



# Voice and Accountability Tool Engagement Framework

This tool can be used in different places and for different types of advocacy, and helps CAFOD and our partners to think about the wider context of their work as well as their achievements.

The levels are cumulative, and require partner organisations to think through the reasons why they might be classed at one level or another by providing anecdotal evidence in each case.

The tool does not prescribe which elements to emphasize in any given level. Organisations may find elements of their work in more than one box but are asked to best approximate their level on a yearly basis.

Involvement in Government Processes	Advocacy Strategy Development	Community & Constituency Building	Involvement in Corporate Structures
<p><b>Benefits from recommended changes</b></p> <ul style="list-style-type: none"> <li>Formal structures for consultation are recognised, their decisions have influence and can withstand political interference</li> <li>The recommendations of the CSOs have not only led to changes in legislation but real benefits for men and women on the ground</li> <li>Decision makers engage with CSOs in determining the policy agenda</li> </ul>	<p><b>Strategic and Responsive</b></p> <ul style="list-style-type: none"> <li>Regular assessment of the dynamics between stakeholders (including the dynamics between genders) and changes in context and their impact on opportunities and risks</li> <li>Continuous strategic thinking adapting activities to challenges and opportunities with milestones planned</li> <li>Clear recommendations for action are communicated to identified targets in appropriate ways, based on good evidence and refined over time</li> <li>Strategic engagement with others through strong coalitions in which the CSO has a leading role, involving a range of actors such as academia/ private sector where appropriate</li> </ul>	<p><b>Partnership</b></p> <ul style="list-style-type: none"> <li>Citizens and constituents develop work on their own issues or lead the process of deciding what issues the CSO will address</li> <li>Different groups (such as women or youth) are able to bring in their perspectives</li> <li>Ownership of messages is strongly felt by all groups (including those of different genders / ages)</li> <li>Representative structures act effectively reporting back and bringing issues from all the perspectives of their members (including men and women and different ages) in regular consultation</li> </ul>	<p><b>Active Engagement</b></p> <ul style="list-style-type: none"> <li>Companies responding promptly to cases and proactively seeking options and information from communities or female / male workers</li> <li>Joint decision-making structures</li> </ul>
<p><b>Influence</b></p> <ul style="list-style-type: none"> <li>Formal structures for consultation are established</li> <li>Evidence that CSO input is influencing policy</li> <li>Government acts on the demands of CSOs through changes in rhetoric used and changes in policy</li> </ul>	<p><b>Strategising</b></p> <ul style="list-style-type: none"> <li>Strong analysis of political context with an understanding of how different stakeholders interact and their relative power with a risk analysis included</li> <li>Strong strategies identified that use appropriate methods for different targets</li> <li>Recommendations are well targeted and based on good evidence</li> <li>Leading role setting agendas for, or forming, relevant coalitions / networks</li> </ul>	<p><b>Empowering</b></p> <ul style="list-style-type: none"> <li>Citizens / constituents play an active and informed role in assessing issues and identifying strategies to address them which reflect the needs of different groups (such as women or youth), guided by the CSO</li> <li>Structures are representative of all groups (including women and men and different age groups) and report back effectively</li> </ul>	<p><b>Action</b></p> <ul style="list-style-type: none"> <li>Partial, corrective response from companies to individual instances of problems brought by communities/female and male workers</li> <li>Some consultation mechanisms established with participation of women and men</li> <li>Companies willing to discuss changes in procedures or policies</li> </ul>

Level 1

Level 2

Level 3

## Involvement in Government Processes

### Transparency

- Existence of ad-hoc fora for consultation with CSOs
- Consultation processes are transparent and government provides subsequent feedback
- Decision makers are open to challenge

### Representation

- Government makes information available to CSOs on policy design and implementation processes.
- Opportunities exist to provide information and position papers to decision-makers.

### Voice

- The CSOs internally establish policy positions through discussion and debate
- Beginning of conversation/ dialogue with government

## Advocacy Strategy Development

### Analysing

- Analysis of political context and stakeholders
- Drafting of influencing strategies, including identification of targets
- Recommendations are based on solid evidence and research
- Pro-active participation within networks or coalitions

### Engaging

- Some research and discussions undertaken on issues (with a gender lens)
- Recommendations developed
- Attendance at meetings and sharing with relevant networks or organisations

### Exploring

- Issues identified and influencing recognised as a way to generate change
- Awareness of other organisations and networks working on similar issues

## Community & Constituency Building

### Consulting

- Citizens / constituents (including different genders and ages) participate in the process to identify and prioritise issues
- Formal gender-sensitive structures of representation have been developed or existing structures engaged which allow for the participation of all

### Awareness Raising

- CSO raises awareness of the systems which impact on citizens (recognising the different impacts on different groups such as women and youth) and opportunities for change
- Citizens / constituents come together in an organised way to explore issues and action or existing groups begin this discussion

### Speaking For

- CSO bases its positions on its experience of work with citizens or constituents
- The men and women that the CSO is claiming to represent (their constituency) are clearly identified

## Involvement in Corporate Structures

### Acknowledgement

- Companies acknowledge problems for women and men but action is limited
- Some ad hoc discussions or engagement with civil society / workers / communities
- Company starts to review policies

### Response

- Response in the form of statements by companies but not through action
- Some informal meetings with CSOs if pushed by external stakeholders
- Companies share information on policies and practices

### Evidence Presented

- CSOs gather evidence of problems for women and men of different ages and presents to companies or other responsible bodies