



Save the Children



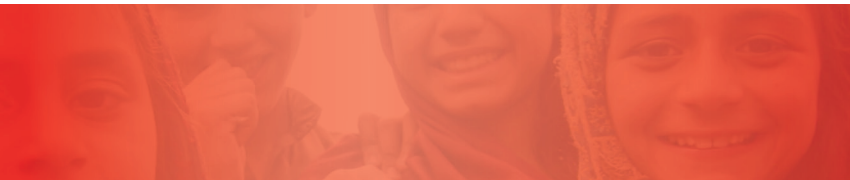
The Open  
University

**Monitoring, Evaluation,  
Accountability and Learning (MEAL)**

# 10 Monitoring and evaluating advocacy

Keywords: advocacy, campaign, intermediate  
outcomes, contribution, attribution





## Introduction

Advocacy is central to securing lasting change in children's lives. It is also a key aspect of Save the Children's Theory of Change and a core tactic in our work and our global campaigns, such as the EVERY ONE campaign. To achieve maximum impact for children, and make children's rights a reality, we need to strengthen our emphasis on advocacy and campaigns. Monitoring and evaluation is a key part of improving this work.

In this session we will be looking at how you can monitor and evaluate advocacy. We will explore some of the challenges of monitoring and evaluating advocacy work, and the approaches you can use. You will learn how to develop a MEAL framework for advocacy, how to construct advocacy objectives and indicators, and what types of evidence and data to collect. Finally, I will explain the purpose of the Save the Children-wide Advocacy Monitoring Tool (AMT) and how to use this..

## Learning Outcomes for this session

When you have studied this session, you should be able to:

1. Recognise the importance of monitoring and evaluating advocacy.
2. Understand challenges and approaches in monitoring and evaluating advocacy work.
3. Understand the principles of designing a MEAL framework for advocacy, including setting objectives, identifying appropriate indicators, data sources and collection methods.
4. Use the Advocacy Monitoring Tool (AMT).

## I What is advocacy?

'Advocacy is a set of organised activities designed to influence the policies and actions of others to achieve positive changes for children's lives based on the experience and knowledge of working directly with children, their families and communities.'

(Save the Children, 2011, *Advocacy Matters: Helping children change their world, Participants Manual*, p.12)

Advocacy is at the core of our strategic approach to realising children's rights and securing lasting change in children's lives everywhere. Advocacy is central to our Theory of Change, which was described in Session 1 Introduction to the course and Monitoring & Evaluation in Save the Children. We believe that our efforts to persuade governments and others in power to change their policy and practices – our advocacy – can have a great impact and benefit many children.

To achieve maximum impact for children we need to work according to our full Theory of Change. This requires Save the Children to strengthen its emphasis on advocacy, campaigns, and monitoring and evaluating the results of this work.

### I.1 Advocacy in Save the Children

There are many different types and levels of advocacy, and the approach used has to be tailored to each country context. Some Save the Children members have prioritised programmatic advocacy – in which we innovate and develop evidence directly from our programming activities– and then persuade others to adopt what we have proven and/or fund us to take it to scale. Others have emphasised advocacy focused on community mobilisation and civil society partnership, often as part of an explicit rights-based strategy to achieve change. In some cases, members have invested in public policy advocacy, focused on national level budgetary, policy and legislative change – sometimes reinforced by global level advocacy in collaboration with other countries and members.

Accordingly, we advocate on different levels (often concurrently): at the macro level (to gain policy commitments at international, national and state level), the meso level (influencing technical policy content and implementation) and at micro level (influencing the implementation of programmes, community mobilisation and voice). Each level has different goals and works with different advocacy targets and our work in each country often involves a mix of approaches.

It is critically important to ensure we have a coherent and consistent advocacy strategy at national level that responds to the country context. Our country-level advocacy work also needs to be aligned with, and contribute to, our globally-agreed priorities.

To learn more about campaigning and our global campaign, please refer to Session 13 Measuring Results in the Global Campaign (EVERY ONE).

## 2 How can you monitor and evaluate advocacy?

### 2.1 How is advocacy M&E different from programmatic M&E?

As with programmes, the design of advocacy interventions determines the monitoring and evaluation approaches you can use. Monitoring advocacy initiatives employs many of the same approaches as ‘standard’ M&E. The main difference is in the kind of indicators and measures of progress you track, and the evaluation approaches you use.

Advocacy initiatives are typically complex and involve a number of players, often working in coalition. The policy process is influenced by many factors, a large number of which are beyond our control. Advocacy strategies and objectives are rarely static and typically evolve over time. They can shift quickly depending on changes in political opportunities.

Policy change is also a long-term process. Accordingly, advocacy initiatives often take place over long periods of time, and policy changes may only become apparent after an advocacy initiative has ended.

Decision-makers, who are usually the direct targets of our advocacy work, can be our adversaries in some cases. This can have implications for data collection, and gaining honest feedback from policy-makers. We will explore these challenges in section 2.4.

### 2.2 Why is monitoring and evaluating advocacy important?

Monitoring and evaluating advocacy is important for the same reasons as monitoring and evaluating programmes: performance management, learning and accountability. It enables you to understand what factors and approaches lead to change, to be accountable to donors and internal and external stakeholders, and helps improve your advocacy strategies. . Advocacy evaluation can also help donors understand the complexity of policy change and manage expectations about what grantees can accomplish in what timeframes. Ongoing monitoring and real-time information gathering is particularly important for advocacy as political opportunities can change quickly, requiring you to react and ‘course correct’ your strategy swiftly.

You should consider monitoring and evaluation with your team when you are planning an advocacy strategy. This will ensure that you have a shared understanding of what your strategy is trying to achieve and how success will be measured and documented.

### 2.3 Who has responsibility for monitoring advocacy?

Advocates are responsible for the day-to-day M&E of an advocacy initiative – monitoring evidence of changes in the policy environment. M&E specialists can help advocates develop advocacy MEAL frameworks, advise on data collection methods and tools, and ask critical questions to assess the strength of evidence about an advocacy initiative’s contribution to policy change.

### Activity 1 (exploratory)

**Given what you know about advocacy, what unique challenges do you see in monitoring and evaluating advocacy? Please take 3-5 minutes to write down some thoughts.**

Comment: Please read on to learn more about some of the challenges of advocacy M&E. Were the challenges you identified different?

## 2.4 What are some of the challenges in monitoring and evaluating advocacy?

### 2.4.1 *Determining and proving the links between policy influencing activities and policy changes*

Policy change is a highly complex process shaped by a multitude of interacting forces and actors. The nature of advocacy work also means that we often aim to work in partnership with others, as this is a more sustainable way of creating change. The main challenge in evaluating advocacy interventions is we will not know with absolute certainty that our actions caused a policy change. We can track our own activities and we can also track changes in the decisions taken by policy-makers. However, knowing how far to attribute these changes to our activities can be difficult.

Proving **attribution** (i.e. to what extent we caused the policy change) is challenging, in part, due to the difficulty of constructing robust counter-factuals, the state of the world in the absence of the intervention. Because of this, it's difficult to prove that a policy change occurred primarily or exclusively as a result of a specific organisation's work. For this reason, we generally try to identify how we **'contributed'** i.e. how an advocacy initiative helped to achieve/influenced (along with other factors and actors) a policy change.

### 2.4.2 *Getting honest feedback from advocacy targets*

Decision-makers, who are the main targets of our advocacy, may not be willing to make honest judgements about the factors shaping their policy choices. This is why it is often difficult to get honest feedback from policy-makers about the effectiveness of our advocacy work. As previously noted, in certain instances decision-makers may also be our adversaries, making data collection even more difficult. Overall, judging the degree of your influence over a policy decision involves a large element of subjectivity, and different stakeholders may have very different perceptions of what constitutes influence and how significant it was. (Jones, 2011)

**Activity 2 (exploratory)**

**Please take three-five minutes to think about how you would address the challenges outlined above if you had to monitor and evaluate an advocacy initiative? (3-5 minutes)**

Comment: I have provided some solutions in the following section. Did you think of any other solutions?

**2.5 Solutions: How can we monitor and measure advocacy?**

**2.5.1 Track and measure intermediate outcomes**

In section 1.2.1, we looked at how policy change takes a long time and may become apparent only after the advocacy initiative has ended. Equally, advocacy initiatives do not often achieve exactly what they intended. For instance, you may have not achieved the budget change you advocated for, but you might have built some key relationships with the Ministry of Finance and increased the capacity of other civil society organisations (CSOs) to do budget tracking.

As the process of influencing policy change and translating policies into practice can be a very long and iterative one, it is important that we document incremental progress towards our advocacy objectives to ensure that we are moving in the right direction. In order to measure progress towards your final advocacy objectives and assess what you have achieved on the way, you need to define, track and measure intermediate outcomes. Examples of these are described in Table 1.

**Table 1. Long-term and intermediate outcomes for advocacy**

Examples of long and intermediate outcomes to monitor in advocacy	
<b>Long-term outcomes</b>	<b>Tipping points</b> <ul style="list-style-type: none"> <li>• Change in policy</li> <li>• Change in legislation</li> <li>• Budgetary commitments</li> <li>• Implementation of commitments</li> </ul>
<b>Intermediate outcomes</b>	<b>Coalition building</b> <ul style="list-style-type: none"> <li>• New or stronger networks</li> <li>• More effective network activities</li> </ul>
	<b>Shaping the policy agenda</b> <ul style="list-style-type: none"> <li>• Changes in oral and written rhetoric</li> <li>• New items appear in political discussions</li> <li>• Items are framed in new ways within policy arguments</li> <li>• Coverage of issue in the media</li> </ul>

	<p><b>Influencing policy maker attitudes and behaviour</b></p> <ul style="list-style-type: none"> <li>• Key decision makers change rhetoric in public and in private</li> <li>• Key decision makers change knowledge, attitudes and behaviours</li> </ul>
	<p><b>Building a social movement</b></p> <ul style="list-style-type: none"> <li>• Communities acquire new information</li> <li>• Communities change attitudes</li> <li>• Communities change behaviours</li> <li>• Communities acquire a new strength within democratic processes (voting, speaking to their MP, getting involved in decision-making processes)</li> </ul>

Adapted from Stachowiak S, 2007, 'Pathways for change: six theories about how policy change happens'. Organisational Research Services.

### 2.5.2 Document your activities and collect multiple sources of evidence

Even if it is hard to establish absolute scientific evidence that our advocacy intervention influenced a policy change, there are things you can do to get around this challenge. It is important to continuously document your activities and collect evidence of the policy changes they may have inspired. As much as possible, you should aim to collect multiple sources of evidence (anecdotal and documentary, evidence from different sources) to build a credible evidence base supporting your judgements of influence.

Ongoing monitoring and real-time evidence gathering is particularly important for your advocacy strategy. Political opportunities are changeable, requiring you to react and 'course correct' your strategy swiftly.

### 2.5.3 Use policy experts as sources of information

You may find it challenging to get honest evidence from your direct advocacy targets about the factors shaping their choices. One solution could be to try and consult other policy experts or 'bellwethers' who are not directly linked to the policy process that you are engaging in. Bellwethers are knowledgeable thought-leaders whose opinions about policy issues carry substantial weight and predictive value in the policy agenda, and who know the issue and context well. (Harvard Family Research Project, 2007)

The Bellwether methodology provides information about an advocacy strategy's success to date and information for shaping its future strategy. The method was developed to determine where a policy issue or proposal is positioned on the policy agenda, how decision-makers and other influential actors think and talk about it, how likely they are to act on it, and how effectively advocates have increased an issue's visibility. (Harvard Family Research Project, 2007)

### 2.5.4 Measure contribution

There are challenges in attributing policy changes directly to our advocacy work and we can only realistically measure the extent to which we contributed to or influenced a policy change. The evidence you collect will help you or an external evaluator assess your contribution to the policy outcomes.

Contribution analysis assesses the contribution an intervention made to achieved outcomes. It involves identifying the specific role you played and the contribution you made. This is also important if you worked in a coalition or a network. Alternative explanations to what may have caused the policy change are also assessed, and the evidence supporting these explanations weighed up.

Good contribution analysis is often a comprehensive evaluation process that takes time and resources. An external evaluator can help you to answer the contribution question if you are having difficulties in collecting all the necessary information yourself, coming up with alternative explanations, or if different lines of evidence point in different directions. (Mayne, 1999)

To enable us to conclude that an advocacy initiative has influenced a policy decision, we would need a ‘credible performance story’. Such a story would include:

- a well-articulated presentation of the context of the initiative and its general aims
- a plausible theory leading to the overall aims, that has not been disproven
- an indication/evidence that there is an association between what the initiative has done and the outcomes observed
- an outline of how the main alternative explanations for the outcomes occurring, such as other related programs or external factors, have been ruled out or clearly have only had a limited influence. (Mayne,1999 )

Section 4.9 Evaluation, provides further resources on advocacy evaluation and contribution analysis.



### 3 How to design a MEAL framework for advocacy

The following section will help you understand good principles of a MEAL framework for advocacy and demonstrate how to design one. A MEAL framework sets out the results you are working towards, the indicators you will track, and the information you will collect to monitor progress. If you follow this approach and track your work on an ongoing basis, you will have information about your progress at your fingertips, and the annual Advocacy Monitoring Tool (AMT) reporting process will be much easier.

The process is similar to the one presented in Session 3: Programme frameworks, objectives and indicators; and Session 4: MEAL planning & budgeting.

#### 3.1 Define your advocacy objectives

The first step is to work out what you're trying to achieve and set your objectives. Advocacy objectives usually describe the policy change that you want to achieve by the end of your advocacy intervention.

'An **advocacy objective** is the specific change that you can bring about that contributes to reaching your goal. It is specific and measurable and defines what you will accomplish, where, when, and with whom. Generally, the time frame for an advocacy objective will be 1-3 years, and the objective should focus on a specific action that an institution can take.'

(Definition from Save the Children, 2011, *Advocacy Matters, Participant's Manual*, p. 53)

Advocacy objectives should be SMART (specific, measurable, achievable, realistic, resourced and time-bound). Save the Children's advocacy strategies usually have a number of different objectives that all contribute to achieving the goal and overall vision. When developing an advocacy objective, you need to be both realistic and ambitious. This means that you need to consider what you can realistically achieve in the time-frame you have, given your existing expertise of the policy issues, your relationships with policy makers, and the political context and opportunities.

Figure 1. A SMART Advocacy objective

The government increases investment in maternal and child health (MNCH) to 30% of the annual health budget by 2015

#### 3.2 Define your long-term and intermediate outcomes

After defining your objectives, you should define your long-term and intermediate outcomes. Long-term outcomes could be changes in the content and procedures of existing or new policies that need to be achieved before your advocacy objective is achieved.

As we explained in section 2.5.1, you should define, track and measure intermediate outcomes (e.g. changes in decision-maker knowledge, behaviour and attitudes, media coverage, etc.) to assess your progress towards long-term objectives.

Intermediate outcomes could also be defined as probable medium-term effects of one or more of the project's outputs. These can also be regarded as progress markers or milestones that you need to reach before long-term outcomes are achieved. They might be strengthened relationships with policy makers, or the establishment of a network of community-based advocates, or a CSO coalition. Table 1. 'Long-term and intermediate outcomes for advocacy' in section 2.5.1 gives you some examples.

### Activity 3 (exploratory)

Based on the SMART advocacy objective in section 4.1, using the principles above, define a couple of long-term and intermediate outcomes that you would need to reach before achieving the long-term objective.

### 3.3 Choose your indicators

After you have defined your objectives and outcomes, you should set indicators to measure these. Indicators are the keys to knowing that you are making measurable progress towards desired results. Please refer to Session 3: Programme Frameworks, objectives and indicators for a more thorough discussion on indicators.

Advocacy indicators can be defined at different levels of results (**process, output, and outcome**). Advocacy indicators are often qualitative, i.e. people's judgments or perceptions about a subject, or measure commitments made or changes in the attitudes and behaviours of decision-makers. These are harder to measure in a robust way than quantitative indicators and are context-specific (i.e. one indicator may be relevant in a particular context, but not in another). In general, using a combination of quantitative and qualitative indicators will enable you to assess your progress more fully. Table 2 outlines examples of advocacy indicators.

Table 2. Examples of advocacy indicators

Indicator	What the indicator measures	Example
<b>Process/ Output</b>	Assess progress against specific operational activities; measure and verify the quantity of outputs.	<p>number of meetings held with policy makers</p> <p>number of people trained</p> <p>number of people you contacted with a certain advocacy/campaign message</p> <p>number of people who took action in a campaign</p>
<b>Outcome</b>	Measure changes in the medium-to-longer term; assess progress against specified outcomes, such as policy and funding changes, policy maker attitudes, and help verify that the change has taken place.	<p><b>Intermediate outcomes:</b></p> <p>number and type of supportive communications and statements made by policy makers</p> <p>number and type of meetings and consultations advocates are invited to</p> <p>number and type of action taken by local NGOs/NGO coalitions to track budgets, publish the results and discuss these with policy makers</p> <p>number and type of action taken by local citizens to attend local authority meetings and voice their concerns about government services</p> <p><b>Long-term outcomes:</b></p> <p>policy is passed or a law is ratified</p> <p>increased level of financial resources in the budget for an issue</p> <p>extent to which issues that you advocated for are prioritised in a new policy</p>

You need to choose indicators that are meaningful in your context, and decide how many levels of results you need to define them for. Although it is ideal to define SMART indicators, this is often more difficult in advocacy initiatives, where the pathway to change is less certain. Therefore, you should choose indicators that reflect the broad areas of change that you are working towards. You will also need to consider whether you will be able to collect information on an indicator and when this data will be available.

The example advocacy MEAL framework in section 3.7 provides examples of further advocacy indicators.

Further resources:

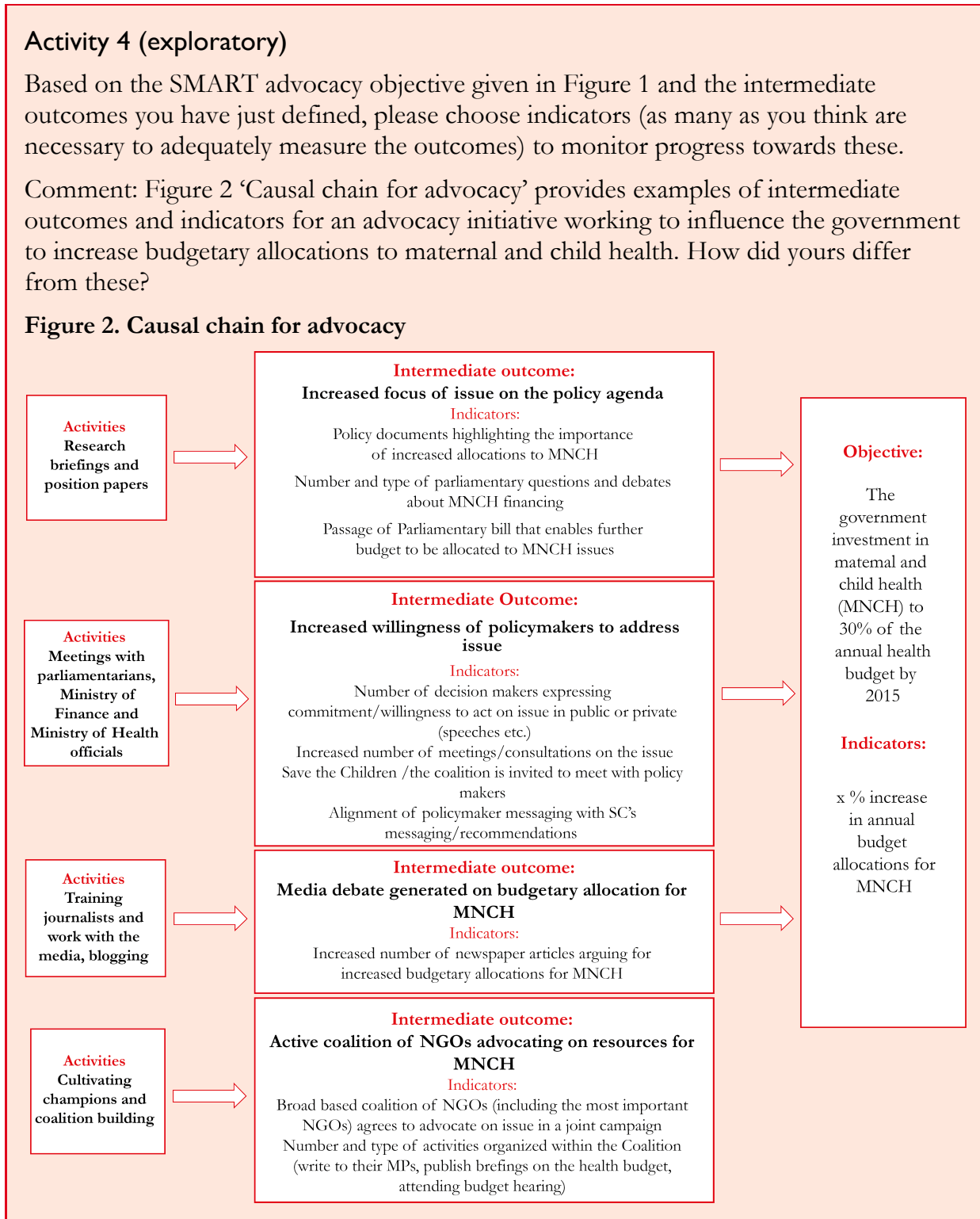
[http://www.bond.org.uk/data/files/Effectiveness\\_Programme/IIF\\_thematic\\_papers/Advocacy.pdf](http://www.bond.org.uk/data/files/Effectiveness_Programme/IIF_thematic_papers/Advocacy.pdf)

### Activity 4 (exploratory)

Based on the SMART advocacy objective given in Figure 1 and the intermediate outcomes you have just defined, please choose indicators (as many as you think are necessary to adequately measure the outcomes) to monitor progress towards these.

Comment: Figure 2 ‘Causal chain for advocacy’ provides examples of intermediate outcomes and indicators for an advocacy initiative working to influence the government to increase budgetary allocations to maternal and child health. How did yours differ from these?

Figure 2. Causal chain for advocacy



### 3.4 Choose your data collection methods

After defining your indicators, you should think about what kinds of data you will need to access to find out how close you are to achieving your outcomes, and how you will collect this data. As we outlined in section 3.2, we need to gather evidence to understand whether our advocacy interventions influenced policy changes and to build a credible evidence base to support your claims of success.

You should use both formal and informal data collection mechanisms. For instance, records and minutes of meetings that you organise with policy-makers can be used as a data source. You could scan policymaker speeches and announcements, as well as parliamentary discussions. As far as possible, you should ensure that you are collecting multiple sources and types of data, i.e. both documentary and anecdotal evidence from different sources.

You should find out when different types of data – such as routine Government data – are available, to decide how often you can collect the information. Table 3 outlines a number of possible data sources, collection and analysis methods.

For a more in-depth discussion about data collection methods, please refer to session 4, ‘MEAL planning and budgeting’, section 2.3.

**Table 3. Data sources and collection methods**

Issue	Data source and collection method
Issue prioritisation in policy documents and strategies	<ul style="list-style-type: none"> <li>• Speeches, policy documents and strategies, budget documents</li> <li>• Textual analysis of policy documents/strategies and speeches to see whether language/advocacy that you advocated for were included</li> </ul>
Changes in behaviours, attitudes, commitments of decision-makers as reflected by anecdotes, comments, commitments made by decision makers	<ul style="list-style-type: none"> <li>• Minutes of meetings and events, speeches, parliamentary discussions</li> <li>• Keep a record of comments, anecdotes and feedback received from external actors in an impact log. These comments and reactions can be gathered at meetings with decision-makers, from their speeches or statements online or at public events.</li> <li>• Interviews and surveys with decision makers and Bellwethers</li> </ul>
Debate on issue in the media	<ul style="list-style-type: none"> <li>• Monitoring how many times the organisation and/or its members are mentioned in the media and how many and what kinds of articles are written on a campaign issue, quoting or referencing the organisation’s messages, members or research</li> </ul>
Social media and online debates/traffic on issue	<ul style="list-style-type: none"> <li>• Facebook, blog and twitter feed analysis (numbers of Facebook likes, re-tweets on twitter, profile of those re-tweeting messages, number and type of comments on blogs, numbers of supporters joining an online campaign etc.)</li> </ul>

### Activity 5 (exploratory)

Please write down what kind of data sources and collection methods you would use to collect data on the indicators you chose to monitor in Activity 4.

### 3.5 Set a baseline

After you are clear about what you want to achieve and what your indicators are, you should set a baseline. The baseline is the first measurement of an indicator that sets the current condition against which future change can be tracked. It is difficult to set targets and to measure progress robustly without a baseline. Session 5: Baseline and evaluation design and management provides an in-depth discussion of what baselines are.

You do not necessarily have to conduct studies to do a baseline. Setting a baseline can be as simple as doing a policy analysis and listing what the current gaps are. Sources of information could be policy documents, budget documents, national statistics, and information from meetings with partners and policy makers.

You might want to conduct a power mapping or a stakeholder analysis, which may also help set a baseline. For instance, if you are seeking to improve your collaboration with the Ministry of Health, you might record current contacts and joint activities with the Ministry.

### 3.6 Develop your activities and check your intervention logic

After you have set your results at different levels and defined the activities you will be conducting, you should check your intervention logic, i.e. whether it is plausible that if you do x activities and produce y medium-term outcomes, these will lead to the final outcomes that you want to achieve. Drawing a graph like figure 2 ‘Causal pathway for advocacy’ in activity 4 may be useful.

### 3.7 Finalise your MEAL framework

#### Activity 6 (Exploratory)

When you have gone through the steps outlined above, you are ready to complete an advocacy MEAL framework. The attached framework is an example, and you may also use other formats, such as a logical framework. Please complete the attached framework. Afterwards, please compare it to the completed example. What was different in your version?

Objective	Long-term outcomes	Long-term outcome indicators	Data collection method and source	Intermediate outcomes	Intermediate outcome indicators	Data collection method and source	Activities	Baseline
The government increases investment in maternal and child health (MNCH) to 30% of the annual health budget by 2015	The budget for MNCH programmes in the Ministry of Health's 2013 budget increases to 15% of the total Ministry of Health budget	X % increases in budget for MNCH in the annual Ministry of health budget  New Ministry of Health strategy includes a strong focus on MNCH services (as a priority objective, increased service provision and budget)  <b>Baseline:</b> Ministry of Health budget currently allocates only 10% of the annual health budget to MNCH services	Annual Government budget documents  Government policy documents  Government health and development strategies	Increased focus on need for financial investment on MNCH on the policy agenda	Passage of Parliamentary bill that enables further budget to be allocated to MNCH issues  Number and type of Parliamentary questions and debates about MNCH financing  Policy documents highlighting the importance of increased allocations to MNCH	Parliamentary discussions  Parliamentary bills  Policy documents and strategies	Research into the funding and policy and programmes gaps in MNCH services  Health budget analysis  Briefings and position papers  Meetings and events with parliamentarians and Ministry of Finance and Ministry of Health officials  Cultivating parliamentary champions	Save the Children has mapped Members of Parliament against and for increased focus on strengthened MNCH services  The Parliament has not discussed these issues even once in 2012
	New Ministry of Health Strategic Plan priority objectives focus on increasing the quality and scope of MNCH services and are backed up by a costing and an action plan	The Ministry of Health does not prioritise MNCH services in its strategy, particular policy gaps are immunisation of children and services to new mothers	Increased support to issue from policymakers	Increased number of meetings/consultations on the issue that Save the Children/the coalition is invited to with policy makers  Number of decision makers expressing commitment/willingness to act on issue in public or private (speeches etc.)  Level of alignment of policymaker messaging with SC's messaging/recommendations	Meeting invitations, reports and minutes  Policymaker speeches  Policy documents and strategies	Research into the funding and policy and programmes gaps in MNCH services  Health budget analysis  Briefings and position papers  Cultivating policy champions  Meetings and events with parliamentarians and Ministry of Finance and Ministry of Health officials	Save the Children has mapped those policy makers in the Ministry of Health against and for increased focus on strengthened MNCH services  Save the Children does not have relationships with the budget team in the Ministry of Health or the Ministry of Finance, and has not been previously invited to strategy consultation meetings	

				<p>Media debate generated on budgetary allocations for MNCH</p>	<p>Increased number of articles in newspapers arguing for increased budgetary allocations for maternal and child health</p> <p>Increased number of favourable comment pieces in newspapers and websites by influential people</p>	<p>Newspapers</p> <p>Websites</p> <p>Blogs</p>	<p>Cultivating celebrity champions</p> <p>Training journalists on MNCH issues and gaps</p> <p>Work with the media/press releases</p> <p>Blogging</p>	<p>The main national newspapers only had 2 articles addressing maternal and child health in the country in 2013, and these did not critique the government's MNCH services</p> <p>Coverage of these issues is very rare in regional newspapers</p>
				<p>Active coalition of NGOs advocating on resources for MNCH</p>	<p>Broad based coalition of NGOs (including the most important NGOs) agrees to advocate on issue in a joint campaign</p> <p>Number of CSOs who write to their Members of Parliament, publish briefings on the health budget etc.</p> <p>Number and type of activities jointly organised on the issue within the Coalition (attending public budget hearings etc.)</p>	<p>Coalition meeting minutes and reports</p> <p>Records of coalition statements, events and activities</p>	<p>Coalition building</p> <p>Issuing joint statements</p> <p>Blogging</p> <p>Organising events</p> <p>Health budget analysis</p> <p>Position papers</p>	<p>There has been no joint effort or campaign on MNCH, only 2 NGOs (one of them Save the Children) advocate on these issues actively</p>



### 3.8 Data analysis and reporting

At the end, you will need to allocate roles and responsibilities for tracking, data collection and analysis. Advocates themselves should have the primary responsibility for this.

Collecting the information is one step, but you also need to analyse the data. You need to think about what the information tells you and whether you should modify your strategies and activities.

Based on your reporting needs, you will use the information to prepare internal and donor reports, as well as the annual Advocacy Monitoring Tool (AMT). You should also agree how you will disseminate the data and in what format.

### 3.9 Review and reflection

Review and reflection should happen throughout your advocacy initiative. This means you should meet and share findings with your colleagues, and reflect on your progress, successes and learnings. The Reflexivity tool, shared at the end of this session, outlines a process that you can put in place to encourage reflection.

### 3.10 Evaluation

If your advocacy initiative is ‘mature’ or large scale enough, and you have the resources, you might consider conducting an external evaluation, either at the mid-term point or at the end of your advocacy initiative.

Evaluations can build on monitoring data to provide causal explanations about why and how certain intended (and unintended) policy outcomes were achieved or were not achieved. In advocacy, you would use a theory-based evaluation approach, such as contribution analysis and process tracing. I already touched on contribution analysis in section 2.5.4. Session 5: Baseline and evaluation design and management provides a more in-depth account of different types of evaluation approaches, including those for advocacy.

You can read more about contribution analysis and process tracing by exploring the following links:

#### *Further resources*

Contribution analysis - [http://www.cgiar-ilac.org/files/publications/briefs/ILAC\\_Brief16\\_Contribution\\_Analysis.pdf](http://www.cgiar-ilac.org/files/publications/briefs/ILAC_Brief16_Contribution_Analysis.pdf)

Process tracing - [http://policy-practice.oxfam.org.uk/blog/2013/02/~/\\_media/C396B507E01C47AB880D7EEF9ECCD171.ashx](http://policy-practice.oxfam.org.uk/blog/2013/02/~/_media/C396B507E01C47AB880D7EEF9ECCD171.ashx)

## 4 The Advocacy Monitoring Tool (AMT)

The Advocacy Monitoring Tool (AMT) is the main tool at Save the Children to track and report on our advocacy work across all countries and members. The AMT is used for reporting policy change outcomes that were influenced by our advocacy work in different sectors at the national and/or state, provincial or district level in the previous year. Outcomes reported in the AMT must relate to advocacy work performed by Save the Children staff either exclusively or in association or coalition with others. Work reported can also be related to advocacy undertaken by local partners or groups of children that have been supported by Save the Children.

## 5 Purpose of the AMT

The AMT has a number of purposes and uses:

- documenting what kind of advocacy work we are doing
- reflecting on what we have achieved and what strategies have been effective
- planning and reporting
- communicating Save the Children's work over time
- sharing lessons learnt and best practices.

### 5.1 How to use the AMT

The AMT is made up of excel worksheets with 15 questions on the type of advocacy activities you have conducted, their results, challenges and lessons learned. Advocacy leads are expected to complete the AMT for each of their advocacy initiatives. This is part of the Country Annual Reporting process, taking place in January/February every year.

Filling in the annual AMT will become much easier if you follow the process outlined in the previous sections, constructing a MEAL framework for your advocacy initiative, and routinely tracking and documenting your work and the changes it is influencing.

You can access the AMT and associated guidelines on One Net:

<https://onenet.savethechildren.net/whatwedo/me/Pages/AdvocacyMeasurementTool.aspx>

### 5.2 Quality criteria for an AMT

A good AMT should:

- have a SMART advocacy objective
- make explicit which 'global' advocacy objective the work reported is linked to
- clearly identify and explain Save the Children's role in an advocacy initiative
- be result-orientated, attempting to analyse what milestones or intermediate outcomes have been achieved

- analyse Save the Children's contribution to the results and provide any available evidence of this
- clearly outline the key lessons, including the challenges and how these were addressed.

### Activity 7 (exploratory)

Please take the following example of an AMT submission from a country and critically assess it based on the quality criteria we have outlined above. Please answer the following questions (15 mins):

- Is the advocacy objective clear and SMART?
- Does the response outline what the key results of the work have been?
- Is it clear why and how the country office thinks they contributed to the work?
- Is evidence being gathered and presented?
- How would you improve the AMT response?

#### **Comment:**

I thought the change objective was reasonably SMART, and it was clear which global objective the work was linked to.

I thought that Save the Children's role and the activities it organised, and the results achieved were clearly outlined, although sometimes it would be good to use simpler, 'plain English' terms, rather than 'leveraging', to ensure that the meaning is clear to everyone.

The response also did attempt to analyse some of the challenges encountered, and how these had been addressed. Maybe the response could have assessed a little bit more what the key lessons were.

The response provided some good analysis of Save the Children's contribution and why the issue got public and Congressional support. However, the response could have explained more clearly what is meant by 'most influential' Congressional champions, and also analyse how other actors and factors could have influenced the budget increase. Finally, the response could have included a few bits of key evidence, such as links to the petitions and the wording of the Bill.

# Save the Children Advocacy Monitoring Tool - 2013

**Advocacy Objective**  
 - please use the drop down menu options in the grey shaded areas  
 - please note that if you are reporting on an ongoing advocacy project which has been reported in the AMT in 2012, your previous information should be prepopulated in the sheet below. In this case please only complete the highlighted areas.  
 - words with \* can be found in the glossary section of the guidance for further details.

**For the Country Director to respond:** Please assess the level of results achieved against this advocacy objective.

**Select - Low/Medium/High** To be placed in the summary section if possible - tbc with database programmers

**Country**

**X** To be placed in the summary section if possible - tbc with database programmers

**Reporting year**

**2012** To be placed in the summary section if possible - tbc with database programmers

**1. What is the main Thematic Area the advocacy work addressed** (based on SCI Themes and Sub-themes)?

**Health: Maternal and newborn health** Please use the drop down selection in the grey boxes on the left. This will provide a list of all Themes & Sub themes (see tab 2 for further info)

**2. If there is another thematic theme / subtheme that the advocacy work covered?** (based on SCI Themes and Sub-themes)?

**Nutrition: Child nutrition**

**3. Which Global Initiative advocacy objectives does your work relate to?** Please select the relevant objective from the drop down menu.

**Donor funding for Maternal Newborn and Child Health (including 25% for Human Resources for Health)**

**4. What is your advocacy\* objective?** (An advocacy objective is the specific change that you can bring about that contributes to reaching your goal - and the objective should focus on a specific action that needs to be taken. Please ensure that objectives are specific, measurable, attainable, relevant and time bound (SMART).)

Drive an increase in federal funding for Maternal, Newborn and Child Health and Nutrition to 1B annually by 2015. 2012 objective -to achieve \$800 million in FY 13 for maternal and child health programs

**5. Summary of PAST actions and achievements in previous years:** This section should include information reported on in past years. If your objective began prior to last year and has not been reported, or if this is a new objective - please fill in this section. (200-300 words max)

In FY 12, the country X government funded maternal and child health and nutrition of \$688 million. Progress on protecting this funding level is noted below. Moreover, we hosted a national Advocacy Summit which brought in over 270 supporters (including 97 youth and students) from 24 states to meet with over 145 congressional offices. These efforts helped achieve key congressional support to lead a bipartisan Congressional sign-on letter to Appropriations leadership which received endorsement from 53 members of the House of Representatives and 11 Senators. Save the Children had dramatically increased our online advocacy actions on MNCH since 2009 when we had about 1,200 letters/petition signatures to Members of Congress.

**6. What progress was made this year - significant achievements and results?** - for example: inputs to legislation or guidelines, significant media coverage, setting up of coalition capacity or any significant popular mobilisation event?

Progress in 2012: Despite continued threats to cut international assistance programs, both the House Appropriations Committee and the Senate Appropriations Committee increased funding for maternal and child health and nutrition for FY 13. The House proposed an allocation of \$700M and the Senate proposed an allocation of \$801M. In addition we secured language in the House FY 13 State/Foreign Operations Appropriations bill calling on the government to prepare comprehensive global health workforce strategy in the House bill, a number of Senators have committed to supporting it. We organised direct on-going meetings with Members of Congress' offices, highlighting the impact of cuts on the ability to save lives. We led the introduction of a "Dear Colleague" letters in the House and in the Senate—a congressional sign-on letter that was sent to the chairs of the House and Senate Appropriations committees seeking adequate funding for maternal, child health and nutrition programs. 53 Members of Congress signed the House letter led by Representatives David Reichert (R-WA), Betty McCollum (D-MN), Aaron Schrock (R-IL) and Lois Capps (D-CA). Senator Barbara Boxer lead a Senate letter to the same effect with 10 other Senators. We also lead an organizational sign-on letter to Members of Congress seeking increased funding for MCH and nutrition programs that was signed by 30 organizations. Save the Children's Dept of Health and Nutrition conducted analysis of the impact of budget cuts which was used by InterAction in a budget advocacy document. Also leveraging high level influential advocacy (CEO level meetings) through coalitions such as InterAction and U.S. Global Leadership Campaign. In addition, we generated over 25K online letters and petition signatures to Members of Congress urging for the protection of USG funding for MNCH, as well as specifically for continued investments in frontline health workers and nutrition.

**7. Evidence\* of achievements and SC contribution (if possible)** - for example: links to articles, citations, evaluations, quotes etc and highlight results achieved with partners etc.

We think we were influential because we got the most influential Congressional champions to back our campaign, who then secured other members support to the petitions. Because we got other NGOs to back our campaign and so many members of public to approach their members of Congress, we were able to present a united front, and evidence that there was much support for the issues we were campaigning for. We had a very catchy campaign message and had an active social media presence and probably because of this were able to get so many public supporters to the issue. The language in the State/Foreign Operations Appropriations bill was aligned very much to our recommendations, so we believe that we directly influenced this.

**8. What level and type of advocacy work did you conduct and where?** Please select yes or no in the drop down menu for each option.

**National** **Sub national/ Provincial** **District** **Local Community level** **International Regional** Please use the drop down yes/no selection in the grey boxes on the left.

**At what level(s) do you undertake your advocacy?:**

- Influencing the development of new policies, strategies, guidelines, and/or statutes etc
- Influencing the improvement of existing policies, strategies, guidelines, and/or statutes (legal reform) etc
- Influencing the implementation of policies, strategies, guidelines, and/or statutes etc
- Influencing government funding/budgetary decisions for a certain priority area(s)
- Influencing public demand and awareness for services
- Create an enabling environment\* - please provide details.

					yes		

**9. How was SC involved in this advocacy work?** Please use the drop down menu to select the relevant answer.

**SC led and carried out the advocacy work on our own** Please use the drop down selection in the grey boxes on the left.

**10. What partners do you work with in this advocacy work?** Including but not limited to - E.g. UN agencies, local civil society organisations, government ministries, donors etc...

InterAction; Maternal and Child Health Roundtable/ Coalition for Child Survival; Global Leadership Campaign; World Vision;

**11. What activities/ techniques did you use in your advocacy work?** Please select yes or no in the drop down menu for each option.

yes Please use the drop down yes/no selection in the grey boxes on the left.

Research undertaken

yes

Coalition developed

yes

Public debate informed by SC or partners' information eg. Media engagement, report launches etc.

yes

Meetings with policy makers held to inform their decisions

yes

Capacity Building of local partners to conduct advocacy

yes

Popular Mobilisation/ Awareness raising

yes

Link to regional and global advocacy and campaign moments (eg. Race for Survival, UN General Assembly, G20 etc)

yes

**12. What key lessons and learnings do you have from your past year's advocacy work?** Include challenges and best practices.

It was challenging to get members of Congress to back our calls for increased funding for child health and nutrition because of the financial situation at home, and the budget cuts to domestic spending. We were able to get around this issue by appealing to the country's existing commitments to child health and nutrition, and also focusing on messages of the need to maintain the levels of funding (rather than necessarily increasing funding). The Save the Children-wide organisational push for nutrition in the past year, and the numerous reports and high-level events that were organised may also have raised the profile of the issue and aided our advocacy.

**13. What was/is the timeframe for this advocacy work?**

**From year : 2010 To year: 2015 (may be ongoing)**

**14. What was the funding source that SC used to support this advocacy work?** (please list donors, SC member and/or unrestricted funds etc.)

We used our own internal resources

**15. Who is the main contact person for this work in your SC office?**

## Summary

1. Ongoing monitoring and real-time information gathering is important for advocacy as political opportunities change quickly, requiring you to react and ‘course correct’ your strategy.
2. Advocacy initiatives typically involve a number of players, the policy process is influenced by many factors and influences, and it can often be difficult to attribute advocacy successes directly to our work. To address these challenges, we need to document our activities, collect multiple sources of evidence, track incremental change towards our objectives and try to identify our contribution.
3. Designing a MEAL framework for advocacy involves setting objectives and outcomes, identifying appropriate indicators, data sources and data collection methods.
4. The Advocacy Monitoring Tool (AMT) is Save the Children’s main tool to track and report on our advocacy work across all countries and members.

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