

# Assessing effectiveness in empowerment programmes

The Bond Effectiveness Programme aims to support UK NGOs in improving how they assess, learn from and demonstrate their effectiveness this involves:

1. Developing agreement and supporting implementation of:
  1. Sector wide **framework of indicators, data collection tools and assessment methods** to improve the consistency of how NGOs measure, learn from and report results (Improve It Framework)
  2. **Online organisational health-check tool and resource portal** that enables benchmarking with peers, sign posts to existing tools, and supports improvements in effectiveness systems and capacities
2. Building **knowledge and skills** to support members in measuring and managing effectiveness through training, peer learning and support, piloting, and resource development
3. Creating an **enabling environment** that encourages and supports organisations to deliver improvements in their effectiveness through engagement with donors, NGO leaders and promoting greater transparency about performance

The Effectiveness programme is supported financially by a number of organisations: ActionAid UK, Cafod, Care International UK, Christian Aid, Comic Relief, Department for International Development, Everychild, Islamic Relief, Mercy Corp, Oxfam GB, Plan UK, Practical Action, Save the Children UK, Sightsavers, Tearfund, VSO, WaterAid, World Vision and WWF

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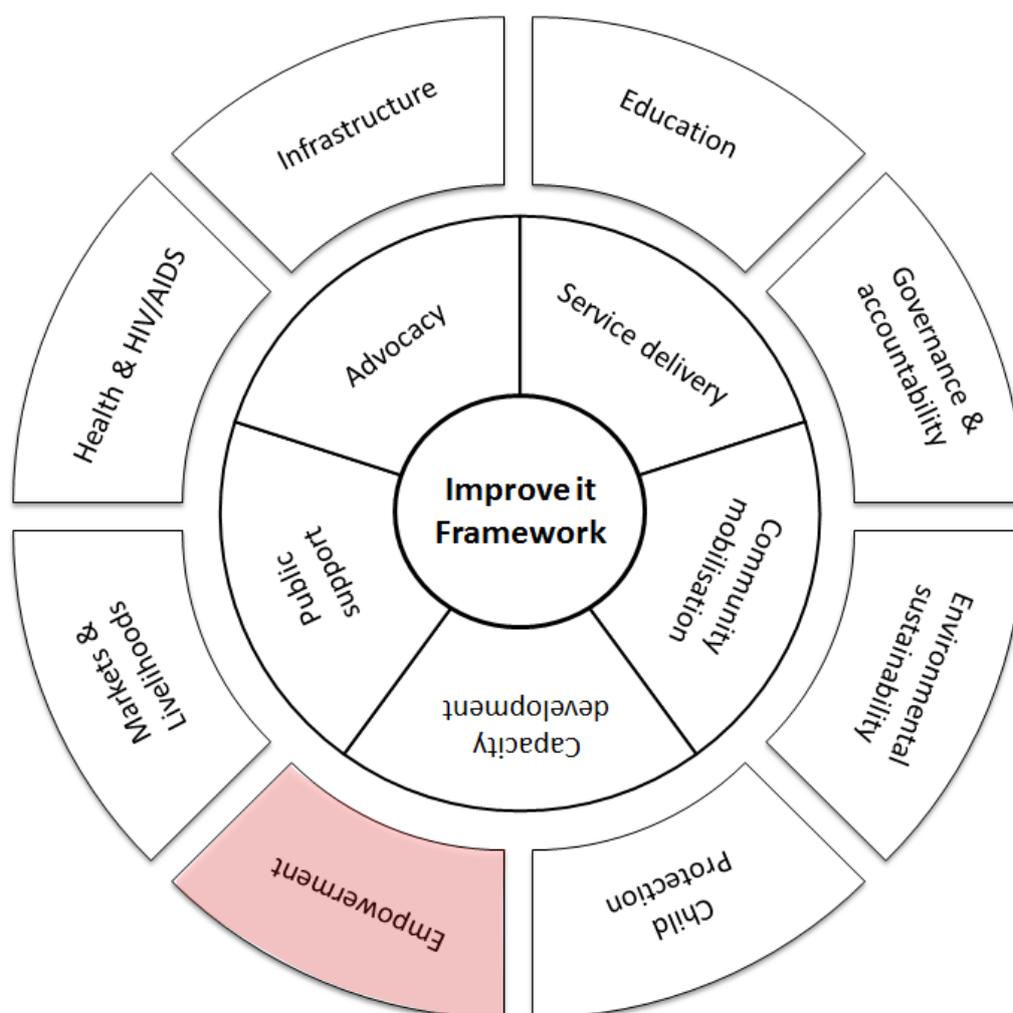
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# 1. Background to the Improve It Framework

## 1.1. What is it?

Since 2008, the Bond Effectiveness Programme has been working to support UK NGOs<sup>1</sup> working in international development to strengthen the rigour and consistency with which they assess and demonstrate their effectiveness. The drivers for this work are twofold. First, to enable organisations to better understand what works within their own contexts. Second, to enable organisations to tell a more robust story of how aid make a difference to the lives of poor and marginalised people – both as individual NGOs and collectively as a sector.

A key part of the Effectiveness Programme is the Improve It Framework. Once completed, the framework will guide organisations in identifying **what to assess, how to assess and what to communicate**. It will provide the UK NGO sector with a platform for **systematic learning and sharing** on measuring effectiveness; and a **shared framework** reflecting current sector best practice that can be used both by individual organisations and collectively by the sector to tell a more robust story of how aid funds make a difference to the lives of poor and marginalised people.



<sup>1</sup> This includes members of Bond, Nidos (Network for International Development Organisations in Scotland) and CADA (Coalition of Aid and Development Agencies within Northern Ireland.)

The Framework has three interlinked components (see Diagram above):

- **Thematic areas:** these are the long term changes in the lives of poor and marginalised people in the South that UK NGOs seek to contribute to
- **Ways of working:** these are the distinctive strategies and approaches adopted by UK NGOs to contribute to and create an enabling environment for social change in the South
- **Core principles of assessing effectiveness:** these are the key considerations that need to be reflected in any NGO assessment of effectiveness to ensure it supports the development process, generates data that is sufficiently robust and credible, and leads to learning and improvement.

### 1.2. Why are we developing it?

Improving how NGOs measure and learn from their effectiveness is a sector wide challenge and one that will benefit from greater sector wide coordination and collaboration. The Improve It Framework is an effort to pool the sectors’ collective resources and experiences, develop shared approaches and encourage greater consistency in how NGOs evidence change.

The Improve It Framework: myth busting	
What the Improve It Framework IS going to do	What the Improve It Framework IS NOT going to do
Provide a <b>collective resource</b> that UK NGOs can draw on when developing their own context specific monitoring and evaluation frameworks	Create a single way of assessing effectiveness. It is about encouraging <b>greater harmonisation and consistency</b> where appropriate
Promote <b>shared approaches</b> to assessing effectiveness where appropriate	Offer an ‘off the shelf’ answer to measuring effectiveness. It will provide a <b>common starting point</b> for all UK NGOs. Individual agencies will need to make it relevant to their context
Provide UK NGOs with practical <b>tools to be able to tell a more robust story</b> of how they are contributing to social change	Produce an encyclopaedia of indicators and tools. There will be an element of <b>prioritisation</b> in what is presented in the final framework
Continue to evolve even once it is complete in autumn 2012. The Framework will be updated as NGOs pilot it and as practice and experience with the sector on how best to assess effectiveness develops	Provide a framework that a NGO will see a 100% of what they do in. It is not an organisation specific tool, but rather a sector wide framework. It has to be general. If an NGO can see <b>60%</b> of itself in the Framework that is <b>‘good enough’</b>

### 1.3. What is the role of this paper in the Improve It Framework?

The development of the Improve It Framework is being taken forward in consultation with over 200 people from more than 100 UK based NGOs. Bond, NIDOS and CADA members and Comic Relief grantees are engaging through workshops and interviews. This paper presents a mapping and synthesis of how the UK NGOs currently create and assess change in one of the thematic areas: empowerment.

The paper is not meant to offer a definitive position on how to assess empowerment programmes or provide an “off the shelf” planning document. **Its purpose is to identify the commonalities in NGO approaches to empowerment and offer suggestions and examples of what organisations should be assessing and how.** If an organisation is planning to use the paper in its current form we offer a few words of advice: each NGO will have its own understanding of how change happens in relation to empowering marginalised individuals and groups. Their strategies will reflect this understanding and take into account the organisation’s own vision, mission, mandate and capacity. This paper should

be used to support and inform planning, monitoring and evaluation strategies that are suitable for the organisation's programmes and context.

Similar papers have also been written for each of the other seven thematic areas of the Improve It Framework: Governance and Accountability, Child Protection, Education, Health and HIV, , Markets and Livelihoods, Environmental Sustainability and Infrastructure. Alongside these papers work is also being conducted in collaboration with UK NGOs on developing each of the Improve It Framework's five ways of working and the key principles for assessing effectiveness.

#### **1.4. How has the paper been developed?**

The paper is designed to reflect current practice in the sector. Between July and December 2011 Bond staff and consultants from INTRAC, working in close collaboration with task group members, reviewed hundreds of documents submitted by Bond and NIDOS members and Comic Relief grantees detailing organisational approaches, frameworks and indicators and tools used to understand and communicate change. Commonalities were identified in how UK NGOs understand effectiveness in each of the themes, the types of changes they worked towards and the supporting outcomes. These were presented as 'Domains of Change Frameworks' (See the Education Framework on page 8). The indicators and data collection tools sent in by members were then filtered and mapped onto the outcomes and domains that had been identified for each of the themes (See the indicator tables on page 11).

## 2. Effective Programmes for Empowerment

### 2.1. The Domains of Change Framework

The Domains of Change Framework for Empowerment illustrated on the following page, provides a synthesis of thinking and practice from UK NGOs around how NGOs can make effective contributions to supporting the empowerment of marginalised groups and citizens.

- The **Central Domain (Domain 1)** reflects the top level change to which all programmes in this thematic area should contribute.
- The **Outer Domains (Domains 2- 5)** describe key results which – together - would support the achievement of the higher level changes described in Domain 1.
- For each of the Outer Domains, there is a **menu of outcomes** that would contribute to achieving positive changes in each domain. (Section 3 identifies indicators and tools to collect relevant data for each of these outcomes.)

It is important to note that **these Domains are inter-related and interdependent**. While no one NGO is expected to contribute to changes in all Domains, significant improvements in empowerment are only likely to be achieved if positive changes are achieved across all of these areas.

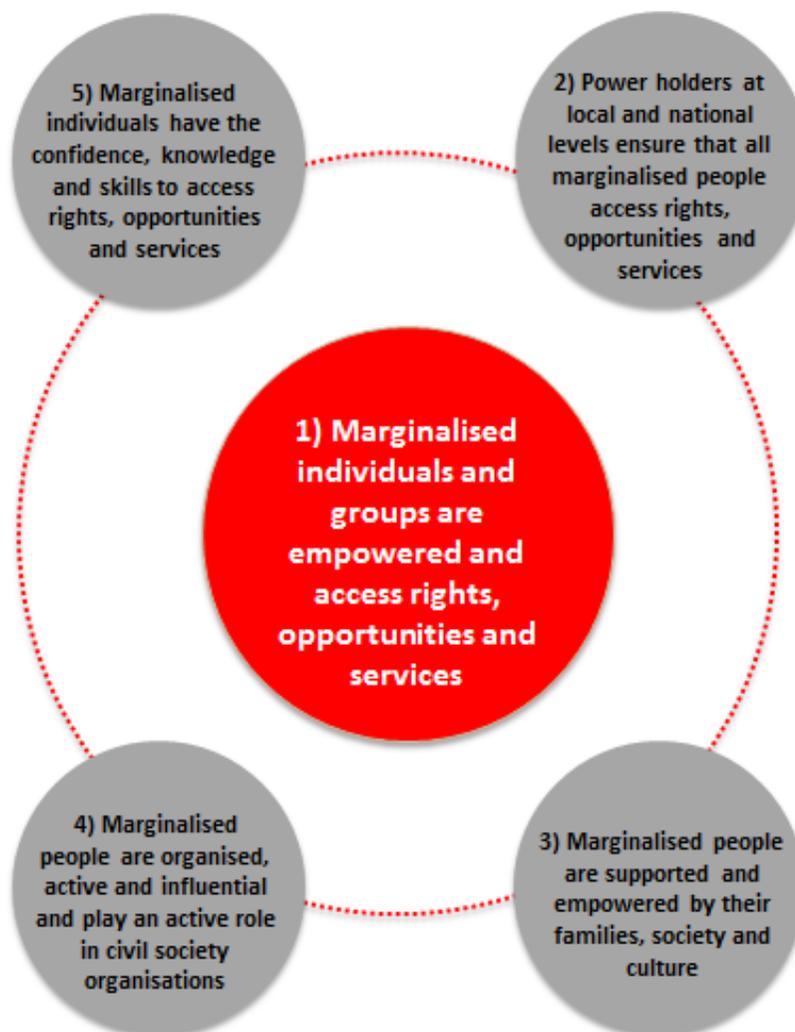
In addition, **the Domains of Change Framework is not meant to be normative and is not attempting to present a single theory of change**. There are countless pathways to achieving the changes reflected in the diagram and these will be informed by an organisation's mission, values, niche and the context in which they are working.

Empowerment needs to be addressed at many levels - from the individual through to the systemic, through both formal and informal channels. Formal channels include the role of local government in providing services to the community, and the role of national government in providing and overseeing legal and administrative frameworks. Informal channels may include the awareness of individuals of development issues and of their rights, and more broadly the cultural or religious beliefs and values in families, communities and society as a whole

## Domains of Change Framework for Empowerment

Outcomes
a) Marginalised people have improved self-image and confidence
b) Marginalised people can identify and take action to claim their rights
c) Marginalised people have adequate life skills, including literacy and numeracy

Outcomes
a) Marginalised people form effective organisations
b) Marginalised people's organisations are taking action
c) Marginalised people's organisations build alliances and take collective action with other actors
d) Marginalised people engage with and influence power holders
e) CSOs are representative of and are accountable to marginalised groups



Outcomes
a) Laws and policies are in place and implemented which support marginalised people to access rights, opportunities and services
b) Power holders deliver accessible and quality services to all marginalised people
c) Legal action is taken to defend the rights of marginalised people
d) Spaces for meaningful engagement with power holders are created, strengthened and used by marginalised people
e) Power holders are responsive to the demands, claims and inputs of marginalised people
f) Marginalised people are represented and active in local and national level civil and political processes

Outcomes
a) Marginalised people have control over their bodies and sexual health
b) Marginalised people have freedom of movement
c) Marginalised people are supported and empowered in their households
d) Marginalised people are supported and empowered in their communities
e) Marginalised people have equal access to economic opportunities
f) Marginalised people are represented in the media a fair and positive way

## 2.2 Assessing effectiveness in programmes that focus on empowerment: key considerations

Two key issues for developing **empowerment** indicators concern the extent to which empowerment can actually be measured, and the wisdom (or otherwise) of pre-defining indicators that could limit peoples' own choices.

- For the former, 'empowerment', in common with other areas such as 'capacity', is not a tangible concept, and can be very difficult to pin down. Sometimes it is actually easier to assess the visible results of empowerment (such as women or disabled people taking leadership roles in CSOs or being better represented in national or local government, or disempowered people accessing their rights to decent health care, education, water, etc.) than to attempt to measure empowerment itself.
- For the latter there is a strong argument that any programme attempting to use pre-defined baskets of indicators for empowerment is actually missing the point. A key principal for all empowerment programmes should be that people themselves identify the criteria that are most important to them, and that the process of developing indicators of progress should be part of the empowerment process itself (thereby making lists such as those contained in the following tables redundant.) Therefore, any work in this area involves a significant investment in enabling different sectors of target communities to use their own definitions of what empowerment means to them.<sup>2</sup>

Where organisations attempt to assess empowerment directly, indicators will be of necessity a mix of statistics (showing the scale of work), organisational interpretations of what empowerment "looks like" for different target groups, and the personal perceptions of target groups, which need to be collected under broad, qualitative indicators. The personal perceptions are arguably the most important, and tools such as Most Significant Change (MSC), the ADD guidance for collecting stories of change, the CAFOD Quality of Life batteries tool, case studies, focus group discussions and appreciative Inquiry are commonly used to generate qualitative indicators of change.

The domain around the empowerment of marginalised individuals is possibly the most challenging for the development of meaningful indicators, as concepts such as "improved self-image and confidence" need to be understood across contexts, with different target groups and with different groups. For example improved self image will mean different things to young girls, teenage girls, young married women, mothers, older women, etc. As such, disaggregated data is essential when gathering and analysing data around empowerment.

It is important to remember that timeframes when assessing empowerment can be very long: it can take generations for significant change to take place. Milestones and targets should reflect this reality. It can also be difficult to measure empowerment in a linear way. The very act of empowerment may make participants more aware of what they do not have. This is useful to consider when seeking to assess perception indicators at the start and end of a project.

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<sup>2</sup> See [Sida's Measuring Empowerment? Ask Them](#) This document makes an important point about not using top-down quantitative indicators for empowerment work.

## Assessing and communicating progress at outcome level: indicators and data collection tools

### 3.1. Using the indicator tables

The indicator tables are to be used alongside the domains of change diagram on page 8. For each domain of change and outcome identified in the diagram a set of **outcome** indicators has been developed, drawing on indicators already being used across the empowerment sector.

The indicators themselves are designed to be generic, and adaptable to a wide range of empowerment programmes. Specific (but not exhaustive) examples of how an indicator can be adapted for a particular programme are included under some indicators in italics, for example:

- # and % of marginalised people represented on public decision making bodies (**GENERIC INDICATOR**)
  - *Eg. # and % of women represented in local government bodies* (**SPECIFIC EXAMPLE INDICATOR**)

Many of the example indicators concern gender and focus on women's empowerment. This is a result of the information and indicators that NGOs provided us with on their empowerment programmes, and is not intended to overlook agencies working with other disempowered groups (eg. people living with HIV/AIDS, disabled people, ethnic minorities). We would welcome more examples of indicators and tools used in empowerment programmes.

### 3.2 Table of indicators and tools for assessing empowerment programmes

Domain 2: Power holders at local and national levels ensure that all marginalised people access rights, opportunities and services	
Outcome 2a) Laws and policies are in place and implemented which support marginalised people to access rights, opportunities and services	
Indicators	Tools
<p><b>Legislation and/or policy which support marginalised people to access rights, opportunities and services are in place</b></p> <ul style="list-style-type: none"> <li>• # and description of policies, plans and practices introduced or improved which support marginalised people to access rights/opportunities/services with a verifiable contribution from programme activity                             <ul style="list-style-type: none"> <li>○ <i>Eg. Laws, policies and practices are changed to be in line with the relevant UN conventions on human rights of marginalised people</i></li> <li>○ <i>Eg. # and description of policies/laws/bills/acts of parliament focusing on women's priorities that have been enacted</i></li> <li>○ <i>Eg. # and description of macroeconomic policies, state and federal budgets which represent women's socio-economic interests</i></li> <li>○ <i>Eg. # and description of local development plans with awareness of disabled people's rights</i></li> </ul> </li> <li>• # of countries where one or more policy or legislative changes to improve the empowerment of marginalised people/groups have taken place in the past twelve months with the support of [organisation x]</li> </ul> <p><b>Sufficient resources are allocated to implementing policies and laws</b></p> <ul style="list-style-type: none"> <li>• Amount and % of total national and local government spending allocated to supporting [issue x/marginalised group x]</li> </ul> <p><b>Policies and laws are monitored and enforced</b></p> <ul style="list-style-type: none"> <li>• Monitoring procedures are in place for [law/policy x]</li> <li>• Evidence that penalties are enforced for non-compliance with [law/policy x]</li> <li>• # people/organisations penalised for non-compliance with [law/policy x]</li> </ul> <p><i>For more in depth indicators and data collection tools on measuring contribution to policy change and the process of policy change see the paper on Assessing Effectiveness in</i></p>	<p>Government and treaty records can be used to show if policy change has taken place. Policy development and policy implementation should be tracked at the local/national/international level depending on the policy. Tools used to show an organisation's contribution to policy change: WaterAid's Advocacy Scrapbook, Crisis Action's evidence of change journal, Progressio Portfolio of Evidence, Save the Children's advocacy measurement tool. Tools used to show and measure the changes that lead to policy change and implementation: VSO advocacy success scale, the Transparency International policy scale, and WWF's Commitment and Action tool.</p> <p>List of countries and policies that have been changed</p> <p>Budget tracking, copies of budgets and evidence of pro-poor/pro-marginalised group spending. CAFOD/Christian Aid/ Trocaire toolkit on 'Monitoring Government Policies': p46, tool 14 on assessing budget priority, p62</p> <p>Description of monitoring procedures Examples of penalties enforced for non-compliance Government/judicial records of penalties enforced for non-compliance</p>

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<i>Influencing Decision Makers</i>	
<b>Outcome 2b) Power holders deliver accessible and quality services to all marginalised people</b>	
<b>Indicators</b>	<b>Tools</b>
<p><i>Many indicators for access to essential goods and services and opportunities can be found in the other sector papers – specifically those relating to health, education, child protection, markets and livelihoods and infrastructure. Indicators would need to be disaggregated to gauge effects on marginalised groups. Evidence of non-availability of or inability to access services could also be sought. Indicators in this area also may be very specific to the particular good or service, e.g. ‘# and % of women/disabled people/others with access to credit’, ‘# of government buildings that have wheelchair access’, etc.</i></p> <p><b>Marginalised people have improved access to rights, services and opportunities</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people reporting improved/worse/unchanged access to [service x] in the past 12 months</li> <li>• Evidence of improvements, worsening or no change in access to services</li>   <li>• # and % of marginalised people reporting easy and straightforward access to [service x]</li> <li>• # and % marginalised people reporting barriers to access to [service x] <ul style="list-style-type: none"> <li>○ <i>Eg. # and % people living with HIV/AIDS reporting barriers to access to services</i></li> </ul> </li> <li>• Evidence of marginalised groups being discriminated against or unable to access basic rights or services <ul style="list-style-type: none"> <li>○ <i>Eg. Examples of public buildings such as schools without disabled access</i></li> </ul> </li>   <li>• # and % of marginalised groups accessing services, compared to other groups: <ul style="list-style-type: none"> <li>○ <i>Eg. Ratio of girls to boys in primary, secondary and tertiary education</i></li> </ul> </li> </ul> <p><b>Improved allocation of resources to providing services for marginalised people</b></p> <ul style="list-style-type: none"> <li>• Amount and % of total national and local government spending allocated to providing services for marginalised people</li> </ul> <p><i>For more indicators on the effective, fair and transparent provision of services and resources at a national and local level see the paper on Assessing Effectiveness in Governance and Accountability. For more indicators on specific services see the papers on Infrastructure, Education, Health and HIV, and Markets and Livelihoods.</i></p>	<p>Score cards/report cards are used by communities and CSOs to rate satisfaction with government/power holders’ performance across a range of issues. To assess service delivery communities develop criteria or ‘indicators’ for services, which are then scored against the indicators. The Trocaire Access index measures individuals’ access to their rights (including services) and whether this has improved over the past year. ADD Stories of change or a most significant change methodology might highlight improved access to services as a key change in marginalised people’s lives. Other evidence could include the disaggregation of service user records, description of the geographical spread of services, the cost of services to users, the staffing of services, or service user records, and examples of discrimination/ particular barrier to access for marginalised groups. Records of focus group discussions and surveys could be used to assess marginalised people’s perceptions of their access to services, rights and opportunities.</p> <p>Disaggregated data on service users.</p> <p>Budget tracking, copies of budgets and evidence of pro-poor/pro-marginalised group spending. CAFOD/Christian Aid/ Trocaire toolkit on ‘Monitoring Government Policies’: p46, tool 14 on assessing budget priority, p62. Participatory budget monitoring is a development intervention in its own right that also produces data on budgets and budget allocation.</p>

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Outcome 2c) Legal action is taken to defend the rights of marginalised people	
Indicators	Tools
<p><b>Legal framework in place that defends the rights of marginalised people</b></p> <ul style="list-style-type: none"> <li>• Existence of law on [issue x] that protect the rights of marginalised people according to agreed standards</li> <li>• # and description of specific judicial precedents on [issue x] set in national, regional or international courts that protects the rights of marginalised people</li> </ul> <p><b>Power holders/law enforcers and citizens are aware of the rights of and laws protecting marginalised people</b></p> <ul style="list-style-type: none"> <li>• # and % of power holders/law enforcers that are aware of the content of the law on [issue x] <ul style="list-style-type: none"> <li>○ <i>eg. # and % police who are aware that domestic violence is a crime</i></li> </ul> </li> <li>• # and % of target population that are aware of the content of the law on [issue x] <ul style="list-style-type: none"> <li>○ <i>eg. # and % men/women who are aware that domestic violence is a crime</i></li> </ul> </li> </ul> <p><b>Marginalised people access the justice system</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people who are aware of mechanisms for reporting rights violations</li> <li>• # and % of marginalised people who report they have access to [formal/informal] justice systems to resolve disputes</li> <li>• # rights violations of marginalised people reported to law enforcement agencies. <ul style="list-style-type: none"> <li>○ <i>Eg. # of cases of gender based violence reported</i></li> </ul> </li> <li>• # and description of responses from law enforcement agencies to violations of marginalised people's rights <ul style="list-style-type: none"> <li>○ <i>Eg. # and description of responses from law enforcement agencies to gender based violence</i></li> </ul> </li> <li>• # of marginalised people accessing [legal service x] to help them secure their rights <ul style="list-style-type: none"> <li>○ <i>Eg. # of women accessing legal aid services</i></li> </ul> </li> <li>• # of cases taken on behalf of marginalised people using [formal/informal] justice system over the past x months <ul style="list-style-type: none"> <li>○ <i>Eg. # of legal cases of rights violations against disabled people progressing through informal or formal justice systems</i></li> </ul> </li> </ul>	<p>Legal records</p> <p>Legal records</p> <p>Records of surveys and focus groups with power holders/law enforcement actors.</p> <p>Records of surveys and focus groups with target population</p> <p>Records of surveys and focus groups with marginalised people</p> <p>Records of surveys and focus groups with marginalised people</p> <p>At a national level it would be necessary to use police/law enforcement agency records of rights violations reported. At a local level collecting individual examples may also be helpful through discussions with formal/traditional authorities and reports from marginalised people/groups of violations reported.</p> <p>At a national level it would be necessary to use police/law enforcement agency records of responses to rights violations. At a local level collecting individual examples may also be helpful through discussions with formal/traditional authorities and reports from marginalised people/groups.</p> <p>Service provider records of who has accessed services</p> <p>Court and other legal records. At a local level collecting individual examples may also be helpful through discussions with formal/traditional authorities and reports from marginalised people/groups.</p>

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<p><b>Legal system operates effectively to protect marginalised people/groups</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people using primary justice system in last year reporting satisfaction with the process             <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of women satisfied with the resolution of their legal cases relating to gender based violence</i></li> </ul> </li> <li>• # and % of marginalised people feeling they are fairly treated or would be fairly treated if they file a case in the formal/informal legal system</li> <li>• # and % of legal cases of rights violations that result in protection of marginalised people’s rights             <ul style="list-style-type: none"> <li>○ <i>Eg. Descriptions of cases resulting in protection of women’s economic security (their property rights, inheritance rights; etc)</i></li> <li>○ <i>Eg. # of legal aid cases on women’s rights with a positive outcome</i></li> </ul> </li> </ul>	<p>Records of focus groups and interviews with marginalised people/groups who have used the justice system.</p> <p>Records of focus groups and interviews with marginalised people/groups.</p> <p>Court and other legal records. At a local level collecting individual examples may also be helpful through discussions with formal/traditional authorities and reports from marginalised people/groups.</p>
<p><b>Outcome 2d) Spaces for meaningful engagement with power holders are created, strengthened and used by marginalised people</b></p>	
<p><b>Indicators</b></p>	<p><b>Tools</b></p>
<p><b>Overall level of marginalised people’s participation in decision making is improved</b></p> <ul style="list-style-type: none"> <li>• Improvements in the level of marginalised people’s engagement and influence on policy and practice</li> </ul> <p><b>Improved opportunities for engagement between marginalised people and power holders</b></p> <ul style="list-style-type: none"> <li>• # and description of [new/strengthened] mechanisms for marginalised people to engage with power holders</li> <li>• # and % of local, district and national bodies with increased involvement of marginalised people in policy development, planning and budgeting             <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of targeted national and local government institutions formally consulting with young people in their strategies, operational plans and budgets effecting programme priority areas</i></li> <li>○ <i>Eg. # of government ministries effectively including disabled peoples’ organisations (DPOs) in consultation processes</i></li> <li>○ <i>Eg. # of participatory planning and budget processes at local government level with equal involvement of men and women</i></li> </ul> </li> <li>• # of marginalised people/groups involved in local, district and national policy development, planning and budgeting             <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of young people participating in the development, implementation</i></li> </ul> </li> </ul>	<p>There are a number of scalar tools which can be used to score the space for and quality of engagement with decision makers. These include the CAFOD Voice and Accountability tool, Trocaire Partner Capacity Framework, the Progressio Participation and Transparency Tool, WWF’s Core ‘Level of Engagement’ tool, World Vision’s influence and engagement matrix, and the democratic and political space ladder.</p> <p>List and description of mechanisms, and examples of their use</p> <p>List and description of local, district and national bodies with increased involvement of marginalised people, and examples of types of involvement</p> <p>Attendance lists at consultations, records of surveys and discussions with marginalised people</p>

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<p style="text-align: center;"><i>and monitoring of national level policies and annual budgets</i></p> <ul style="list-style-type: none"> <li>• # and frequency of meetings between marginalised poor and marginalised citizens and relevant authorities</li> </ul> <p><b>Improved quality of engagement between marginalised people and power holders</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people stating they benefit from constructive engagement with power holders</li> <li>• # and % of power holders stating they benefit from constructive engagement with marginalised people</li> <li>• Evidence of improved relationship between power holders and marginalised people/groups</li> </ul>	<p>Records of meetings and meeting minutes and attendance lists</p> <p>Scalar surveys of CSOs, citizens and power holders/decision makers</p> <p>Scalar surveys of CSOs, citizens and power holders/decision makers</p> <p>Types of evidence could include power holders sharing information in advance of meetings, power holders requesting meeting, marginalised people having input into the agenda, power holders are punctual, power holders take notes and refer to previous discussion points, senior representative of the power holder attends meeting, key action points are followed through, changes in interaction during meetings (eg. language, tone).</p>
<b>Outcome 2e) Power holders are responsive to the demands, claims and inputs of marginalised people</b>	
<b>Indicators</b>	<b>Tools</b>
<p><b>Overall level of marginalised people’s participation in decision making is improved</b></p> <ul style="list-style-type: none"> <li>• Improvements in the level of marginalised people’s engagement and influence on policy and practice</li> </ul> <p><b>Power holders are responsive to marginalised people’s engagement</b></p> <ul style="list-style-type: none"> <li>• # of local/national government plans/projects/budgets with evidence of positive response to the expressed priorities of marginalised people</li> <li>• # and description of complaints from marginalised people dealt with by [powerholder x] within x months</li> </ul>	<p>There are a number of scalar tools which can be used to score the space for and quality of engagement with decision makers. These include the CAFOD Voice and Accountability tool, Trocaire Partner Capacity Framework, the Progressio Participation and Transparency Tool, WWF’s Core ‘Level of Engagement’ tool, World Vision’s influence and engagement matrix, and the democratic and political space ladder.</p> <p>Descriptions of plans/projects/budgets and evidence that community priorities are included</p> <p>Records and descriptions of complaints dealt with</p>
<b>Outcome 2f) Marginalised people are represented and active in local and national level civil and political processes</b>	
<b>Indicators</b>	<b>Tools</b>
<p><b>Marginalised groups are represented on decision making bodies</b></p> <ul style="list-style-type: none"> <li>• # marginalised people seeking political representation in national or local decision making structures <ul style="list-style-type: none"> <li>○ <i>Eg. # of women/disabled people/other seeking political representation in central or local government structures</i></li> </ul> </li> </ul>	<p>Records of marginalised people standing for election/seeking other forms on representation on decision making structures</p>

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<ul style="list-style-type: none"> <li>• # of marginalised people represented on public decision making bodies             <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of women represented in local government bodies</i></li> <li>○ <i>Eg. # and % of young people taking up positions as representatives on councils and committees from community to national level</i></li> </ul> </li> <li>• # decision making structures engaging or creating positions for representatives from marginalised groups in their structures             <ul style="list-style-type: none"> <li>○ <i>Eg. # decision making structures at community level who have engaged or have created positions in their structures in the last six months</i></li> </ul> </li> </ul> <p><b>Marginalised people participate in elections</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people registered to vote in elections</li> <li>• # and % of marginalised people that voted in the last local or national election</li> </ul>	<p>Disaggregated list of membership of decision making bodies</p> <p>List of decision making structures and description of actions taken to engage representatives from marginalised groups</p> <p>Disaggregated voter registration records, survey of marginalised people Disaggregated voting records, survey of marginalised people</p>
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Domain 3: Society actively supports the empowerment of marginalised people	
Outcome 3a) Marginalised people have control over their bodies and sexual health	
Indicators	Tools
<p><b>Marginalised people have control over their sexual health</b></p> <ul style="list-style-type: none"> <li>• # and % men/women able to make decisions regarding their sexual and reproductive health</li> <li>• # and % of women and men making joint decisions around family planning             <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of women discussing family planning with their partners</i></li> <li>○ <i>Eg. # and % of women coming to reproductive clinic with their partners</i></li> <li>○ <i>Eg. # and % couples making informed joint decisions regarding sexual and reproductive health</i></li> </ul> </li> <li>• # and % of men/women using contraception             <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of women and men aged 15-49 who have had more than one sexual partner in the last 12 months reporting the use of a condom during their last sexual intercourse</i></li> <li>○ <i>Eg. # and % of men/women using a specific method of contraception</i></li> </ul> </li> <li>• # and % of men/women reporting satisfaction with the availability and quality of sexual</li> </ul>	<p>Records of surveys and focus groups with women/men</p> <p>Records of surveys and focus groups with women/men Records of surveys and focus groups with women/men Health centre records Records of surveys and focus groups with women/men</p> <p>Surveys with women and men Surveys with women and men</p> <p>World Vision’s Youth Healthy Behaviour module for girls includes questions on which methods of contraception girls are using. The module on sex and relationships includes questions on sexual behaviour, use of contraception, access to family planning, and levels of consent and power in sexual relationships.</p> <p>Scalar surveys with men/women.</p>

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<p>and reproductive health related services</p> <p><i>Are organisations using indicators on early/forced marriage or female genital mutilation that we can include here?</i></p>	
<b>Outcome 3b) Marginalised people have freedom of movement and association</b>	
<b>Indicators</b>	<b>Tools</b>
<p><b>Marginalised people have freedom of movement and association</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people who have freedom of movement and association             <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of women who have mobility in public spaces</i></li> <li>○ <i>Eg. # and % of women who are members of groups</i></li> <li>○ <i>Are there disability indicators we can include here?</i></li> </ul> </li> </ul>	<p>Records of surveys and focus groups, evidence that marginalised people do/do not have freedom of movement and association</p>
<b>Outcome 3c) Marginalised people are supported and empowered at the household level</b>	
<b>Indicators</b>	<b>Tools</b>
<p><b>Marginalised people have increased power at the household level</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people with control over resources and decision making at the household level             <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of women that believe they have (or share) control over income at the household level</i></li> <li>○ <i>Eg. # and % of supported women meaningfully involved in household decision-making</i></li> <li>○ <i>Eg. # and % men and women reporting meaningful participation of women in decision-making at the household level in a domain previously reserved for men</i></li> <li>○ <i>Eg. # and % couples making informed joint decisions regarding sexual and reproductive health</i></li> </ul> </li> </ul> <p><b>Improved attitudes of family members towards marginalised groups</b></p> <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of disabled people who are hidden and neglected by their families</i></li> <li>○ <i>Eg. # and % of disabled people reporting a change/improvement in their family's</i></li> </ul>	<p>Most Significant Change or ADD stories of change guidance are useful methodologies for measuring change in how marginalised people are treated by their families and how this impacts on their lives. The CAFOD Quality of Life tool measures the changes in individuals' quality of life in four change domains: these could include domains around emotional happiness, reduced domestic violence, or livelihood security.</p> <p>Household survey</p> <p>Oxfam Draft Women Producer Questionnaire: section on involvement in decision making (no. 301-2)</p> <p>Oxfam Draft Women Producer Questionnaire: section on involvement in decision making (no. 301-2)</p> <p>Records of surveys, interviews and focus groups with men and women.</p> <p>Records of surveys and interviews with women and men.</p> <p>Records of survey of disabled people, description of treatment by families</p> <p>Records of surveys and focus groups with disabled people.</p>

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<p><i>attitude towards them</i></p> <ul style="list-style-type: none"> <li>○ <i>Eg. # of men/women who state that a husband/partner is justified in hitting or beating his wife in at least one of the following circumstances: (1) she goes out without telling him, (2) she neglects the children, (3) she argues with him, (4) she refuses sex with him, (5) she burns the food</i></li> </ul> <p><b>Decreased violence/discrimination at the household level</b></p> <ul style="list-style-type: none"> <li>● # and description of incidents of discrimination/violence against marginalised people in the household <ul style="list-style-type: none"> <li>○ <i>Eg. # of women/girls who report having been a victim of gender based violence at home in the last x months</i></li> </ul> </li> </ul>	<p>UNICEF MICS 4 questionnaire for women section on domestic violence, World Vision Youth Healthy Behaviour survey module on physical violence.</p> <p>Records of interviews, surveys and focus groups with marginalised people. The World Vision Youth Healthy Behaviour survey module on physical violence.</p>
<b>Outcome 3d) Marginalised people are supported and empowered in their communities</b>	
<b>Indicators</b>	<b>Tools</b>
<p><b>Improved knowledge of community members around issues affecting marginalised people</b></p> <ul style="list-style-type: none"> <li>● # and % of community members with greater understanding of the issues affecting marginalised people <ul style="list-style-type: none"> <li>○ <i>Eg. # of community members with greater understanding of gender issues</i></li> </ul> </li> </ul> <p><b>Improved attitudes of the community towards marginalised people</b></p> <ul style="list-style-type: none"> <li>● # of marginalised people reporting change in attitude at community (or society) level on [issue x]</li> <li>● # and % of community members that demonstrate changed attitude towards marginalised group <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of men/women who recognise gender based violence as a human rights violation</i></li> <li>○ <i>Eg. # and % of community members interviewed reporting confidence and belief in the value of youth participation and civic engagement</i></li> <li>○ <i>Eg. # and % of women and men aged 15-24 expressing accepting attitudes towards people living with HIV</i></li> </ul> </li> <li>● Evidence of improved attitudes amongst change agents (eg. men, mothers-in-law, faith leaders, elders) towards marginalised people</li> </ul>	<p>Most Significant Change or ADD stories of change guidance are useful methodologies for measuring change in how marginalised people are treated by their communities and how this impacts on their lives. The CAFOD Quality of Life tool measures the changes in individuals' quality of life in four change domains: these could include domains around human rights, emotional happiness, reduced gender based violence, or livelihood security.</p> <p>Records of survey of community members</p> <p>Records of surveys, focus groups and interviews with marginalised people.</p> <p>Records of survey or focus group with community members</p> <p>There is a set of survey questions that can be used to assess this (see tool on Attitudes to people living with HIV/AIDS)</p> <p>Records of survey, focus group or interviews with change agents.</p>

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<p><b>Improved behaviour of community towards marginalised people</b></p> <ul style="list-style-type: none"> <li>• # of change agents (eg. men, mothers-in-law, faith leaders, elders) supporting marginalised people <ul style="list-style-type: none"> <li>○ <i>Eg. # of community leaders supporting youth rights in [area x]</i></li> <li>○ <i>Eg. # of religious leaders speaking to their congregations in support of girls' education</i></li> </ul> </li> <li>• # and description of incidents of discrimination/violence against marginalised people in the community <ul style="list-style-type: none"> <li>○ <i>Eg. # of women/girls who report having been a victim of gender based violence in the community in the last x months</i></li> </ul> </li> <li>• # and description of community activities addressing stigma and discrimination</li> <li>• Marginalised people have equitable access to services in the community <ul style="list-style-type: none"> <li>○ <i>Eg. Ratio of girls to boys in primary, secondary and tertiary education</i></li> </ul> </li> </ul> <p><i>The disaggregation of indicators in some of the other thematic papers, particularly education, health and HIV/AIDS and infrastructure, will give more information about marginalised people's access to services in the community.</i></p> <p><b>Increased participation of marginalised people in the community</b></p> <ul style="list-style-type: none"> <li>• # of community based organisations with marginalised people represented in them <ul style="list-style-type: none"> <li>○ <i>Eg. # of CSOs/CBOs/partners where marginalised people are in active leadership roles</i></li> <li>○ <i>Eg. % of community organisations headed by women in target areas</i></li> </ul> </li> <li>• # and description of community based projects that reflect marginalised people's priorities</li> <li>• # and % of marginalised people that report meaningful participation in decision-making bodies at community level <ul style="list-style-type: none"> <li>○ <i>Eg. % of women that report meaningful participation in decision-making bodies at community level</i></li> </ul> </li> </ul>	<p>List of change agents supporting marginalised people and examples of types of support</p> <p>Examples and case studies of discrimination/violence reported by marginalised people/groups, surveys and focus groups with marginalised people</p> <p>List and description of community activities Disaggregated data on service users</p> <p>Disaggregated membership lists of community based organisations, Trocaire CBO Capacity Framework</p> <p>List of projects and evidence that they reflect marginalised people's priorities. Trocaire CBO Capacity Framework Oxfam Draft Women Producer Questionnaire: section on involvement in community level decision making (section 303)</p>
<b>Outcome 3e) Marginalised people have equal access to economic opportunities</b>	
<b>Indicators</b>	<b>Tools</b>
<p><b>Marginalised people have better access to assets and credit</b></p>	<p>Most Significant Change or ADD stories of change guidance are useful methodologies for measuring change in how marginalised people access economic opportunities and how this impacts on their lives. The CAFOD Quality of Life tool measures the changes in individuals' quality of life in four change domains. These vary depending on the local context, but it could include livelihood security.</p>

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<ul style="list-style-type: none"> <li>• # and % marginalised people who have access to [type of assets/credit] <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of marginalised people who own and control material assets and land</i></li> <li>○ <i>Eg. # and % of widows with a legal entitlement to land and property</i></li> <li>○ <i>Eg. # and % of women with ownership of assets and land</i></li> <li>○ <i>Eg. # disabled people with access to microcredit/microsavings</i></li> </ul> </li> </ul> <p><b>Marginalised people have better access to jobs</b></p> <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of marginalised people in employment and in control of their own labour</i></li> <li>○ <i>Eg. # and % of women and girls in formal or informal employment</i></li> <li>○ <i>Eg. % share of women in wage employment in the non-agricultural sector</i></li> </ul> <p><b>Marginalised people have better access to labour rights</b></p> <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of [marginalised group] that have satisfactory contracts and conditions in the formal/informal workplace</i></li> <li>○ <i>Eg. Evidence of discrimination in the workplace</i></li> <li>○ <i>Eg. Evidence of action taken to fight discrimination in the workplace</i></li> </ul> <p><b>Marginalised people succeed in the workplace</b></p> <ul style="list-style-type: none"> <li>○ <i>Eg. # of women that are in high paying jobs (with descriptions of jobs)</i></li> <li>○ <i>Eg. # of women CEOs</i></li> <li>○ <i>Eg. #, % and type of organisations that have women in CEO positions</i></li> <li>○ <i>Eg. % of women holding decision making positions within agribusinesses</i></li> </ul> <p><b>Involvement and representation of marginalised people in trade associations</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people involved and/or represented in local trade associations <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of disabled people involved and/or represented in local trade associations</i></li> <li>○ <i>Eg. # of women holding board-level positions in mixed cooperatives</i></li> </ul> </li> </ul> <p><i>For more indicators see the thematic paper on Assessing Effectiveness in Markets and Livelihoods Programmes</i></p>	<p>Survey, Oxfam Draft Women Producer Questionnaire: section on ownership of assets (no. 215-217). Laws (formal and traditional) around the access of marginalised people (eg. widows) to assets.</p> <p>Survey, Oxfam Draft Women Producer Questionnaire: section on types of work of household members (no. 113-123)</p> <p>Survey</p> <p>Examples/case studies of discrimination Examples/case studies of initiatives to fight discrimination</p> <p>Surveys of workplaces and disaggregated lists of staff and staff roles in workplaces.</p> <p>Survey of trade associations, disaggregated list of trade association members. Oxfam Draft Women Producer Questionnaire: section on participation in enterprise or cooperative decision making (no. 304),</p>
<b>Outcome 3f) Marginalised groups are represented in society in a fair and positive way</b>	
<b>Indicators</b>	<b>Tools</b>
<p><b>Media covers marginalised people’s issues regularly and fairly</b></p> <ul style="list-style-type: none"> <li>• # of positive articles, radio/TV presentations about [marginalised group] per year</li> <li>• # media using appropriate language / photos / footage</li> </ul>	<p>ADD International Media Log can be used to track media coverage. ADD International Media Log can be used to track media coverage.</p>

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Domain 4: Marginalised people form active and influential groups and play an active role in civil society	
Outcome 4a) Marginalised people form effective organisations	
Indicators	Tools
<p><b>Marginalised people form their own organisations</b></p> <ul style="list-style-type: none"> <li>• # and description of marginalised peoples’ organisations</li> <li>• # and % of marginalised people attending meetings/participating in groups</li> </ul> <p><b>Capacity of marginalised people’s organisations is improved</b></p> <ul style="list-style-type: none"> <li>• [Supported marginalised people’s organisation] demonstrates improved level of capacity</li> <li>• # and % of marginalised people’s organisations demonstrate improved capacity</li> </ul> <p><i>For more indicators on building the capacity of organisations see the paper on Assessing the effectiveness of capacity development for organisations and institutions</i></p>	<p>List and description of organisations Attendance/membership lists of groups</p> <p>There are a number of tools that have been developed that allow CSOs to self-assess their overall capacity. These include: Trocaire Partner Capacity Framework; Trocaire CBO capacity framework; HIV/AIDs Alliance CBO Capacity Analysis; Cafod Voice and Accountability Tool; Progresso Participation and Transparency tool; Bond organisational health check; VSO civil society strengthening scale; ADD international five core capability framework. They all measure slightly different capacities, which are detailed in the tools guide below.</p>
Outcome 4b) Marginalised people’s organisations are taking action	
Indicators	Tools
<p><b>Marginalised people’s groups are taking action</b></p> <ul style="list-style-type: none"> <li>• # and description of marginalised people’s organisations taking advocacy actions on [issue x] <ul style="list-style-type: none"> <li>○ <i>Eg. # of Women’s organisations that prepare development proposals and submit them to village government in planning forums</i></li> </ul> </li> <li>• # and description of marginalised people’s organisations involved in advancing national policy or legislation on [issue x]</li> <li>• # and description of marginalised people’s organisations providing support to group members</li> <li>• # and description of marginalised people’s organisations providing support to members of the community</li> <li>• # and description of marginalised people’s organisations delivering joint programmes</li> <li>• # of marginalised people’s organisations achieving association / cooperative registration</li> </ul>	<p>List and description of activities</p>
Outcome 4c) Marginalised people’s organisations build alliances and take collective action with other actors	
Indicators	Tools

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<p><b>Overall improvement in external relationships</b></p> <ul style="list-style-type: none"> <li>• [Marginalised people’s organisation x] demonstrates enhanced capacity in building and maintaining quality relationships with key external stakeholders</li> <li>• # and % of marginalised people’s organisations demonstrating improvements in their capacity to build and maintain quality relationships with key external stakeholders</li> </ul> <p><b>Marginalised people’s groups are actively engaging with other actors</b></p> <ul style="list-style-type: none"> <li>• # of marginalised people’s organisations that are actively engaging with other organisations <ul style="list-style-type: none"> <li>○ <i>Eg. # of organisations of slum dwellers are actively engaging with other organisations and decision makers</i></li> </ul> </li> </ul> <p><b>Joint working with other agencies/sectors to deliver programmes</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people’s organisations that work in partnership with public/private providers or other CSOs to deliver programmes at the community level <ul style="list-style-type: none"> <li>○ <i>Eg. # of youth led civil society organisations securing partnerships with public/private sector organisations</i></li> </ul> </li> <li>• # of joint programmes/projects between marginalised people’s organisations and public/private providers or CSOs</li> </ul> <p><b>Participation in coalitions/networks/alliances</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people’s organisations actively participating in relevant local or national networks/coalitions/alliances <ul style="list-style-type: none"> <li>○ <i>Eg. # of women’s organisations participating in network of women’s organisations</i></li> </ul> </li> <li>• # and % of marginalised people’s playing a leading role in relevant local or national networks/coalitions/alliances</li> </ul> <p><b>Stronger networks of marginalised people’s groups</b></p> <ul style="list-style-type: none"> <li>• Marginalised people’s networks demonstrate improved capacity</li> </ul>	<p>A number of self-assessment tools exist that can be used to measure this indicator, including: Bond Organisational Health Check; Five Core Capability Framework; Progressio – Capacity Assessment of Partners; WWF – Capacity assessment tool; Common Ground initiative - OCAT; International Service – Organisational Assessment Tool; PACT organisational performance index (section on social capital)</p> <p>Evidence of relationships and engagement. The VicHealth partnership analysis tool can be used to measure the strength of partnerships between organisations.</p> <p>Evidence of joint working and joint activities/programmes undertaken</p> <p>List of joint activities/programmes undertaken</p> <p>Membership lists, meeting minutes and other documents from the network identifying organisation as an active member.</p> <p>Meeting minutes and other documents from the network identifying organisation as a leading member.</p> <p>The HIV/AIDS Alliance network capacity assessment tool measures the capacity and strength of networks</p>
<b>Outcome 4d) Marginalised people’s organisations are engaging with and influencing power holders</b>	
<b>Indicators</b>	<b>Tools</b>
<p><b>Influence of marginalised people’s organisations on policy and practice</b></p> <ul style="list-style-type: none"> <li>• Level of [marginalised people’s organisation x’s] engagement with and influence on government process and policies</li> </ul>	<p>There are a number of scalar tools which can be used to score the space for and quality of engagement with decision makers. These include the CAFOD Voice and Accountability tool,</p>

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<ul style="list-style-type: none"> <li>• # and % of marginalised people’s organisations demonstrating improvements in their engagement with and influence on government policies and processes</li> <li>• # and description of policies/plans/budgets incorporating the demands of marginalised groups with a verifiable contribution by [organisation XX] to the change             <ul style="list-style-type: none"> <li>○ <i>Eg. # of policies changed and/or legislation passed based on consultation with disabled people’s organisations</i></li> </ul> </li> </ul> <p><i>For more in depth indicators and data collection tools on measuring contribution to policy change and the process of policy change see the paper on Assessing Effectiveness in Influencing Decision Makers</i></p>	<p>Trocaire Partner Capacity Framework, the Progressio Participation and Transparency Tool, WWF’s Core ‘Level of Engagement’ tool, World Vision’s influence and engagement matrix, and the democratic and political space ladder.</p> <p>Plans with evidence of the inclusion of the demands of marginalised groups. Tools used to show an organisation’s contribution to policy change: WaterAid’s Advocacy Scrapbook, Crisis Action’s Evidence of change journal, Progressio Portfolio of Evidence, Save the Children’s advocacy measurement tool. Tools used to show and measure the changes that lead to policy change and implementation: VSO advocacy success scale, the Transparency International policy scale, and WWF’s Commitment and Action tool.</p>
<b>Outcome 4e) CSOs are representative of and are accountable to marginalised groups</b>	
<b>Indicators</b>	<b>Tools</b>
<p><b>Improved capacity of CSOs to support citizens and communities to take collective action and hold power holders to account</b></p> <ul style="list-style-type: none"> <li>• [CSO x] shows improved capacity to involve and represent marginalised groups</li> <li>• # and % of supported CSOs reporting improvements in their capacity to involve and represent marginalised groups</li> </ul> <p><b>Complaint policies are in place and being used</b></p> <ul style="list-style-type: none"> <li>• # CSOs that have procedures in place for handling complaints</li> <li>• # and % of beneficiaries that are aware of CSO complaints procedures</li> <li>• # and description of complaints dealt with by CSOs within x months</li> <li>• Evidence of CSO learning from the complaints they receive</li> </ul> <p><b>CSOs are inclusive for people with disabilities</b></p> <ul style="list-style-type: none"> <li>• # and % of CSOs that meet at least three of the six criteria for inclusive policy and practice for people with disabilities</li> </ul> <p><b>CSOs are inclusive to all genders</b></p> <ul style="list-style-type: none"> <li>• Improved manager and staff knowledge, capacity and attitudes at [CSO x] towards gender equality</li> <li>• % of senior positions in [CSO x] filled by women</li> </ul>	<p>CAFOD Voice and Accountability Tool, Progressio Participation and Transparency, Trocaire Partner Capacity Framework; HIV/AIDS Alliance CBO capacity analysis, MWANANCHI Capacity Assessment</p> <p>Details of policies/mechanisms Records of survey, focus groups, interviews with beneficiaries Details of complaints received and response given Plans showing evidence that organisation is responding to complaints</p> <p>The ADD international’s six criteria for inclusive policy and practice for people with disabilities</p> <p>Staff survey Disaggregated staff lists.</p>

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<ul style="list-style-type: none"> <li>• # and % of CSOs with women in senior positions</li> <li>• % of staff in [CSO x] who are women</li> <li>• # and % of CSOs who have gender policies in place and where there is evidence that they are implementing them</li> <li>• # and % of CSOs who incorporate a gender focus into each stage of the project cycle.</li> </ul> <p><b>CSOs are inclusive of people living with HIV/AIDS</b></p> <ul style="list-style-type: none"> <li>• Improved knowledge and attitudes on HIV among staff at [CSO x]</li> <li>• # and % of CSOs who have HIV workplace policies and where there is evidence that they are implementing them</li> <li>• Improved uptake of support available for staff infected and affected by HIV e.g. time off, medical assistance etc as defined in workplace policy</li> <li>• # and % of programmes and projects demonstrating analysis of vulnerability and risks associated with HIV and adaptation of strategies as a result of this analysis</li> </ul> <p style="background-color: yellow;">We are looking for indicators around CSOs being inclusive of other marginalised groups (eg. children)</p> <p><i>See thematic paper on Governance and Accountability for more indicators and tools on an accountable and representative civil society, and on building the capacity of civil society.</i></p>	<p>Disaggregated staff lists. Disaggregated staff lists. Copies of workplace policy and examples of implementation/non-implementation</p> <p>Evidence of improved practice in [CSO x] in gender sensitive planning, implementation, monitoring and advocacy (gender balance, gender resource persons and gender analysis skills)</p> <p>VSO scale on HIV/AIDS services covers addressing stigma and discrimination towards people living with HIV/AIDS Staff survey Copies of workplace policy and examples of implementation/non-implementation</p> <p>Examples of uptake of policies</p> <p>List of programmes and policies and description of how HIV has been integrated</p>
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Domain 5: Marginalised individuals are empowered to access rights, opportunities and services	
Outcome 5a) Marginalised people have improved self-image and confidence	
Indicators	Tools
<ul style="list-style-type: none"> <li>• # and % of marginalised people reporting an improvement in their psychosocial wellbeing <ul style="list-style-type: none"> <li>○ <i>Eg. % of women reporting an improvement in their psychosocial wellbeing</i></li> </ul> </li> <li>• # and % of marginalised people reporting a change in their level of self-awareness, self-worth and confidence</li> </ul>	<p>Most Significant Change and the ADD stories of change guidance are useful methodologies for measuring change in how marginalised people are treated by their communities and how this impacts on their lives, confidence and wellbeing. The CAFOD Quality of Life tool measures on a scale the changes in individuals' quality of life in four change domains: these could include domains around health and emotional happiness.</p> <p>Oxfam Draft Women Producer Questionnaire: section on sense of empowerment (no. 305-6)</p>

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<ul style="list-style-type: none"> <li>○ <i>Eg. # and % of disabled people reporting an improvement in self-worth</i></li> </ul>	<p><b>We are interested in finding out more about how organisations measure this area</b></p>
<p><b>Outcome 5b) Marginalised people can identify and take action to claim their rights</b></p>	
Indicators	Tools
<p><b>Marginalised people have improved knowledge of their rights and the roles and responsibilities of duty bearers</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people that are aware of their specific rights</li> <li>• # and % of marginalised people who know who the duty bearer of a specific right is and the role the duty bearer should play</li> <li>• # and % of marginalised people that know how to raise an issue of concern with the authorities</li> </ul> <p><b>Marginalised people have an improved attitude towards taking action</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people stating they are likely to take a particular action on [issue x]</li> </ul> <p><b>Marginalised people take action to claim their rights</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people who have taken a particular action to claim a right in the past 6 months</li> <li>• # and % of marginalised people who have taken action on a particular issue                             <ul style="list-style-type: none"> <li>○ <i>Eg. # and % of young people taking action to address development issues</i></li> </ul> </li> </ul>	<p>Awareness of rights and duty bearers: The Trocaire Awareness index. Records of surveys, focus groups.</p> <p>Christian Aid GTF rights claiming score card. Records of surveys, focus groups.</p> <p>Christian Aid GTF rights claiming score card – communities rate themselves on a scale of 1-5 on the extent to which they know how to raise a concern with the authorities</p> <p>The Trocaire Action Analysis tool. Records of surveys, focus groups.</p> <p>The Trocaire Action Analysis tool, Christian Aid GTF rights claiming score card. Surveys, focus groups.</p> <p>The Trocaire Action Analysis tool, Christian Aid GTF rights claiming score card, surveys of marginalised people. Records of surveys, focus groups.</p>
<p><b>Outcome 5c) Marginalised people are equipped with adequate life skills, including literacy and numeracy</b></p>	
Indicators	Tools
<p><b>Marginalised people have improved life skills</b></p> <ul style="list-style-type: none"> <li>• # and % of marginalised people who are literate/numerate                             <ul style="list-style-type: none"> <li>○ <i># and % of women who are literate/numerate</i></li> </ul> </li> <li>• # and % of marginalised people reaching different levels of schooling</li> <li>• # and % marginalised people who have the skills to control their own assets</li> <li>• # and % of women/men who have the knowledge of how to control their sexual and reproductive health                             <ul style="list-style-type: none"> <li>○ <i>Eg. % of young women aged 15-24 who both correctly identify ways of preventing the</i></li> </ul> </li> </ul>	<p><i>See education thematic area for a variety of tools to measure literacy and numeracy</i></p> <p>Survey</p> <p style="background-color: yellow;"><b>How do you measure this?</b></p> <p>The World Vision Youth Healthy Behaviour module on HIV/AIDS includes questions on people’s knowledge and attitudes towards HIV/AIDS and HIV testing. The module on sex and relationships includes questions on knowledge of how to access contraception.</p>

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*sexual transmission of HIV and who reject major misconceptions about HIV transmission*

*See thematic paper on Assessing Effectiveness in Education for more indicators on educational attainment*

## 4 Guide to Using Specific Tools

Tool	What does it cover	What kind of tool is it	Which Improve It outcomes can it measure
<b>ADD International – 5 Core Capability Framework</b>	Organisational capacity across five capabilities (capability to commit and act, to achieve development results, to relate, to adapt and self-renew, and to balance diversity and coherence)	For each core capability the organisation rates themselves on a scale from 0-5 in several key areas. Issues and evidence to consider when rating each area are listed.	3a) Marginalised people form groups and organise collective actions
<b>ADD International- criteria for inclusive policy and practice</b>	Asks if organisations have :disabled employees in country and HQ; accessibility of offices in country and HQ; disaggregated data of beneficiaries that includes disability; engagement with DPOs for mainstream project implementation; engagement with DPOs for disability specific project implementation; disability in country budgets and strategic plans	A checklist on which of the six criteria are fulfilled by organisations	3c) Civil society organisations represent and include marginalised groups
<b>ADD International- guidance for stories of change</b>	Measures the qualitative changes in the lives of disabled people through semi-structured interviews with disabled people and non-people in their communities. Changes are categorised as by the following criteria: attitude of family; quality of social interactions; active discrimination; self-worth; knowledge of rights; access to services.	The responses to the questions in the semi-structured interview are used to assess the qualitative changes in disabled people’s lives across a range of criteria. The change is scored from level 0 (positive change in no criteria) to level 3 (positive change in at least 4 criteria).	1) Marginalised women, men, girls and boys are empowered and access and enjoy their full human rights; 2b) Power holders ensure the availability, appropriateness and accessibility of services and opportunities to all marginalised people; 4b) Marginalised people are supported and empowered at the household level; 4c) Marginalised people are supported and empowered in their communities; 5a) Marginalised people have improved self-image and confidence ; 5b) Marginalised people

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			can identify and take action to claim their rights
<b>ADD International Media log</b>	A spreadsheet tool for tracking media coverage of an issue, including the media form, the length of coverage, the slot/prominence, estimated reach, attitude of coverage, appropriateness of language, estimated influence of coverage and potential for follow up.	Every time the issue is covered in the media the spreadsheet is filled in.	4e) Marginalised groups are represented in society in a fair and positive way
<b>Attitudes to people living with HIV survey</b>	Attitudes of individuals towards people living with HIV	The numerator is calculated by first asking survey respondents if they have ever heard of HIV. If they answer yes, then they are asked a series of questions about people with HIV, including: 1. If a member of your family became sick with the HIV virus, would you be willing to care for him or her in your household?; 2. If you knew that a shopkeeper or food seller had the HIV virus, would you buy fresh vegetables from him/her?; 3. If a female teacher has the HIV virus but is not sick, should she be allowed to continue teaching in school?; and 4. If a member of your family became infected with the HIV virus, would you want it to remain a secret? Only respondents who report an accepting or supportive attitude on all four of these questions is counted in the numerator. An accepting attitude for the respective questions is considered to be (1) yes; (2) yes; (3) yes; and (4) no. The denominator consists of all respondents in the survey who have heard of HIV.	b) Marginalised people are supported and empowered at the household level

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<p><a href="#"><u>Bond Organisational Health Check– influencing decisions makers pillar</u></a></p>	<p>Organisational capacity to work with beneficiaries in an accountable way and organisational capacity for influencing decision makers.</p>	<p>Organisations use the tool to rate themselves from 1-5 across a set of key indicators in each pillar.</p>	<p>3a) Marginalised people form groups and organise collective actions; 3c) Civil society organisations represent and include marginalised groups</p>
<p><a href="#"><u>CAFOD- Quality of Life tool</u></a></p>	<p>Measures the changes in individuals’ quality of life across four change domains. These vary depending on the local context, but could include health, emotional happiness, human rights, livelihood security, reduced domestic violence, or improved access to legal services.</p>	<p>Individuals’ score their life from 1-10 in each domain, and identify reasons for the level/change in level from last time they completed the tool, and the actions they need to take to improve their quality of life. Scores can be aggregated and analysed across groups.</p>	<p>2b) Power holders ensure the availability and accessibility of services and opportunities to all marginalised people; 4a) Marginalised people control their bodies and assets; 4b) Marginalised people are supported and empowered at the household level; 4c) Marginalised people are supported and empowered in their communities; 4d) Marginalised people and groups have equal access to economic opportunities; 5a) Marginalised people have improved self-image and confidence</p>
<p><a href="#"><u>CAFOD – Voice and Accountability Tool</u></a></p>	<p>An CSO’s capacity and practice in four areas: Involvement in government processes, advocacy strategy development, community and constituency building, and involvement in corporate structures.</p>	<p>Organisations use the tool to rate themselves on a scale from 1-5 across the four areas. Each level along the scale contains a number of indicators.</p>	<p>2d) Spaces/mechanisms for marginalised people’s engagement and dialogue with power holders are created/claimed, expanded and inclusive; 3a) Marginalised people form groups and organise collective actions; 4c) Marginalised people are supported and empowered in their communities</p>
<p><b>Crisis Action Evidence of Change Journal</b></p>	<p>Used to log results that occur as a result of campaigns, what campaign outputs and outcomes they are linked to, and what the organisation’s contribution was to the change.</p>	<p>For each result the linked activities, outputs, outcomes and the organisation’s contribution to change are logged in a table.</p>	<p>2a) Laws, policies and practices are in place to support marginalised people to access their rights; 3b) Marginalised groups and CSOs influence policy and practice</p>
<p><b>Democratic and Political space ladder</b></p>	<p>The level of participation of CSOs in political decision making. Can be used to measure the progress of an individual</p>	<p>Identifies nine escalating levels of participation. Organisations identify</p>	<p>2d) Spaces/mechanisms for marginalised people’s engagement and dialogue with power holders are created/claimed,</p>

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	CSO or with groups of CSOs to measure the local/national level of engagement with CSOs.	which level of participation they are at.	expanded and inclusive;
<a href="#">Ecumenical Advocacy Alliance Evaluating advocacy planning tool</a>	CSO capacity to plan advocacy across six capacities: problem analysis; situation analysis; policy context analysis; stakeholder analysis and targets; SWOT analysis; theory of change, objectives and strategy.	Organisations use the tool to rate themselves from 1-4 on four indicators in each of the planning capacity. The average scores for each capacity are then mapped onto a spidergram.	3c) Civil society organisations represent and include marginalised groups
<b>Governance and Transparency Fund (GTF) rights claiming score card</b>	Measures the way in which citizens and CSOs are taking action to claim their rights, and the level of responsiveness to their activities from power holders.	Project participants choose which of five statements best reflect their level of activity/level of response from power holders for seven questions.	5b) Marginalised people are aware of and take action to claim their rights
<a href="#">HIV/AIDS Alliance- Network capacity analysis</a>	Assesses the strength of networks across six areas: involvement and accountability, leadership, knowledge and skills, internal communication, advocacy and external communication, and management and finance.	Organisations use the tool to rate themselves from 1-4, and which prompts organisations to identify action points and the resources needed to take action.	3a) Marginalised people form groups and organise collective actions;
<a href="#">HIV/AIDS Alliance- CBO capacity analysis</a>	Assesses the strength of CBOs across seven areas: governance and strategy; finance; administration and human resources; project design and management; technical capacity; networking and advocacy; community ownership and accountability.	CBOs rate themselves on two to six indicators for each area, giving themselves a capacity score of 1 to 4. Prompt questions and detailed descriptions of each level on the scale are given for each indicator.	3a) Marginalised people form groups and organise collective actions;
<a href="#">Most Significant Change methodology</a>	Measures the key changes that have taken place in individuals' lives, families and communities over the course of the	Individual stories of change are collected and analysed in a participatory process. The most important are identified by the	2b) Duty bearers ensure the availability and accessibility of services and opportunities to all marginalised people; 4b) Marginalised people are supported

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	programme.	group.	and empowered at the household level; 4c) Marginalised people are supported and empowered in their communities; 5a) Marginalised people have improved self-image and confidence
<b>MWANANCHI – Capacity Assessment Form</b>	Assesses organisational capacity in mapping the political and policy environment, in the use of tools and techniques in evidence-based policy influencing, in engaging ordinary citizens in policy processes, and in learning and sharing its lessons.	A self-assessment tool where organisations rate themselves from 1-5 across each area. There are detailed descriptors for each level.	4c) CSOs are representative of and are accountable to marginalised groups
<b>Oxfam draft women’s producer questionnaire</b>	Covers a wide range of areas, including education, livelihoods, wealth and control of assets, access to resources, involvement in decision making at the household and community level, levels of influence and empowerment of individuals.	A questionnaire with many questions designed for use with individuals	4a) Marginalised people control their bodies and assets; 4b) Marginalised people are supported and empowered at the household level; 4c) Marginalised people are supported and empowered in their communities; 4d) Marginalised people and groups have equal access to economic opportunities; 5a) Marginalised people have improved self-image and confidence ; 5c) Marginalised people are equipped with adequate life skills, including literacy and numeracy
<b>Progressio – Participation and Transparency Tool</b>	A CSO’s capacity for advocacy and impact of advocacy work across five areas: involvement in government processes on a national level, involvement in corporate structures on a national level, organisational development, community/constituency building, and engagement with	Organisations use the tool to rate themselves from 1-5 across the five areas.	2d) Spaces/mechanisms for marginalised people’s engagement and dialogue with duty bearers are created/claimed, expanded and inclusive; 3a) Marginalised people form groups and organise collective actions;

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	international institutions or corporate sector bodies.		
<b>Progressio Portfolio of evidence</b>	Presents a summary of evidence coming from outside the organisation that advocacy objectives have been achieved and that Progressio and the partner have played a demonstrable role. The portfolio should include a mix of verbal material, written material, legal or treaty material, budgetary material, and media.	Should be used together with the Participatory and Transparency tool to provide evidence to back up the stated changes. A maximum of ten pieces of evidence should be used demonstrate each of the following: outputs, short and medium term outcomes, and long term outcomes and impact.	2a) Laws, policies and practices are in place to support marginalised people to access their rights; 3b) Marginalised groups and CSOs influence policy and practice
<b>Save the children advocacy measurement tool</b>	A record of advocacy activities including level at which advocacy took place (eg. national/local), what it was advocating for (eg. change in policy, change in budget), level of Save the Children involvement, how advocacy was carried out, results and challenges, and funding and timeframe.	A spreadsheet where information on each question can be stored by programme staff.	2a) Laws, policies and practices are in place to support marginalised people to access their rights; 3b) Marginalised groups and CSOs influence policy and practice
<b><a href="#">Transparency International – Policy scale</a></b>	Identifies seven stages of policy changes (no change, change in discourse, policy development, policy adoptions, implementation, enforcement, change in culture), and the indicators that provide evidence of policy change at each level.	Used to rate the stage of policy or practice change currently occurring.	2a) Laws, policies and practices are in place to support marginalised people to access their rights; 3b) Marginalised groups and CSOs influence policy and practice
<b>Trocaire – Access index (tool is a working draft)</b>	Individuals’ access to their rights, whether access to rights has improved or worsened, and how it access could improve.	For two questions (eg. Is it getting easier or harder for you to get these rights, compared to last year) the individual chooses the statement from a scale of five statements which best represents their response. For two questions the	2b) Duty bearers ensure the availability and accessibility of services and opportunities to all marginalised people

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		individual gives open ended responses.	
<b>Trocaire – Action analysis tool (tool is a working draft)</b>	The likelihood that individuals will take action on a particular issue in six different ways (discussing the issue informally with family/friends/neighbours, discussing the issues with a community group/organisation, discussing the issues with local authorities/political party, contact with the duty bearer directly, join in with organised actions, play an active role in a group/organisation working on these issues).	Individuals rate on a scale of 1-5 the likelihood they will engage in a particular action, and indicate whether they have taken this action in the past six months.	3a) Marginalised people form groups and organise collective actions;
<b>Trocaire – Awareness index (tool is a working draft)</b>	Individuals’ awareness of their rights, their knowledge of the role of duty bearers, and the salience of these rights for individuals.	For each question the individual chooses the statement from a scale of five statements which best represents their response.	5b) Marginalised people are aware of and take action to claim their rights
<b>Trocaire – CBO capacity framework (tool is a working draft)</b>	The capacity of community based organisations (CBOs) across three dimensions (eg. gender and inclusiveness, influencing, and management). These dimensions should be adapted based on the local context.	Organisations use the tool to score themselves on a scale of 0-2 on their performance across a number of indicators, for instance the number of women included in committees, in each of the capacity dimensions.	4a) Marginalised groups participate in and organise collective actions; 4c) Marginalised people are supported and empowered in their communities;
<b>Trocaire – Partner capacity framework (tool is a working draft)</b>	A CSO’s capacity and practice in three areas: influence with government, supporting citizen action, and gender equality.	Organisations use the tool to rate themselves on a scale of 1-5 on each area. It is possible to rate organisations as ‘high’ or ‘low’ on each step of the scale.	2d) Spaces/mechanisms for marginalised people’s engagement and dialogue with duty bearers are created/claimed, expanded and inclusive; 3a) Marginalised people form groups and organise collective actions
<a href="#"><u>UNICEF Multiple Indicator Cluster Survey 4 Questionnaire for Women-</u></a>	Women’s attitude to whether domestic violence is justifiable in a variety of	Women answer ‘yes’ or ‘no’ to whether domestic violence is justified in five	4b) Marginalised people are supported and empowered at the household level; 5b) Marginalised people can identify and

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<b>Domestic Violence Section</b>	situations.	different situations. Can be used by organisations to collect their own data, or they can access the country level data collected by UNICEF.	take action to claim their rights
<b>USAID Advocacy Index</b>	Measures CSO capacity for advocacy across twelve areas, including planning, resource allocation, coalition building, taking action to influence policy, and organisational management.	Organisations use the tool to rate themselves from 0 (no capacity) to 6 (notable achievement) in each of the twelve capacities for advocacy.	3c) Civil society organisations represent and include marginalised groups
<a href="#"><u>VicHealth partnerships analysis tool</u></a>	Maps partnerships and assesses the strength of partnerships. The mapping uses a partnership continuum which covers four types of relationship: networking, coordinating, cooperating, and collaborating. The scoring exercise scores partnerships across a number of indicators divided into seven key criteria for partnership success.	The tool uses a mapping exercise to define the types of relationships between partners, and a self-assessment tool which organisations use to rate the quality of their partnerships from 1-5 across a number of indicators.	3a) Marginalised people form groups and organise collective actions;
<b>VSO – Advocacy Success scale</b>	Key inputs and outputs that can be measured at each of the different stages of advocacy work, through from planning to policy change.	The tool identifies eight stages of successful advocacy work and two or three key inputs and outputs that can be measured at each stage.	2a) Laws, policies and practices are in place to support marginalised people to access their rights; 3b) Marginalised groups and CSOs influence policy and practice
<b>VSO – Civil Society Strengthening scale-output 2 on capacity for advocacy work</b>	A CSO’s capacity for advocacy work in four areas, two internal (inclusivity and accountability, and financial and human resources), and two external (relationship building, and working in networks and coalitions).	Organisations use the tool to rate themselves from 1-4 in each of the four areas.	3c) Civil society organisations represent and include marginalised groups

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<b>VSO- Gender equality scale</b>	Measures gender equality integration into partner programming across five areas: gender policy, internal attitudes and experience of staff, strengthening internal capacity, tracking performance, and results.	Organisations use the tool to rate themselves from 1-4 across some or all of the five areas.	3c) Civil society organisations represent and include marginalised groups
<b>VSO- Quality scale for HIV and AIDS services</b>	Measures quality of HIV/AIDS services across three areas: integration of services, tailoring of services, and addressing stigma and discrimination.	Organisations use the tool to rate themselves from 1-4 across some or all of the three areas.	3c) Civil society organisations represent and include marginalised groups
<b>WaterAid – The Advocacy Scrapbook</b>	Used to log occurrences where an advocacy activity has had an impact and level of the organisation’s contribution.	For each impact the activity that led to change, the change objective, desired outcome, level and justification of the organisation’s contribution, potential counterfactuals, challenges, learning and source of information are logged in a table.	2a) Laws, policies and practices are in place to support marginalised people to access their rights; 3b) Marginalised groups and CSOs influence policy and practice
<b>World Vision Influence and Engagement Matrix</b>	Level of community engagement with targeted decision maker/power holder across eleven levels, going from “communities report they have no meetings or engagement with significant development actors” to “evidence of a sustained policy or practice change as a result of input from the community”	Focus groups are used to determine which level the community is at in the matrix. Designed to be adapted to local contexts and advocacy targets.	2d) Power holders are accountable and responsive to marginalised people
<b>World Vision- Youth Healthy Behaviour Survey</b>	Measures young people’s knowledge, attitudes and behaviour on a variety of issues, including modules on physical violence, HIV/AIDS and sex and	Sets of surveys with questions to be asked to individuals aged 12-18, although they would also be appropriate for an older audience.	4a) Families actively support and empower marginalised people; 5b) Marginalised people are aware of and take action to claim their rights; 5c) Marginalised people are equipped with adequate life skills, including literacy and

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	relationships.		numeracy; 5d) Marginalised people control their bodies and assets
<b>WWF- Commitment and Action Tool</b>	Used to measure the extent to which targeted actors/institutions have: engaged in, adopted and/or implemented policies or practices.	Targeted actors/institutions are rated on a scale of 0 (passive) to 5 (Impact) on their level of commitment and action on changing policy and practice. Examples are given of the types of commitments/actions that can be expected to be seen at each level.	2a) Laws, policies and practices are in place to support marginalised people to access their rights; 3b) Marginalised groups and CSOs influence policy and practice
<b>WWF- Core Level of Engagement tool</b>	Measures the extent to which organisations are able to raise the profile of a particular policy/practice issue through a process which leads ultimately to more regular and focussed dialogue with key targeted actors/organisations.	The level of engagement between the organisation and the key targeted actor is rated on a scale from 0 (no tangible engagement with partners or influential actors) to 4 (changing rhetoric and deeper, more regular formal dialogue/exchange on issue). Examples are given of the type of interaction and behaviours that can be expected to be seen at each level.	2d) Spaces/mechanisms for marginalised people’s engagement and dialogue with duty bearers are created/claimed, expanded and inclusive