



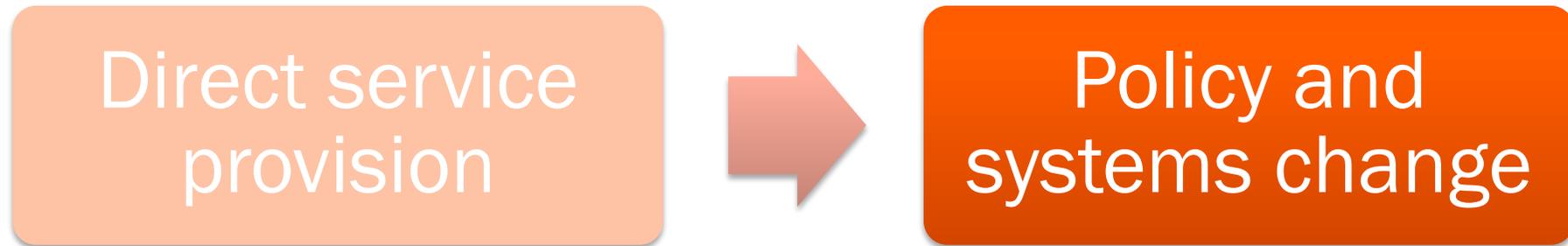
Clear Horizon

Lessons on designing, monitoring, evaluating and reporting for policy influence programs

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Australasian Evaluation Society Conference
Launceston 2018



Context: transformation of development aid



- Goals: to promote systemic change and achieve sustainable development outcomes.
- Traditional approaches of M&E are not as relevant.



Characteristics of policy influence programs

- Complexity
- Causal Relationships
- Evolving goals
- Discrete binary outcomes
- Delayed and extended timeframes



Defining the goals and outcomes of policy influence programs: policy changes

- Define the “policy change”
 - E.g. five key dimensions of policy changes: attitudinal, broad commitments, procedural, policy content, behaviour (Keck and Sikkink, 1998).
- Develop outcome statements
 - E.g. contribution to debate; raising awareness; changing perspectives; influencing decision makers; getting an issue onto the agenda; policy change; policy implementation; etc.

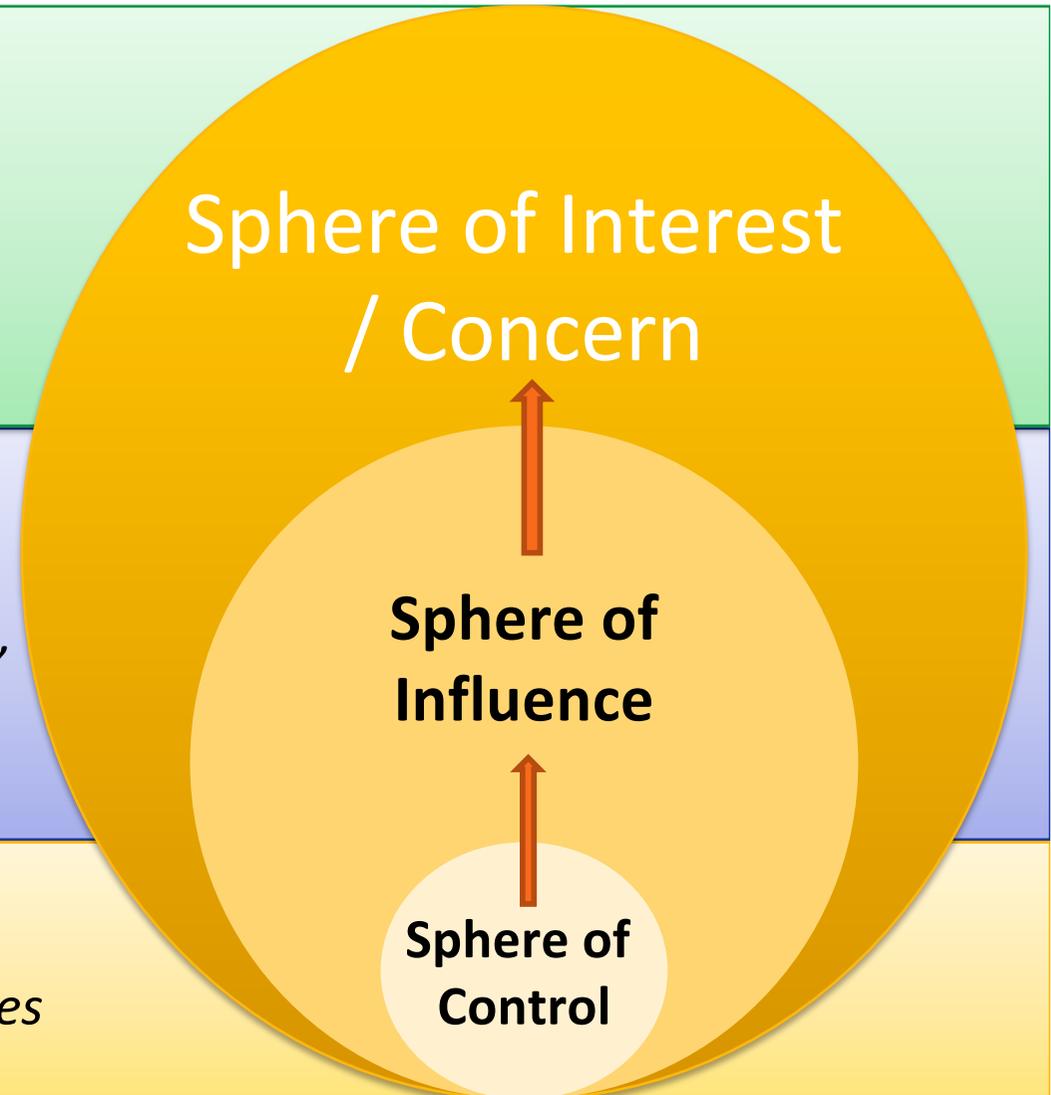


Stakeholders: who we are trying to influence

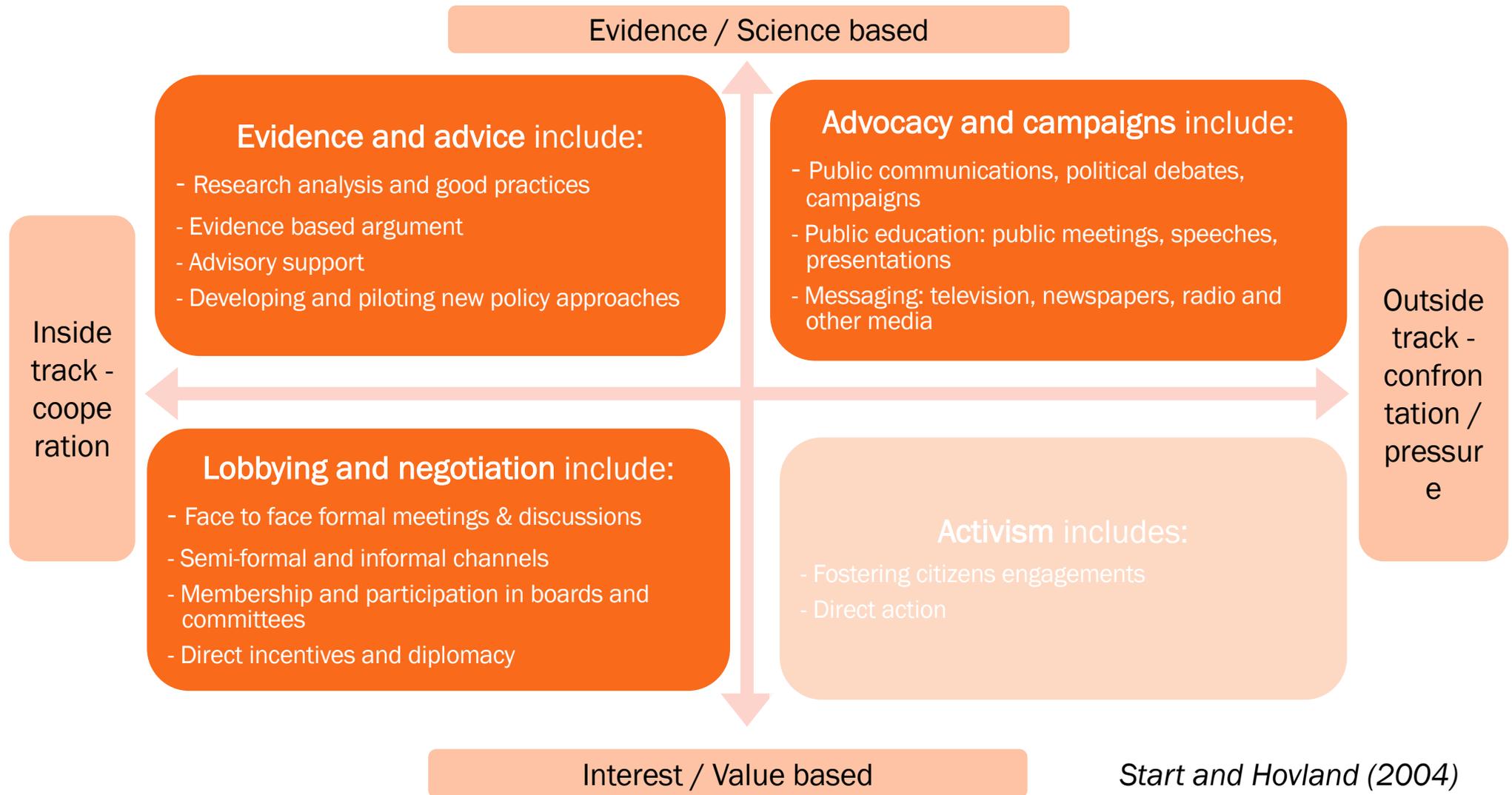
Other stakeholders relevant with the attainment of our goals:
policy context - STEEPLE analysis

Stakeholders with whom we directly interact to achieve expected outcomes:
changes in knowledge, attitudes, agendas, behaviours, relationships
(influence on policy)

What we do and produce: *activities, inputs, outputs, policy influence approaches*



Understanding policy influence approaches



Designing M&E for policy influence programs

- Our approach is to...
 - Use **human centred approach**: theory of change and stakeholder maps
 - Place greater emphasis on the link between outputs and outcomes via **intermediate outcomes**
 - Ensure **clarity** on how policy influence activities are predicted to result in changes



Strength of Evidence & Contribution

- Theories of change are based on cause and effect.
- Good monitoring data can improve strength of evidence
- Causal inference can be difficult to measure and ascertain, so we look at three levels.



- Something happens but don't know how/why

- Contribute to a change but others do as well

- How much of an effect is attributed directly to the investment

Monitoring of policy influence programs

- Remember: monitoring context
- Map the type of the policy influence approaches being used in the program
- Select the most appropriate M&E tools to measure “progress” – “not just impact”
- Collecting monitoring data is often insufficient to make clear judgements of outcomes later



Potential monitoring tools

Influence type	Monitoring tools
Evidence and advice	Analysis of research reports, policy briefs, website, uptake logs, citation analysis, user surveys, media monitoring
Advocacy and campaigns	<i>Target audience monitoring:</i> survey of a particular audience, focus group discussion to understand changes over time, direct responses such as number of inquiries or attendance of public meeting <i>Media monitoring:</i> media tracking logs, media assessment (audiences, hits, air time, etc), media scorecard
Lobbying and negotiation	Monitoring of key stakeholders: recording observations from meetings and negotiation, tracking people and relationship

Evaluation of policy influence programs

- Emphasis on contribution analysis:
 - Context
 - Interventions
 - the changes that occurred
 - counterfactual
 - other stakeholders and their contributions
- Use some outcome harvesting tools



Suggested evaluation tools

Influence type	Evaluation tools
Evidence and advice	More in-depth studies such as SIPSI, episode study, most significant change, outcome mapping, contribution analysis
Advocacy and campaigns	<i>Exposure</i> : measure the degree to which target audience has encountered a campaign - survey, interviews, FGDs <i>Framing analysis</i> : review at how issues are presented in the media
Lobbying and negotiation	In-depth analysis of key stakeholders: social network analysis, power or political economy analysis, the alignment-interests-influence matrix, network mapping



Reporting and improvements of policy influence programs

- Make sure M&E data has multiple uses: reporting, learning and improvements
- Focus on specific policy change and dimensions of the policy change
- Use collaborative processes to build shared understanding about program improvements
- Use story of change to report and learn about context, outcomes and roles of key stakeholders



Three Takeaways

- Embrace complexity – traditional M&E systems don't work
- “Stakeholders” and “context” – understand stakeholders ability to influence and contribute to change in a specific context
- Monitor Monitor Monitor – Being asked to evaluate contribution to policy change without monitoring data is a fool's science

