Assessing effectiveness in influencing power holders

Draft for consultation

March 2013

The Bond Effectiveness Programme

The Bond Effectiveness Programme aims to support UK NGOs in improving how they assess, learn from and demonstrate their effectiveness this involves:

1. Developing agreement and supporting implementation of:
    - Sector wide **framework of indicators, data collection tools and assessment methods** to improve the consistency of how NGOs measure, learn from and report results (Improve It Framework)
    - **Online organisational health-check tool and resource portal** that enables benchmarking with peers, sign posts to existing tools, and supports improvements in effectiveness systems and capacities

2. Building **knowledge and skills** to support members in measuring and managing effectiveness through training, peer learning and support, piloting, and resource development

3. Creating an **enabling environment** that encourages and supports organisations to deliver improvements in their effectiveness through engagement with donors, NGO leaders and promoting greater transparency about performance

The Bond Effectiveness Programme is supported financially by a number of organisations: ActionAid UK, Cafod, Care International UK, Christian Aid, Comic Relief, Department for International Development, Everychild, Islamic Relief, Mercy Corp, Oxfam GB, Plan UK, Practical Action, Save the Children UK, Sightsavers, Tearfund, VSO, WaterAid, World Vision and WWF

Table of contents

1. Background to the Improve It Framework

What is it?

It is a framework grounded in the **distinctive contributions** that UK NGOs make to international development that will support organisations to **measure**, **learn from** and **communicate** their effectiveness more **robustly** and **consistently**. The framework will provide the UK NGO sector with a platform for systematic learning and sharing on measuring effectiveness, and a shared framework that can be used both by individual organisations and collectively by the sector to tell a more robust story of how their work makes a difference to the lives of poor and marginalised people.

The Framework has three interlinked components (see diagram below):
- **Thematic areas**: the long term areas of change that UK NGOs seek to contribute to;
- **Ways of working**: the distinctive strategies and approaches adopted by UK NGOs to contribute to social change;
- **Core principles of assessing effectiveness**: the key considerations that need to be reflected in any assessment of effectiveness.
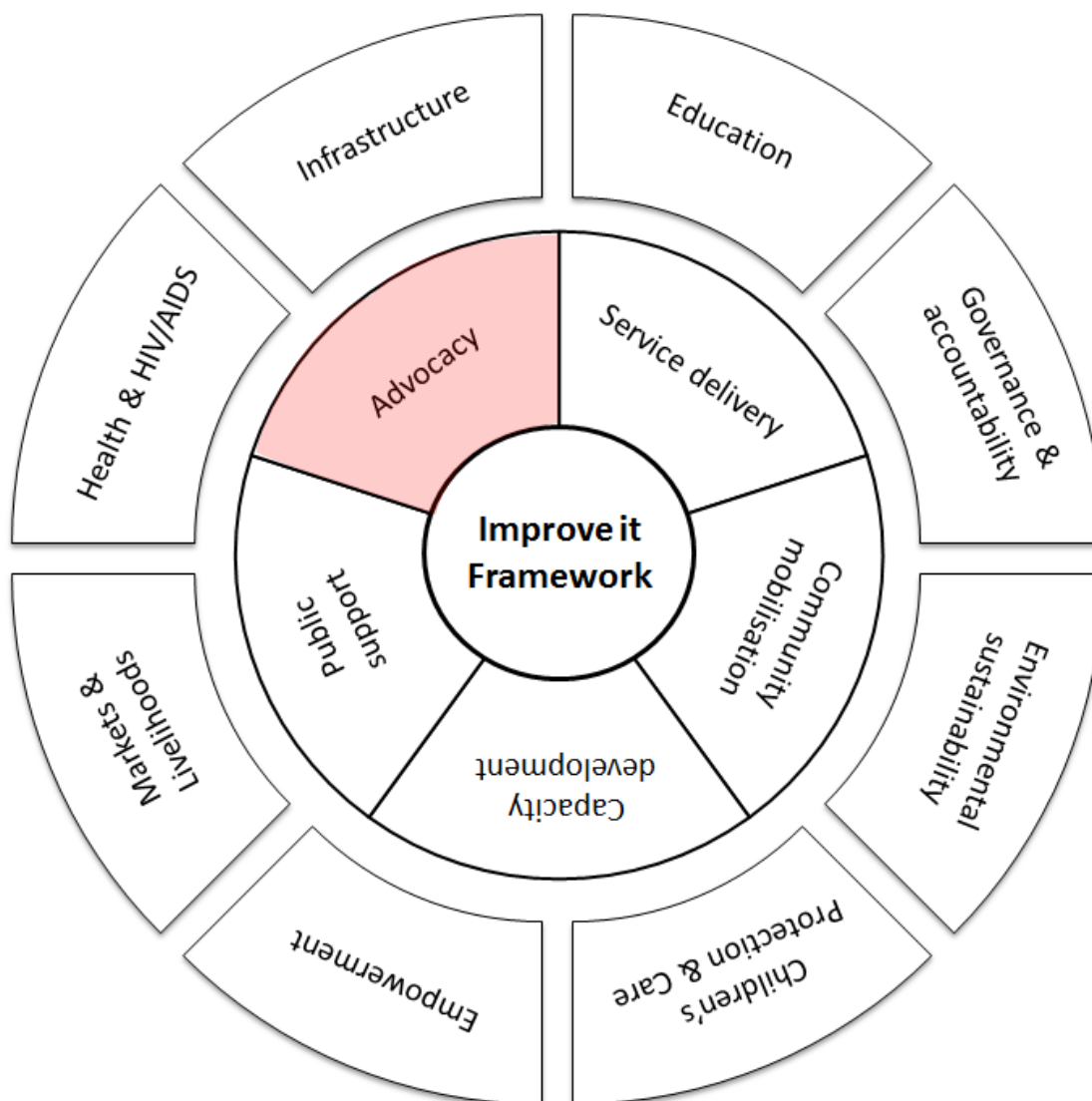
Why are we developing it?

The challenges facing UK NGOs in engaging with the results agenda are numerous: developing approaches and systems for measurement which are sufficiently **rigorous**, but at the same time **cost effective** to implement; **credible** enough to stand up to external scrutiny, but **flexible** enough to be of use in day to day decision making; **sophisticated** enough to reveal key drivers of success and failures, but **accessible** enough to all staff and partners; appropriate for supporting **upward reporting** but also able to support the process of **empowering poor and marginalised people**. This is a challenge for all UK NGOs and one that Bond believes will benefit from members pooling resources and knowledge and developing a shared approach.

Furthermore, while individual organisations need to be able to tell a robust story of their contribution to change, **we also need to start building the same robust and consistent narrative at sector level.** We need to be able to talk about the collective contributions of UK NGOs as well as our individual contributions. Identifying common domains of change and outcome areas, encouraging greater convergence of data collection methods and identifying indicators that, while flexible, give clarity around what should be measured, will support greater consistency in how the sector communicates its added value and evidences its effectiveness.

The Improve It Framework: myth busting	
What the Improve It Framework IS going to do	**What the Improve It Framework IS NOT going to do**
Provide a **collective resource** that UK NGOs can draw on when developing their own context specific monitoring and evaluation frameworks	Create a single way of assessing effectiveness. It is about encouraging **greater harmonisation and consistency** where appropriate
Promote **shared approaches** to assessing effectiveness where appropriate	Offer an 'off the shelf' answer to measuring effectiveness. It will provide a **common starting point** for all UK NGOs. Individual agencies will need to make it relevant to their context
Provide UK NGOs with practical **tools to be able to tell a more robust story** of how they are contributing to social change	Produce an encyclopaedia of indicators and tools. There will be an element of **prioritisation** in what is presented in the final framework
Continue to evolve even once it is complete in April 2012. The Framework will be updated as NGOs pilot it and as practice and experience with the sector on how best to assess effectiveness develops	Provide a framework that a NGO will see a 100% of what they do in. It is not an organisation specific tool, but rather a sector wide framework. It has to be general. If an NGO can see **60%** of itself in the Framework that is '**good enough**'

What is the role of this paper in the development of the Improve It Framework?

The development of the Improve It Framework is currently being taken forward by over 155 people from more than 70 UK NGOs. Work started in January 2011 and will continue up until July 2012. This paper is an important contribution to the process presenting a **mapping and synthesis** of how UK NGOs currently understand change and their approaches to evidencing it in one of the ways of working: influencing power holders.

The paper is not meant to offer a definitive position. **Its purpose is rather to surface the commonalities in NGO approaches to influencing power holders and offer suggestions and examples of what organisations should be assessing and how**. How the contents of the paper are taken forward and what aspects of it are included in the final Improve It Framework will be decided by Bond members in discussions with each other and the Bond Effectiveness Programme team, and the Bond Advocacy team in early 2012.

2. Using indicators and tools to measure advocacy outcomes

Influencing power holders and acting to change policies, laws, budgets and practices is often a long-term and complex process. It can involve multiple actors, both allies and opponents; it can take years or decades to achieve a result; it is frequently conducted on a global scale using new and innovative forms of media and technology; and the landscape of a campaign or a lobbying process can shift dramatically if external context changes. Proving the attribution of a policy change to a particular NGO or even a network of NGOs is difficult, particularly so if a decision maker is unwilling to attribute change to the NGO, or their work was one factor of the many that finally created a change: indeed, some of the most subtle and effective advocacy work is often unattributable.

Nevertheless it is possible to tell a convincing story of an organisation's contribution to change through their influencing and campaigning work by breaking down the steps of the process that led to change, and looking at how an organisation has created change at each step. This paper attempts to identify the best measurement tools and indicators that track the step-by-step process of change that is created by advocacy work. This will enable organisations to show more clearly how their work leads to improved and implemented policies, laws budgets and practices. For more information on local level advocacy in the South see the thematic paper on *Assessing Effectiveness in Governance and Accountability*.

Based on research, interviews and consultations into how the NGO sector measures its influencing work, Bond has created a diagram of the process and domains of change for advocacy work (see diagram on page 8), and given guidance on how to measure each step of the change process.
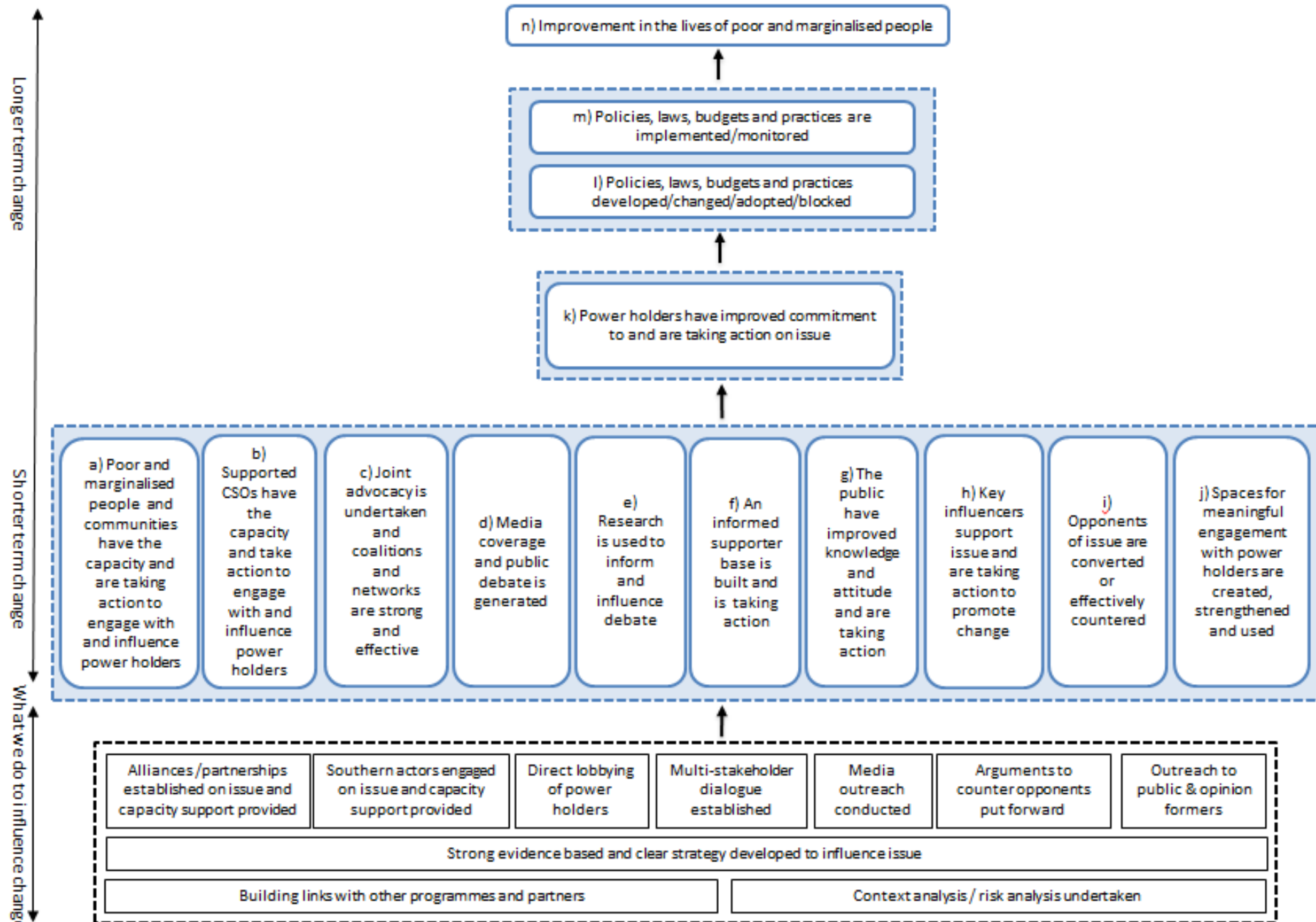
The upper portion of the diagram shows the **outcomes** of advocacy work (the lower part shows the outputs). Some organisations will work across all of these outcomes, some across just one or two. To demonstrate the impact of their work organisations must be able to provide **evidence** that those outcomes they work on are being achieved. Different organisations will be working on different outcomes depending on their advocacy strategy.

Bond has identified the different types of measurable evidence **(indicators)** which can be used to measure influencing outcomes and the **data collection tools** that can be used in conjunction with these indicators (see the tables on pages 9-20)**.** These tools are described in greater depth in the tools tables on pages 21-26.

Key points to remember when using the tool:

1) Decide which parts of the diagram are **relevant** to your own organisation and advocacy strategy
2) Choose the outcomes and indicators you need to build a **robust step-by-step** picture of your contribution to change
3) **Contextualise** outcomes and indicators to your own context
4) **Triangulate** your data by using multiple data collection sources
5) Test any **assumptions** about your contribution to change

---

Influencing power holders at a local, national and global level

n) Improvement in the lives of poor and marginalised people

m) Policies, laws, budgets and practices are implemented/monitored

l) Policies, laws, budgets and practices developed/changed/adopted/blocked

k) Power holders have improved commitment to and are taking action on issue

Longer term change

Shorter term change

What we do to influence change

a) Poor and marginalised people and communities have the capacity and are taking action to engage with and influence power holders	b) Supported CSOs have the capacity and take action to engage with and influence power holders	c) Joint advocacy is undertaken and coalitions and networks are strong and effective	d) Media coverage and public debate is generated	e) Research is used to inform and influence debate	f) An informed supporter base is built and is taking action	g) The public have improved knowledge and attitude and are taking action	h) Key influencers support issue and are taking action to promote change	i) Opponents of issue are converted or effectively countered	j) Spaces for meaningful engagement with power holders are created, strengthened and used

Alliances/partnerships established on issue and capacity support provided	Southern actors engaged on issue and capacity support provided	Direct lobbying of power holders	Multi-stakeholder dialogue established	Media outreach conducted	Arguments to counter opponents put forward	Outreach to public & opinion formers

Strong evidence based and clear strategy developed to influence issue

Building links with other programmes and partners	Context analysis / risk analysis undertaken

2.1. Indicators and tools for influencing outcomes

Influencing Northern, Southern and Global power holders: outcome areas	
Outcome a) Poor and marginalised people and communities have the capacity and are taking action to engage with and influence power holders	
Indicators	**Tools**
Poor and marginalised people have improved knowledge and capacity • Changes in capacity of poor and marginalised people to mobilise and advocate on their own behalf (this includes skills in developing an advocacy strategy, working with the media, collecting data, organising and mobilising)	Trocaire CBO capacity framework. Tools measuring NGO/CSO success in supporting citizen participation and mobilisation include the CAFOD Voice and Accountability tool, the Trocaire partner capacity framework; HIV/AIDS Alliance CBO Capacity Analysis, and the Progressio Participation and Transparency tool.
• Improvements in poor and marginalised people's understanding and awareness of issue and solution, including how it effects them, who has power to change it, and how to access power holders	The Trocaire Awareness index, records of citizen surveys, interviews, focus groups
Poor and marginalised people have an improved attitude towards taking action • # poor and marginalised people stating they are likely to take a particular action on issue *x*	The Trocaire Action Analysis tool. Records of citizen surveys, interviews, focus groups
Poor and marginalised people are taking advocacy action • # of poor and marginalised people taking a particular action on issue *x*	Christian Aid GTF rights claiming score card. Trocaire Action Analysis tool. Descriptions of group activities. Citizen surveys. Records of advocacy actions.
• # and range of functioning community based organisations that are focused on claiming rights	Survey of CBOs
• # of meetings held with power holders where poor and marginalised people represent themselves	Meeting records
There is a high quality relationship between communities and power holders • Overall improvements in the level of community engagement and influence on policy and practice	World Vision Influence and Engagement Matrix

• Evidence of the quality of the relationship between communities and power holders
    ○ *Eg. # of communities reporting increased engagement with key power holders*
    ○ *Eg. # of significant civil society interactions with development actors at local, regional and national level*
    ○ *Eg. # of poor and marginalised people stating they benefit from constructive engagement with power holders*
    ○ *Eg. Power holders' perception of quality of engagement with poor and marginalised people*
 	
See papers on Assessing Effectiveness in Governance and Accountability *and* Assessing Effectiveness in Empowerment programmes *for more indicators on community mobilisation and action.*
	Records of citizen surveys, interviews, focus groups
	
	Records of meetings, other interactions
	
	Records of citizen surveys, interviews, focus groups
	
	Records of surveys, interviews with power holders.

Outcome b) Supported CSOs have the capacity and are taking action to engage with and influence power holders	
Indicators	**Tools**
Overall improvement in advocacy capacity of supported CSOs • Increase in the capacity of supported organisation to engage with and influence power holders • # and % of supported CSOs demonstrating improved capacity to engage with and influence power holders as a result of the support of [*organisation x*]	A number of self-assessment tools exist can be used to measure these indicators. They provide a comprehensive assessment of a CSO's advocacy capacity covering a wide range of capacity areas such as identifying targets, relationship with power holders, evidence based research etc. With all of the tools CSO identify which score best described their current capacity and practice and periodically repeated the assessment to monitor change. Tools include: Bond Organisational Health Check; The USAID Advocacy Index Capacity; Pact BONGA Advocacy Index Tool; CAFOD Voice and Accountability tool, Trocaire Partner Capacity Framework, Progressio Participation and Transparency Tool, Save the Children Advocacy Capacity Assessment; VSO civil society strengthening scale; WWF – PPA Capacity Assessment Tool
Improvements in specific advocacy capacity areas of supported CSOs • Increase in the capacity of supported CSO in a specific area [eg. evidenced based research, advocacy planning and monitoring] • % and # of CSOs demonstrating improved capacity in a specific area [eg. evidenced based research, advocacy planning and monitoring]	Any of the above tools could be adapted and used to measure a more specific indicator which assesses capacity in a particular area of advocacy eg media relations

• Increase in the capacity of supported CSO in engagement with media • % and # of CSOs demonstrating improved engagement with media	These indicators can be measured using the CARE tiers for media champions.
• Increase in supported CSO's capacity to mobilise the public / communities • % and # of supported CSOs demonstrating improved capacity to mobilise the public / communities as a result of the support of [*organisation x*]	A number of self-assessment tools exist can be used to score these indicators. They provide a comprehensive assessment of a CSOs capacity to support citizen action. With all of the tools CSO identify which score best described their current capacity and practice and periodically repeated the assessment to monitor change. Tools include: CAFOD Voice and Accountability tool, Trocaire Partner Capacity Framework, Progressio Participation and Transparency Tool; WWF PPA Capacity Assessment Tool; Bond Organisational Health Check
• Evidence that supported CSO has an advocacy strategy or plan including policy targets and clear recommendations • # of CSOs with influencing strategies or plans that include policy targets and clear recommendations	Copies of the advocacy strategies and recommendations
• Increase in the knowledge of supported CSO on [*issue x*] • # of CSOs reporting having improved knowledge on [*issue x*] as a result of [*organisation y's*] outreach / support	Survey of CSOs
Supported CSOs are taking action on issue • # and description of submissions made by [*organisation x*] on [*issue y*] to decision maker • # of CSOs making proposals/submissions on [*issue x*] to power holders.	Copies of proposals/submission along with details of who they were submitted to, when and what response was received
• # and description of meetings held by CSO with power holders. • # and description of national, regional and global policy process engaged in by supported CSOs	Details of the meeting including who attended and dates Description of policy process and details of the involvement of the CSO
Supported CSOs are seen as being experts on an issue • # and type of media organisation proactively contacting [*organisation x*] for comment or advise on [*issue y*] • # and frequency of instances where power holders proactively approach	Media log containing description of contact and requests Descriptions/copies of requests from power holders

[*organisation x*] to request meeting / inputs / information

See outcomes on 'Power holders have improved commitment to and are taking action on issue', 'Key influencers support issue and are taking action to influence others', 'policy, laws, treaties developed/adapted/blocked', and 'policy, laws, treaties implemented/monitored' for more indicators on showing that power holders have been influenced by CSO action.

See papers on Assessing Effectiveness in Governance and Accountability *and* Assessing Effectiveness in Capacity Building of organisations and institutions *for more indicators on building the capacity of civil society in the South*

Outcome c) Coalitions and networks are strong and effective	
Indicators	**Tools**
Overall improvements in coalition / network capacity • Network / alliance demonstrating improved capacity and practice in coordinating and undertaking collective advocacy	A number of self-assessment tools can be used to score this indicator. They provide a comprehensive assessment of a network or alliances capacity to coordinate collective action. With all of the tools the network identifies which score best described their current capacity and practice and periodically repeated the assessment to monitor change. Tools include: TTC group Coalition Capacity Checklist; HIV/AIDS Alliance network capacity assessment tool and the Bond tool for assessing the effectiveness of networks and coalitions.
Improvements in specific characteristics of an effective network / coalition • Overall improvement in the effectiveness of the network/coalition • Improvement in a certain aspect of the network/coalition	Bond tool for assessing the effectiveness of networks and coalitions Evidence of an improvement in a certain aspect of a network/coalition, eg. members understand their roles and responsibilities, there are agreed shared positions, objectives and workplans, decision making processes balance the need for inclusiveness with enabling quick decisions to be made in response to new opportunities, there is a good flow of information between members etc. Many of these types of evidence are inherently subjective and are best measured using a 1-5 scale.
The coalition is taking action	

Indicators	Tools
• Evidence that coalition has mobilised resources for its own use • # and frequency of joint communications issued by coalition • # and frequency of joint actions by coalition • # and description of meetings held by coalition with power holders	Description of resources mobilised Copies of joint communication Details of joint actions Details of meeting including dates, attendees and outcomes

The coalition is effective
• Evidence of the effectiveness of the coalition
   o *Eg. Evidence that Targets/Power holders value the alliance*
 	
   o *Eg. # and frequency of instances where power holders proactively approach coalition for inputs / information*
   o *Eg. # and frequency of instances where power holders proactively approach coalition to request meeting*
   o *Eg. # and type of media organisation proactively contacting [organisation x] for comment or advise on [issue y]*
 	
See indicators on 'key influencers support issues and are taking action' and 'power holders have improved commitment to and are taking action on issue' for further indicators on the influence of coalitions on influencers and power holders.
	Evidence could include interviews, statements from targets/power holders
	
	Email / letter /conversation records requesting input/meetings
	
	Log of approaches from power holders
	
	Media log of contact from media

Informal coalitions of organisations are working together on issue • # organisations working on [*issue x*] • Instances of joint working between organisations on [*issue x*] • # of other organisations' work plans, priorities, policy positions and statements influenced by organisation's position on [issue x]	List of organisations working on issue Examples of joint working Examples of influence over other organisations' agendas
Outcome d) Media coverage and public debate are generated on issue	
Indicators	**Tools**
Organisation has a relationship with the media • Evidence of improved engagement with media • # and type of media organisation proactively contacting [*organisation x*] for comment or advise on [*issue y*]	This indicator can be measured using the CARE tiers for media champions. Media log of engagement with the media. Media log of contact from media

Indicators	Tools
Improved quantity and reach of media stories on issue	
• # of media stories featuring references to and/or quotations from [*organisation x*], grouped by type of media (print, broadcast, radio, online)	Media log of coverage including copies/records of media coverage.
• Description of prominence of stories in the media (eg. on front page)	Media log of coverage including copies/records of media coverage.
• # of media outlets and publications featuring references to and/or quotations from [*organisation x*]	Media log of coverage including copies/records of media coverage.
• # of page views on media stories	Webstats
• # of internet comments on media stories	Webstats
• # of media stories responding to media story	Media log of coverage
• # mentions of media stories in blogs and social media (twitter, facebook etc.)	Webstats, Social media monitoring
• # followers on and visits to blog written by [organisation x]	Blog stats, google analytics
Improved quality of media coverage	
• # and % of media features reflecting preferred framing of an issue	Copies of media features with comparison of key themes, metaphors, arguments and descriptions used by the campaign and those used in the feature.
• # and % of media features giving negative coverage to the issue	
• Examples of changed opinion of media on the issue to be more in support of organisation's position	
• Extent and quality of the debate and feedback (positive and negative) generated by media coverage	Responses sent to organisation about media coverage; online comments discussing coverage, letters to the editor, references to media stories in other media
Increased influence of media coverage	
• Perception of public towards media coverage of advocacy issue	Exposure analysis examines the extent to which a target audience has encountered a campaign and the extent to which they recalled a message. Interviews and surveys could be used to see whether people recall a particular message or campaign, and simple figures (eg. about readership of papers) can be a useful guide.

Outcome e) Research is being used to inform and influence debate	
Indicators	**Tools**
Research is being accessed	
• Evidence that research is being accessed	
o *Eg. # and types of requests for further information on research from [actor x]*	Copies and details of requests
o *Eg. # invitations to present research findings and speak as experts on [issue x]*	Details of requests and events
o *Eg. # of page views for research report*	Webstats, Google analytics

Indicators	Tools
o *Eg. # of times research report is downloaded*	Webstats
o *Eg. # of times 'print' button for online research document has been clicked*	Webstats
o *Eg. # of times 'share button' for online research document has been clicked*	Webstats
o *Eg. # of times research mentioned in blogs and social media (twitter, facebook etc.)*	Webstats
• Level and quality of feedback (positive and negative) on research	This indicator relies on an organisation systematically collecting feedback that it receives. This might include copies of emails, notes from meetings or conversations.
Research has influenced debate and policy	
• Evidence that research has influenced debate and policy	
o *Eg. # of citations of research by type of publication (academic, print media)*	Copies of speech transcripts / reports citing research
o *Eg. # and % of change agents / power holders identifying [organisation x's] research as having influenced debate on [issue y]*	Survey of key policy targets
o *Eg. # invitations to present research on [issue x] findings to power holders*	Records of meetings (dates and attendees)
o *Eg. Evidence that [organisation x's] research has been used in the policy making process on [issue y]*	Survey of key policy targets, evidence of research cited in policy

Outcome f) An informed supporter base is built and is taking action	
Indicators	**Tools**
Support base has been created	
• # of supporters	Supporter database records
• # of new supporters recruited	Supporter database records
• # of high profile supporters recruited	List of high profile supporters
• # of supporters requesting information on [*issue x*]	Records of requests from supporters
• # supporters taking repeat action	Supporter database
Supporters demonstrate improved knowledge and attitudes on issue	
• Evidence that supporters have improved knowledge and attitudes on issue	
o *Eg. # and % supporters demonstrating increased knowledge on issue*	Supporter survey
o *Eg. # and % of supporters saying [issue x] is important to them*	Supporter survey
o *Eg. # and % supporters with favourable attitudes towards issue*	Supporter survey
o *Eg. # of supporters who say they believe their action will make a difference.*	Supporter survey
o *Eg. # of supporters stating that they have a responsibility to take action*	Supporter survey

Supporters are taking action on issue	
• # supporters taking action (eg. Lobbying meeting, E-actions, postcards, petitions, demonstrations) • # and description of types of action taken by supporters	Supporter survey, copies of actions, records of action postcards/petitions received by power holders, records of other types of action, log of supporter feedback on actions and responses they've received
• # of high profile supporters taking action	Record of actions taken by high profile supporters
• # supporters donating money to a campaign • Amount of money donated to the campaign by supporters	Donation records Donation records
• # of comments, blogposts, letters to the editor from supporters on advocacy issue	Records and copies of comments, blogposts, letters to the editor
• # of Facebook likes, re-tweets, twitter followers, re-postings on facebook, facebook comments on advocacy material	Records of numbers of facebook likes, re-tweets, twitter follows
• # supporters actively involved in the development of the campaign	Records of meetings and other involvement of supporters in campaign development

Outcome g) The public have improved knowledge and attitude on issue & are taking action	
Indicators	**Tools**

Public demonstrates improved knowledge and attitudes on issue
• Evidence that public has improved knowledge and attitude on issue
   ○ *Eg. # and % public demonstrating increased knowledge on issue*
   ○ *Eg. # and % of public saying [issue x] is important to them*
   ○ *Eg. # and % public with favourable attitudes towards issue*
   ○ *Eg. Reflection of issue in popular culture such as songs/theatre/youTube videos*
	
	Survey
	Survey
	Survey
	Examples of way issue is reflected in popular culture.

The public is taking action on issue • # members of the public taking action (eg. E-actions, postcards, petitions, demonstrations, visits to MPs) • # and description of types of action taken by members of the public	Copies of actions, records of action postcards/petitions received by power holders. Donation records Donation records
• # members of the public donating money to a campaign • Amount of money donated to the campaign by the public	
	Records and copies of comments, blogposts, letters to the editor

Indicators	Tools
- # of comments, blogposts, letters to the editor from supporters on advocacy issue	
- # of Facebook likes, re-tweets, twitter followers, re-postings on facebook, facebook comments on advocacy material	Records of numbers of facebook likes, re-tweets, twitter follows
- # of visits, re-visits and geographical spread of visitors to campaign webpage	Google analytics

Outcome h) Key influencers support issue and are taking action to promote change
*Key influencers can include intergovernmental organisations, parliamentarians, foreign government, think tanks, companies, academics, embassies, consumers, district/regional/national level politicians, newspapers/media

Indicators	Tools
Key influencers are supporting issue	
- # of [targeted key influencers] supporting issue	Oxfam GB MP development tracker, records of statements of support from change agents, records of Parliamentary Questions, Hansard, NFP charity Parliamentary monitor, affiliations of think tanks support issue
- # of constituencies (eg. political parties) represented by [targeted key influencers] supporting issue	List of constituencies represented by key influencers
- Level of support from key influencers	Policymaker ratings
- Level of influence of key influencer	Policymaker ratings
Key influencers have improved attitude towards issue	
- # of targeted key influencers demonstrating improved attitudes towards issue	
o *Eg Targeted key influencer making private statements in support of issue*	Copies of statements
o *Eg Targeted key influencer making public statements in support of issue*	Copies of statements
o *Eg Targeted key influencer using language of campaign or referencing research reports*	Examples of campaign language or references to campaign in statements by change agents
o *Eg. Change in key influencer's rhetoric, becoming more supportive of issue*	Examples of how rhetoric has become more supportive over time
Key influencers taking action in support of issue	
- # or examples of targeted key influencers taking action in support of [*issue x*]	
o *Eg. Key influencers offering advice/time*	Examples/log of key influencers taking action in support of issue
o *Eg. Key influencers recommending organisation to or putting organisation into direct contact with power holders*	
o *Eg. Influencers spending money on (campaigning on) the issue*	
o *Eg # of parliamentarians raising issue with minister*	
o *Eg # parliamentarians raising parliamentary questions*	
o *Eg # parliamentarians publicly proposing new legislation*	Records of PQs, Letters written by MPs to Cabinet Members, Voting records,

o *Eg # of parliamentarians who have contributed to debate* o *Eg. Academics publishing on issue/writing an op-ed* o *Eg. Corporates engaging with the issue publicly (in the media/at their AGM)* o *Eg. Funding/priority decisions by corporate fundraisers (eg. Gates) in favour of issue*	Hansard

Outcome i) Opponents of issue are converted or effectively countered	
Indicators	**Tools**
Opponents are being challenged/countered • Opponents' arguments challenged in public/media • Opponents' arguments ignored by media • Instances of opponents defending themselves specifically against organisation's arguments (eg. Releasing counter-statement)	Media log of media coverage Absence of coverage of opponents' position Press releases/statements by opponents countering organisation's position
Opponents are no longer opponents • Examples of opponents who are no longer opponents • Examples of power holders who no longer support opponents' position	Examples of opponents who have changed their position Examples of power holders who have changed their position

Outcome j) Spaces for meaningful engagement with power holders are created, strengthened and used	
Indicators	**Tools**
Overall level of CSO engagement in decision making processes • Improvements in the level of CSO engagement with government and /or other relevant power holders on [*issue x*]	A number of self-assessment tools exist that can be used to measure this indicator and assess the level of CSO engagement with government and/or other relevant decision making on an evolving scale: CAFOD Voice and Accountability tool, Trocaire Partner Capacity Framework, Progressio Participation and Transparency Tool, the WWF core level of engagement tool, the democratic and political space ladder
Mechanisms and spaces for engagement with power holders exist • # and description of new/improved spaces and mechanisms for engagement with power holders	List of new/improved spaces and mechanisms

CSOs are engaging with power holders on issue
• Evidence that CSOs are engaging with decision maker on issue
  o *Eg. # and range of CSOs consulted on policy development on [issue x]*
  o *Eg. # of meetings between CSOs and power holders on [issue x]*
	Records of meetings and other forms of consultations.
	Records of meetings

Indicators	Tools
o *Eg. Seniority of power holders that attend meetings*	Names and positions of power holders attending meetings
Improved relationships with power holders	
• # and % of CSOs stating they benefit from constructive engagement with power holders on [*issue x*]	Records of survey of/discussions with CSO engaged with the government on [issue x]
• # and % of power holders stating they benefit from constructive engagement with CSOs on [*issue x*]	Records of survey of/discussions with/statements from power holders engaged with CSOs on [issue x]
• # of improved relationships between [organisation x] and power holders • Evidence of improved relationship between [organisation x] and power holders on [*issue x*] o *Eg. Quality of information shared by power holders with organisation* o *Eg. Instances when organisation been involved in shaping agenda of meetings with power holders* o *Eg. Instances where decision maker requests meetings with organisation* o *Eg. Instances where decision maker requests briefings/materials* o *Eg. Instances where decision maker uses and refers to organisation's material* o *Eg. Instances where decision maker offers organisation advice* o *Eg. Instances where decision maker facilitates contact between organisation and other power holders*	Log of relationships with different power holders, Meeting transcripts, attendance lists, examples of information shared by power holders, requests for support, meetings and information from power holders
For indicators on an organisation's influence on power holders see outcome area on power holders have improved commitment to and are taking action on issue	

Outcome k) Power holders have improved commitment to and are taking action on issue	
Indicators	**Tools**
Improved overall level of engagement with and action by power holders • Improved level of commitment and action by target decision maker to [*issue x*] • Level of support from decision maker • Level of influence of decision maker	This indicator can be measured using the WWF commitment and action scale Policymaker ratings Policymaker ratings
Power holders have improved attitude towards issue • Evidence of increased support for [issue x] from targeted decision maker o *Eg Decision maker expresses support in private*	Influence log which includes excerpts from meeting transcripts, copies of statements, evidence of use of campaign language, copies of requests for input etc.

o *Eg Decision maker expresses support in public*	
o *Eg Power holders express intention to act in private*	
o *Eg Power holders express intention to act on public,*	
o *Eg Power holders use language of campaign or reference research reports*	Examples of how rhetoric has become more supportive over time
o *Eg. Change in key influencer's rhetoric, becoming more supportive of issue*	
o *Eg # and frequency of instances where power holders proactively approach [organisation x] to request meeting / inputs / information on [issue x]*	
Power holders taking action in support of issue	Evidence of a changed policy/increased resource allocation/increased prominence of an issue etc.
• Evidence of decision maker taking action in support of [*issue x*]	
o *Eg Decision maker increases resource allocation for the issue*	
o *Eg Inclusion of issue in corporate social responsibility initiative*	
o *Eg Introduction of a policy on the issue*	
For more indicators on power holders taking action see outcomes on 'Policies, laws, budgets and practices developed/changed/adopted/blocked' and 'Policies, laws, budgets and practices are implemented/monitored'	

Outcome l) Policies, laws, budgets and practices developed/changed/adopted/blocked	
Indicators	**Tools**
• # and description of policies/laws/budgets/practices that are developed/changed/adopted/blocked with a verifiable contribution from [*organisation x*]	List and description of policies/laws/budgets/practices and changes made. Trocaire Partner Capacity Framework, CAFOD Voice and Accountability Tool, Progresso Participation and Transparency, VSO Advocacy Success scale, the WWF Commitment and Action tool, the Transparency International policy scale measure level of action taken by power holders. Data collection tools for gathering evidence on a NGOs contribution to a particular policy change include: WaterAid's Advocacy Scrapbook; Crisis Action's Evidence of Change Journal; The Save the Children Advocacy measurement tool; Progressio Portfolio of evidence.

Outcome m) Policies, laws, budgets and practices are implemented/monitored	
Indicators	**Tools**
Policies/laws/budgets and practices are implemented	Tracking of policy implementation Trocaire Partner Capacity Framework, CAFOD Voice and Accountability Tool, Progresso Participation and Transparency, VSO Advocacy Success scale, the WWF Commitment and Action tool, the Transparency International policy scale measure level of action taken by power holders. Data collection tools for gathering evidence on a NGOs contribution to a particular policy
• # and description of policies/laws/budgets/practices that are implemented	

• Evidence that implementation is taking place
  o *Eg. Evidence of financial resources allocated to the implementation/monitoring of a policy/law/practice*
  o *Eg. Evidence that training has been provided to and acted upon by duty bearers/implementers on the policy/law/practice*
  o *Eg. Evidence that regulations, procedures etc. adapted to new policy/law/practice*
  o *Eg. Evidence that practice has changed*
	change include: WaterAid's Advocacy Scrapbook; Crisis Action's Evidence of Change Journal; The Save the Children Advocacy measurement tool; Progressio Portfolio of evidence.
	
	Budget tracking and policy tracking. CAFOD/Christian Aid/ Trocaire toolkit on 'Monitoring Government Policies': tool 11 on matching objectives to evidence, p46, tool 14 on assessing budget priority, p62

• Evidence that implementation is not taking place	Examples of violations of policy/law/practice, evidence that budget and resources is not being allocated.
Policies/laws/budgets and practices are monitored and enforced • Monitoring procedures are in place for [*policy x*] • Penalties are enforced for non-compliance with [*policy x*] • # people/organisations penalised for non-compliance with [*policy x*]	Description of monitoring procedures Examples of penalties enforced for non-compliance Government/judicial records of penalties enforced for non-compliance

Outcome n) Improvement in the lives of poor and marginalised people	
Indicators	**Tools**
The thematic areas of the Improve It Framework identify indicators and tools for measuring changes in children's care and protection, education, empowerment, environmental sustainability, governance and accountability, health and HIV/AIDS, infrastructure and markets and livelihoods.	

2.2. Tools for measuring influencing outcomes

Tool	What does it cover	What kind of tool is it	Which Improve It outcomes can it measure
Bellwether methodology	This tracks the prominence of particular issues on the political agenda, how power holders are thinking and talking about it, and how likely they are to act on it.	The process demands structured issues with bellwethers. Bellwethers are influential people in the public and private sectors whose positions require that they are politically informed and that they track a broad range of policy issues. At least half the sample should include bellwethers without a special or specific connection to the policy issue being explored, and they should be unaware before the interview begins that the interview questions will focus specifically on the policy issue of interest.	Power holders have improved knowledge and attitude and are taking action;
Bond Organisational Health Check: influencing decisions makers pillars	Organisational capacity to work with beneficiaries in an accountable way and organisational capacity for influencing power holders.	A self-assessment tool which organisations can use to rate themselves from 1-5 across a set of key indicators in each pillar.	CSOs have the capacity and are effectively influencing on issue;
Bond tool for assessing the effectiveness of networks and coalitions	The effectiveness of a network/coalition across five areas: rationale and added value; participation; relationships; information sharing; and strategy.	Each area includes several indicators which networks/coalitions score themselves on from 1 (non-existent) to 5 (excellent).	Alliances and partnerships between actors are strong and operating effectively
CAFOD/Christian Aid/Trocaire toolkit on Monitoring Government policies: tool 11 on matching objectives to evidence, p 46	A tool for identifying the types of evidence needed to monitor policy change	A basic template and process guide for identifying the types of evidence needed to monitor policy change	Policies, laws, budgets and practices are implemented/monitored
CAFOD/Chiristian Aid/Trocaire toolkit on Monitoring Government policies: tool 14 on assessing budget priority, p 62	A tool for assessing how government allocation to or spending on a particular policy or programme is prioritised against other functions	A basic template and process guide for assessing how government allocation to or spending on a particular policy or programme is prioritised against other functions and mapping this information into a graph	Policies, laws, budgets and practices are implemented/monitored
CAFOD – Voice and Accountability Tool	An CSO's capacity and practice in four areas: Involvement in government processes, advocacy strategy development, community and	A self-assessment tool that organisations use to rate themselves on a scale from 1-5 across the four areas. Each level along the	Poor and marginalised people have the capacity and are organised to take action on issue; CSOs have the capacity and are

	constituency building, and involvement in corporate structures.	scale contains a number of indicators.	effectively influencing on issue; Spaces and mechanisms for dialogue with power holders are created and used
CARE policy maker champions rater	Rates policy champions' support for CARE and its issues across three levels: demonstrates interest; promotes awareness and understanding; advocates improved policy and practices. Each level is broken down into several indicators.	Each policy champion is rated from 1 (interested) to 5 (extremely supportive) for each relevant indicator. Although the tool is designed for the US, it could easily be adapted for the UK.	Political influencers (eg. MPs and Civil Servants) have improved knowledge and attitude and are taking action; Power holders have improved knowledge and attitude and are taking action;
CARE tiers for media champions	Relationship of media contacts with CARE and CARE issues, looking at coverage of issues, relationship with CARE, and coverage of CARE's work.	The CARE tiers for media champions describes four tiers of media contact, rating media actors as belonging to a tier on the basis of their contact, engagement and coverage of CARE.	Media coverage and public debate are generated on issue
Civicus - Civil Society Index	The capacity and values and impact of civil society and the enabling environment for civil society. The indicators measure overall performance of civil society at a local/national level, rather than the performance of individual organisations.	It measures a large number of indicators on civil society capacity and performance on a scale of 0-3.	CSOs have the capacity and are effectively influencing on issue; Spaces and mechanisms for dialogue with power holders are created and used
Crisis Action Evidence of Change Journal	Used to log results that occur as a result of campaigns, what campaign outputs and outcomes they are linked to, and what the organisation's contribution was to the change.	For each result the linked activities, outputs, outcomes and the organisation's contribution to change are logged in a table.	Power holders have improved knowledge and attitude and are taking action; Policy and practise developed/ adapted/ changed/ blocked/ implemented/ monitored
Democratic and Political space ladder	The level of participation of CSOs in political decision making. Can be used to measure the progress of an individual CSO or with groups of CSOs to measure the local/national level of engagement with CSOs.	Identifies nine escalating levels of participation. Organisations identify which level of participation they are at.	Poor and marginalised people have the capacity and are organised to take action on issue; CSOs have the capacity and are effectively influencing on issue; Spaces and mechanisms for dialogue with power holders are created and used
HIV/AIDS Alliance- CBO capacity analysis	Assesses the strength of CBOs across seven areas: governance and strategy; finance; administration and human resources; project design and management; technical capacity; networking and advocacy; community ownership and accountability.	CBOs rate themselves on two to six indicators for each area, giving themselves a capacity score of 1 to 4. Prompt questions and detailed descriptions of each level on the scale are given for each indicator.	Poor and marginalised people have the capacity and are organised to take action on issue;
HIV/AIDS Alliance- Network capacity analysis	Assesses the strength of networks across six areas: involvement and accountability, leadership,	A self-assessment tool which organisations use to rate themselves from 1-4, and which	Alliances and partnerships between actors are strong and operating

	knowledge and skills, internal communication, advocacy and external communication, and management and finance.	prompts organisations to identify action steps and the resources needed to take action.	effectively
Media tracking	Measures the media coverage of a particular issue and can determine, for example, how issues are framed in the media, the sources reporters use, and where coverage appears (eg. on the front page versus elsewhere).	Typically media tracking uses an online database like LexisNexis to gather media output for analysis. LexisNexis is a news-tracking service that offers one of the world's largest searchable databases of content from national, state, and local print and broadcast media. Content analysis then has to be done on the media articles.	Media coverage and public debate are generated on issue
NFP Charity Parliamentary Tracker	Monitors quarterly which charities and campaigns have been noticed by MPs and how MPs rate the effectiveness of their campaigns.	A pay for service that allows charities to compare their Parliamentary lobbying against the performance of other charities.	Key change agents support issue and are taking action to influence others
Open Forum for CSO Development Effectiveness- Outcomes Journal	Monitoring pre-identified changes in the behaviour of key power holders that are targeted by a campaign.	After each meeting with the target/at regular intervals organisations identify progress on changes they expect to see, changes they would like to see, and changes they would love to see.	Power holders have improved knowledge and attitude and are taking action; Policy and practise developed/ adapted/ changed/ blocked/ implemented/ monitored
Oxfam GB- MP Development tracker	Tracks MP's relationship to Oxfam, their level of engagement in particular campaigns and actions and the level of confidence of the scorer in the score they have given, based on the quality and triangulation of the information they have.	MP's engagement is rated from -3 to 3 for each campaign, for their overall 'proximity to Oxfam', and on 'how sure are we' in the scoring.	Political influencers (eg. MPs and Civil Servants) have improved knowledge and attitude and are taking action;
Oxfam GB- Process Tracing	A qualitative methodology for campaign evaluation that identifies the causal process of change and measures and assigns a numerical score to how well advocacy activities have achieved a range of intended and unintended outcomes.	An evaluation methodology used to collect and analyse qualitative evidence of causal processes through consultation with staff, other stakeholders, audiences, media, duty bearers and bell-wethers. A numerical score is calculated on how far outcomes have been achieved and the level of organisational contribution.	This measures the entire influencing process, rather than a particular outcome
Policymaker ratings	Provides a quantitative measure for the level of support from policymakers, the level of influence of the policymaker, and the rater's level of confidence. Originally developed by Harvard family	A group rating exercise where advocates rate policymakers as a group or individually. Level of support and influence are rated from 1-4 and descriptions are	Key influencers support issue and are taking action to influence others; Power holders have improved commitment to and are taking action on issue

	research project.	given for each level. Rater's level of confidence is rated from 1-3 and descriptions are given for each level.	
Progressio – Participation and Transparency Tool	A CSO's capacity for advocacy and impact of advocacy work across five areas: involvement in government processes on a national level, involvement in corporate structures on a national level, organisational development, community/constituency building, and engagement with international institutions or corporate sector bodies.	A self-assessment tool that organisations use to rate themselves from 1-5 across the five areas.	Poor and marginalised people have the capacity and are organised to take action on issue; CSOs have the capacity and are effectively influencing on issue; Spaces and mechanisms for dialogue with power holders are created and used
Progressio Portfolio of evidence	Presents a summary of evidence coming from outside the organisation that advocacy objectives have been achieved and that Progressio and the partner have played a demonstrable role. The portfolio should include a mix of verbal material, written material, legal or treaty material, budgetary material, and media.	Should be used together with the Participatory and Transparency tool to provide evidence to back up the stated changes. A maximum of ten pieces of evidence should be used demonstrate each of the following: outputs, short and medium term outcomes, and long term outcomes and impact.	Policy, laws, treatise developed/adapted/blocked; Policies, laws, treaties implemented/monitored
Save the children advocacy measurement tool	A record of advocacy activities including level at which advocacy took place (eg. national/local), what it was advocating for (eg. change in policy, change in budget), level of Save the Children involvement, how advocacy was carried out, results and challenges, and funding and timeframe.	A spreadsheet where information on each question can be stored by programme staff.	Policy, laws, treatise developed/adapted/blocked; Policies, laws, treaties implemented/monitored
Transparency International – Policy scale	The different stages of policy change in public or private actors	Identifies seven stages of policy changes (no change, change in discourse, policy development, policy adoptions, implementation, enforcement, change in culture), and the indicators that provide evidence of policy change at each level.	Power holders have improved knowledge and attitude and are taking action; Policy and practise developed/ adapted/ changed/ blocked/ implemented/ monitored
Trocaire – Action analysis tool (tool is a working draft)	The likelihood that individuals will take action on a particular issue in six different ways (discussing the issue informally with family/friends/neighbours, discussing the issues with a community group/organisation, discussing the issues with local	Individuals rate on a scale of 1-5 the likelihood they will engage in a particular action, and indicate whether they have taken this action in the past six months.	Poor and marginalised people have the capacity and are organised to take action on issue; Public have improved knowledge and attitude and are taking action

	authorities/political party, contact with the duty bearer directly, join in with organised actions, play an active role in a group/organisation working on these issues).		
Trocaire – Awareness index (tool is a working draft)	Individuals' awareness of their rights, their knowledge of the role of duty bearers, and the salience of these rights for individuals.	For each question the individual chooses the statement from a scale of five statements which best represents their response.	Poor and marginalised people have the capacity and are organised to take action on issue;
Trocaire – CBO capacity framework (tool is a working draft)	The capacity of community based organisations (CBOs) across three dimensions (eg. gender and inclusiveness, influencing, and management). These dimensions should be adapted based on the local context.	A self-assessment tool which an organisation uses to score themselves on a scale of 0-2 on their performance across a number of indicators, for instance the number of women included in committees, in each of the capacity dimensions.	Poor and marginalised people have the capacity and are organised to take action on issue;
Trocaire – Partner capacity framework (tool is a working draft)	A CSO's capacity and practice in three areas: influence with government, supporting citizen action, and gender equality.	A self-assessment tool which an organisation uses to rate themselves on a scale of 1-5 on each area. It is possible to rate organisations as 'high' or 'low' on each step of the scale.	Poor and marginalised people have the capacity and are organised to take action on issue; CSOs have the capacity and are effectively influencing on issue; Spaces and mechanisms for dialogue with power holders are created and used
[TTC group Coalition Capacity Checklist](#)	Measures the capability of coalitions across five areas: leadership; adaptive; management; technical.	In each area there are a set of indicators which coalitions rate themselves on from excellent to non-existent. It can be filled out collectively or individually and is designed to give a quick snapshot of coalitions.	Alliances and partnerships between actors are strong and operating effectively
USAID Advocacy Index Capacity Areas	Measures CSO capacity for advocacy across twelve areas, including planning, resource allocation, coalition building, taking action to influence policy, and organisational management.	A self-assessment tool which organisations use to rate themselves from 0 (no capacity) to 6 (notable achievement) in each of the twelve capacities for advocacy.	CSOs have the capacity and are effectively influencing on issue;
[VicHealth partnerships analysis tool](#)	Maps partnerships and assesses the strength of partnerships. The mapping uses a partnership continuum which covers four types of relationship: networking, coordinating, cooperating, and collaborating. The scoring exercise scores partnerships across a number of indicators divided	The tool uses a mapping exercise to define the types of relationships between partners, and a self-assessment tool which organisations use to rate the quality of their partnerships from 1-5 across a number of indicators.	Alliances and partnerships between actors are strong and operating effectively

	into seven key criteria for partnership success.		
VSO – Advocacy Success scale	Key inputs and outputs that can be measured at each of the different stages of advocacy work, through from planning to policy change.	The tool identifies eight stages of successful advocacy work and two or three key inputs and outputs that can be measured at each stage.	Poor and marginalised people have the capacity and are organised to take action on issue; CSOs have the capacity and are effectively influencing on issue; Power holders have improved knowledge and attitude and are taking action; Policy and practise developed/ adapted/ changed/ blocked/ implemented/ monitored
WaterAid – The Advocacy Scrapbook	Used to log occurrences where an advocacy activity has had an impact and level of the organisation's contribution.	For each impact the activity that led to change, the change objective, desired outcome, level and justification of the organisation's contribution, potential counterfactuals, challenges, learning and source of information are logged in a table.	Power holders have improved knowledge and attitude and are taking action; Policy and practise developed/ adapted/ changed/ blocked/ implemented/ monitored
World Vision Influence and Engagement Matrix	Level of community engagement with targeted decision maker/power holder across eleven levels, going from "communities report they have no meetings or engagement with significant development actors" to "evidence of a sustained policy or practice change as a result of input from the community"	Focus groups are used to determine which level the community is at in the matrix. Designed to be adapted to local contexts and advocacy targets.	Poor and marginalised people in the South have the capacity and are organised to take action on issue
WWF- Commitment and Action Tool	Used to measure the extent to which targeted actors/institutions have: engaged in, adopted and/or implemented policies or practices.	Targeted actors/institutions are rated on a scale of 0 (passive) to 5 (Impact) on their level of commitment and action on changing policy and practice. Examples are given of the types of commitments/actions that can be expected to be seen at each level.	Power holders have improved knowledge and attitude and are taking action; Policy and practise developed/ adapted/ changed/ blocked/ implemented/ monitored
WWF- Core Level of Engagement tool	Measures the extent to which organisations are able to raise the profile of a particular policy/practice issue through a process which leads ultimately to more regular and focussed dialogue with key targeted actors/organisations.	The level of engagement between the organisation and the key targeted actor is rated on a scale from 0 (no tangible engagement with partners or influential actors) to 4 (changing rhetoric and deeper, more regular formal dialogue/exchange on issue). Examples are given of the type of interaction and behaviours that can be	Poor and marginalised people have the capacity and are organised to take action on issue; CSOs have the capacity and are effectively influencing on issue; Spaces and mechanisms for dialogue with power holders are created and used

		expected to be seen at each level.	