"My question is: Are we making an impact?" — S.GROSS

Session: Evaluation of Environmental Advocacy: Measuring Results and Assessing Capacity

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Overview

▸ What's different about evaluating advocacy?

▸ Strategies and tools

▸ Key messages:

  ▸ Advocacy evaluation is real, possible and legitimate, but requires some different strategies

  ▸ Planning, monitoring and evaluation that allows for dynamism but supports evidence-based advocacy is intrinsic to scale-up and replication of good advocacy

Advocacy evaluation: What's different

- ▸ Timeframe of change

- ▸ Dynamic and fluid vs. planful and deliberate

- ▸ Disconnect between action and effect

Time frame of change

- **Policy change is a long-term process that doesn't lend itself to long-term planning**
  - Actions may be organized within discrete windows of opportunities or artificial constructs like grant cycles
  - Long-term change is typically policy change; short-term/interim changes often left out of planning, accountability

Nature of advocacy: dynamic and fluid

▶ Tension between the dynamics of advocacy /policy change process and evaluation

▶ Difficult to evaluate a moving object

Political Context

Connections

Policy Change

External Influences

Evidence
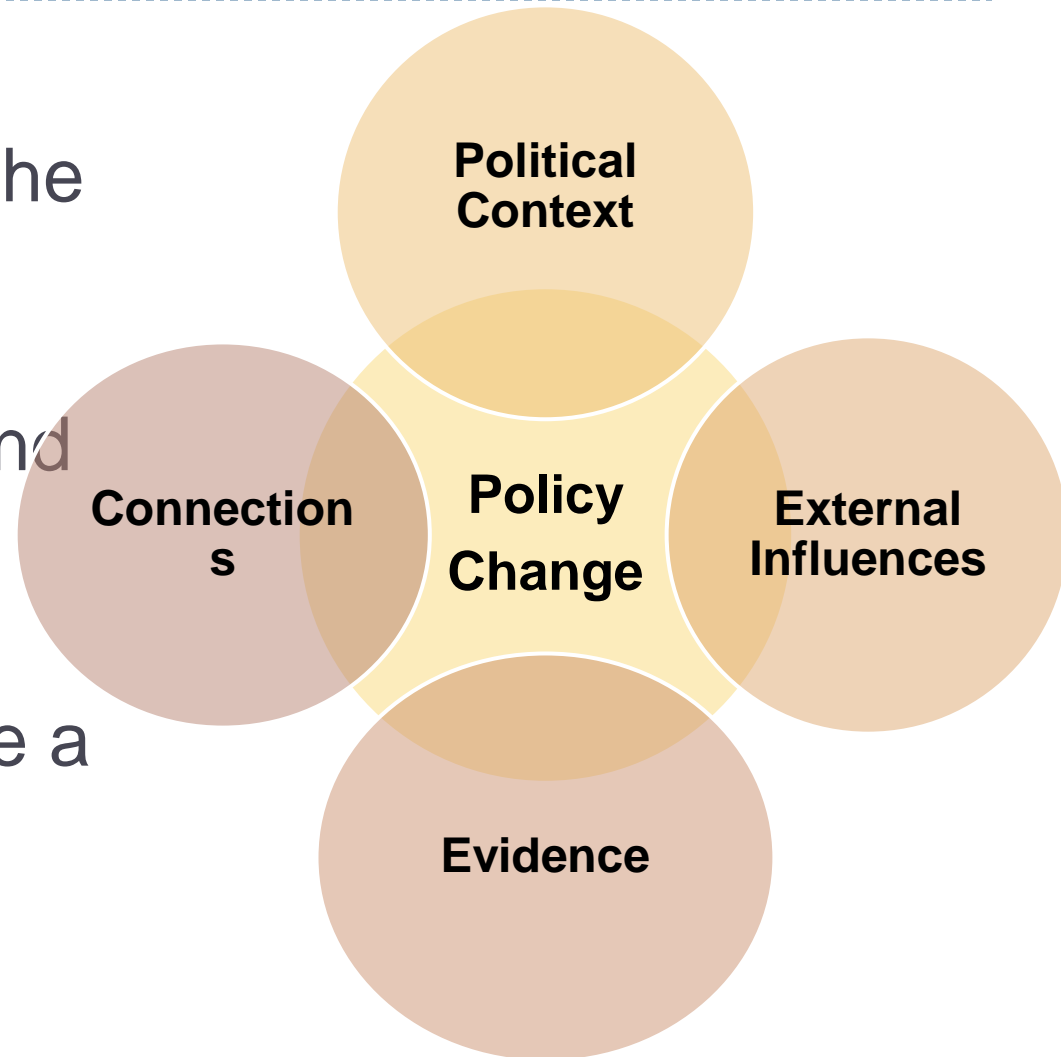
Disconnect between action and effect

▸ Crowded playing fields
  ▸ Flotillas, coalitions, partnerships and networks

▸ External influences : focusing events, competing policy agendas (e.g. health care reform and climate change)

▸ Cross-cutting strategies: public policy, communications, grassroots organizing, research, issue framing

▸ Disconnect between policy change outcomes and actual change

▸

Strategies and Tools

▸ **Planning, monitoring and evaluation to test short-term strategies, track progress and measure longer-term results**

▸ Shift from policy change as the ultimate outcome

▸ Redefine success: pull lens back and look at short-term, interim outcomes

▸ Map connections between what you are doing and change accountable for

▸ **Tools:**

  ▸ Theory of change or outcomes map

  ▸ monitoring and reporting that emphasizes analysis, learning

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Campaign Theory of Change

Organization redefines and frames children and HIV issues around the 4Ps	
Reframing issue through development of arguments	Internal: shift resources, research to support campaign

Identifies drivers and paths of influence	
External	Internal: National Committees, field offices, headquarters

Mobilizes Targeted Actors, Institutions	
Action by external actors, institutions	Direct action by UNICEF

Increased salience and prioritization of issue: Change terms of discussion about HIV/AIDS to include children/campaign solutions		
Public sphere/media	Targeted institutions	Targeted mechanisms/ processes

Targeted changes in institutions and policies		
mobilize resources for organization	leverage resources for other efforts	governments, donors honor universal access commitments

Changes in service, treatment, prevention indicators by 2010:			
offer appropriate services to 80 percent of women in need	provide treatment to 80 percent of children in need	reduce the percentage of young people living with HIV by 25 percent globally	reach 80 percent of children most in need

Strategies and Tools

Actions
- Actions taken and significance

Progress
- Evidence of progress against objectives
- Significance

Change
- Evidence of changes in political or financial support to consortium's positions

Coalition Working
- Opinions and experiences in terms of how working as part of the coalition has enabled more effective advocacy

Strategies and Tools

▸ Connecting action to effect

   ▸ Realistic, appropriate accountability: what changes can be reasonably accomplished?

   ▸ Focus on contribution, not attribution

   ▸ Identify and account for external influences

   ▸ **Tools:** new methodologies, "Bellwether" and "secret shopper"

▸

Strategies and Tools

▸ **Measure what matters**

  ▸ Monitor what matters

  ▸ Measure baselines and denominators

▸ **Tools:** Indicators related to change, evidence of progress rather than outputs

Indicators of Busyness	Indicators of Progress
# of meetings held	Changes in relationships with committee staff
# of materials distributed	Requests for information/source
# of updates to members	Change in response rates to calls for action

Data overload

Example: Copenhagen Climate Change Campaign

- Why invest in evaluation?
  - Investment vs. impact
  - Why did Copenhagen fail?
  - Where did we go wrong? Internal vs. external factors
  - Strategic strengths and weaknesses
  - Positioning vis-à-vis other players

- Strategies:
  - Evaluation questions and scope
  - "Secret Shopper"
  - Internal/External informants
  - Iterative process to develop findings and recommendations

Recommended resources

▸ Center for Innovation in Evaluation

▸ http://www.innonet.org/

▸ Organizational Research Services

▸ www.organizationalresearch.com

　▸ *Pathways to Change: 6 Theories about how Policy Change Happens* (2009) Sarah Stachowiak, Organizational Research Services