

Community Empowerment Manual

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List of Acronyms

AGD	Age, Gender and Diversity
CBO	Community-Based Organization
CE	Community Empowerment
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEI	Community Empowerment Indicator
CP	Community Profile
CPA	Community Protection Approach
CSO	Civil Society Organization
FGD	Focus Group Discussion
FP	Focal Point
GBA+	Gender-based Analysis Plus
GBV	Gender Based Violence
HR	Human Rights
IDP	Internally Displaced Person
IHL	International Humanitarian Law
IHRL	International Human Rights Law
IIOO	International Organizations
INGO	International Non-Governmental Organization
IPA	Individual Protection Approach
IPSI	Integrated Protection System of Indicators
ITS	Informal Tented Settlements
M&E	Monitor & Evaluation
MEAL	Monitoring, Evaluation, Accountability, Learning
MOU	Memorandum of Understanding
MQ	Multi-sector Questionnaire
NCP	Narrated Community Perspective
NGO	Non-Governmental Organization
OPT	Occupied Palestinian Territories
PA	Protection Analysis
PRP	Protection Response Plan
PVI	Protection Vulnerability Index
RRM	Risk and Resource Map
WBPC	West Bank Protection Consortium
WW-GVC	WeWorld-GVC

I. Introduction

The present Community Empowerment Manual draws upon the lessons learned of the Community Protection Approach implementation in Lebanon, the occupied Palestinian territory and Central America during the period 2015-2020 by WeWorld – GVC and its partners.

The Manual means to accompany Field Staff in devising the most appropriate strategy to engage with communities, given the conditions of access, security and time of the specific context in which a project is implemented. Even though the steps described proceed alongside the implementation of the Community Protection Approach, the manual has different sections providing guidance for the definition of engagement strategies in any context or project in question.

Given the definitions of Community Empowerment chosen, the manual is applicable in any context in that it essentially guides on how to ensure a stronger agency of the population in making safe and informed decisions. The overall goal is therefore to ensure a proper transitional process to reduce the substitution caused by the Aid provided during the implementation of humanitarian and development projects.

The process of empowerment is accomplished when, on the one hand, the ability of individuals to make decisions and act has increased, and on the other hand, when they are able to change their surrounding environment, which is essential to the exercise of agency (Ibrahim & Alkire, 2007). Consequently, empowerment can be seen as both a process and an outcome.

At times, particularly in humanitarian settings or in presence of displaced populations (IDPs, Refugees, Migrants, etc..), there is the widespread perception that if there are no conditions for community empowerment beyond the communities,¹ efforts in the direction of empowerment should not be undertaken. On the contrary, specifically when the surrounding environment is particularly coercive, empowerment inside communities is an essential process to ensure that the agency of the population is not further eroded.

Therefore, in the spirit of this manual, WeWorld-GVC intends to illustrate an operational approach to ensure at all times a people-centred approach to empowerment. The goal is to reverse the widespread tendency to reduce those actions that are essential in placing people at the centre, specifically in humanitarian contexts, due to project, contextual and/or time constraints. This approach is in line with the commitment taken by the Aid community during the World Humanitarian Summit in 2016.

While Sections I and II introduce a general approach valuable to all field Staff, Sections III and IV will be more familiar to field staff trained on the CPA. However, we suggest their reading by all field Staff in that they presents a wide amount of lessons learned and practical tips from field implementation in Protracted Crisis.

For more information, please do not hesitate to write to cpa@gvc.weworld.it

- Francesco Michele, International Advocacy, Policy and Innovation Coordinator

1 CARE (2001). Participation for Empowerment. Retrieved from http://www.unscn.org/layout/modules/resources/files/Participation_for_empowerment_Manual.pdf



II. What is community empowerment?

DEFINING “COMMUNITY”

A community is a broad and flexible concept that can change, related to a specific humanitarian and development setting. Within the theoretical framework of the CPA, communities are defined as

“Different groups of people that may be exposed to similar physical, psychological, and/or social impacts from multiple coercive factors and/or share the same resources, often, but not exclusively, related by place”.²

The following concepts of community should not be considered for the application of the CPA:

- A specific age, gender or diversity group.
- A group having only certain attitudes or interests in common, as religious or ethnic groups.

THE DEFINITION OF COMMUNITY IN PRACTICE

The following are some practical examples on how the definition of community has been contextualized in different Countries. The definition must be considered in the context and the conditions of access and resources. :

- In LEBANON, the prevailing criterion had been based on geographic proximity of Informal Tented Settlements (ITS) hosting Syrian Refugees, who were subject to the same conditional relation with local Lebanese mediators. The grouping under these criteria presented several limitations to prioritize programming.
- In OPT, the definition of community is based off a range of different features, particularly exposure to the same hazards/threats found in the forced displacements by Israeli forces. These groups align with the administrative definition of community. For densely populated areas an official administrative boundary has been divided into several communities. This grouping supported the elaboration of Territorial Strategies involving several communities.
- In LIBYA, communities are based on existing muhallas, (administrative definition). Each community has been divided into 10 segments of sub-communities based on the above definition. The initial selection of 3 macro-communities was based on secondary data which identified a macro-community in the most dire situation, a macro-community in the best situation and a macro-community comprised of an Internally Displaced Persons (IDPs) camp.

The CPA applies an Age, Gender and Diversity (AGD) approach. Thus, communities must be studied according to their specific composition in order., This approach aims to promote equity and equality when working with communities, in order to ensure that all individuals of the community have equal access to their rights (UNHCR, 2018). Moreover, an AGD approach allows for the identification of specific protection risks, vulnerabilities and capacities of individuals with different age, gender and diversity characteristics. This enables the formulation of an adapted response.

2 WeWorld-GVC (2018) Community Protection Approach Handbook: Guidelines.p56

AGD APPROACH

- **AGE:** it refers to the different stages of life that human beings live through.
- **GENDER:** it refers to the socially constructed roles attributed to men, women, boys and girls, which can generate unequal power relations. Note: gender is different from sex, which refers to the biological identity of men and women.
- **DIVERSITY:** it refers to all the other characteristics – i.e. religion, ethnicity, sexual orientation, disability, education and class, among others – that constitute individuals' identity, and that can represent factors of discrimination and exclusion.

I.II DEFINING “EMPOWERMENT”

Empowerment can be defined as the process by which individuals gain control over the factors and decisions that shape their lives, by increasing their assets and building capacities to gain that control (UNSDN, 2012). By gaining this control, individuals should have the ability to choose from multiple opportunities, in which case they can actually take their own decision and detain control over their situation (Kabeer, 1999).

Individuals' ability to choose and exercise control depends on the following interrelated elements: resources, agency, and achievements.

- Agency, is the way choice is exercised;
- Resources, are the means through which agency is employed;
- Achievements, are the outcomes of the activation of agency.

Agency

Agency refers to the “**power within**” individuals that enables one to make informed decisions and take control over their own lives (Kabeer, 1999). Agency can be comprised of visible and invisible manifestations of the ability to choose, of which decision-making, protest, bargain and negotiation, as well as the motivation and purpose behind such choices, are but a few examples (Kabeer, 2003).

The notion of power determines whether agency is positive or negative. For instance, agency is **positive** when individuals have the “**power to**”; meaning that they have the ability to choose and take action, despite the influence of resources which can act as obstacles. For example, in the oPt a community which continues to advocate for its rights despite opposition from Israeli settlers in the form of violence, has the power to do so, despite obstacles present in its environment.

On the contrary, agency is **negative** when there is “**power over**” individuals, meaning that their agency is undermined by someone else's agency (i.e. through the use of violence or various forms of authority). Therefore, negative agency can refer to disempowerment, which constitutes a vulnerability. For example, in the case of Syrian Refugees in Lebanon, through coercion, deprivation or exploitation, local mediators exert power over the community, and thus control the refugees' ability to exercise their own agency.

In addition to “**power within**”, “**power to**” and “**power over**”, agency can also refer to “power with”, referring to the ability to exercise agency at the collective level, which is essential for community empowerment (Luttrell, Quiroz, Scrutton & Bird, 2009).

Additionally, there is a distinction between effective and transformative agency (Kabeer, 2003).

EXPRESSIONS OF POWER

- **POWER WITHIN:** individual awareness, confidence and willingness to reach change.
- **POWER OVER:** individual ability to influence/coerce.
- **POWER TO:** individual ability to take decisions and actions despite oppositions.
- **POWER WITH:** collective ability to challenge the status quo.

Effective agency refers to an increased level of accomplishment while undertaking the roles and responsibilities that an individual may have, without bringing about changes to the status quo. On the other hand, **transformative agency** refers to individuals' abilities to exercise agency in order to question their roles and responsibilities, as well as to challenge and eventually change the existing institutional and social structures. **Transformative agency** highlights that individuals should be active agents of change, rather than recipients, in order to be fully empowered. Therefore, in relation to empowerment, agency refers to the ability to exercise power and choice, but also to challenge existing power relations with the intention of changing the status quo (Kabeer, 2003).

EXPRESSIONS OF AGENCY

- **POSITIVE AGENCY:** individuals have the ability to choose and make decisions, despite possible opposition. They have the "power to".
- **NEGATIVE AGENCY:** individuals' agency is undermined by another agency. There is power over them, which means they do not have the ability to choose and make decisions when facing opposition.
- **EFFECTIVE AGENCY:** individuals become more successful at accomplishing their given roles and responsibilities.
- **TRANSFORMATIVE AGENCY:** individuals question their given roles and responsibilities, and challenge/change the existing structures.

Resources

Resources refer to the external, material and non-material environment that surrounds individuals. This can include financial resources, property, family, and institutional and social norms, among other factors (Kabeer, 1999). Resources influence individuals' choices and opportunities, and thus act as a medium of power which influences agency. Depending on each context, resources can discriminate against or provide privilege for individuals and communities. For example, in the occupied Palestinian territories, Israeli settler violence is a resource that discriminates against Palestinian communities. Conversely, the communities' self-confidence and high capacity to advocate for their rights is a resource of privilege.

Achievements

Achievements consist of the outcomes of exercising agency, including the extent to which resources were challenged (Kabeer, 1999). For example, in the oPt, communities reach empowerment achievements as they exercise their agency to access grazing lands for herders, despite limited access due to settler violence. In cases where individuals do not reach achievements, it is referred to as disempowerment, as it suggests the inability to choose and to exercise agency.

The process of empowerment is accomplished when the ability of individuals to make decisions and act has increased and when they are able to change their surrounding environment, which is essential to ex-

ercise agency (Ibrahim & Alkire, 2007). Consequently, empowerment can be seen as both a process and an outcome: the process to reach given outcomes and changes, and the outcomes themselves.

Furthermore, empowerment is a multifaceted concept comprised of different dimensions:

- **ECONOMIC:** access to and control of capacities, capabilities and resources (land, properties, capital, etc.) (Luttrell et al., 2009).
- **POLITICAL:** connected to the rights-based approach, as it refers to the empowerment of individuals to advocate for their rights.
- **SOCIAL:** concerns human and personal development – in terms of access to specific opportunities, i.e. education, healthcare, formal jobs – and self-awareness processes. This dimension of empowerment is related to social recognition and inclusion in a discrimination-free environment; it is also connected to the concept of human development and capabilities, specifically to the individual's possibility to choose. Moreover, social empowerment is a process that starts at an individual level and it reinforces itself at the collective level. Related to social and human development, gender empowerment is one of the key dimensions to recognize and to nurture.
- **OTHER DIMENSIONS:** empowerment is not limited to economic, political and/or social dimensions. Instead, it can be related to a multitude of other dimensions, such as educational, psychological, cultural, legal, familial, and knowledge dimensions, among others.

I.III Defining “community empowerment”

Community empowerment can be defined as **the process of re-negotiating power for communities in order for them to gain more control over their lives**. The essence of community empowerment hence lies in changes of the status quo, in which communities are actors of change, rather than recipients (Luttrell et al., 2009). Depending on the context, changes can occur in different dimensions: there can be social, political or economic change among other forms of change. Communities who are becoming empowered gain the ability to make choices in their lives, to identify the problems they face, to identify their needs, and to see their available resources and capacities to cope with their situation.



Community empowerment is a two-way process, it occurs outside and inside of communities. According to CARE (2001), community empowerment **outside communities**, relates to external institutions and the broader environment and, “[...] implies increased power or control of communities in relation to their broader environment. An empowered community has a sense of its own right, responsibility and ability to interact with, negotiate with and make demands upon the outside world” (pp.15-16). **Inside communities**, “empowerment implies an increased sense of power or control in relation to problems and issues internal to the community. An empowered community is capable of articulating its needs and generating solutions using locally available resources. Internal empowerment also implies equitable power sharing within the community, particularly the inclusion of women and minority groups” (CARE, 2001, p.16).

Sometimes, particularly in humanitarian settings or in the presence of displaced population (IDPs, Refugees, Migrants, etc.), there is a widespread perception that if there are not conditions for community empowerment outside communities, efforts to enhance empowerment should not be undertaken. However, it is the contrary. When the surrounding environment is particularly coercive, empowerment inside communities is an essential process to ensure that the agency of the population is not further eroded.

Within the CPA theoretical framework, community empowerment is sought by focusing on the process of engaging communities, based on Arnstein’s (1969) Ladder of Citizen Participation. As illustrated in the ladder, there are different degrees of community engagement, which are detailed below:



NONPARTICIPATION

1. Manipulation and 2. Therapy. There is no citizenship participation, quite the opposite; right-holders are considered as a group to be educated and to be misled.

TOKENISM

3. Informing. The communication is one-sided, from power-holders to right-holders.

4. Consultation. Right-holders are technically involved through public meetings and surveys but feedback is not collected from them.

5. Placation. Right-holders start to experience a type of influence, mainly through participation in public boards. Still, their participation is a ritual and in most cases, they are not aware of their rights, options and responsibilities.

CITIZEN CONTROL

6. Partnership. At this step, there is a redistribution of power between powerholders and have-nots. Specific structures such as boards or committees are established to share duties and planning processes.

7. Delegation. Right-holders increase their decision-making power which they can now express through a veto. There is indeed an ongoing process of power bargaining and increased citizenship accountability.

8. Citizen Control. Right-holders demand more control and have access to it. They can plan, implement and manage programs without intermediaries.

II. Why does the CPA promote community empowerment?

Community empowerment is intentionally not a specific goal of the CPA. Rather, the CPA seeks to achieve two specific objectives which are integral to create conditions of empowerment for a given population. The two objectives are as follows:

- **Increase the capacities of communities and individuals to make informed decisions regarding their safety, to organize their resources and efforts, to reduce exposure to harm, and to develop local strategies to increase protection from hindered access to safe and dignified living.**
- **Support the coordinated mobilization of multi-stakeholder and multi-sector efforts to prevent and respond to the most serious protection threats, to reduce the risk of harm and rights violations, and to enable opportunities which will ensure the safety and dignity of individuals.**

The CPA, therefore, aims to develop a conducive environment of a target population, including the most vulnerable and excluded groups, in the cyclical process of detecting needs, finding shared solutions translated into action plans, and continuously monitoring the evolving context to reshape the initial strategy.

Therefore, for each target population, including the most vulnerable and excluded groups, during the cyclical process of detecting needs, the CPA aims to develop an environment conducive to finding shared solutions which can be translated into action plans while continuously monitoring the evolving context to reshape the initial strategy.

The approach adapts to existing project cycles and sets the foundation to develop a context-based transition away from the provision of assistance, thus guaranteeing the dignity and safety of the population.



Meaningful Access

- Availability
- Absence of Discrimination
- Services Knowledge

Participation And Empowerment

- Knowledge and Information
- Consultation and Participation
- Self-Reliance
- Skill Development

Accountability

- Appropriateness
- Accessibility
- Safety Access
- Effectiveness



Individual Safety

- Shelter Safety
- Safety Knowledge
- Isolation
- Household Safety
- Individual Characterization

Environmental Safety

- Deliberate Threats
- Infrastructures Safety
- Environment Safety
- Norms and Systems
- Social Tension

3 For further reference please look at <https://cpainitiative.org/dignity-and-safety-framework-of-analysis/>

Dignity and safety are multi-layer dimensions that must be guaranteed to ensure that the community has the proper conditions to pursue a process of empowerment according to its own pace and nature. The following graph illustrates the characteristic framework that defines Dignity and Safety³ within the CPA.

With the concepts of empowerment outlined thus far, the CPA's system of identification, planning and monitoring aims to reduce aid dependency and increase the agency of the population. It provides effective guidance and instruments to ensure a continuous process of empowerment to reduce aid dependency while providing assistance. The overall set of instruments and processes can be synthesized as follows:

- The initial step of engagement is low-risk and tailored to identify aspects that influence and bias data and information.
- This profiling, along with safe communication channels created with the community, is used to establish a mechanism of continuous monitoring for changes in protection problems and rights violations.
- The monitoring process uses digital tools which return an automatic analysis of the quantitative and qualitative data, tailored to existing humanitarian and development sectors' standards.
- A mechanism of identification, assessment and referral ensures meaningful access to assistance and services for individuals and families; it pays special attention to individuals and groups who may be particularly vulnerable and those who face difficulties accessing assistance and services.



III. How is community empowerment implemented within the CPA?

III.I Community empowerment and the CPA Phases

As illustrated in the CPA Handbook: Guidelines 4.5, "...the CPA mainstreams community engagement and participation, together with the principles of permission, consent and respect for confidentiality, in order to achieve community empowerment by means of its three phases.



III.I.I Phase I: Assessment and Context Analysis



STEP 1: Analysis of Bias and Exclusion

The Analysis of Bias and Exclusion is the step in which the organization starts working with the community and the CPA is introduced to community members (CPA Handbook: Guidelines 3.1.2).⁴ The CPA Specialist and the field team focus on building trust and collaboration between the organization and the community. This aspect is at the very core of the whole methodology and a determinant in ensuring the quality of the entire CPA process.

From the start of the CPA implementation, the community should be placed at the centre of the data collection process. It is, however, essential to be aware that the collected information may not fully represent the community members' perceptions, and that the community may not want to be involved in the process. Moreover, when involving the community in the CPA implementation process, field staff should be aware of the social, cultural and household norms, as well as the power dynamics present in the community.

This step stands on the **informing** level on the Ladder of Citizen Participation. This means that right-holders must be informed of their rights, responsibilities and options to legitimize their participation. This is the start of the **community empowerment continuum**, as the informing level often reflects a one-way flow of information, with no channel for feedback.

The one-way flow of information does not represent a problem at this stage but must be carefully analysed before proceeding in the process.

Public Sessions

Once communities are informed about the CPA, they can be actively involved in the process through public sessions. The field team, in coordination with the CPA Specialist and Protection Specialist, identifies the community representatives responsible for giving preliminary consent to coordinate and operate within the community.

The goal is to reach the **consultation** level on the Ladder of Citizen Participation. This means that right-holders are invited to share their opinions. This is encouraged during the Public Meeting. The Public Meeting sets the groundwork to build trust, and start the community's meaningful and inclusive participation in decisions and actions affecting their lives (CPA Handbook: Guidelines 3.1.2).⁵ It is the first formal interaction with the community members and representatives, and thus, it needs to be conducted to provide community members with a clear overview of what the CPA process entails.

During the Public Meeting, the careful process of moving from **informing to consultation** should be observed when possible in order to encourage initial discussions on the issues the community faces and the needs that it has. In cases where do-no-harm considerations, risk analysis and community analysis do not allow for this process, during the Public Meeting the field staff should start with **informing** only.

In order to promote community empowerment, the **consultation** level should not be limited to the Public Meeting. Instead, it should be reinforced in the next steps of the CPA implementation.

IN PRACTICE : CONDUCTING PUBLIC SESSIONS

The Public Meeting is an introductory meeting with the community to set the mutual grounds for starting the CPA's implementation. It is the starting point to address community members as partners in an active and meaningful participation process. It is, indeed, the initial crucial step in generating mu-

⁴ CPA Guideline,2019. https://cpainitiative.org/wp-content/uploads/2019/11/CPA-Handbook_Guidelines.pdf#page=15

⁵ Ibid

tual trust and cooperation with the community.

In line with community empowerment, it should be clear for the field staff that:

- It is essential to inform the community members, while ensuring their active and inclusive participation. However, community participation is en-

couraged but not imposed.

- It should be communicated to the community that the organization's intervention will differ from what they may be used to (i.e. providing assistance); communities will rely more on themselves and capacity strengthening activities will be promoted.

Refer to **TOOLKIT: Public Meeting Preparation Checklist** and **TOOLKIT: Public Meeting Facilitation Checklist** for further instructions regarding the Public Meeting.

Multi-Sector Questionnaire

The Multi-Sector Questionnaire (MQ) is an important step in the CPA participatory process, as it is the first moment when community members are asked about the core protection risks and obstacles they face and the heightened vulnerabilities they have (CPA Handbook: Guidelines 3.1.3).⁶ The MQ alone does not allow for the process to move beyond the **consultation** level, as it is based on a set of standardized and contextualized questions, and hence does not leave room for right-holders to exercise their agency.

However, the MQ is the main starting point of the CPA implementation, and thus allows the participation of the community at the **consultation** level to begin or to be reinforced, depending on what has been achieved during the Public Sessions.

Standard Focus Groups Discussions

At this stage, Focus Group Discussions (FGDs) are standard for each community (CPA Handbook: Guidelines 3.1.5).⁷ In order to obtain an overall picture of all aspects, they aim to design a tailored approach for each community during Step 2: Context Profiling in Phase I.

FGDs allow community members to identify key problems and related solutions and to recognize their coping strategies, with the guidance of the field team when needed.

IN PRACTICE: FGDS

Conducting standard FGDs appropriately is fundamental both to build trust between communities and the organisation, and to ensure that the CPA effectively engages community members and reflects their point of view.

In this step, the field staff needs to ensure inclusive and equal participation of community members. This is done through mapping, defining focus group compositions (AGD Groups) and planing their inclusion in the field sessions. In fact, the field team

should focus on **consultation** during this step. The field staff's role is one of facilitator and listener; they do not impose ideas or decisions on the participants but rather guide them in sharing their own ideas and decisions. The Focus Group Discussions are meant to give participants space to freely discuss the problems they deem relevant in their community. Therefore, the conversation should not be led by the field staff but by the community members themselves.

⁶ CPA Guideline, 2019. https://cpainitiative.org/wp-content/uploads/2019/11/CPA-Handbook_Guidelines.pdf#page=15

⁷ Ibid

Refer to **TOOLKIT: Standard FGDs Preparation Checklist** and **TOOLKIT: Standard FGDs Facilitation Checklist** for further instructions regarding the Standard FGDs. And refer to **TOOLKIT:AGD Groups, TOOLIT: Community Sampling Plan** for further instruction on planning AGD Groups consulted in the field sessions.

STEP 2: Context Profiling

Whereas Step 1: Analysis of Bias and Exclusion assesses the general situation of the community, Step 2: Context Profiling carries out a comprehensive and detailed analysis of the protection risks that the community faces. This step encompasses different field sessions focusing on **consultation**, through two-way communication, by considering the AGD approach to include community members who were possibly excluded in previous steps.

Community members have the best knowledge of their issues and the possible actions to address them at this stage. However, community members may rely on negative coping strategies that can negatively affect their lives. In this case, the field team needs to guide the community based on the stakeholder analysis and the analysis carried out in Step 1: Analysis of Bias and Exclusion.

Tailored NCP Field Sessions

The Tailored NCP consists of a series of techniques, such as Focus Groups, Individual Interviews and Transect Walks, to specifically target AGD groups (CPA Handbook: Guidelines 3.1.7).⁸ During each step, regardless of the technique, the field team uses these sessions to complement and verify the information gathered through the Public Meeting, the Multi-Sector Questionnaire and the Standard FGDs.

This step continues to strengthen the **consultation** level on the Ladder of Citizen Participation. The Tailored NCP is the moment when the AGD groups in the community are engaged, including the most vulnerable groups. The engagement of these groups, who usually have few chances to be heard, is a forceful aspect of empowerment both for the individuals and the community as a whole. However, the consultation of these groups is effective only as long as their engagement is maintained throughout the CPA process so that meaningful levels of participation and empowerment can be achieved.

IN PRACTICE: TAILORED NCP FIELD SESSIONS

In line with community empowerment, the CPA Specialist and the field team should always ensure that the community and individuals make voluntary, unambiguous and informed decisions on whether they wish to take part in the various data collection activities. The field team should have an adequate understanding of the community's dynamics and awareness of the best engagement and empowerment strategy.

Through its three techniques, Tailored Focus Groups, Individuals Interviews, and Transect Walks, the Tailored NCP is designed to ensure the active involvement and empowerment of targeted AGD Groups by adopting a participatory approach and respecting representation of the community's groups. As it aims for the direct involvement and participation of community members, the Field Team should focus on actively listening to the community members and should not lead the conversation.

Refer to **TOOLKIT: Designing the Tailored NCP, TOOLKIT: Tailored FGDs Facilitation Checklist, TOOLKIT: Individual Interviews Facilitation Checklist** and **TOOLKIT: Transect Walks Facilitation Checklist** for further instructions regarding the Tailored NCP Field Sessions.

⁸ CPA Guideline,2019. https://cpainitiative.org/wp-content/uploads/2019/11/CPA-Handbook_Guidelines.pdf#page=15

Risks and Resources Maps

Risks and Resources Maps are essential outputs that are complementary to the Community Profiles and Protection Response Plans (CPA Handbook: Guidelines 3.2.3).⁹ They are conceived to provide the community with concrete tools to make informed decisions and to develop strategies to address the negative consequences of coercive environments. Risks and Resources Maps are designed to be owned by communities and therefore, represent a community empowerment tool by allowing communities to identify their protection problems and to act to find solutions.

Refer to TOOLKIT: Digitalization of Maps for further instructions regarding Risks and Resources Maps.

Individual Protection Approach

The IPA is a system to identify and assess people whose immediate physiological, dignity and safety needs are not met. It supports, through guidance or mediation, linking right-holders to an appropriate service provider (CPA Handbook: Guidelines 3.2.5).¹⁰ The participation and empowerment of individuals affected by stressful events is key to their recovery and to strengthening their resilience capacities within each step of the IPA.

The IPA therefore allows individuals, families and groups of people to become empowered at the individual level, which is essential to encourage empowerment at the community level. In this step, the **consultation** level is reinforced at the individual level by strengthening equal and inclusive participation of all community members in the CPA process, which is instrumental to community empowerment.

IN PRACTICE: CONDUCTING THE IPA

The IPA system has been designed to uphold the protection mainstreaming principles by promoting rights-holders' participation and empowerment within each step of the IPA. In line with these considerations, the overall IPA process is designed to build a partnership rather than a service provider-client relationship.

- As part of the set-up of the identification strategy, the organization implementing the IPA is strongly encouraged to promote self-reporting by right-holders. Self-reporting occurs when the right-holder directly approaches the organization, implying that the right-holder is empowered to claim his/her right to receive assistance. Please refer to CPA Handbook IPA Module 3.4 for further guidance.

Therefore, the empowerment of right-holders can be achieved by building awareness regarding available services and how they can be accessed. This can occur through a variety of means, such as leaflets, brochures and awareness-raising sessions.

- Within the assessment step, the assessor engages with the right-holder in a dialogue which is based on respect for the latter's personal autonomy and views. They discuss the needs of the right-holder and agree together on the services available to respond, as well as the best way to approach the best-placed service provider. Please refer to CPA Handbook IPA Module 4.2 for further guidance.
- Within the linking step, self-referrals are promoted as a means for the right-holder to take action for his/her own well-being or for that of cared-for persons. Self-referrals occur when the assessor shares accurate information regarding how the right-holder can reach the service provider by him/herself. Providing guidance to the right-holder upholds the right to personal autonomy and contributes to strengthening his/her resilience. Please refer to CPA Handbook IPA Module: 5.1, 5.2 for further guidance.

In addition, self-referrals are monitored whenever the right-holder provides consent for the or-

⁹ CPA Guideline, 2019. https://cpainitiative.org/wp-content/uploads/2019/11/CPA-Handbook_Guidelines.pdf#page=15

¹⁰ CPA Guideline, 2019. https://cpainitiative.org/wp-content/uploads/2019/11/CPA-Handbook_Guidelines.pdf#page=15

ganization to do so.

- Based on the outcomes of the self-referral monitoring process, the organization can analyze the responses given to the right-holders through

this modality. For instance, the speed, timeliness and success in the provision of services in comparison to other modalities (internal or external referrals) can be assessed. Please refer to CPA Handbook IPA Module 6 for further guidance.

Refer to the IPA Module for further instructions regarding the IPA.

III.I.II Phase II: Protection Analysis and Facilitation of Local Response Plans

Community
Empowerment
in Phase 2

- Protection Response
- Plans, Community Profiles, Identifying a Strategy for Community Empowerment & Exit Strategy
- Standard Focused
- Group Discussions

Consulation

Identification of Protection Response Plans

Protection Response Plans (PRPs) are the main CPA output used to progress community empowerment. PRPs are meant to be owned and used by communities with different stakeholders in order to reclaim their rights and solve multiple protection problems.

The CPA Specialist leads the design of a short-to-long-term integrated protection strategy based on the results of the Protection Analysis conducted at an earlier stage in Phase II (CPA Handbook Guidelines 4.3).¹¹ The integrated protection strategy is translated into a PRP, which is structured after the International Committee of the Red Cross Protection Egg. The CPA Specialist should, at all times, consider that a PRP does not reflect the activities of a single organization but outlines a set of actions to address the coercive environment in a specific community.

Following the Egg Protection Framework, the PRPs should be structured with both soft and hard actions. This means that all actions identified for the process of empowering communities and individuals (i.e. awareness, training and support, coaching and mentoring) should be included. It also means that all the activities required to engage duty-bearers and local actors in their relationships with right-holders should be outlined, and pathways of influence (i.e. local mediation and diplomacy, coordination, joint actions) should be built.

The PRPs are the pillars of the empowerment strategy. The PRPs are not effective if they only include material assistance or the provision of aid. They are purposely defined as a strategy to identify all sets of soft and hard actions that an organization can implement, paired with support or mobilization to ensure conditions for empowerment. The PRPs are effective as long as they include certain criteria: mobilized actors, mediation at the community level, awareness of how communities generate and process information, soft actions to reinforce local resources and positive coping strategies, and awareness of conflict resolution dynamics, among other factors.

These activities, normally falling into the **support, mobilization and denunciation** categorization of the Protection Egg, are often overlooked in humanitarian and development programming. They are, howev-

11 CPA Guideline, 2019. https://cpainitiative.org/wp-content/uploads/2019/11/CPA-Handbook_Guidelines.pdf#page=15

er, essential to the effectiveness of the CPA, alongside the **substitution** activities which are more generally absorbed as specific project activities.

Dissemination of Protection Response Plans

The use and dissemination of the PRP is a crucial CPA output necessary to foster community empowerment.

The PRP is designed to create a comprehensive and long-term strategy for the community, built on individuals' perspectives. By design, it is to be disseminated and shared with all actors working with and within the community, according to an appropriate risk sensitive analysis and do not harm approach. The PRPs must be owned by the community to become a catalyst for the empowerment inside the community. This ownership can be guaranteed by directly sharing information with the community while providing support for its use, or through informal channels of information in high-risk contexts, where information can be used by perpetrators.

An efficient PRP dissemination strategy must always exist. It must, however, be contextualized according to a conflict sensitive analysis involving both the internal and external dimensions of a community.

IN PRACTICE: DISSEMINATION OF THE PRPs

The following should be considered in regard to the dissemination of PRPs, based on their use in a context with a high presence of refugees:

1. Internal level (WW-GVC staff)

- In order to ensure the quality of PRPs, the field staff needs to be properly trained in protection related issues, problem tree analysis and the Egg Protection Framework to support the communities in the identification of effective, relevant and context-based actions. Furthermore, technical experts from different sectors should be present to provide an integrated plan.
- Establish a work plan for PRPs internal revision and select staff members to be in charge of this, preferably staff members who are involved in the Protection Analysis.
- Avoid multiple revisions of PRPs by experts individually, as it can be time consuming and not as fruitful as having all actors sitting together to discuss PRPs.

2. External level (communities and stakeholders)

Preliminary step:

- Plan the dissemination/handling-over process according to the overall timetable of project activities.

- Consider that an accurate PRP dissemination strategy is a key step for exit strategies.
- Contextualize the dissemination/handling over strategies for each community.

Following steps:

At the community level:

- Tailor PRPs by selecting activities based on the risk analysis to be shared with the community.
- Organize a meeting, including different community representatives, to share the same information with all members involved. Choose the most appropriate type of meeting for the context (i.e. consider whether several meetings for several groups are needed, or whether door to door dissemination is preferable). In the selection process of representatives, always consider internal power relations and the inclusion of the AGD approach.
 - Depending on the specific context, the field team can use a visual presentation to make the PRP process easier to understand for community members.
- Share PRPs with the community and collect their feedback.
 - Decide what to do if the community refuses some activities. If PRPs do not need to

be changed, it is necessary to consider the community's feedback while implementing the PRPs. This cannot happen after the final internal revision, so plan this activity appropriately.

- Explain to the community that your organization is not going to implement all the activities and that PRPs are tools to be used with multiple stakeholders.
- Translate PRPs and then proceed to disseminate them.
 - Consider that in some contexts, sharing the full Community Profiles (CPs) can be harmful to communities. In this case, a short and simple version of the CP that does not contain any sensitive information should be shared with the community instead.
- Involve community members in the dissemination process.
 - Facilitate and explain to the community how to use the PRPs (action to be included in the same PRPs as an example of a soft activity aiming at the transfer of skills and community empowerment).
 - Depending on the context, specifically regarding the level of engagement of the community, the field team can consider including community members/representatives in working groups. At this stage, community representatives should be well prepared and supported by WW-GVC staff; if so, they can eventually reach out to donors and duty bearers.
 - Community representatives can be selected in rotation with different roles, so to attend different working groups. Even if community committees are not contemplated by the CPA, it would be necessary to identify a Focal Point for each cluster or other unit to foster better coordination between the community and the staff.
- After the dissemination process, ensure support to communities by monitoring further developments, especially regarding stakeholders' commitments to implement activities.
 - Organize regular exchanges with sector cluster coordinators and other agencies acting in the targeted area.

At the stakeholders' level:

Select Targets: discuss PRPs with different actors who can be involved, at minimum, in the implementation phase. In particular:

- Discuss PRPs with local authorities, such as municipalities (assess if it could also be feasible at a governorate level). Use available stakeholders' analysis and duty-bearers' maps, or, if necessary, update these tools.
 - Involve other projects staff and assess if it is possible to reach out to their connections with municipalities if they have already built a trustworthy relationship and a communication channel. If some authorities resist, it could be useful to approach them individually.
 - If it is not harmful to the community, involve some community representatives in these bilateral meetings, always accompanied by staff as a modality of de facto engagement.
 - When feasible, as done in the oPt and Lebanon by WeWorld-GVC, establish a Memorandum of Understanding (MoU) with local authorities in order to inform them about the activities that will be implemented.
- Present the PRPs to different organizations (national and international) already working in the area and ensure that community members may participate during any such engagement.
 - It is important to find ways to present the PRPs to all existing sector specific working groups and introduce the PRPs, as well as the other tools used within the CPA, including the PA, the MQ, the IPSI, and the IPA, in a comprehensive manner, and to lobby with all the actors involved.
 - Coordination with other agencies has to start at this point (or even before the implementation of the CPA), to collect their feedback and to agree on the division of labour. Coordination should continue in the field during the implementation phase, and eventually also in the evaluation phase. Note that coordinating with other agencies can be challenging as they have their own agenda. In this case, focus on coordinating with direct partners first.
 - If the activities are part of a consortium, consortium partners should all participate in the analysis of data, in the design of the PRP and in its implementation, thus combining their respective expertise. There should be a constant and clearly defined chain of communication with consortium members.

Implementation of Protection Response Plans

When aiming to achieve community empowerment, it is essential to consider that all communities are different. Therefore, there is not a one-size-fits-all approach to implement PRPs across communities. In other words, the implementation of PRPs should be contextualized. The field teams should consider the following steps to implement PRPs and to make the necessary adjustments based on the nature of each community.

IN PRACTICE: IMPLEMENTING PRPs

All activities:

- Remember to consider the feedback and complaints mechanism during and after the implementation of activities.
- Prioritize activities based on the protection risks present in the community.

Soft activities:

- Inform the community members of PRP implementation and share the activities timetable with them.
- Implement activities in coordination with other agencies, as all “soft” sectors in PRPs (i.e. livelihood, health, education, protection, food security) are covered by other agencies. The coordination process needs to be structured.
- Positive stories about individual empowerment can be shared by community members between clusters as a way to advocate for themselves, improve their coping strategies and decrease internal fragility.

Hard activities:

- Shorten the time between the assessment and implementation phase to keep the community’s attention on the activities and to ensure their participation.
- Improve and monitor community participation during activities. Improve communication with community members and encourage them to go and see the interventions as a way to strengthen their capacities and make them aware of the abil-

ities they already have.

- Support community members when they are willing to do some infrastructure interventions on their own, providing materials and assistance (as done in Saaide, Lebanon for the construction of a bridge by the community).
- Create specific committees for the implementation of some activities. In the oPt for example, WW-GVC signed a MoU with communities and supported them financially.
- The selected community members can also transfer their competencies to their community through ad-hoc workshops.
- Share the activities timetable with community members for greater ownership of activities and trust in the organization.
- Coordinate directly with municipalities during the implementation of some activities (when municipal support is available).
- Present the project at the national level to get support and collaboration from different agencies for the implementation of some activities.
- Insist on technical capacity building for hard activities in PRPs related to a specific intervention infrastructure.
- Monitor PRPs’ implementation, both for soft and hard activities, in the long term to ensure stakeholders’ accountability towards communities.
- Also, consider that WW-GVC’s actions do not occur in a vacuum of humanitarian interventions, instead, different organizations intervene at the same time. For monitoring purposes, organize

coordination meetings with the actors working in the same area.

- Consider ensuring a balance between soft and hard activities, keeping in mind that other agencies are also intervening at the same time. Due to the presence of multiple actors, monitoring is key to avoid community burn-out.

- Update the PRPs annually, including information regarding activities implemented by other stakeholders.
- Keep the PRPs formatted in excel, excluding the version uploaded in the national platform, to simplify the field staff's work.

Refer to **TOOLKIT: Protection Response Plans** for further instructions regarding the PRPs.

Development of Community Profiles

Community Profiles are used as a tool for communities. They are intended to accompany the Protection Response Plans and the Risks and Resources Maps, and should be in the community's hands (CPA Handbook: Guidelines 4.4.)¹² intended as an evidence-based Community Profiles are a strategy that the community can use to discuss or coordinate with any actor or organization approaching them to provide support. There are three outputs can serve as an initial integrated analysis of the community. Each actor can draw on these for sector-specific projects, programs or initiatives.

IN PRACTICE: DEVELOPING THE COMMUNITY PROFILES

Community Profiles empower communities as they are intended to be owned, used, and updated by the communities themselves. According to the specific context, and taking into consideration the do no harm principles, the content of the CPs should be carefully considered by the Field Team and the CPA Specialist; it should not include sensitive information, or information that may represent a threat to community members.

In general, Community Profiles encompass descrip-

tions of the key protection concerns faced by the community, including the coping mechanism used by the community, and the solutions suggested by the organization. In line with community empowerment, the solutions suggested by the WW-GVC field team should be based on the community's existing knowledge and capacities.

Moreover, if it does not represent a threat, the information found in PRPs as well as Risks and Resources Maps should also be included in the CPs.

Refer to **TOOLKIT: Community Profile Sample Format** for further instructions regarding the Community Profiles.

Identifying a Strategy for Community Empowerment

To ensure the effectiveness of the CPA-embedded empowerment process, the organization should develop a strategy of engagement with communities to bridge the gaps between right-holders and duty-bearers, based on the Stakeholder Analysis carried out to date (CPA Handbook: Guidelines 4.5).¹³ This strategy should be mainstreamed into the organization's ongoing projects and programs alongside standard activities.

The strategy for community empowerment should, at the least, encompass the measures included in the following checklist and reflected in the desired outcomes of the PRPs.

12 CPA Guideline,2019.https://cpainitiative.org/wp-content/uploads/2019/11/CPA-Handbook_Guidelines.pdf#page=15
13 CPA Guideline,2019.https://cpainitiative.org/wp-content/uploads/2019/11/CPA-Handbook_Guidelines.pdf#page=15

CHECKLIST FOR COMMUNITY EMPOWERMENT STRATEGY

- Ensure that the community understands their Protection Response Plans and the analysis that brought about their development.
- Coach, train and support the communities in the use of Protection Response Plans with local authorities as well as international and national aid organizations, and in the design of actions based on internal capacities.
- Provide support through quantitative and qualitative data in order to capitalize on positive coping strategies and the capacities identified within the community. At this stage, these should already have been developed as actions within the PRPs.
- Design specific awareness programs specifically oriented to increase communities' capacities to make informed decisions.
- Act to address social tensions, conflicts, and the exclusion of specific AGD groups or individuals. This can often be done by the field staff while undertaking project activities. If direct actions are unsafe or could pose further harm, the organization should look to private lobbying and coordination with key stakeholders. Refer to **TOOLKIT: Stakeholder Analysis for further technical guidance**.
- Support right-holders to coordinate with duty-bearers or key stakeholders (e.g. support and logistics for workshops, printing, transportation, etc.). Refer to **TOOLKIT: Stakeholder Analysis for further technical guidance**.
- The field team should identify the best communication channel and focal points who can facilitate communication between the organization and the community. Committees or other collective decision-making bodies should not be created, unless they are genuine and self-proposed by the community. Further inputs can be found in **TOOLKIT: Example of Transitional Strategy**.
- The CPA Specialist should constantly coordinate with the Project Manager(s) in charge of ongoing actions in the targeted communities to pinpoint the best approach for ongoing activities.

More specifically, the Community Empowerment Strategy should rely on the following aspects:

Remember the **Theory of Change** (i.e. which changes are expected after the CPA implementation).

- **Define empowerment goals:** they have to be realistic, context-based and adapted to the projects' timeline. Revise those goals in Phase III during the Changes Sessions.
- Empowerment is a long-term process that does not necessarily "fit" into the humanitarian action timeframe, such as the timeframe in refugee settings where generally the intervention is oriented to respond to acute needs. For this reason, it is necessary to identify minimum standards for community empowerment. However, these standards need to be contextualized, as they can vary according to the setting.
As an example, in a context of refugee assistance, communities' access to information and services, knowledge about their rights (especially legal rights), knowledge of protection risks, and the identification of solutions can be considered minimum standards for community empowerment.

Create the **Community Engagement Plan** in accordance with the CPA phases.

- **Conduct a community awareness assessment** related to internal cohesion in order to identify conflicts, cultural norms or other factors affecting participation.
In cases where there is high population mobility due to eviction and/or forced displacement, there is a limit to the population engagement. Other reasons can be due to distance, gender roles, cultural norms, low degree of politicization and/or willingness to become involved.
Investigate and consider both individual and community dimensions of engagement.

Develop the **Duty-Bearers' Mobilization and Engagement Plan**.

- **Map duty-bearers** and update this information in order to identify different entry points on a consistent basis.

Entry points can also be local actors that have an interest in some project activities.

- **Track all the meetings** involving duty-bearers and entry points.

Formulate the **Stakeholders and Partners' Engagement Plan**.

- **Map the stakeholders** (e.g. IIOO, INGOs, NGOs, CBOs, CSOs, donors, etc.) already working in the area of the intervention.

- **Present the CPA** to different stakeholders and insist on the "Community Empowerment narrative".

- **Establish partnerships** with stakeholders, especially local organizations oriented to development interventions.

- **Share CPA tools** with partners and provide trainings on the functions of the CPA and IPA.

- **Involve partners' staff** in different capacity building activities and trainings.

- **Track all the meetings** involving these actors.

Use the **MEAL System** as a way to identify positive or negative developments and impacts, opportunities and challenges in the Community Empowerment process.

- **Monitor community empowerment** drawing upon the Community Empowerment Indicator (CEI).

- **Harmonize different MEAL systems** while working with partners.

- **Develop a national platform** as a key instrument for monitoring and evaluation purposes, in which to store all data related to the CPA and IPA.

- **Focus on community participation/engagement** and duty-bearers' mobilization.

- **Monitor community participation** using the Participation Ladder as a reference. Communities' vulnerabilities should be monitored as well.

Explore the **Feedback and Complaints Mechanism** to maximize transparency and accountability towards communities.

- Introduce this mechanism in Phase I during the public meeting, or alternatively in Phase II when PRPs are being discussed with the community.

Employ the **PRPs' Dissemination and Handing-over Strategy**, as it represents a crucial CPA output for community empowerment.

- Contextualize this strategy according to the area of intervention.

Create **Services Directories** to be shared with communities for self-referrals.

- Sharing these maps is also a way to improve the coordination between stakeholders, to fill implementation gaps and eventually to avoid duplication of interventions.
- Together with these tools, consider developing a helpline to monitor community knowledge about different services providers.

Develop the Exit Strategy.

- The Community Empowerment Strategy is conducive to the Exit Strategy. A more empowered community with continued, proactive engagement with duty-bearers reduces the role that the organization plays in mediating and being the main provisioner of protection-related assistance.
- Develop exit strategies separately but consider it as a tool to foster community empowerment and localization processes.

Employ the IPA as a method to empower individuals, families and groups of persons (who already have some agency and degree of autonomy), thus encouraging community empowerment.

- Through the IPA, people improve their self-protection capacities and their immediate psychological, safety and dignity needs are met.¹⁴
- The IPA is a way to change rights-holders' perspective about aid, as it decreases the gap between service providers and communities, and it shortens the time of service delivery.
- Self-referrals are evidence-based results that can be presented to humanitarian donors.
- From the IPA triggers, specific capacity building can emerge as awareness sessions about disability.

When applying the IPA together with the CPA, the IPA is meant to be implemented in parallel with the CPA from the beginning to ensure the use of CPA components as an identification mechanism. A definition of individual empowerment has to be developed and included in the CPA's **Lessons Learned Documents**, relating the definition to community participation, engagement and empowerment.

- Compile these tools and share them on a regular basis within and between WW-GVC missions. The content of these reports can be adapted for specific advocacy and communication purposes as materials, factsheets, stories, etc.

Devise a **strategy for internal/staff empowerment and capacity strengthening**.

- **Plan training and refreshing sessions** about CPA, IPA, and community empowerment meanings and goals on a regular basis as the starting point for any learning and development plan.
- All other training activities must be related to needs in the field.

Exit Strategy

The Exit Strategy guides the process of phasing out the role of the organization to ensure ownership of the community: ideally, resulting in the reduction of aid provision and assimilation by duty-bearers in all processes according to the bodies of law. It is clear that an exit strategy cannot be achieved by a single organization. The objectives go beyond the capacity of single actors and are heavily influenced by socio-po-

¹⁴ Self -Actualization: the desire to become the most that one can be; Esteem: respect, self-esteem, status, recognition, strength, freedom; Love and Belonging: friendship, intimacy, sense of connection; family; Safety Needs: personal security, employment, resources, health, property; Physiological Needs: air, water, food, shelter, sleep, clothing, reproduction. For more details, please refer to the IPA Guidelines.

litical conditions. However, the Exit Strategy should be a constant point of reflection to engage external actors and guide program decisions.

The Exit Strategy is developed in Phase II, after the finalization of the Protection Analysis. The review is connected to the implementation of PRPs. Any update to the Exit Strategy should be discussed with community members during the Changes Sessions so that the appropriate course of action can be agreed upon together.

Protection Response Plans, the Exit Strategy, and in particular the transitional steps, are crucial to the processes of community empowerment and capacity building envisaged by the CPA. The Exit Strategy can be divided into two sections: a transitional step and a phasing-out step. Special attention should be given to environment-building activities (developed with the AGD approach) which aim to create a setting that respects rights and promotes changes in attitudes, policies, values and/or beliefs.

The Exit Strategy should also be inherently tied to the achievement of goals and objectives defined in the Community Empowerment Strategy. Examples of these goals and objectives include successfully creating access to services and information through services directories or communities developing the ability to make their own project proposals. Again, the empowerment goals should target communities as the main actors and should also be inclusive to partners, duty-bearers and stakeholders' engagement.

Moreover, this strategy should provide clarification on whether the exit from communities is due to the communities' acquisition of assistance on their own or its ability to conduct the CPA steps autonomously.

- If the exit is due to the community being able to conduct the CPA steps, (the possibility to conduct an adapted CPA), it is fundamental to identify stable communities that are able and willing to update the MQ, PRPs, CPs and Risks and Resources Maps.
- Communities should be assisted by WW-GVC in the updating process, at least in the short to medium-term.
- Updating the above-mentioned CPA tools could potentially harm communities, so for this reason it is necessary to conduct a preliminary risk analysis.
- The CPA, once updated and in the hands of the community, must be linked to a planning or governance process of local authorities or entrusted bodies to ensure their demands are part of the governmental

IN PRACTICE: THE EXIT STRATEGY

When operationalizing the Exit Strategy, the following activities can be implemented:

A tailored questionnaire intended to **measure community empowerment** can be developed jointly by community members and the field team. If developed, the questionnaire should be owned and used by the community independently, in line with community empowerment objectives.

In regard to **community empowerment**, there are two types of trainings that should be implemented, respectively: community protection and mobilization training, and advocacy processes training. Regarding community protection training, it is im-

portant to highlight that:

- Community members need to be trained how to autonomously update CPs and PRPs.
- Responsibility holders, such as CBOs and/or any active groups in the targeted communities, must be invited to the trainings.
- The organization needs to provide support to communities during all transitional steps to ensure that the CPA functions properly.

In regard to **advocacy capacity building**, priority should be given to the following measures:

- Community members have to be trained how to develop and carry out mobilization and advocacy strategies to influence duty-bearers, while using the PRP as a tool for advocacy.
 - A map of duty bearers and responsibility holders working in the area of intervention should be provided to community FPs.
 - In their community participants should replicate a workshop to ensure transfer of skills and dissemination of information.
 - Partners have to support communities in the implementation of their advocacy and mobilization efforts, which are planned and designed by the communities themselves after specific advocacy capacity building.
 - Capacity building should include trainings and a process of mentoring and accompaniment.
- As part of the Exit Strategy, a plan for **stakeholders' mobilization** should also be developed. It is advisable to implement, at the least, the following activities:
- Organize sectoral workshops with local authorities and other national duty-bearers, clusters and working groups based on the sectoral analysis of communities' vulnerabilities and PRPs. Show PRPs and Risk and Resources Maps if they do not represent a risk for communities.
 - Map development actors (international and national NGOs, UN agencies, etc.) already working in the transitioning communities.
 - Share data with development actors and donors and advocate for the inclusion of transitioning communities in their programs.

Refer to **TOOLKIT: Example of Transitional Strategy for further instructions regarding the Exit Strategy.**

Exit Strategy in Palestinian Communities: West BANK PROTECTION CONSORTIUM

Through the constant feedback and successful engagement of the Palestinian communities, the West Bank Protection Consortium (WBPC) and WeWorld-GVC have developed a pathway to resilience, aiming to strengthen exit and transition strategies, with the main objectives to decrease communities' vulnerabilities (to the point that material and humanitarian assistance is no longer needed), and to refocus the limited resources of the WBPC for highly valuable communities who require urgent assistance. In 2018, the Consortium identified a first set of 19 communities where data indicates significant reductions in the Protection Vulnerability Index (PVI, developed by WW-GVC as a predecessor of the IPSI). Furthermore, the data indicates that needs identified by the PRPs has been met. A set of criteria was developed by the WBPC to properly identify communities for transition in the West Bank:

- PVI trend analysis shows improvements in key sectors of community's vulnerabilities.
- Improvement in Safety and Dignity Key Features.
- Prioritized activities of material assistance identified through the Protection Response Plans have been carried out; the impact of implemented activities is recognized by the community in the Changes Session.
- The responsiveness of duty bearers to community needs is significantly enhanced and an effective linkage between community and authorities is established, favouring engagement and strategic development planning.
- The enhancement of environmental safety and individuals' dignity has strengthened the position of the community, thus creating incentives for people formerly displaced to return and decreasing displacement factors.
- Positive spill overs from activities carried out in nearby communities can supply deficient local services and contribute to the reduction of the PVI.
- Communities are prepared to cope with external factors, such as settler violence and illegal interventions by Israel Civil Administration (ICA)/

15

15 Key Features : refer to the dimensions identified to collect and systematize field-based evidences and obtain researchable results within the Dignity and Safety, Dignity and Safety Framewrok of Analysis, 2019

Israeli Forces, through legal awareness, emergency response and referral mechanisms. Furthermore, the inclusion of communities' needs in official Master Plans can discourage settlements' expansions and build an environment in which illegal acts by settlers are met with consequences.

- The classification of the community's area has changed from Area C, under the scope of the Consortium to Area B, therefore outside of the Consortium's scope.
- The community will be targeted through programs financed by different donors.

III.I.III Phase III: Time Analysis and Monitoring

Community
Empowerment
in Phase 3

- MQ, PRPs update, and change sessions

From Consultation
to Placation

Multi-Sector Questionnaire Update

The MQ is periodically updated, which enables changes in the community to be monitored and allows the community's progression over time to be studied (CPA Handbook: Guidelines 3.1.3).¹⁶

The MQ updating process differs from the MQ baseline process (when the MQ is addressed for the first time) in that the former is to ensure more efficient data collection. While the MQ baseline was obtained through a structured interview, the MQ update is carried out through a semi-structured interview without the need to go through all the questionnaire questions. Key and filtered questions are of extreme importance as the interview flow is based on these. Including the community members in the monitoring of their activities reinforces their empowerment, as it progresses in the **consultation** level.

Refer to TOOLKIT: MQ Update for further instructions regarding the MQ Update.

Periodic Review of Protection Response Plans

The CPA Specialist should ensure that the field team collects precise evidence to effectively contribute to the comparison of the monitoring results through possible actions undertaken in the community (CPA Handbook: Guidelines 5.3).¹⁷ It is also important that the field team regularly consults with the communities regarding the ongoing results of the Protection Response Plans' update.

Changes Session

The Changes Sessions are part of the NCP and involve a continuation of community engagement to monitor, analyze and study how the situation has evolved (CPA Handbook: Guidelines 5.4).¹⁸

Change sessions create an effective space for the community to observe, analyse and reflect on the situation based on evidence. They allow for the update of PRPs, CPs and Risk and Resources Maps with communities and their FPs. Additionally, changes sessions record and track communication and coordination steps involving the communities' members. Furthermore, they measure communities' perception

¹⁶ CPA Guideline, 2019. https://cpainitiative.org/wp-content/uploads/2019/11/CPA-Handbook_Guidelines.pdf#page=15

¹⁷ Ibid

¹⁸ Ibid

of change related to dignity and safety dimensions. The sessions should take into consideration the AGD approach in the selection of participants.

Starting from the finalization of Phase II and the initial development of the PRPs, the field team should start to engage the community in the analysis of the actual strategy implemented and its constant update.

This process should be used to begin to support the community by internally discussing its priorities and by identifying what actions should be prioritized. Nonetheless, the process should be kept at the **con-sultation** level until the community builds the proper knowledge, information and understanding, and is capable of structuring itself based on this foundation. The periodic update is a benchmark to measure the community's degree of capacity. Then, in line with community empowerment and the Exit Strategy, the community should be progressively more involved in direct meetings with powerholders and duty-bearers, as to move towards the **placation** level. In this level, right-holders start to have a degree of influence. This degree depends largely on two factors: their capacities to determine priorities, and the extent to which the community is organized to structure said priorities. In the long-term, the aim is to reach the **citizen control** level which further fosters community empowerment and engagement.



III.I.IV Community empowerment and the CPA in practice: a success story

THE AL JAB'A COMMUNITY

Before the implementation of the CPA in 2015, the Al Jab'a community¹⁹ widely relied on service providers (INGOs and NGOs) to approach the community to provide services. The role of the village council was strictly related to the management of water and electricity services. The community's relation with the authorities existed but did not function well, and its relationship with relevant stakeholders was present but did not fully engage community members.

The WW-GVC field team first approached the village council and the community's decisions makers to introduce and discuss the CPA process and its steps, including the data collection and analysis, while engaging different AGD population groups. This initiated and established a communication channel with the community. At this stage, WW-GVC staff focused primarily on informing²⁰ the community following the Ladder of Citizen Participation,²¹ which is the start of the community

19 Al Jab'a community is composed of 1200 individuals and is 95% located in area C (buffer zone, separation wall) and 5% located in Area B. The community is 12.4 km South-West of Bethlehem City. It is bordered by Gush Etzion settlements to the East, and the 1949 Armistice Line (the Green Line) to the West. The community is exposed to settler and Israeli Forces violence and harassments inside and outside the community.

empowerment continuum. The field team then carried out several meetings which aimed to consult²² community members rather than to solely inform them. Moreover, these meetings served to build trust with community members, as well as to ensure that the community's participation in the CPA was based on informed decisions.

Year 1 of CPA implementation

Initially, community members perceived WW-GVC as another organization that aims to collect data for programmatic and fund purposes, and were reluctant to participate in the different CPA steps. Throughout these steps, WW-GVC staff focused on ensuring engagement of the targeted population in the process, informing them of the main outcomes and outputs of the CPA process, and consulting with the community regarding suggestions related to the problems they faced. Following this process, the Community Profile (CP) and the Protection Response Plan (PRP) were designed based on evidence and information provided by community members. The CPs and PRPs considered the main outputs of the CPA Process, were then translated into Arabic and shared with community members and representatives for validation.

The validation process started by sharing the CP and the PRP with non-formal representatives, official representatives (village council members) and ended by sharing the tools with community members for a final validation. During this process, the field team explained information included in the CP and PRP and discussed this information with community members. They also discussed how data emerged from the community's perspectives, the analysis of problems encountered and solutions suggested by the community. Moreover, the field team clarified the ways in which the community can start using these documents to initiate coordination and communication with different stakeholders and duty-bearers (i.e. Palestinian Authority with its different ministries). The field team also explained that WW-GVC will provide support to the community by providing trainings and capacity building exercises on the communication skills needed to improve coordination with stakehold-

ers and other skills if, based on existing community knowledge, deemed necessary.

Outcome: Following both the validation of the documents from community members and the capacity building process, the community members and representatives jointly defined activities and actions to be implemented by WW-GVC (according to the PRP's actions). The village council also started reporting to WW-GVC and documenting updates on information to be reflected in the CP and PRP, including data on demography, settler violence incidents, stop working and demolition orders, roads closures, implemented projects, and other changes observed in the community. Moreover, the community began to use the PRP to initiate a direct link with stakeholders and duty bearers.

Year 2 of CPA implementation

Following the continuous monitoring process that is a part of the CPA methodology, and after updating the CP and PRP to capture changes, WW-GVC organized a workshop aiming to establish/strengthen communication channels between the community and the main actors in the area (stakeholders and different bodies of the Palestinian Authority).

Year 3 of CPA implementation

WW-GVC continued to provide support to the community in coordination with different stakeholders by coordinating with the Community Resilience Unit of the Governor Office and informing the community of any new contacts for referrals and outreach.

Outcome: The field team observed a great increase in the community's agency.²³ The community coordinated directly with lawyers for legal cases related to the community's land under risk of confiscation by the Israeli Authorities. Moreover, the community coordinated with and reached out to different stakeholders, including NGOs, the Palestinian Authority and the Bethlehem Governorate office, for emergency and development projects involving the stakeholders by highlighting their rights rather than focusing solely on their needs as was customary before.

20 The communication is one-sided, from powerholders to citizens.

21 Arnstein (1969)

22 Citizens are essentially involved through public meetings and surveys without collecting feedback from them.

23 Agency refers to the "power within" individuals that enables them to make informed decisions about their life and act upon them (Kabeer, 1999). Agency comprises visible and invisible manifestations of the ability to choose, of which decision-making, protest, bargaining and negotiation, as well as motivation and purpose (Kabeer, 2003).

“WW-GVC’s methodology helped us in changing the focus on our rights. Now we will change the community from focusing on emergency needs to being a totally developed community. Despite the fact that we are under occupation, and settlers attacks rate is very high, we know our rights very well, and we follow the incidents legally with the main stakeholders, including the Governorate and the Legal Aid agencies, in order to become a developed community”, says Theyab Mahsha’la, head of village council.”

Using the community’s PRP, CP and RRM, the village council, on behalf of the whole community, advocated for the construction of a new health clinic through a dialog with the Ministry of Health. The community highlighted the necessity of this activity to WW-GVC, who then funded the construction of a new health clinic. The clinic was built by community members, an example of community implementation.²⁴ WW-GVC hosted an opening ceremony for the clinic where stakeholders participated. This event provided another opportunity for community members to meet key stakeholders and discuss the problems they face, specifically related to settlers’ violence, and discuss possible solutions with stakeholders and duty bearers.

Last year of CPA implementation

The community’s empowerment achievements²⁵ are remarkable. Community representatives are continuously approaching key stakeholders, using the community’s PRP, CP and RRM. Moreover, the community now documents the resources²⁶ affect-

ing the community’s empowerment: implemented projects are documented in the PRP, and risks and threats faced by the community, as well as their available services, are documented in the CP and RRM. These documents serve as a means for community members to highlight problems, rights violations and relevant solutions carried out by different stakeholders.

Theyab Masha’la, head of village council, states:

“Five years ago, when WW-GVC started working with us, we were waiting for INGOs, governmental bodies, and national NGOs to visit us. After some years, our attitudes changed when advocating for projects. We have our Protection Response Plan (PRP), and with the support of WW-GVC we implemented some activities, and with our new linkage with other stakeholders, we implemented other projects. Now when you come to visit Al Jab’a, you can see a developed, stand-alone and empowered village council who can support and serve all people in the village”.

2020 will be the last year of CPA implementation in the Al Jab’a Community. As part of the Exit Strategy, WW-GVC will organize one last capacity-building workshop. The community will receive advocacy training and will be provided with all relevant information regarding key regional, national, international, humanitarian and development stakeholders to ensure that they continue to use their knowledge and skills to function as an empowered community after WW-GVC phases out.

III.II Steps to foster community empowerment

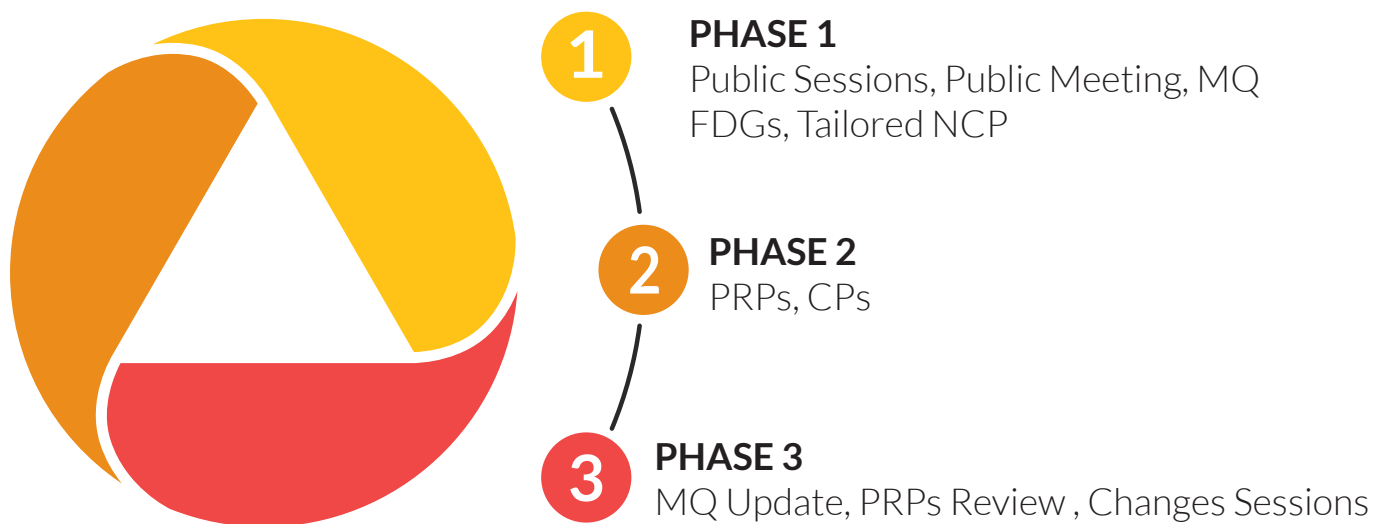
Community empowerment is a phenomenon that is transformative, as it involves social change and power shifts. Furthermore, community empowerment does not only imply ownership and access to rights and services, but also power redistribution and control. For this reason, community engagement and empowerment are not merely a set of actions, instead they are considered to be a self-reinforcing, multi-layer and dynamic process.

24 Community implementation is an approach followed by WW-GVC to ensure consultation and joint supervision of implementing actions inside the community. The main principle of the community implementation methodology is to ensure participatory approach throughout the project cycle and to respect the power dynamic within the community during the planning and implementation phases to guarantee the sustainability of the activity’s impact.

25 Achievements consist of the outcomes of exercising agency, including the extent to which resources were challenged (Kabeer, 1999).

26 Resources refer to the external, material and non-material, environment that surrounds individuals, including financial resources, property, family, and institutional and social norms, among other things (Kabeer, 1999).

COMMUNITY PARTICIPATION / ENGAGEMENT & EMPOWERMENT CONTINUUM



Additionally, community empowerment is a precondition for the sustainability of any humanitarian and development action. Actually, the process of empowerment is not only about the transfer of skills, but also about reinforcing communities' capacities and their coping strategies (UNHCR, 2013). For this reason, it is necessary to begin with a capacity that already exists in the communities and to plan, implement, monitor and evaluate any kind of humanitarian and development initiative according to their needs.

Steps to consider for community empowerment on the field:

- **Establish context-based and realistic goals**, formalized in ad-hoc strategy, to be shared with communities from the beginning of the CPA process. This is crucial to avoid any side effects of participatory approaches such as communities' assessment fatigue. Establish an action plan for the long term. Both the community empowerment strategy and plans of action should be reflected in the PRPs.
- **Strengthen communities' capacities** through capacity-building activities and awareness sessions. Prioritize gender, education, livelihood sectors, and, in particular, health, protection and access in awareness sessions.
- **Support communities** on a multi-year basis and develop a two-way channel of communication. Giving and receiving feedback is the minimum prerequisite to close the "engagement loop".
- **Monitor communities' engagement and disengagement as well as community empowerment development**. It is important to consider all the factors that can limit or prevent empowerment, such as passive reactions or violent responses by duty-bearers (Benequista & Gaventa, 2011). For this purpose, it is necessary to implement different engagement plans and to identify different entry points, (i.e. informal leaders or civil society actors) (OECD, 2012). FPs should be selected considering existing power dynamics. They are crucial to the provision of information and referrals to different service providers.
- **Allocate specific human and financial resources** dedicated to the CPA. The deployment of community empowerment officers to the field must take into account cultural norms and gender roles to avoid any negative impact on the communities. Specific capacity building trainings, regarding protection, gender issues and community empowerment for example, should also be organized for the staff (UNHCR, 2013).
- Outside the communities, **involve partners and other stakeholders** in the empowerment process and encourage them to believe in it, especially local NGOs, CBOs and civil society organizations (CSOs), as they are supposed to support community empowerment in the long term.

- In line with the **do no harm** principle, it is essential to **recognize, to acknowledge and to respect power relations and differences** within a community, and to select community representatives accordingly. The selection of the right spokespersons is a sensitive and key issue for proper CPA implementation. For this reason, it is imperative to apply the AGD approach with the purpose to guarantee extensive participation of all members of a community and to avoid bias and exclusions. In the early stages, the field team should not seek to change power dynamics. However, at a later stage, in line with community empowerment, power dynamics can be addressed.

Moreover, the “do no harm principle” suggests that conflicts should not be generated within and/or between communities. This involves careful selection of communities and close coordination with other humanitarian/development actors in the field.

III.III Community empowerment and capacity strengthening

III.III.I What is capacity strengthening?

Communities must be actors of their own empowerment, as necessitated by any bottom-up approach. To boost this dynamic, development and humanitarian stakeholders should encourage, plan and implement specific actions, specifically, capacity strengthening activities.

Capacity strengthening aims to reinforce existing abilities, in particular, the capability of communities to have a vision about change and to reinforce their social and human capital. Capacity building processes “should enable people to move from the status of objects manipulated by external forces to the one of subjects and active agents of change” (Jackson et al., 1999, as cited in Verity, 2007). For this reason, capacity building needs depend on some certain conditions:

- There can be no capacity strengthening without authentic participation by communities’ representatives, members and focal points. Therefore, active participation has to be stimulated and monitored throughout the process.
- As for community empowerment, capacity strengthening processes require specific resources such as time, funds and well-prepared staff with specific knowledge about relevant topics.
- Capacity strengthening, like community empowerment, is context-specific, meaning that its contents can change depending on the geographical/socio-cultural area of implementation. Moreover, capacity strengthening is also the result of four categories:
 - **TECHNICAL**: refers to the availability and efficient deployment of financial and human resources.
 - **HUMAN**: concerns the ability to imagine and have confidence in positive change, and to have a long-term vision.
 - **SOCIAL**: relates to the ability to establish and maintain partnerships and networks, especially to engage different stakeholders, in particular duty-bearers.
 - **INSTITUTIONAL and ORGANIZATIONAL**: alludes to transparency, accountability, as well as to programming and management skills.

CAPACITY STRENGTHENING AND LOCALIZATION

Capacity strengthening activities go hand in hand with localization processes. This means that, as a result of the capacity building process, communities should be able to influence local and national planning, and that duty-bearers should increase

their decision-making abilities in order to be recognized as active partners and to have access and control to accountability mechanisms.

- Localization entails choosing spokespersons

from different civil society actors (religious and civil leaders, movements, CBOs, CSOs and community representatives in leadership roles), and public/institutional and private sector stakeholders. All these actors should be engaged from the assessment phase to the design, implementation, monitoring, evaluation and learning steps.

- Localization processes, as well as capacity building, represent a way to guarantee sustainability, to aid initiatives and to establish a Nexus approach for linking humanitarian and development programs and projects.

• Localization, as a paradigm shift in the humanitarian and development praxis, involves taking into account local agendas, instead of those promoted by donors, big organizations and national governmental organizations. In fact, international structures should adapt to local mechanisms (ICVA, 2018). The direct output is an increase in community ownership (CARE, 2018).

- Localization also aims to engage affected populations.
- Localization, as it helps to fill the gap between communities and duty-bearers, is connected to community empowerment goals.

III.III.II Capacity strengthening in action

Capacity strengthening/building actions should first target community members, then, internal staff, civil society actors working in development and humanitarian/development stakeholders in specific partnerships and consortia. The capacity building trainings, aiming at the transfer of skills, should include as topics:

1. **Advocacy, lobby and communication themes** aim to develop specific campaigns to approve laws and/or public policies (both at the national and local level) and to engage various stakeholders in the fight against specific HR violations.
2. **IHRL, IHL and HR topics** aim to train community members about international and national laws, working to eventually convert them into legal focal points within their communities (WHO, 2012).
3. **Gender equality and empowerment** trainings are one of the key dimensions necessary to promote individual and community empowerment.
4. **Leadership strengthening and conflict resolution sessions** are necessary for some selected community members/representatives, in order to ensure that the AGD approach is taken into account (WHO, 2012).
5. **Strategic planning, management and implementation, monitoring and evaluation (M&E) sessions** work to develop organizational capacity reinforcement and good governance.
6. **Social change trainings**, through storytelling processes, are a way to deconstruct imagination beliefs and constraints due to different factors of exclusion (Petit, 2012).
7. **Emancipatory research topics** allow community members, selected to ensure that different AGD groups are represented, to be trained in the direct collection of data. Through this approach, the community becomes active actors and owners of the data collection process. They thus become aware of different reasons for their exclusion and vulnerability (ARCO, RIDS, 2016). Additionally, emancipatory research is a way to recognize and deconstruct power relations between field officers and the objects/subjects of research. Mainly, this approach employs the participation and direct management of the research activities by community members. Participation, through an emancipatory approach, enables people to increase possibilities and capabilities to improve their life. In this way, emancipatory research is intrinsically connected to and finds its foundation in Amartya Sen's (1988) capability approach and the human development concept.

- Related to this particular research approach, the key point is to contextualize and reflect on qualitative information and data collected. On the one side, this means that community members have to reflect on their experiences and how these influence their perceptions of dignity, empowerment and change. For communities, self-reflection represents a way to envision social change and to develop a different and positive narrative about their life (Benequista & Gaventa, 2011). On the other side, field officers should contextualize the information, interpret, understand and translate the hidden meanings. This exercise is crucial to transform both sides (i.e. to empower both of them in a mutual attempt to improve communities' life and NGOs' commitment).
- It should be noted that the long-term aim of the CPA is to reach emancipatory research as there is progress on the community empowerment continuum.



CHECKLIST: TIPS FOR COMMUNITY EMPOWERMENT

PRECONDITIONS:

- Guarantee enough time for community empowerment, plan the process on a multi-year level.
- Allocate dedicated human and financial resources.
- Establish trust and a communication channel with communities. Maintain a two-way channel of communication.
- Use participatory methods to engage communities.
- Involve communities' members from the assessment to the implementation and evaluation steps.
- Respect the dignity of communities.
- Consider communities' coping strategies.
- Recognize all diversities inside the communities.

ACTIONS:

As operation steps, it is important to develop the following tools:

1. Community Empowerment Strategy which must include:

- Theory of Change
- Community Participation/Engagement Plan
- Duty Bearers and Stakeholders Mapping and Engagement Plan
- Partners Engagement Plan
- Services Providers Mapping
- MEAL System
- Feedback and Complaints Mechanism
- Lessons Learned Tools.

2. Master Action Plan: includes activities to reinforce communities' capacities, to build advocacy competencies and to raise awareness about their rights. This plan should be compiled, shared with and owned by the communities.

3. Exit Strategy: ensures the sustainability of interventions through partnerships with other stakeholders in order to fill in the gaps between humanitarian and development/local actors.



IV. Measuring Community Empowerment

IV.I The Community Empowerment Indicator (CEI)

Community empowerment is understood to be the process by which communities exercise agency and also the outcome achieved from exercising agency while overcoming resource limitations present in their environment, in which case communities reach empowerment achievements (see Section I.I.I. for further clarifications). Thus, agency, resources and achievements are key empowerment dimensions to consider when measuring community empowerment. The three dimensions are interconnected; one influences the others.

- For instance, the resources present in communities' surrounding environments shape their perception of what they can or cannot do easily, including their "power within" to make informed decisions (i.e. their agency, and the results they can reach through their decisions, their achievements) (Kabeer, 1999).
- The achievements that communities reach can encourage them to make decisions, (i.e. exercise their agency in order to change the nature and scope of their achievements). Following that change, the relation of the resources affecting communities' lives may be reconfigured. In this sense, achievements influence communities' agency and resources.
- Finally, exercising agency can reconfigure resources and lead to achievements as a result of communities' informed decisions. In this regard, the three dimensions are interconnected and can inform the CPA on communities' empowerment processes as long as they are considered together.

Moreover, when creating an indicator to measure community empowerment it is fundamental to consider all the dimensions of empowerment in order to ensure the validity of the indicator. Therefore, the Community Empowerment Indicator (CEI) created within the CPA considers resources, agency and achievements.

IV.II Methodological Note

The methodology presented below is based on internationally accepted standards for the construction of composite indicators, mainly based on literature and the manual by the Organization for Economic Cooperation and Development (OECD) and the European Civil Protection and Humanitarian Aid Operations (DG ECHO). The methodology is technically based on the international standards set by Nardo, Saisana, Saltelli, & Tarantola (2005). The use of composite indicators, such as the one developed for the Community Empowerment Indicator, helps simplify a complex reality into easily interpreted numbers and figures (Nardo et al., 2005). Nonetheless, certain factors need to be considered when utilizing composite indicators, mainly decision making, and policy and advocacy conclusions based solely on quantitative data. Further on, limitations will be explicitly stated when referring to the use of composite indicators and when measuring empowerment.

As mentioned above, the three key dimensions which will compose the CEI are:

- Agency
- Resources
- Achievements

Data sources

The strength of the data directly affects the quality of composite indicators. In the context of the CPA methodology, the CEI will draw information and data directly from two main sources: Integrated Protection System of Indicators (IPSI) and Protection Response Plans (PRPs). Integrated Protection System of Indicators is an output of the Multi-Sector Questionnaire, which provides the ultimate quantitative results that guide the methodological process of the Narrative Community Perspective (NCP), while PRP data is developed with the community after both the IPSI and NCP data have been collected.

The use of primary data, collected directly through the CPA, allows for data accuracy which together with the community perspectives, are an added value to the measurement of community empowerment.

Data collected through the CPA is updated annually. When creating a composite indicator, timeliness is essential. According to the OECD, the “length of time between their [the data] availability and the event or phenomenon they describe” (OECD, 2008, p.47) must allow the results to be of value for the intended target audience.

Selection of indicators

Similar to the IPSI, the selection of indicators for the CEI is benchmarked from criteria set to select Sustainable Development Goals (United Nations Statistics Division, 2015).²⁷ The following criteria are set to ensure a relevant and parsimonious selection of indicators:

- **Theory driven:** Indicators are based on the theoretical frameworks presented in Section I.I.I. of this document, and can be categorized into three main components of community empowerment: resources, agency and achievements.
- **Applicable at the appropriate level:** Although indicators can be used to compare empowerment between communities, they were actually developed to understand evolution and trend analysis within the same communities.
- **Coherent and complementary:** Indicators should be consistent and complementary to each other in the monitoring framework, ensuring indicators’ inter-dependency but avoiding redundancy.
- **Tested to be valuable:** Through empirical analysis, indicators should ensure variability and have the capacity to characterize a specific phenomenon (i.e. one indicator that is constant across different communities does not give any variability to the selection of indicators).
- **Evidence based:** Indicators should be scientifically robust and based, to the greatest extent, on existing internationally agreed definitions, classifications, standards, recommendations and best practices that justify their creation and sustain their interpretability.
- **Easy to interpret and communicate:** Indicators should be clear and easy to understand for policy makers, the general public and other stakeholders, and be unambiguous in their interpretation (whenever ambiguous, the ambiguity should be exposed and clarified).

All these criteria provide the necessary guidance to achieve a parsimonious system where the number of indicators is as limited as possible by “cutting away needless complexity, leaving only theories, models, and hypotheses that are as simple as possible without being false” (Vandekerckhove et al., 2015), which ensures a manageable, relevant and interpretable system of indicators.

²⁷ Note that SMART criteria are not fully relevant for this system of indicators as those criteria are mainly developed for project/policy monitoring purposes.

As mentioned before, the two main sources of data for selecting the indicators are the lists of IPSI and PRPs. In Table IV.1.1 below, a list of indicators for each dimension is presented. Within the key dimensions of Resources and Agency, further subcategories have been created, which are divided as follows:

- Resources
 - Access to services
 - Availability of services
 - Economic empowerment
- Agency
 - Exercising agency
 - Power over agency

The subcategories are justified as follows:

- **Access to and availability of services:** One of the main aims of the CPA is the engagement and empowerment of communities, with the objective of reducing aid dependency by increasing the community's agency. Access to and the availability of services can increase the independence of communities, depending on the source of the service (i.e. whether the service is provided by an external agent or by the community itself), and on whether the service was requested by the community or not. For example, if the service is provided by an external stakeholder following a request from the community, it shows that the community is advocating for its needs and rights, which is a reflection of community empowerment. On the contrary, if access to and/or availability of services are restricted, it may negatively influence agency and hence reflect disempowerment.
- **Economic empowerment:** Economic empowerment is a resource that can widely influence the agency of individuals and communities. This can act as a means of power to make and act on decisions, and how communities can exercise agency from these available resources.
- **Exercising agency and power over agency:** In line with the CPA goal to increase the capacities of communities and individuals to make informed decisions (i.e. exercise agency), it is essential to consider indicators that can inform the process on both the action of exercising agency and on the obstacles to this action, reflected by the power over agency subcategory.

Table IV.1.1: List of indicators for each dimension

Resources	Agency	Achievements
<p>Access to services</p> <ul style="list-style-type: none"> • Safe access to electricity • Percentage of shelters connected to the electricity grid • Safe access to energy sources for cooking • Safe access to drinking water • Safe access to domestic water • Percentage of shelters connected to water network • Challenges in access to drinking water specific to PWD • Safe access to excreta management 	<p>Exercising agency</p> <ul style="list-style-type: none"> • Representation of women in powerful/influential positions* • Representation of collective bodies in powerful/influential positions • Effective external community relationships • Number of population groups covered by assistance 	<ul style="list-style-type: none"> • As the IPSI does not have any indicator directly measuring achievements of communities, the measure will be taken as a proxy indicator. In the context of Lebanon, when creating the PRPs for communities, a field to measure barriers to implementation was created. With the objective of informing interested stakeholders, different criteria and typology of barriers were also created.

Resources

- Safe access to solid waste management
- Safe access to primary health centres
- Safe access to (I)NGO/UN clinics
- Safe access to public hospitals
- Safe access to public primary education
- Safe access to public secondary education
- Challenges in access to health services specific to women/girls
- Challenges in access to health services specific to PWD
- Challenges in access to education specific to girls
- Challenges in access to education specific to children with disabilities
- Safe access to non-formal education programs
- Safe access to shared latrines

Availability of services

- Number of basic services within walking distance
- Availability of drinking water
- Availability of primary health centres
- Availability of (I)NGO/UN clinics
- Availability of public hospitals
- Availability of public primary education
- Availability of public secondary education

Economic empowerment

Employment to population ratio (age +18)
Sustainability of income sources
Community poverty gap at 3.2\$/day
Ownership of agricultural productive assets index
Gender inequality in job types*
Community land tenure security

Agency

Power over agency

- Checkpoint severity on movement restriction
- Curfew severity on movement restriction
- Ban on available means of transportation
- Isolation from the road network

Achievements

- For the purpose of measuring achievements, understood as the results achieved by individuals or communities when they use their agency in spite of the resources that act as obstacles to them, the percentage of activities not completed over the total of planned activities will be considered for each community.

*These two indicators are contextual, and have not been captured in Lebanon, which serves as the base for the calculation of the first CEI.

The list of indicators is subject to contextualization. The process of empowerment, and understanding protections risks is unique to every context, therefore, as the CPA and its tools are contextualized, the selection of indicators relevant to empowerment in each context is subject to this process of contextualization and understanding differences.

Normalization

The normalization process in composite indicators is done with the purpose of transforming every value of indicators in the same value scales. The CEI is to be measured from 0 to 1, where 1 is the highest scale for community empowerment and 0 the lowest, where it could be interpreted that communities are not empowered. For the CEI normalization, two processes are to be carried out:

1. In the IPSI, a normalized indicator implies that the meaning of the grounded indicator has been transformed to represent an abstract scale of protection risk, where 0 equals No Protection Risk and 1 equals Maximum Protection Risk. Nonetheless, for CEI, a simple inversion technique will be used, where each indicator value of **Agency and Resources dimensions** will be subtracted from 1 (as a highest value of IPSI implies a worse situation, inverse to CEI categorization).
2. For the **Achievements dimension**, the Min-Max normalization technique will be used. For this process, each community value of Achievement will be subtracted from the minimum value and then this value will be divided by the range of the indicator values (maximum value – minimum value) of the complete sample. In this case, the maximum value will be the highest percentage of activities not implemented in a community over the total number of planned activities. Since a higher value implies a worse situation, each value obtained from the min-max technique will be subtracted from 1, to obtain the same scale as the other two dimensions (i.e. **Resources and Agency**).

Weighting and aggregation

Calculating the final value of CEI implies three levels of aggregation:

1. From indicators to sub dimensions
2. From sub dimensions to dimensions
3. From dimensions to composite indicator (CEI)

Weighting

For every step of aggregation, it will be assumed that each indicator within the sub dimensions, each sub dimension within dimensions, and each dimension within the CEI, have equal weighting. According to Nardo et al. (2005), the use of equal weighting does not mean “no weights”, but implicitly states that every dimension and indicator weight the same. Most composite indicators in the development worlds (e.g. INFORM, RIMA-II, HDI) rely on equal weighting.

Aggregation

Linear and geometric aggregations will be used in the process to construct the CEI. Both techniques present advantages when used for composite indicators. The linear aggregation technique is useful when all indicators have the same measurement unit, while geometric aggregation is better suited when non-compensability between individual indicators and dimensions is expected (e.g. when a low score on Agency or Resources would not be compensated by a high score in Achievements dimension).

In Table IV.1.2, the selected aggregation technique is presented for the construction process of the CEI:

Table IV.1.2: Selected aggregation technique

Level of Aggregation	Selected Methodology
Individual indicators to sub dimensions Sub dimensions to dimensions Dimensions to CEI	Linear aggregation (arithmetic mean) Geometric aggregation Geometric aggregation

Annex XX will present an example in calculation of Community Empowerment Indicator (CEI) for 12 communities in Lebanon where CPA has been implemented.

Technical limitations

In addition to the regular limitations presented by composite indicators, mainly the simplification of complex realities, phenomena and contexts, the CEI may present the following technical limitations:

- **Limitation to establish causal links between indicators:** Although associations can be inferred among them, the direct causal link cannot be established, as deep research on possible confounders (which in addition vary from context to context) is not available.
- **Limitation to serve scientific and academic impact evaluation:** In line with the above limitation, although the CEI may help monitor and understand community empowerment, it should not be used to conduct a scientific impact evaluation.
- **Limitation to direct measurement of achievements:** Although the CEI uses a proxy measurement for achievement (percentage of activities implemented without any barriers or obstacles), it does not directly measure how many activities were implemented by the community. Therefore, it is important that during the qualitative data collection process, when PRPs are being constructed and updated, it should be detailed if the activity is being implemented by the community, or with the support of community members.

IV.III Why measure community empowerment?

It is beneficial to measure community empowerment in the communities in which the CPA is implemented in order to:

1. **Evaluate the CPA outcomes regarding community empowerment:** Community empowerment is the main goal of the CPA. The CPA places empowerment at the center of all its steps as a guiding principle. The data collection, analysis and monitoring stages are built upon the objective of reducing aid dependency while increasing the agency of communities. In that sense, measuring community empowerment can provide information regarding the CPA results in terms of empowerment, and hence ensure that the intended goal of the approach is reached.
2. **Obtain an indication about a given community's empowerment:** Measuring community empowerment can enable the field team to identify whether the "level" of empowerment of a given community decreases or increases over the years. In the event that empowerment decreases, the community empowerment strategy should be reviewed and adapted together by the field team and the community members (See Section III.I.II: Identifying a Strategy for Community Empowerment for further clarifications).

IV.IV The limitations of measuring community empowerment

Measuring community empowerment has its limitations. First, Kabeer (1999) warns that measuring empowerment will not generate accurate data regarding the change that occurred for the community. Instead, measuring empowerment enables us to obtain an indication of the “direction and meaning” (Kabeer, 1999, p.461) of the change. Indeed, composite indicators intend to address and simplify complex realities into a single number, which is easily understood, or a small set of indicators. Bearing in mind the complexity of humanitarian crises settings, and moreover, the operationalization and transition into development settings, it is difficult for composite indicators, such as the one developed for measuring community empowerment, to overcome possible misleading policy messages and simplistic policy conclusions when a sound and robust methodology is not properly established. The accompanying framework of analysis, together with a relevant and consistent methodology, may ensure success for users, stakeholders and interested parties in understanding and comparing multi-dimensional realities, such as the community empowerment concept.

Second, it is crucial to acknowledge that this concept is difficult to measure as a process. The outcomes of empowerment can be captured, informing us what the community has achieved (Anand, Mecagni, & Piracha, 2019). However, the process, informing us how the community has reached its achievements is difficult to measure and quantify. For instance, when measuring a community’s agency it can provide an indication on the community’s “level” of agency but not how the community is exercising this agency, or how they reached that “level” in the first place. When it comes to measuring resources, an indication of what resources are present in a community, including whether they represent an opportunity or a challenge, can be obtained but not the extent to which they influence the community.

In regard to the first two limitations, if more accurate results are needed than the ones obtained through the CEI, the field staff can collect qualitative data through further discussions with the communities. Specifically, the qualitative information can be collected through the PRPs’ updates for achievements, and through changes sessions for agency and resources. Note that further information about PRPs and therefore, achievements, can also be collected in changes sessions.

Third, the perception of what constitutes empowerment for a community can change over time (Jupp, 2010). This means that comparing measures of community empowerment over the years may be uncertain. However, through the CEI, the aim is not to compare community empowerment in general terms over the years. Rather, the goal is to obtain information about the progress throughout time (i.e. comparing time 0 with time 1) for a given community in terms of empowerment, using the same dimensions and indicators. Despite that, the results should still be considered with caution, as they represent an indication rather than exact data.

Fourth, what empowerment entails differs based on the specificities of communities. For example, participating in a public meeting may lead to a high level of empowerment for some communities in comparison to their current situation. For others, it may already be part of their lives and hence not lead to further empowerment. In order to overcome this limitation, the CEI will inform about community empowerment for a given community and not compare it between different communities.

Fifth, within the CEI, using the IPSI to obtain an indication regarding resources can capture access to and availability of services, and economic empowerment. Other dimensions of empowerment, (i.e. legal, political, social, familial, knowledge, etc.) are not captured in the resources dimension. However, this does not mean that these dimensions are not relevant, instead, the method chosen does not allow for them to be taken into consideration.

MEASURING COMMUNITY EMPOWERMENT BEYOND THE CPA: TIPS

Ideally, in line with community empowerment, the measurement process should include the active participation of community members. In fact, the goal of community empowerment is citizen control based on Arnstein's (1969) Ladder of Citizen Participation (see Section I.I.III for further clarifications), thus communities should be able to measure their empowerment themselves. In this regard, as part of the exit strategy, the field staff can support communities in shaping a tailored questionnaire intended to measure empowerment, taking into consideration the following:

- Agency should be reflected in the questionnaire by including the following aspects (agency is not limited to these aspects, further topics can be defined by the communities, and some may be disregarded):
 - Collective decision-making in relation to significant topics (i.e. policies, services, activities to be implemented, etc.); participation and voice in official meetings (active participation with decision-making and power of influence rather than passive participation); material resources obtained through assistance versus by the community itself; elements that represent power over agency (i.e. restrictions to exercising agency); etc.
- Resources should be reflected in the questionnaire by including the following aspects (resources are not limited to these aspects, further topics can be defined by the communities, and some may be disregarded):
 - Rights knowledge; capacities (number of trainings organized, number of community members attending the trainings, etc.); needs;

material resources; employment; poverty; property; access to services; availability of services; challenges in access and availability of services; services facilities built by the community versus obtained through assistance; violence targeting the community; restrictions; policies affecting the community's functioning/environment; participation in official meetings with external actors; etc.

- Achievements should be reflected in the questionnaire, by including the following aspects (achievements are not limited to these aspects, further topics can be defined by the communities, and some may be disregarded):
 - Gained assets; implemented activities (related to the CPA or not); outcomes of participation in official meetings (i.e. agreements, policies, network, etc.); increase in participation and collective decisions; increase in skills development; decrease in restrictions/violence; etc.

Specific questions and topics to include in the questionnaire will be defined in discussions with the communities and will take their perception of empowerment into consideration. Brainstorming with community members is encouraged to identify all the relevant topics to measure a given community's empowerment. It is essential that the discussions and questionnaire are conducted and developed in the community's native language, as the goal is to create a tool developed and owned by the community, in line with emancipatory research. Once the questionnaire is operational, it is advised that the community's empowerment is assessed on a yearly basis.

FACTSHEET 1: ADVOCACY, LOBBY & COMMUNICATION TRAINING

Time Required	X Hours
<p>1. TRAINING OBJECTIVES</p>	<p>General:</p> <ul style="list-style-type: none"> • Communities are empowered with knowledge and skills regarding communication methods and tools to mobilize national and international duty-bearers (local authorities, donors, UN, NGOs) and advocate for community protection. <p>Specific:</p> <ul style="list-style-type: none"> • Participants have understood the basics of International Humanitarian Law (IHL) and International Human Rights Law (IHRL). • Participants have the capacity to design and carry out advocacy initiatives based on their protection needs and IHL/IHRL related violations in their community/area. • Participants have gained knowledge about advocacy and influential methods in general. • Participants are able to contribute to designing and implementing diverse advocacy tools to promote their rights, such as fact sheets, infographics and others. • Participants are aware of their rights and needs and are able to lobby for them with relevant stakeholders, local and national authorities. • Participants are able to identify different advocacy actors, especially at the local and national level.
<p>2. TARGET GROUP</p>	<ul style="list-style-type: none"> • The target group consists of X communities, with attendance of X attendees from each community, considering key figures in the communities, selected by the AGD approach, that already have or can establish relations with external actors. • Key local actors with specific expertise in this training's topic can be involved in some sessions of the training to strengthen their relationship with communities.
<p>3. TRAINING METHODOLOGY</p>	<ul style="list-style-type: none"> • The training can be conducted as a debate within the communities. • Organize a meeting with a local actor to show the first results of the training. • The training should also include practical exercises that aim to cultivate the trainees' skills. • A short pre and post evaluation should be made to assess the progress regarding the level of trainees' knowledge and skills. • The consultant should employ a variety of participatory training tools and techniques to facilitate the process of learning and to maximize benefits (i.e. group dynamics, icebreakers, energizers, role-plays and debates, case studies, simulations, presentations, brainstorming, reading texts and performing tasks, etc.).

4. TOPICS TO BE ADDRESSED

- How to identify a protection threat or vulnerability at community-level?
- How to collect data and facts on the threat/vulnerability?
- How to approach the major players/duty-bearers, which may include governmental and non-governmental bodies, across the phases (from identifying the protection threats/vulnerability, collecting data/information/facts, identifying the mobilization initiatives' purposes and objectives to prioritizing and choosing the targeted groups)?
- How to conduct advocacy and lobbying (concepts, differences, etc.), at different levels of advocacy (from local to international one)?
- How to develop advocacy campaigns, with a focus on case management?
- How to use media in general and social media to campaign and to document IHL and IHRL violations?
- How to share successful experiences?

5. DELIVERABLES

- A training curriculum adapted to targeted communities
- A final report clarifying the training process implementation methodology, achievements and recommendations
- Trainees' pre and post evaluation results
- The delivery of advocacy kits, in partnership with WW-GVC and other consortium partners, to support communities to advocate for their protection needs. The advocacy kit should include:
 1. Audio-visual equipment to document human rights violations
 2. Factsheets for each community which reflect the protection analysis (compiled by WW-GVC), to be given to community representatives in the targeted communities for use in additional advocacy campaigns
 3. Hard and soft copies of the International Convention on Human Rights ratified by the national government
 4. Other advocacy training materials

6. FUTHER STAGES: COACHING & SUPPORT

- Organize round tables to facilitate contact and lobbying with national governmental entities.
- Support the training of participants in the organization of informal sessions to share their knowledge of IHRL and how to advocate to other members of the community.
- Organize periodic update sessions in case of changes in the regulation of main sector related rights and any other related follow-up sessions.

FACTSHEET 2: HR, IHRL AND IHL (IF APPLICABLE) TRAINING

Time Required	X Hours
<p>1. TRAINING OBJECTIVES</p>	<p>General:</p> <ul style="list-style-type: none"> • Communities are empowered with knowledge and skills regarding human rights, International Human Rights Law and International Humanitarian Law Principles and rules to recognize and take action for the violations against them. <p>Specific:</p> <ul style="list-style-type: none"> • Participants have understood the basics of International Humanitarian Law and International Human Rights Law. • Participants have acquired specific knowledge about IHRL and IHL concepts and principles, documents, violations, agencies and other actors responsible for protecting HR. • Participants are able to analyse factors at micro and macro levels that generate IHRL and IHL violations. • Participants are aware of their rights and needs and are able to develop strategic actions plans. • Participants, through participatory decision-making, have gained knowledge about how to apply HR related instruments and mechanisms. • Participants are able to identify and map different actors at local and national levels that can provide legal aid and assistance.
<p>2. TARGET GROUP</p>	<ul style="list-style-type: none"> • The target group consists of X communities, with attendance of X attendees from each community, considering key figures in the communities selected by the AGD approach. • Key actors with specific expertise in this training's topic can involve themselves in some training sessions to strengthen the relationship between communities and local actors.
<p>3. TRAINING METHODOLOGY</p>	<ul style="list-style-type: none"> • The training should include practical exercises that aim to cultivate the skills of the trainees. • A short pre and post evaluation should be made to assess the progress of trainees' knowledge and skills. • The trainer shall employ a variety of participatory training tools and techniques to facilitate the process of learning and maximize benefits (i.e. group dynamics, icebreakers, energizers, role-plays and debates, case studies, simulations, presentations, brainstorming, reading texts and performing tasks, etc.).

4. TOPICS TO BE ADDRESSED

- The difference between a needs-based approach and a rights-based approach
- Definition of key terms:
 - Human rights (HR)
 - Civil, political, economic, social and cultural rights
 - Human rights violations
 - Human rights abuses
- International Framework: International Human Rights Law (IHRL) and International Humanitarian Law (IHL)
- International Standards: The Universal Declaration of Human Rights and important HR treaties and regional instruments
- Human Rights jurisdiction: Regional Human Rights Mechanisms (courts, commissions, special rapporteurs)
- Rights of refugees, returnees and internally displaced persons (IDPs)
- Rights of women
- Rights of minorities
- Children's rights
- Rights of persons with disabilities

5. DELIVERABLES

- A training curriculum adapted to targeted communities
- A final report clarifying the training process implementation methodology, achievements and recommendations
- Trainees' pre and post evaluation results
- Copies of the International Conventions on human rights ratified by the National Government
- Other training-related materials

6. FUTURE STAGES: COACHING & SUPPORT

- Support the training of participants in the organization of informal sessions to transfer their knowledge about IHRL and IHL to other community members.
- Organize periodic update sessions in case there is a change in the regulation of main sector related rights, and any other related follow-up sessions.
- Guarantee, on a periodic basis, legal aid and assistance through ad-hoc sessions.

FACTSHEET 3: GENDER (EQUALITY & EMPOWERMENT) TRAINING

Time Required	X Hours
<p>1. TRAINING OBJECTIVES</p>	<p>General:</p> <ul style="list-style-type: none"> • Communities are empowered with knowledge and skills regarding key gender concepts and the international legal framework addressing women’s rights. <p>Specific:</p> <ul style="list-style-type: none"> • Participants have understood the key concepts related to gender equality and gender empowerment. • Participants are aware of and able to recognize power relations and gender dynamics in their communities. • Participants are able to analyse their context and to identify their needs and rights related to gender equality and gender empowerment objectives. • Participants have gained a specific knowledge about GBV, and how to respond to it. • Participants are able to identify and to map civil society actors and other stakeholders that can provide organizational/institutional support and specific services.
<p>2. TARGET GROUP</p>	<ul style="list-style-type: none"> • The target group consists of X communities, with attendance of X attendees from each community, considering key figures in the communities selected by the AGD approach. • Key civil society and other national actors with specific expertise in this training’s topic can be involved in some sessions to strengthen the relationship between communities and local actors. • WW-GVC staff and other partners (e.g. consortia representatives) should participate to promote an internal process of capacity building and institutional strengthening.
<p>3. TRAINING METHODOLOGY</p>	<ul style="list-style-type: none"> • The training should also include practical exercises that aim to cultivate the trainees’ skills. • A short pre and post evaluation should be made to assess the progress of trainees’ knowledge and skills. • The trainer should employ a variety of participatory training tools and techniques to facilitate the process of learning and maximize benefits (i.e. group dynamics, icebreakers, energizers, role-plays and debates, case studies, simulations, presentations, brainstorming, reading texts and performing tasks, etc.).

4. TOPICS TO BE ADDRESSED

- Definition of basic concepts: gender vs. sex, sex/gender system, gender roles
- Meaning of gender perspective, in particular:
 - Gender Equality and Empowerment
 - Gender Mainstreaming
 - Gender-based Analysis Plus (GBA+)
- International normative framework: Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Beijing Declaration and Platform for Action, Declaration on the Elimination of Violence against Women, Security Council adopted resolution 1235 on Women and Peace and Security, Maputo Protocol, Vienna Declaration and Programme of Action
- Regional and national normative frameworks
- Gender Planning in Humanitarian/Development, with a focus on:
 - Gender analysis
 - Gender planning
 - Gender budgeting
 - Gender implementation and monitoring
 - Gender system of indicators
 - Gender evaluation
- Gender and protection, with a focus on Gender Based Violence (GBV)
- Gender and refugees

5. DELIVERABLES

- Training curriculum adapted to targeted communities
- A final report clarifying the training process implementation methodology, achievements and recommendations
- Trainees' pre and post evaluation results
- Copies of International Conventions on Women Rights ratified by the National Government and copies of national laws
- Other training-related materials

6. FUTURE STAGES: COACHING & SUPPORT

- Support the training of participants in the organization of informal sessions to transfer their learning about gender equality and empowerment, gender and protection, and GBV.
- Create follow-up sessions to monitor and to support communities to identify and report GBV cases, as well as referrals to related service providers.
- Support communities in the establishment of partnerships with civil society actors working on gender related issues for the provision of services, learning activities, etc.

FACTSHEET 4: LEADERSHIP AND CONFLICT RESOLUTION TRAINING

Time Required	X Hours
<p>1. TRAINING OBJECTIVES</p>	<p>General:</p> <ul style="list-style-type: none"> • Communities are empowered with knowledge and skills regarding the role of community leadership. <p>Specific:</p> <ul style="list-style-type: none"> • Participants have understood the key concepts related to good governance and democratization. • Participants are aware of and able to recognize the causes of conflict and to manage them efficiently. • Participants are able to develop a strategy to reach out to duty-bearers and other stakeholders. • Participants have gained a specific knowledge about youth and women leadership. • Participants have improved their communication skills, so to communicate effectively inside and outside of the communities.
<p>2. TARGET GROUP</p>	<ul style="list-style-type: none"> • The target group consists of X communities, with attendance of X attendees from each community, considering key figures selected by the AGD approach. Women, young people (boys and girls), people with disabilities and other groups should be considered as a main target group. • WW-GVC Staff should participate to promote an internal process of capacity building and institutional strengthening.
<p>3. TRAINING METHODOLOGY</p>	<ul style="list-style-type: none"> • The training should include practical exercises that aim to cultivate trainees' skills. • A short pre and post evaluation should be made to assess the progress of trainees' knowledge and skills. • The trainer should employ a variety of participatory training tools and techniques to facilitate the process of learning and maximize benefits (i.e. group dynamics, icebreakers, energizers, role-plays and debates, case studies, simulations, presentations, brainstorming, reading texts and performing tasks, etc.).
<p>4. TOPICS TO BE ADDRESSED</p>	<ul style="list-style-type: none"> • Definition of conflict • Conflict management modalities • Style of leadership: "Authoritative, Consultative and Enabling" • How to become Community Leaders for Empowerment? • How to strengthen the leadership role of Community Based Organizations? • Inclusive leadership • Role of women leadership • Role of youth leadership

5. DELIVERABLES

- A training curriculum adapted to targeted communities
- A final report clarifying the training process implementation methodology, achievements and recommendations
- Trainees' pre and post evaluation results
- Other training-related materials

6. FUTURE STAGES: COACHING & SUPPORT

- Support the training of participants in the organization of informal sessions to share their knowledge of leadership and conflict resolution training.
- Define a follow-up strategy to give active support to participants and their communities.

FACTSHEET 5: STRATEGIC PLANNING, MANAGEMENT AND IMPLEMENTATION, MONITORING AND EVALUATION (M&E) TRAINING

Time Required	X Hours
<p>1. TRAINING OBJECTIVES</p>	<p>General:</p> <ul style="list-style-type: none"> • Communities are empowered with knowledge and skills regarding project management. <p>Specific:</p> <ul style="list-style-type: none"> • Participants have understood the key concepts related to good governance and democratization. • Participants are aware of and able to recognize the causes of conflict and to manage them efficiently. • Participants are able to plan project activities autonomously. • Participants have gained specific knowledge about budget writing. • Participants are able to develop a MEAL system and an indicators system.
<p>2. TARGET GROUP</p>	<ul style="list-style-type: none"> • The target group consists of X communities, with attendance of X attendees from each community, considering key figures selected by the AGD approach. • WW-GVC partners should participate to promote an internal process of capacity building and institutional strengthening.
<p>3. TRAINING METHODOLOGY</p>	<ul style="list-style-type: none"> • The training should include practical exercises that aim to cultivate the trainees' skills. • A short pre and post evaluation should be made to assess the progress of trainees' knowledge and skills. • The trainer should employ a variety of participatory training tools and techniques to facilitate the process of learning and maximize benefits (i.e. group dynamics, icebreakers, energizers, role-plays and debates, case studies, simulations, presentations, brainstorming, reading texts and performing tasks, etc.).
<p>4. TOPICS TO BE ADDRESSED</p>	<ul style="list-style-type: none"> • Definition of strategic planning • Project cycle: Programming, Planning, Implementation, Monitoring and Evaluation • Writing of budget • Monitoring and Evaluation systems • Systems of Indicators

5. DELIVERABLES

- A training curriculum adapted to targeted communities
- A final report clarifying the training process implementation methodology, achievements and recommendations
- Trainees' pre and post evaluation results
- Other training-related materials

6. FUTURE STAGES: COACHING & SUPPORT

- Support the training of participants in the organization of informal sessions to transfer their knowledge about project management.
- Define a follow-up strategy to give active support to participants and their communities.



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