and should be protected. Independent intermediaries may be useful where mistrust is high; community members themselves make useful 'reachers out' into their own communities. Public authorities should make sure they do not over consult. Most importantly, it is crucial that there is good and frequent feedback on the outcomes of consultation.

Outcomes

Some participants experience real personal growth as a result of being involved in engagement and empowerment processes. Funders and strategists should remember that people value experiencing real influence over

things and seeing tangible outcomes as a result of their involvement. So feedback and celebration of success – even of small steps – is very powerful. Some public bodies also report similar impact from successful work within their own organisations.

Measurement of indicators

Baselines are important: initiatives should know their starting point. Researchers reported that there is little monitoring or evaluative activity in many community engagement initiatives. Although people understand the needs and benefits of evaluation, they frequently feel there is too little time and capacity to undertake it. Survey work is costly.

The use of national indicators should be used alongside local intelligence. The research suggested that indicators are only a small part of the picture and that other approaches are needed to complement them. In spite of the issues around evaluation, people involved with the case studies have much that could be shared through e groups, visits, small group sessions, localised learning sets and low level research support.

Section D

Key messages from background papers

EC has published two papers by Gabriel Chanan which aim to stimulate thought and discussion on two important topics:

1. *The evaluation of engagement and empowerment initiatives,*
2. *The business case which might be made for the work*

1. Valuing empowerment

The writer emphasises that it is crucial that engagement and empowerment is evaluated properly and that it stands up to be counted. He proposes ways of reconciling two potentially conflicting perspectives on what evaluation should be about and how to go about it.

The valuing empowerment document addresses the need to develop rigorous methods of demonstrating the impact and effectiveness of engagement and empowerment initiatives that make sense to those involved in delivery and which do not lose the texture and nuances of the work. At the same time, it is important that the evaluations are seen as significant by large public authorities used to large scale survey and other measures which tend to average out and generalise over large populations.

‘Finding large scale evidence is greatly helped by the relevant indicators in the local government performance framework. Small scale evidence can go into greater depth and illustrate, by drilling down, processes which the large scale indicators miss.’⁶

He explores what is meant by ‘community’ and the link between the immediate community of benefit in an engagement project, and the wider community which it may aim to have a positive impact on. It is important to find ways of measuring impact on the wider community as part of evaluation, and also to link evaluation frameworks at a community level to questions linked to NI4 and to NI7, which measures the health of the voluntary sector.

A set of seven questions are proposed which should be used to assess the impact of a project. Ways of bridging the gap between large and small scale evaluations are suggested via a set of specific actions to take in planning local measurement:

- Be geographically and numerically specific about the population expected to benefit
- Include a survey of the wider population in the evaluation and questions from the National Indicator set
- Include local input and process questions
- Make sure questions are focused and therefore unambiguous
- Inform public services, council and LSPs so that results can be disseminated widely
- Make sure to point out the connections between local and national indicators

2. Making the business case

Chanan explores the case for relating a certain level of investment in empowerment to a certain quantity of measurable benefits; not in general terms, but with the specific meaning of relating costs to benefits. This would give a means of comparing the effectiveness of different ways of using public funds. In addition, a business case

approach would offer clearer evidence of effect, in order to improve practice.

‘The aim of focusing on the question of a business case is to go beyond merely affirming the importance of community empowerment to ask whether it is possible to relate a certain level of investment in empowerment to a certain level of measurable benefits. This would put empowerment on a stronger footing in both local and national negotiations about resources.’⁷

The study considers what a complete business case would look like, then how feasible it would be and what approximations might be acceptable. He suggests a sequence of thought to assist in understanding how a business case would ideally be built up:

- what empowerment itself is, in terms of its primary outcomes;
- how it is valued in other fields: health, education, policing, planning, employment. How it affects peoples satisfaction can be seen as secondary outcomes;
- then, in the light of these objectives, what counts as relevant investment and input;
- the processes and outputs which they generate;
- whether the processes and outputs lead to the intended outcomes both primary and secondary;
- what value can be placed on these outcomes in financial and other terms;
- whether the same outcomes could have been achieved by other means at lower cost;
- what overall value can be placed on the investment in the light of the outcomes

compared with other ways the money could have been spent and therefore whether investing in empowerment entails cost savings for the service or services as a whole.

Chanan then explores issues around each of the points in the sequence. He explores the meaning of the term empowerment, in terms of community relationships to public services but also in terms of relationships in the community between activists and the wider, less involved community. He explores the relationship between individual and collective empowerment, and makes the point that the most disadvantaged people may be the least likely to participate in community activity. He comes to the conclusion that measurement of empowerment should seek to include both individual and collective measures. He explores how well NI4 works as a measure of empowerment, making the case for using aspects of NI7 ‘the thriving third sector’ as part of the mix. He then suggests ways of incorporating the effect of empowerment on secondary indicators.

He talks about the difficulty of deciding what inputs to measure and then looks at UK case studies where attempts have been made to quantify inputs into empowerment. However, in terms of outputs and outcomes, most evaluation of empowerment does not collect the right information to make the business case. He suggests that evaluation would benefit from using the business case model, because it asks clearer questions.

Making the business case involves changing what is evaluated, and *how* it is evaluated. Evaluation is the link between objectives and outcomes – it is the evidence and analysis to show how the investment was used and that it did, as far as can reasonably be deduced, lead to the outcomes.

Chanan concludes that the fundamental question about a business case for engagement and empowerment work is whether government, on

behalf of society as a whole, should be investing in empowerment at all or whether it is best left to people as citizens. He states that it is right and necessary that governments should invest in supporting the ability of people to influence public agencies, including government itself, from a wholly independent base.

Recommendations

Chanan suggests that it is important to be specific about numbers, in terms of (a) those involved, small as they may be, and (b) others who are also expected to benefit. Then what could be looked for as an empowerment outcome is that the numbers of people who are aware of and identify with the empowerment experience should gradually increase through a series of activities. He proposes that the empowerment element in grant criteria, for example, should be strengthened to ensure that empowerment is a primary purpose.

In terms of the Empowering Communities and local authorities, he recommends that given the developing nature of this work, including through IDEA's NEA initiative, it is perhaps too early to run training events. However, it would be timely for EC to support authorities in working through relevant elements, for example: a prototype template; different approaches to identifying inputs (e.g. by departments, units and staffing); and harmonising LA-wide and very local indicators to improve evaluation.

It might also be useful to support a number of sub-regional case studies that reflect the impact of community empowerment in terms both of business and national indicator outcomes; and later to run events for policy-makers, managers and front-line workers to disseminate what has been learned and improve practice.

Section E

Links to full reports

Evaluations

Regional evaluation

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-322.html>

Empowerment Good Practice Pilot programme final report

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-314.html>

Evaluation of year 2 of the National Empowerment Partnership

http://www.cdf.org.uk/c/document_library/get_file?uuid=a79da57e-3feb-4bb4-83b5-5ec8826b3315&groupId=10128

Research reports

SERIO report

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-291.html>

Equality Mapping report

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-324.html>

Travellers consultation

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-317.html>

South West Empowerment Development Project

1. Engagement and empowerment reports overview

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-258.html>

2. B&ME and other equalities communities

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-257.html>

3. Children and young people

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-256.html>

4. Older people

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-255.html>

5. Rural areas

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-254.html>

6. An urban and unitary authority in the SW

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-253.html>

7. Networks and empowerment

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-253.html>

8. Measurement and indicators

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-253.html>

Background papers

Evaluating empowerment

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-316.html>

Making the business case

<http://www.creatingexcellence.org.uk/mod-Downloads-index-req-getit-lid-315.html>

(Endnotes)

¹ Evaluation of the National Empowerment Partnership, Institute for Voluntary Action Research and University of the West of England, 2009

² Empowering Good Practice Pilot Programme Final Report, Zebra Collective, 2009

³ Evaluation of Empowering Communities 2008/9, Zahno Rao Associates, 2009

⁴ Local Area Agreement National Benchmarking Exercise, SERIO, 2008

⁵ An Overview of the Learning from the South West Empowerment Development Project, Southwest Foundation, and the Evaluation Trust, 2009

⁶ Evaluating Empowerment: reconciling indicators with local performance, Gabriel Chanan, 2009

⁷ Valuing community empowerment: Making the Business Case, Gabriel Chanan, 2009