



# MONITORING and EVALUATING the STATE of the RIGHTS to EUROPEAN ACTIVE CITIZENSHIP

With the support of:



## HANDBOOK ON THE IMPLEMENTATION OF THE MONITORING PROCESS

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## **Introduction**

This document is aimed at putting together the “essentials” of the implementation of the monitoring process. It can be considered as a first handbook for using the tools. To this end, the document:

- Describes the meaning of the European project “Monitoring and Evaluating the State of the Rights to European Active Citizenship” in terms of policy strategies and
- Describes the tools set up for this aim and their use.

A synthesis of the project is presented in the first section of the document. In the second section issues related to the rationale of the project in terms of its usefulness are discussed and some proposals for the utilisation of the tools are presented as well.

The last part of the document (sections 3, 4 and 5) describes the methodology for the setting up of the tools, the tools themselves and the practical implementation of the process of monitoring.

## 1. Synthesis of the project

The very starting point of the project "Monitoring and Evaluating the State of the Rights to European Active Citizenship", carried out between July 2007 and June 2008, is the identification of rights and responsibilities of civic organizations interacting with European and national institutions. Several documents, coming both from institutions and citizens' organizations (especially the *European Charter of Active Citizenship*<sup>1</sup>, set up in 2006 with the support of the European Commission) have been delivered in order to define operational rights of organised citizens involved in European policy making, such as those to intervention, to carry out prevention activities, to consultation, to access, to evaluate, to a qualified interlocution, to respect of time and obligation to give a feed-back, to trust and equal dignity and to support measures.

Following the definition established in the Charter (art. 1), the project makes in any case reference to "Autonomous Citizens' Organizations" (ACOs), referring to:

- All citizens' organizations operating in the realm of public policies;
- Created and managed by citizens;
- Working for the protection of citizens' rights and / or the preservation of common goods through advocacy activities, delivery of services and the empowerment of citizens;
- Characterised by democratic structures, without seeking for profit.

It has to be considered that the project's topic is not citizens' organizations but what are and how are applied their rights to participate in policy making. From this point of view, Autonomous Citizens' Organizations can be operationally defined as all those organizations that do or would practice these rights.

In order to actually support the practice and enforcement of these rights, the project has monitored the state of their implementation in some member states and at the European Union level, defining specific indicators and engaging both citizens' organizations and public institutions to this end.

Specifically, the project consisted in the set up of two tools - the Checklist and the Matrix - made by indicators related to the implementation of the rights to European Active Citizenship with regard to citizens' organizations. It was carried out in 9 countries: Cyprus, Czech Republic, Greece, Italy, Poland, Slovenia, Bulgaria, Romania, and Turkey. These countries have been chosen since all of them have a Civicus' Civil Society Index national report<sup>2</sup>, which can be considered as a first source of homogeneous and comparable information about some issues related with the rights at stake. Moreover, the scoring methodology that was adopted was inspired by the CSI methodology itself.

The project has involved scholars and experts coming from:

- The Department of Political Science and Sociology, University of Florence;
- Poleis, Centro studi e ricerche di politica comparata, Milan, "Bocconi" University;
- The Department of Demography and Statistics, Rome, "La Sapienza" University;
- Civicus, World Alliance for Citizen Participation;
- Rome city administration;
- Cittadinanzattiva and Active Citizenship Network;

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<sup>1</sup> The Charter is the first reference point of the project, as it will be showed in section 3.1 of the document. It can be downloaded from the websites of FONDACA ([www.fondaca.org](http://www.fondaca.org)) or Active Citizenship Network ([www.activecitizenship.net](http://www.activecitizenship.net)).

<sup>2</sup> The CSI is a participatory, action oriented research project aimed at assessing the state of civil society already implemented in more than 50 countries around the world. It is designed to collect comparable information and score four different dimensions of civil society: the structure, the external environment, the values and the impact collecting information about 74 indicators. More accurate details are contained on Civicus' website [www.civicus.org](http://www.civicus.org).

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- Movimento difesa del cittadino;
- Labsus, Laboratorio per la sussidiarietà;

in discussing and setting up the methodology of the final tools. The project has involved the following ten citizens' organisation, one for each country:

- Index Foundation (Bulgaria);
- The Management Centre of the Mediterranean (Cyprus);
- Consumers Defence Association of the Czech Republic – SOS (Czech Republic);
- Association Evropaiki Ekfrasi (Greece);
- Cittadinanzattiva (Italy);
- Women's Rights Center (Poland);
- The National Association for Consumers' Protection (Romania);
- Legal Information Center for NGOs (Slovenia);
- The Human Resources Development Foundation – IKGV (Turkey).

All these organizations have carried out the respective national parts, testing the tools and evaluating the state of the rights to Active Citizenship in their countries, and have actively contributed to the common assessment and improvement of the tools. Active Citizenship Network did the same at European level.

Two main outputs have come from the project:

- A framework of the state of the implementation of the rights to Active Citizenship in the target countries as well as in the European Union based on the Checklist;
- A comparative evaluation of the degree of implementation of these rights in the same environment, based on the Matrix.

The project has had a high experimental significance and will be continued after the end of the operations already planned.

## 2. Rationale and future steps of the project

### 2.1. Rationale of the project

The project has been intended to face and, if possible, overcome two major paradoxes in European attitude towards citizens' organizations operating in policy making in the European environment.

The first paradox is that, despite their growing relevance in official documents as well as in public discourse, the reality of Autonomous Citizens' Organizations is very bad known. Apart the "Brussels-based" NGOs, indeed, few or no information is available on what citizens' organizations do, what problems have to face in their relation with public institutions, what is their contribution to a bottom-up European integration and to the building of European citizenship.

The second paradox is that, while several rights of citizens as individuals have been established in the European Charter of Fundamental Rights, on the contrary a juridical void on their rights as organized entities does exist. This void is more and more concerning since citizens' organizations are expected to play a relevant role in policy making at EU level, and it is really damaging if we consider that one of the main features of European citizenship is the paradigm of citizens' daily activism in the public arena.

Trying to solve these paradoxes, two main strategies have been followed and two corresponding tools have been developed.

The first strategy was to gather information on the state of the Rights to Active Citizenship at national as well as at EU level with the support of a Checklist operated by partner organizations.

The choice to start from rights has been strictly connected with general *relevant issues* that need some clarifications:

1. The rights at stake are one of the most important elements of the European public policy on civic activism;
2. Rights, as a means of recognition of citizens' organizations, contribute to give shape to their identity in Europe, thus checking their implementation means to mirror citizens' organizations' themselves;
3. Rights can be considered as standards for the participation of citizens' organizations in policy making, i.e. reference values that, in a specific situation, could be considered adequate.

The second strategy was to carry out an evaluation of the state of Active Citizenship Rights in each country involved in the project and at EU level, using a Matrix for the scoring of existing situations.

The Checklist and the Matrix, which will be described in the following sections, are intended to make up a **Toolbox** aimed at improving the implementation of Active Citizenship Rights at European level and in the national context of European countries.

They have been tested thanks to the contribution of partners' organisations which have used them (in a first version) to monitor the state of implementation of European Active Citizenship rights in their countries, with the aim to check and improve them<sup>3</sup>.

In their final version the Toolbox will be available for everyone, especially citizens' organizations, but also experts, public administrations and the media, to be used in a wider set of situations.

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<sup>3</sup> Non European countries have not been taken into account by the project and in the setting up of the tools because of the specific characteristics of European situation, where some aspects related to the Rights to Active Citizenship are legal standards, something that of course doesn't imply that they are really applied.

A first example of this common use is the decision of the Marche Region administration to use the Toolbox for reviewing its own policy towards citizens' organizations in a European framework.

In particular, the Toolbox could be used by:

1. European, national and local institutions and public administrations which would like to implement or improve an Active Citizenship policy, applying the Toolbox as policy instrument;
2. Citizens' organisations, active at local, national or European level, which could be interested in monitoring the state of the Rights to Active Citizenship from the point of view of their sector of activity;
3. Citizens who would like to evaluate the public policies in the field of Active Citizenship;
4. Experts in the field of Active Citizenship could be interested in using the tools as well as in the results of the process of monitoring for their research purposes.

In the future, partners organisations involved in the project could train or provide consultancy to people interested in the implementation of the process.

Lastly, on the citizens' organizations' side, it must be highlighted that the use of the Toolbox can be considered as a concrete exercise of two very important rights of the European Charter of Active Citizenship: the right to intervention (no. 5) and the right to evaluate (no. 9).

## **2.2. Follow-up of the project**

To facilitate the utilisation and dissemination of the tools in the ways described above, the following list of activities (some of which have already been practiced as activities of the project) could be implemented:

- Translation of the tools in the language of all the countries which participated in the project;
- Meetings at national level involving people interviewed and other stakeholders;
- Presentation of the project and its results during the 2008 and 2009 Civicus World Assemblies;
- Presentation of the project and its results during the 2008 International Society for Third Sector Research (ISTR) Conference in Barcelona, on July 2008;
- Putting of the tools on the web, using an ad hoc web page linkable from the web-sites of ACN, FONDACA and partners' organisations.

The last activity will be of great importance, not only because in this way it could be possible for everybody to know the essentials of the project, to access to the information collected thanks to the Checklist and to the scoring results, but even because the tools could be used directly on the web, increasing the number of participants at the same process of monitoring and, potentially, giving to the result a stronger validity.

### 3. Methodology used for setting up the tools

#### 3.1. Description of rights and indicators

The tools have been set up starting from the rights stated in the *European Charter of Active Citizenship* (ECAC), which is at the moment the only document that tries to fill the EU “normative gap” on the rights of organized citizens to participate in policy making (“political” or “policy rights” to collective participation)<sup>4</sup>. They have been organized into two clusters:

1) Rights related to **activities**:

- Right to intervention;
- Right to carry out prevention activities;
- Right to consultation;
- Right to evaluate.

2) Rights related to **procedures**:

- Right to access;
- Right to a qualified interlocution;
- Right to respect of time and obligation to give a feedback;
- Right to trust and equal dignity;
- Right to facilitation and support measures.

For the aim of the research, the implementation of each right to Active Citizenship has been described operationally structuring the phenomenon in the following dimensions:

**1) Formal conditions:**

- From laws;
- From policy documents;
- From common practices.

**2) Practices:**

- Detectable activities and their success.

**3) Problems:**

- Implementation gaps and obstacles;
- Complaints.

To make easier the collection of information, some indicators that could be considered measures of matters of fact able to give, directly or indirectly, information on the degree of implementation of the rights of the Charter have been defined

#### 3.2. Sources of information

The sources used to gather information about the indicators were three:

1. Previous researches regarding the public policies on civic activism in Europe, such as:
  - Some of the projects carried out by Active Citizenship Network (in particular, “Citizens for the New Europe” project, regarding the attitude and behaviours of public institutions interacting with citizens’ organizations both in general and with reference to health, environment and consumer policies);
  - The Civicus Civil Society Index reports for the countries involved in the project, using the CSI indicators (focused on the wider concept of civil society organizations) in case:

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<sup>4</sup> The Active Citizenship Rights that will be focused on are not all the ECAC rights, but only those that have a present empirical content.

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- They concern the context surrounding CSOs and then Active Citizenship organizations too;
  - They are focused on CSOs participation in policy making process and then concerning by definition Autonomous Citizens' Organizations<sup>5</sup>.
2. Key persons, namely civic leaders and public institutions' representatives, to be interviewed;
  3. Partner organizations' own information on the state of Active Citizenship Rights.

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<sup>5</sup> As it was already said, the decision to use the term ACOs derives from the will to identify those organisations active in the policy making, trying to avoid negative, residual or holistic definitions, like those used in the general theory about citizens' organisations.

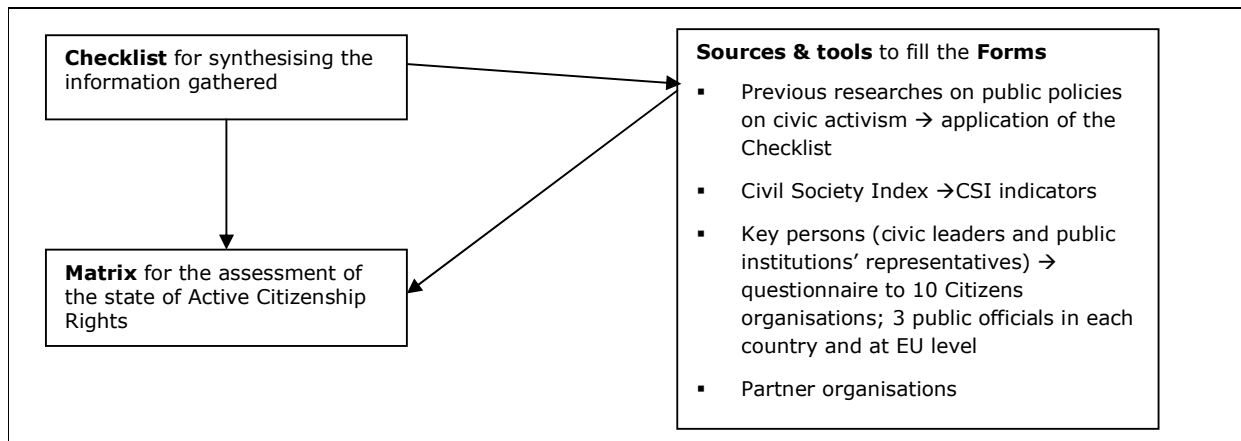
## 4. The tools to monitor and evaluate the state of the right to European Active Citizenship

As it was already mentioned, there are two tools of the research:

1. The Checklist for synthesising the information collected through an ad hoc instrument from the different sources. The instrument for collecting the information has been set up in relation to the Checklist itself.
2. The Matrix for the assessment of the implementation of Active Citizenship Rights. It has been set up in relation to the Checklist and tested in a scoring exercise involving the project partners.

A figure describing the tools and sources of information used during the project follows.

**Figure 1. Combination of the tools and sources of information during the project**



### 4.1. The Checklist

The Checklist has been set up since the very beginning of the project. Its main aim is to be a structured document through which as easy as possible gather and organize information about the general framework in which the European Active Citizenship Rights are implemented (part A) and the existence and implementation of the 9 rights at stake (part B).

The Checklist is structured as follows:

1. *General indicators (part A)*. The part A of the Checklist is made by indicators related to the general framework in which the Active Citizenship Rights are implemented, that is (1) the cultural and political context; (2) the State – citizens' organisations relations; (3) the private sector-citizens' organisations relations; (4) the citizens-citizens' organisations relations. This part of the Checklist is the first main reference to the CIVICUS CSI project: the 4 dimensions in which it's structured are indeed all composed by some of the CSI indicators. That's the reason why in this part of the Checklist the term 'Civil Society Organisation' (CSOs), that one used in the CSI project, instead of ACOs, appears.
2. *Specific indicators (part B)*. The part B of the Checklist is divided into 9 sections, one for each right taken into consideration. Each section is made by indicators (and sub-indicators) related to the legal and practical framework surrounding the related right and its implementation framework. Specifically, 3 indicators (accompanied by some sub-indicators)<sup>6</sup> are present in each section. They are about: (1) Laws, policy procedures or common practices guaranteeing the right; (2) Situations in which the right is implemented; (3) Problems in the implementation of the right. The Checklist is a tool in which the information collected through different sources of information

<sup>6</sup> Except to the right to intervention which is made of four indicators.

(citizens' organisations; public officials; key actors<sup>7</sup> and other sources already mentioned), will be synthesised. For this reason, for each right there are different sub-sections which make reference to the different sources.

Each indicator (and sub-indicator) of the Checklist is defined by a specific question. The information that is requested to be synthesised is the answer, positive or negative, to this question and the justification for it (using some examples or synthetic explanations).

In synthesis, once the information for each source will be collected, it will be inserted in the Checklist, taking into account the majority of the answers for indicating the presence or absence of one particular condition and reporting a synthesis of the justifications to explain each specific answer. It's essential to report the main explanations to justify the answers (even if in contradiction with the majority of the answers).

To make easier the process of gathering the information, an operational instrument for collecting the available information from the various sources has been developed. It is named "*Form for gathering the information*". It's structured in the same way of the Checklist, but it refers only to one source at a time.

At the end of the process of gathering of information, going through the Checklist it could be possible to read information about:

1. The general context in which the Active Citizenship Rights are implemented in relation to:
  - The cultural and political context;
  - The State-CSOs relations;
  - The Private sector-civil society relations;
  - The Citizens-CSOs relations. (General indicators - part A –)
2. The specific state of the Active Citizenship Rights in terms of their:
  - Legal and practical framework (Laws, policy procedures or common practices guaranteeing this right) from the point of view of each source of information;
  - Implementation framework (Existence of actual situations in which the right is guaranteed; problems in the implementation of the right; complaints about the implementation of the right) from the point of view of each source of information (Specific indicators - part B –)

For details on how to use the Checklist, see section 5.2.

#### **4.2. The Matrix**

The Matrix is made by the same indicators of the Checklist. In this case, indicators are accompanied by the options for their scoring. In particular, like for the Checklist, the Matrix is divided into two parts (A and B) related with general and specific indicators respectively. Each indicator is defined to answer to a specific question and is made of 4 options of scoring ('Score 0', 'Score 1', 'Score 2', 'Score 3') which define the characteristics of the different scores the indicator could get, in relation to the information coming from the Checklist.

It is important to notice that the scoring reflects a "model" implying an evaluation of what is better (score 3) and what is worst (scoring 0) in order a right to be effectively implemented. Nevertheless, this "model" does not reflect an ideological stance, but, on the contrary, it refers to concrete relations between public institutions and citizens' organizations that have been studied to set up the Charter of European Active Citizenship<sup>8</sup>.

For details on how to use the Matrix, see section 5.3

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<sup>7</sup> Also in case the monitoring and evaluation process is implemented by other actors, key actors have to be citizens' organisations . During the development of the project, the partners' organisations have had this role.

<sup>8</sup> Examples of these relations are described in the final part of the Charter.

## 5. Implementation of the monitoring process

### 5.1. The process of monitoring: general remarks

The process of monitoring could be initiated by subjects interested in monitoring the state of the Rights to Active Citizenship, such as citizens' organisations, public institutions engaged in the development of an actual Active Citizenship policy, experts in the field and so on. The roles the process requires to be developed are the following:

- Process Coordination, which means the development of the following activities:
  - a. To identify people who could be the first degree sources of information and the second degree sources from which extract pertinent data;
  - b. To identify people in charge to collect the information;
  - c. To illustrate people in charge of collecting information how to develop their role<sup>9</sup>;
  - d. To monitor the process of collection of data;
  - e. To synthesise all the information collected in the Checklist<sup>10</sup>;
  - f. To organise the event in which the scores will be assigned;
  - g. To synthesise the results of the process and use them according to the aims of the monitoring process.
- Collection of information, which implies the development of the following activities:
  - a. To interview first degree sources (or to send them the Form for the gathering of the information to be filled in);
  - b. To fill in the Form in case of second degree sources;
  - c. To participate in the event in which the scores will be assigned as resource people, meaning to present and respond to questions regarding information collected.
- Evaluation, which means to assign scores to indicators. Evaluation will be developed into two phases:
  - a. The people coordinating the project have to meet together and score the indicators according to the information collected in the Checklist;
  - b. After this first scoring exercise, a specific event will be organised, during which, starting from scores already assigned, a final score will be given to the indicators. The new scores will be adjustments of the first ones, which take into account opinions and suggestions coming from subjects external to the process. For this reason, it is necessary that a numerous group of people participate to the evaluation. It could be made of persons belonging to different categories (citizens' organisations, public officials, representatives of mass media, experts and so on).

### 5.2. The process of collection of information

As stated above, for collecting the information available about the rights at stake, source by source, the Form for gathering of the information will be used.

This process is described in the table below, together with the activities which have to be carried out.

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<sup>9</sup> The coordinator of the process itself could be even that in charge to collect the information.

<sup>10</sup> This exercise could be even developed by the collector of information itself.

**Table 1. Description of phases, roles and activities for the collection of information**

Phases of the process of collecting of information	Role	Activities
I. Management	Process coordination	<ul style="list-style-type: none"> <li>– To find people in charge to develop the gathering of information;</li> <li>– To train them to carry out the process;</li> <li>– To monitor the process of collection of data.</li> </ul>
II. Search for the sources of information		<ul style="list-style-type: none"> <li>– To find people to interview for collecting information from first degree sources;</li> <li>– To find second degree sources to be used to extract pertinent information.</li> </ul>
III. Filling in the FORM	Collection of information	<ul style="list-style-type: none"> <li>– To interview people and fill in the Form for every interview, indicating in it the kind of source from which the information provided comes from.</li> <li>– To extract pertinent information from the second degree sources and fill in the Form for each of them.</li> </ul>
IV. Synthesising of information	Process coordination/ Collection of information	<ul style="list-style-type: none"> <li>– To synthesise all the information collected in the Checklist, source by source.</li> </ul>

As noted above, it could be the case that the process coordinator is the same subject who will collect the information.

#### How to fill in the Form for gathering of the information

*In case of first degree sources.* The person/s in charge to collect the information will fill in one Form for every interview, marking the box specifying the kind of source interviewed (selecting from the options: citizens' organisation, public official, key actors). Person/s in charge has to start to interview people and to fill in information from the second section, **B1. Specific indicators** of the instrument because the first section **A. General indicators** is supposed to be filled in with the information coming from the CSI report (or other second degree sources when CSI report is not available).

People that will be interviewed have to be asked to answer on the basis of their general point of view<sup>11</sup>.

*In case of second degree sources.* The person/s in charge to collect the information will fill in the Form, starting from the section **A. General indicators**, if the source is the CSI report. In case the CSI report is not available, section A will be filled in with information coming from other second degree sources<sup>12</sup>. It's necessary to fill in one Form for every second degree source available.

The information has to be inserted in every Form in the following way:

- Marking the box "**Yes**" or "**Not**" (or **not available**) depending on answer to the question below every indicators (and sub-indicators);
- Reporting the **main explanations** to justify the answer.

<sup>11</sup> As a matter of fact, it could happen that citizens' organisations or public officials answering to the Form are specialised in one specific sector of activity. In any case, they are asked not to give specialised information but general ones related to the whole ACOs' sector and, in particular, to answer not according to their opinions but taking into account the general framework in which they operate on the basis of the information synthesised in the Checklist.

<sup>12</sup> As a matter of fact, in case the process of monitoring will not concern countries in which the CSI project has been developed, because of the kind of data that this section refers to, which are in general available, it will be possible to collect information coming from other second degree sources.

How to fill in the Checklist

The Checklist has to synthesise the information coming from all the Forms filled in, source by source. The information has to be synthesised in the following way:

- Marking the box **“Yes”** or **“Not”** (or **not available**) depending on the majority of the answers coming from sources of the same kind, for every indicators (and sub-indicators);
- Report the **main explanations** to justify the answers (even if in contradiction with the majority of the answers). In addition, at the end of each indicator, in the Checklist there is an ad hoc space to report on the existence of disagreements among the various sources of information. It is necessary to note if there are disagreements (answering **“Yes”** or **“Not”** or **“not available”**) and to take note of the kind of disagreement.

**5.3. The process of scoring**

Once the information for each indicator will be collected and the Checklist will be filled in synthesising it, the process of scoring (both from the point of view of people directly involved in the process and from that of external subjects) could be developed using the Matrix.

This process is described in the table below, together with the activities to be carried out.

**Table 2. Description of phases, roles and activities for the process of scoring**

<b>Phases of the process of scoring</b>	<b>Roles</b>	<b>Activities</b>
I. Management	Process coordination	<ul style="list-style-type: none"> <li>- To organise the event in which the scores from people involved in the process will be assigned;</li> <li>- To organise the event in which the scores from people out of the process will be assigned;</li> </ul>
II. Event for the scoring exercise		<ul style="list-style-type: none"> <li>- To participate as coordinator of the scoring exercise.</li> </ul>
	Collection of information	<ul style="list-style-type: none"> <li>- To participate as resource people, meaning to present and respond to questions regarding information collected.</li> </ul>
	Evaluation	<ul style="list-style-type: none"> <li>- To develop the scoring exercise from the point of view of people involved in the process;</li> <li>- To develop the scoring exercise from the point of view of people out of the process.</li> </ul>
III. Follow-up	Process coordination	<ul style="list-style-type: none"> <li>- To synthesise the results of the process and use them according to the aims of the monitoring process.</li> </ul>

It's important to notice that there should not be an overlapping among the roles of coordination of the process, the collection of information and external evaluation, while it will be of the utmost importance to integrate the roles of coordination and collection of information with that one of internal evaluation.

### How to score the indicators

As noted in section 2.3, the Matrix is made by the same indicators of the Checklist, accompanied by the options for their scoring.

The score has to be assigned taking into account:

- The description for each scoring options and
- The information available in the Checklist for each indicator.

The score to assign is the one (from 0 to 3) better able to describe the information contained in the Checklist.

It's important to take into account that, as the scoring options are made by different sentences, they have not to be all true to decide to give the score to one indicator. As a matter of fact, they are alternative options of which only one could represent well the situation described in the Checklist.

Decimals (2.3, 1.8 etc.) are allowed only in case the situation related to the indicator to be scored could not be represented by a full score.

The scores have to be reported in an ad hoc excel file named **SCORES** in the first sheet "scores per indicators".

Indicators in Section **A General indicators** of the Matrix have not to be scored in case the information collected comes from the CSI report: as a matter of fact, the related indicators are already scored as a result of the CSI project and in this case it is requested only to report this score in the excel file. In all the other cases the scoring has to be done.

Concerning the section B of the Matrix, it could be the case of some disagreements among sources of information for some indicators. In this situation it will be necessary, after having scored the indicator considering the predominant opinions, to modify the score according to the following table.

**Table 3. How to change scores in case of disagreement**

Disagreements coming from:			
Key actors	Citizens' organisations	Public officials	Other sources
(+/-) 0,4	(+/-) 0,3	(+/-) 0,2	(+/-) 0,1

It's important to notice that there is the need to take into consideration the disagreements among sources of information only in case they are:

- **EVIDENT**, meaning that there are relevant contradictions between the sources of information;
- **MATERIAL**, meaning that the disagreement refers to an actual fact;
- and **UNAMBIGUOUS**, meaning that there have not to be uncertainties about the disagreement.

The score has to be decreased or increased, depending on the kind of answer concerning which the disagreement exists.

The amount of the change depends on the kind of source of information which is in disagreement with the other ones.

Some examples of the last two sentences follow:

- If all the sources of information answered "Yes" to a question, except the **key experts** who answered "No", the score has to be decreased of 0.4 points and vice versa in the opposite situation;
- If all the sources of information answered "No" to a question except public officials who answered "Yes", the score has to be increased of 0.2 points and vice versa in the opposite situation.

The reason for different amounts in changing the scores according to which the source disagrees depends on some assumptions, forming a *hierarchy of sources*:

- First degree sources prevail on second degree ones;
- Citizens' organisations prevail on other sources because they are the subjects of the rights at stake;
- Key actors are supposed to have a better knowledge of the issues at stake and for this reason their answers are considered more trustable than those of the other sources;
- Public officials' answers have a minor value in that reflect their peculiar stance and role towards citizens' organizations.

At the end of the scoring process, and after the recording of all the scores in the excel file, the same file could be used to visualize the results of the monitoring.

In the second sheet, "Average per dimensions", automatically, the following average values will be calculated and their respective graphics generated:

- The average values for each right (Table "State of the Rights to Active Citizenship");
- The average values for the legal and practical framework (Table "Legal and practical framework");
- The average values for the situations in which the right is implemented (Table "Situations in which the right is practiced");
- The average values for problems in the implementation of the right (Table "Problems").

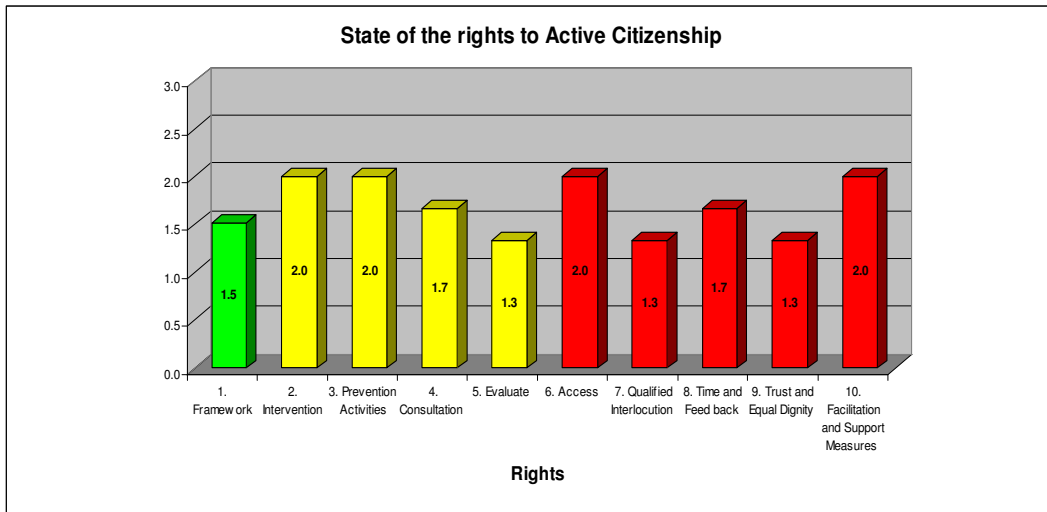
In the third sheet, "Average right per right", automatically, the average values of the different dimensions analysed for each right are calculated and their respective graphics generated.

In the following there are some examples of the tables which will be automatically generated together with the related graphics both in the second and in the third sheet of the excel file (Table 4 and Figure 2 for the second sheet and Table 5 and Figure 3 for the third one).

**Table 4. State of the Rights to Active Citizenship**

<b>State of the Rights to Active Citizenship</b>	<b>Average</b>
<b>1. Framework</b>	1.5
<b>2. Intervention</b>	2.0
<b>3. Prevention Activities</b>	2.0
<b>4. Consultation</b>	1.7
<b>5. Evaluate</b>	1.3
<b>6. Access</b>	2.0
<b>7. Qualified Interlocution</b>	1.3
<b>8. Time and Feed back</b>	1.7
<b>9. Trust and Equal Dignity</b>	1.3
<b>10. Facilitation and Support Measures</b>	2.0

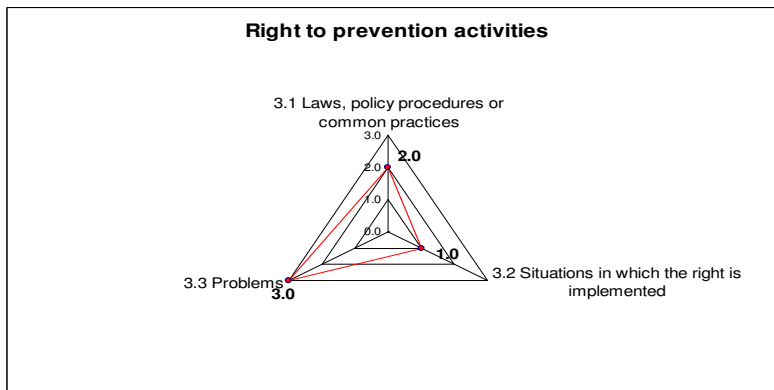
**Figure 2. State of the Rights to Active Citizenship**



**Table 5. Right to prevention activities**

	Average values
<b>3. Prevention Activities</b>	<b>2.0</b>
<b>3.1 Laws, policy procedures or common practices</b>	2.0
<b>3.2 Situations in which the right is implemented</b>	1.0
<b>3.3 Problems</b>	3.0

**Figure 3. Right to prevention activities**



As already stated, the process of scoring will be developed in two phases:

- First of all by people directly involved in the coordination of the process and/or in the collection of information;
- Secondly, by external subjects, during an ad hoc meeting.

The scores that will be assigned by external subjects have to be considered just as corrections of those assigned by internal evaluators.

This will be done computing a weighted average of the scores assigned inside the two groups, giving a higher weight to scores coming from the internal evaluators and a lower one for the external evaluators. The main reason for weighting the scores in such way is that the point of view of people which would be involved in the process can be considered as more trustable than that of external subjects, because of the better knowledge of the state of the situation<sup>13</sup>.

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<sup>13</sup> For example, during the phase of testing of the tools, for each country, it has been assigned a weight to the scores coming from the partners' organisation involved in the process, so that the scores of this partner amounted to the 50% of the total score. The lasting 50% has been computed by averaging all the other scores assigned by subjects external to the national survey partners' organisations which participated in the scoring meeting.