

Assessing effectiveness in influencing decision-makers

Draft for consultation

February 2011

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 and World Vision

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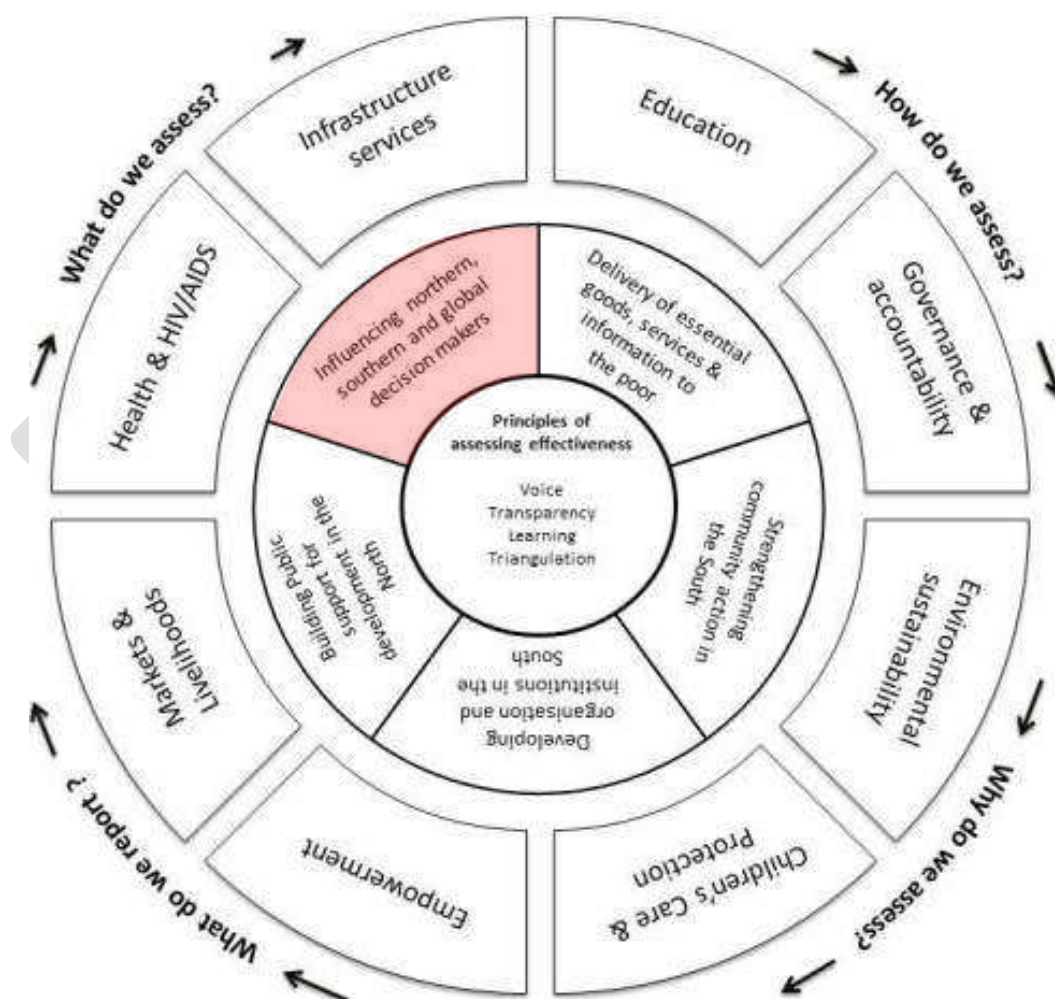
1. Background to the Improve It Framework

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 Northern, Southern, and Global decision makers.

The paper is not meant to offer a definitive position. **Its purpose is rather to surface the commonalities in NGO approaches to influencing work 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.

Similar papers are being developed for each of the eight thematic areas of the Improve It Framework, the other four ways of working:

- **strengthening community action in the South,**
- **building public support for development in the North,**
- **developing organisations and institutions in the South**
- **delivery of essential goods, services and information to the poor**

Work is also being done on the key principles for assessing effectiveness.

How will the process be moving forward?

- **January– May 2012:** Thematic task groups work with Bond to revise and finalise the background papers, agree the Domains of Change Frameworks and identify the indicator and data collection methods to be included in the final Improve It Framework
- **January – May 2012:** Consultation with UK NGOs on each of the five ways of working and the development of background papers on assessing effectiveness in each area
- **March-April 2012:** Publication of the eight draft papers for the thematic areas
- **April- June 2012 –** Development of the first complete version of the Improve It Framework that brings together the five ways of working and eight thematic areas
- **June 2012 –** Launch of the Improve It Framework as an online tool

2. Indicators and tools for measuring advocacy outcomes

2.1. Using the process of change diagram, and the indicators and tools tables

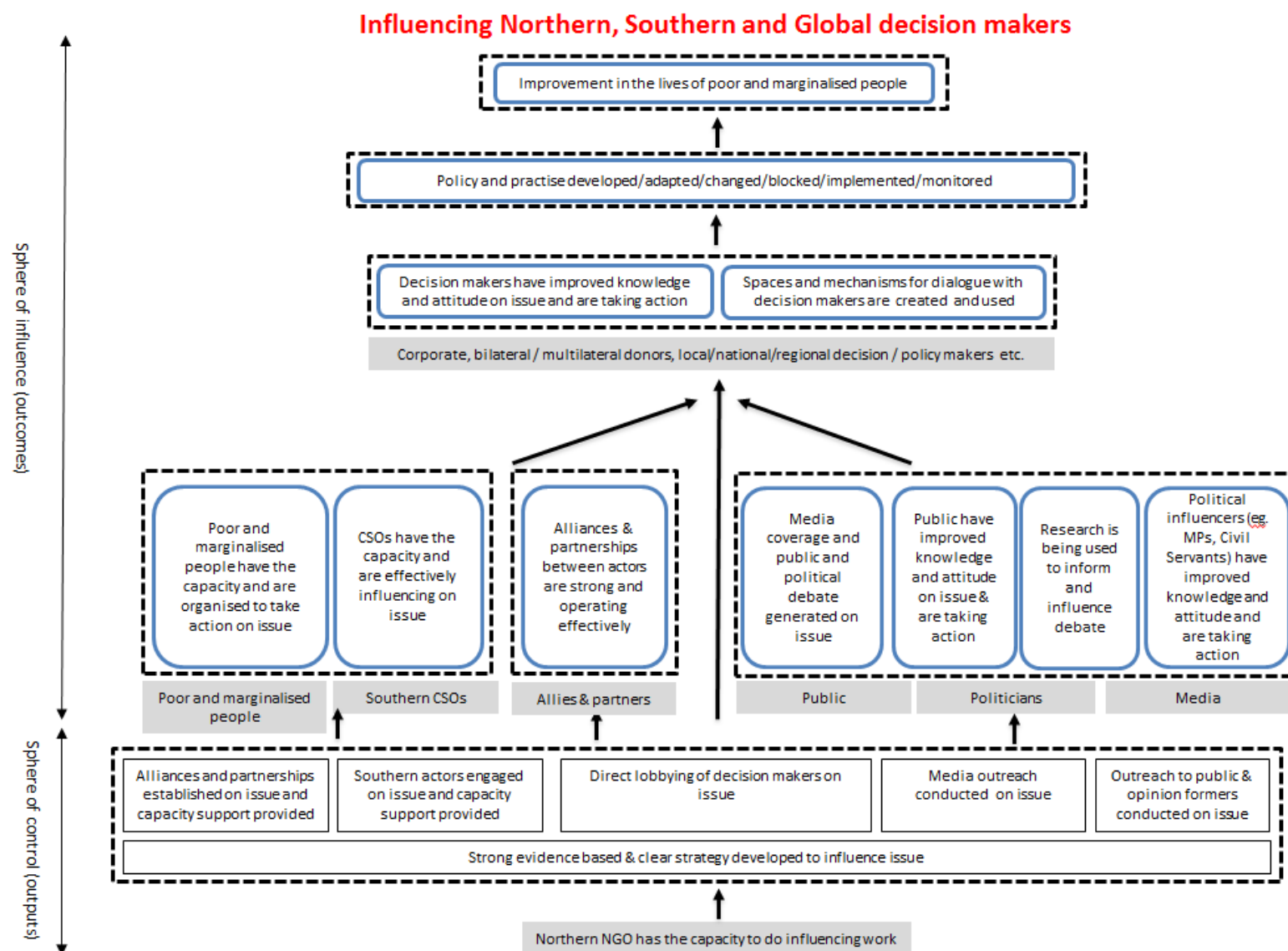
Bond is working to identify the particular changes that are stimulated by advocacy work, and how particular types of advocacy lead to particular types of change. In consultation with the Advocacy Capacity Building Group Bond has created a diagram of the process and domains of change for advocacy work (see diagram on page 8).

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.

Bond has identified the different types of measurable evidence (**indicators**) which can be used to measure influencing outcomes (see the tables on pages 9-17). These indicators have been taken from sets of indicators sent in by Bond and NIDOS members and Comic Relief grantees and from additional research by Bond.

Many tools exist for monitoring advocacy, including several developed by Bond members. For each outcome area we have identified and described some of the tools that can be used to measure that area. These tools are described in greater depth in the tools tables on pages 18-21.

2.2. The process of change in influencing decision makers



2.3. Indicators and tools for influencing outcomes

Influencing Northern, Southern and Global decision makers: outcome areas	
Poor and marginalised people have the capacity and are organised to take action on issue	
Indicators	Tools
<p>Knowledge/capacity of poor and marginalised people</p> <ul style="list-style-type: none"> 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) Improvements in understanding and awareness of issue and solution <p>Attitude of poor and marginalised people</p> <ul style="list-style-type: none"> # poor and marginalised people stating they are likely to take a particular action on issue x <p>Action of poor and marginalised people</p> <ul style="list-style-type: none"> # of poor and marginalised people taking a particular action on issue x # and range of functioning community based organisations that are focused on claiming rights # of meetings held with decision makers where poor and marginalised people represent themselves # of poor and marginalised people on decision making bodies for alliances and coalitions # of poor and marginalised people stating they benefit from constructive engagement with decision makers Decision makers' perception of quality of engagement with poor and marginalised people 	<p>NGO/CSO capacity to support participation</p> <p>The CAFOD Voice and Accountability tool, the Trocaire partner capacity framework and the Progressio Participation and Transparency tool are all self-assessment tools that have a 5 point scale that covers the quality of a CSO's work in community and constituency building. Levels of engagement move from CSOs speaking for beneficiaries, to consulting with beneficiaries, to working in partnership with beneficiaries.</p> <p>Capacity of poor and marginalised people to influence</p> <p>The Trocaire CBO capacity framework measures the capacity of CBOs to influence decision makers. CBOs score themselves on a scale of 0-2 on their performance across a range of influencing indicators (eg. the number of experiences the CBO has had of holding an authority to account). The indicators can be adapted based on the programme.</p> <p>The Trocaire Action Analysis tool measures the likelihood that individuals will take action on an 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 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), and whether they have recently taken this action.</p> <p>The Trocaire Awareness index measures 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.</p>

	<p>Quality of engagement with decision makers</p> <p>The impact of poor and marginalised people on decision makers can be measured using many of the tools that measure CSO/NGO capacity to influence, for instance the 'Involvement in Government Processes' and 'Involvement in Corporate structures' areas of the CAFOD Voice and Accountability tool and the Progressio Participation and Transparency tool, or the democratic and political space ladder, or the VSO advocacy success scale.</p>
<p>CSOs have the capacity to and are effectively influencing on issue</p>	
<p>Indicators</p> <p>Knowledge/capacity of CSOs</p> <ul style="list-style-type: none"> Changes in CSOs' capacity to mobilise and engage in advocacy (this includes skills in developing an advocacy strategy, working with the media, collecting data, organising and mobilising) Improvements in understanding and awareness of issue & solution <p>Action of CSOs</p> <ul style="list-style-type: none"> # of CSOs making proposals/raising claims/writing reports on relevant issues to authorities. # of meetings held by CSOs with decision makers Incidences of CSOs joint organising # of CSOs stating they benefit from constructive engagement with decision makers Perception by decision maker(s) of quality of engagement with CSOs 	<p>Tools</p> <p>There are a number of scalar tools which can be used to score the space for and quality of CSO engagement with decision makers. These include the CAFOD Voice and Accountability tool, Trocaire Partner Capacity Framework, and the Progressio Participation and Transparency Tool. Each uses a 5 point scale to show deepening engagement, dialogue and influence between CSOs and decision makers. While all cover engagement with government, the CAFOD and Progressio tools cover engagement with the corporate sector and the Progressio tool also covers international institutions.</p> <p>The Bond Organisational Health Check is a self-assessment tool with a section on measuring organisational capacity to influence decision makers. Organisations rate themselves from 1-5 on a set of key indicators.</p> <p>The 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.</p> <p>The democratic and political space ladder measures the level of participation of CSOs in political decision making. It 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.</p> <p>The VSO advocacy success scale identifies the key inputs and outputs that can be measured at each of the different stages of advocacy work, through from planning to policy change.</p> <p>The Civicus Civil Society Index measures the capacity and impact of and enabling</p>

	environment for civil society. The indicators measure overall performance of civil society at a local/national level, rather than the performance of individual organisations.
Alliances and partnerships between actors are strong and operating effectively	
Indicators	Tools
<p>Participation in and representativeness of the alliance</p> <ul style="list-style-type: none"> • # of members/ new members • # of constituencies (eg. religions, ethnic minorities) represented by members and/or mix of issue(s)-based CSOs/other CSO/organisational types etc. • Level of participation of members in alliance advocacy activities (eg. joint letters, actions, demonstrations) • % members satisfied with joint activities / levels of information sharing / decision making • % allies rating organisation X's contribution to joint activities as XX or XX <p>Capacity of the alliance</p> <ul style="list-style-type: none"> • Members' rating of the capacity of the alliance • Members rating of network's capacity to influence decision makers increases from X to X • Targets/Decision makers feedback that the alliance is influential <p>Joint working by the alliance</p> <ul style="list-style-type: none"> • # of alliance meetings and attendance at alliance meetings • Agreed shared positions, objectives and workplans <p>Action by the alliance</p> <ul style="list-style-type: none"> • # and frequency of joint communications issued by alliance • # and frequency of joint actions by alliance • Instances of decision makers contacting the alliance 	<p>HIV/AIDS Alliance network capacity assessment tool assesses the strength of networks across six areas: involvement and accountability, leadership, knowledge and skills, internal communication, advocacy and external communication, and management and finance.</p> <p>The VicHealth partnership 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 into seven key criteria for partnership success.</p> <p>The Intensity of Integration Continuum measures the stage of partnership across six levels: information sharing and communication, cooperation and coordination, collaboration, consolidation, and integration.</p>
Media coverage and public debate are generated on issue	
Indicators	Tools
Quantity of media stories	Media tracking. Typically media tracking uses an online database like LexisNexis to

<ul style="list-style-type: none"> • # and length of stories in the media • Prominence of stories in the media (eg. on front page) • # of media citations of advocacy research and quotations of advocacy actors <p>Quality of media stories</p> <ul style="list-style-type: none"> • # of media articles reflecting preferred issue framing • Perception of public towards advocacy issue • Perception of journalists towards advocacy issue • Quality of reaction to articles/other multimedia • Feedback and views on +ive and -ive aspects of coverage <p>Reach of media stories</p> <ul style="list-style-type: none"> • # of internet hits/comments on media stories • Types of publications/programmes and constituencies media stories reach • Mentions of media stories in blogs and social media (twitter, facebook etc.) • # of information channels through which audience hear about the issue <p>Engagement with the media</p> <ul style="list-style-type: none"> • # of media requests for information/interviews/quotes 	<p>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 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).</p> <p>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.</p> <p>Framing analysis examines how issues are presented and discussed and can be compared back to the campaign's original approach. It reviews the key themes, metaphors, arguments and descriptions in a given media (newspaper, websites, etc.). This is based on framing theory, which indicates that these issues are a key component of the way in which people are influenced by the media. This can then be compared to the campaign's take on an issue, and the language it uses, and the change in framing over time can be established.</p>
<p align="center">Research is being used to inform and influence debate</p>	
<p align="center">Indicators</p> <p>Reach of research</p> <ul style="list-style-type: none"> • Citation of research (explicit and implicit) in XX type of publication/debate/media • Citation of research by decision makers • # of requests for further information • # invitations to speak as experts at research fora/conferences • # of web hits on research • # of downloads of research • Level and quality of debate on research findings <p>Quality of research</p>	<p align="center">Tools</p> <p>Citation analysis: in the academic field this involves tracking citations in academic journals, but this can be expanded to cover other more policy-relevant areas such as websites, newspapers, international standards, training manuals, policy documents, and operational guidelines.</p> <p>Uptake/indicator logs are used to record instances of 'uptake' or influence. This is, essentially, a collection of informal and anecdotal evidence about the use of research or advice or changed behaviour, but can provide useful ongoing monitoring and contribute to deeper analyses once a number of instances are accumulated.</p>

<ul style="list-style-type: none"> • # of policy targets identified research as being of a high quality • # of peers identified research as being of a high quality 	
Public have improved knowledge and attitude and are taking action	
Indicators	Tools
<p>Quantity of public support</p> <ul style="list-style-type: none"> • # of supporters • # of new supporters recruited • # of high profile supporters recruited • # of constituencies represented by supporters • # of audience members requesting information <p>Knowledge of supporters</p> <ul style="list-style-type: none"> • # audience members demonstrating increased knowledge on issue <p>Attitude of supporters</p> <ul style="list-style-type: none"> • # of audience members saying issue is important to them • Change in the level of importance given to an issue • % audience members with favourable attitudes towards issue • # of supporters who say they believe their action will make a difference. • # of people stating that they have a responsibility to take action <p>Action of supporters</p> <ul style="list-style-type: none"> • # supporters taking action (eg. E-actions, postcards, petitions, demonstrations) • # of high profile supporters taking action • # of comments, blogposts, letters to the editor from public on advocacy issue • # of Facebook likes, re-tweets, re-postings on facebook, facebook comments on advocacy material • # audience members recruiting others to take action • # supporters involved in the development of the campaign 	<p>Surveys and focus group discussions with target audiences are key to measuring this outcome.</p> <p>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.</p> <p>The Trocaire Action Analysis tool measures the likelihood that individuals will take action on an 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 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), and whether they have recently taken this action. These actions could be adapted depending on the audience.</p>
Political influencers (eg. MPs and Civil Servants) have improved knowledge and attitude and are taking action	

Indicators	Tools
<p>Quantity of support from political influencers</p> <ul style="list-style-type: none"> # of parliamentarians supporting issue # of [type of] key influencers recruited <p>Knowledge of political influencers</p> <ul style="list-style-type: none"> # influencers demonstrating increased knowledge on issue <p>Attitude of political influencers</p> <p>Action of influencers</p> <ul style="list-style-type: none"> # Parliamentarians actively supporting change (eg. Vocal support, legislative process, raising issue with minsters) # of key influential taking action 	<p>What are the tools that can measure this area?</p>
Spaces and mechanisms for dialogue with decision makers are created and used	
Indicators	Tools
<p>Overall level of NGO/CSO/citizen participation in decision making</p> <ul style="list-style-type: none"> Improvements in the level of NGO/CSO/beneficiary participation in decision making <p>Mechanisms/spaces exist</p> <ul style="list-style-type: none"> # of governance spaces/ mechanisms in which NGOs/CSOs are engaged # of governance spaces/mechanisms in which poor and marginalised people are engaged <p>Mechanisms/spaces are being used</p> <ul style="list-style-type: none"> # and range of NGOs consulted on policy development, plans or budgets # and range of poor and marginalised people consulted on policy development, plans or budgets # of requests for organisation XX to contribute to a policy processes # and range of power holders engaging with citizens through spaces / mechanisms 	<p>These tools can also be used to track whether decision makers are taking action:</p> <p>There are a number of scalar tools which can be used to score the space for and quality of engagement with decision makers. These include the CAFOD Voice and Accountability tool, Trocaire Partner Capacity Framework, and the Progressio Participation and Transparency Tool. Each uses a 5 point scale to show deepening engagement, dialogue and influence between NGOs and decision makers. While all cover engagement with government, the CAFOD and Progressio tools cover engagement with the corporate sector and the Progressio tool also covers international institutions.</p> <p>The democratic and political space ladder measures the level of participation of CSOs in political decision making. It 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.</p> <p>The Civicus Civil Society Index measures the capacity and impact of and enabling</p>

<p>Quality of spaces</p> <ul style="list-style-type: none"> • Evidence that citizens / NGOs are involved in shaping what is discussed at meetings • Satisfaction of those engaging with the process/space/mechanism, both government and citizens/CSOs • # and % of NGOs stating they benefit from constructive engagement with decision makers • # of NGOs reporting improved relationship with decision makers • # of documents/quality of information shared by decision makers 	<p>environment for civil society. The indicators measure overall performance of civil society at a local/national level, rather than the performance of individual organisations.</p>
<p>Decision makers have improved knowledge and attitude and are taking action</p>	
Indicators	Tools
<p>Decision makers are engaging with the advocacy issue</p> <ul style="list-style-type: none"> • # decision makers engaging with the advocacy issue • Quality of interaction with decision makers • Evidence that decision makers are actively engaged through NGO/NGO supported activities • Decision makers invite advocacy actors to meetings • Use of campaign language by decision makers in public / private discussion/letters • Increased profile/importance given to issue by decision makers <p>Level of support from decision makers for issue</p> <ul style="list-style-type: none"> • # of decision makers supporting advocacy issue • # of constituencies (eg. political parties) represented by decision makers supporting advocacy issue • Evidence of increased support for issue amongst decision makers • # of speeches by decision makers on issue (pro/anti/neutral) • Decision maker expresses support in private • Decision maker expresses support in public • Decision makers express intention to act in private 	<p>The tools included above for the outcome ‘opportunities and spaces exist to engage with decision makers’ can also be used to measure whether decision makers are taking action as a result of engagement with NGOs/CSOs.</p> <p>The VSO advocacy success scale identifies the key inputs and outputs that can be measured at each of the different stages of advocacy work, through from planning to policy change. Stages 4 to 7 look at public debate, policy maker action and policy implementation.</p> <p>The Transparency International policy scale identifies seven stages of policy change (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.</p> <p>WaterAid’s Advocacy Scrapbook is used to log occurrences where an advocacy activity has had an impact and level of the organisation’s contribution.</p> <p>Bellwether methodology (See UNICEF toolkit). 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</p>

<ul style="list-style-type: none"> Decision makers express intention to act on public <p>Decision makers take action</p> <ul style="list-style-type: none"> Decision maker takes action for/against issue (eg. votes on issue) 	<p>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.</p> <p>Decision maker tracking: this could include maintaining intelligence on decision makers' jobs, role in decision making, perspectives and interests, level of support for issue and any interaction with them. In the policymaker ratings methodology (developed by the Harvard Family Research Project) a number of advocates assign a numerical value to the level of support of the decision maker for the issue, their level of influence, and the rater's level of confidence in the first two scores.</p> <p>In-depth analysis may include the <i>alignment-interests-influence matrix</i> summarising perspectives and relationships of actors' relationship to policy goals over time. <i>Social network analysis</i> seeks to measure and understand the relationship stakeholders have with each other and how they share information. <i>Political analysis</i> can examine how decisions are made in institutions.</p> <p>Uptake/indicator logs are used to record instances of 'uptake' or influence. This is, essentially, a collection of informal and anecdotal evidence about the use of research or advice or changed behaviour, but can provide useful ongoing monitoring and contribute to deeper analyses once a number of instances are accumulated.</p>
Policy and practise developed/adapted/changed/blocked/implemented/monitored	
Indicators	Tools
<ul style="list-style-type: none"> # and description of policies and practices developed/ adopted/ changed/blocked/ monitored with a verifiable contribution from organisation x to change Change in resource allocation for the implementation/monitoring of a policy with a verifiable contribution from organisation x to change Use of campaign language in policy 	<p>WaterAid's Advocacy Scrapbook is used to log occurrences where an advocacy activity has had an impact and level of the organisation's contribution.</p> <p>The Transparency International policy scale identifies seven stages of policy change (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.</p>

	<p>Stages 6 and 7 of the VSO advocacy success scale look at policy change and implementation.</p> <p>Policy tracking: a simple log can be used to track the progress of policies and the level of support they receive (eg. number of votes for and against).</p>
Improvement in the lives of poor and marginalised people	
Indicators	Tools
<i>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.</i>	

2.4. Tools for measuring influencing outcomes

Tool	What does it cover	What kind of tool is it	Which Improve It out comes can it measure
Trocaire – Partner capacity framework	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 decision makers are created and used
Trocaire – CBO capacity framework	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 – Action analysis tool	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 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).	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
Trocaire – Awareness index	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;
CAFOD – Voice and Accountability Tool	An CSO's capacity and practice in four areas: Involvement in government processes, advocacy strategy development, community and constituency building, and involvement in corporate structures.	A self-assessment tool that organisations use to rate themselves on a scale from 1-5 across the four areas. Each level along the scale contains a number of indicators.	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 decision makers are created and used

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 decision makers are created and used
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.	Decision makers 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 decision makers are created and used
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; Decision makers have improved knowledge and attitude and are taking action; Policy and practise developed/ adapted/ changed/ blocked/ implemented/ monitored
Bond Organisational Health Check: influencing decisions makers pillars	Organisational capacity to work with beneficiaries in an accountable way and organisational capacity for influencing decision makers.	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;
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	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 decision makers are created and used

	performance of individual organisations.		
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.	Decision makers have improved knowledge and attitude and are taking action; Policy and practise developed/ adapted/ changed/ blocked/ implemented/ monitored
HIV/AIDS Alliance- Network capacity analysis	Assesses the strength of networks across six areas: involvement and accountability, leadership, knowledge and skills, internal communication, advocacy and external communication, and management and finance.	A self-assessment tool which organisations use to rate themselves from 1-4, and which prompts organisations to identify action steps and the resources needed to take action.	Alliances and partnerships between actors are strong and operating effectively
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 influencing process, rather than a particular outcome
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
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	Decision makers have improved knowledge and attitude and are taking action;

		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.	
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 into seven key criteria for partnership success.	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
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;
Intensity of Integration Continuum	Measures the stage of partnership across six levels: information sharing and communication, cooperation and coordination, collaboration, consolidation, and integration.	Organisations rate their partnerships on a scale of 1 (informal) to 10 (formal) depending on which stage of integration they are at.	Alliances and partnerships between actors are strong and operating effectively