



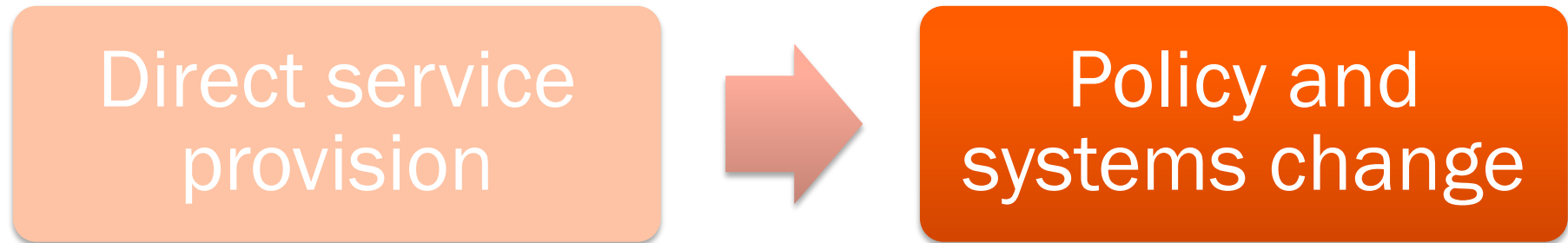
# Clear Horizon

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

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# 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

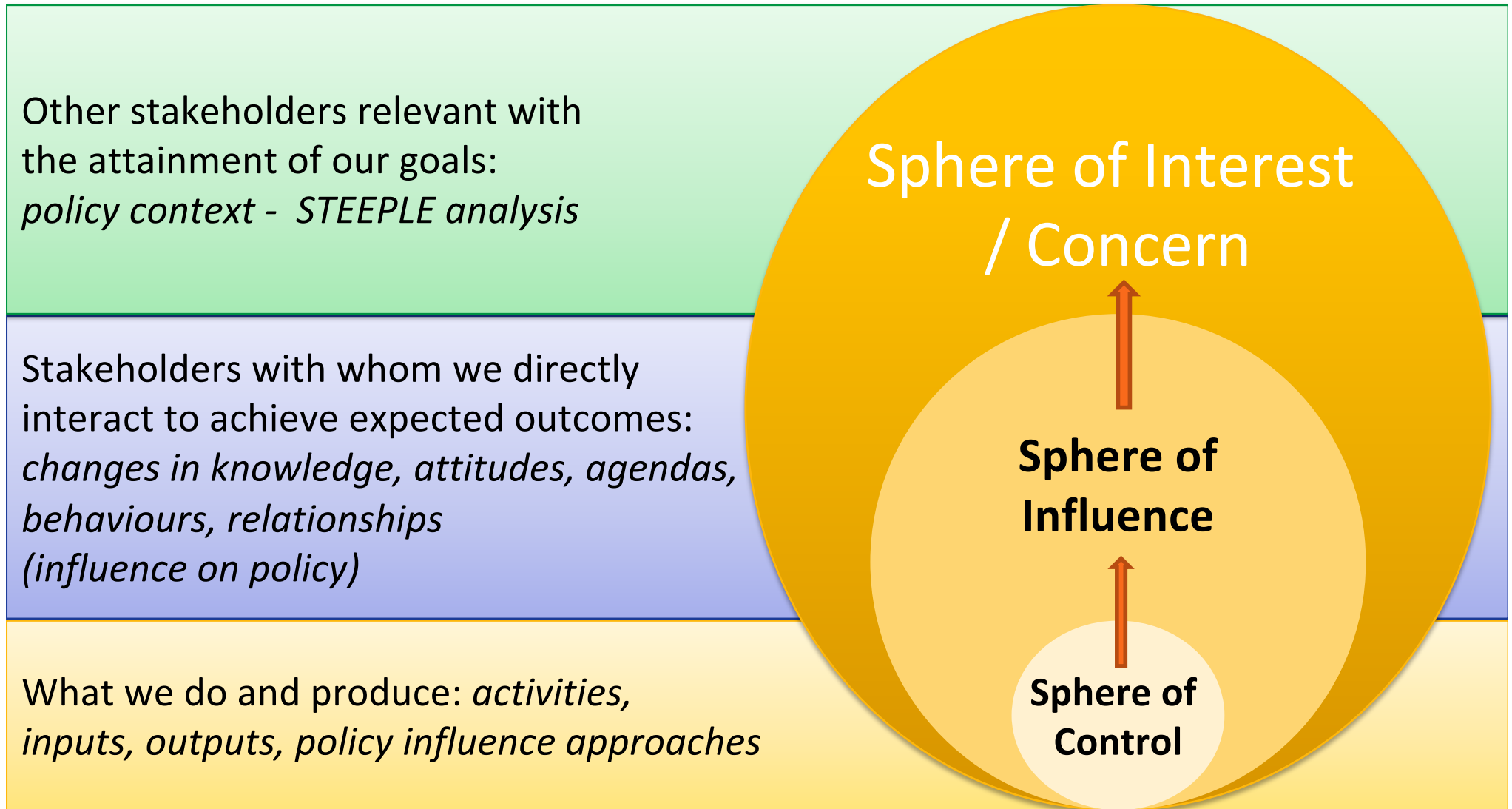


# Defining the goals and outcomes of policy influence programs: policy changes

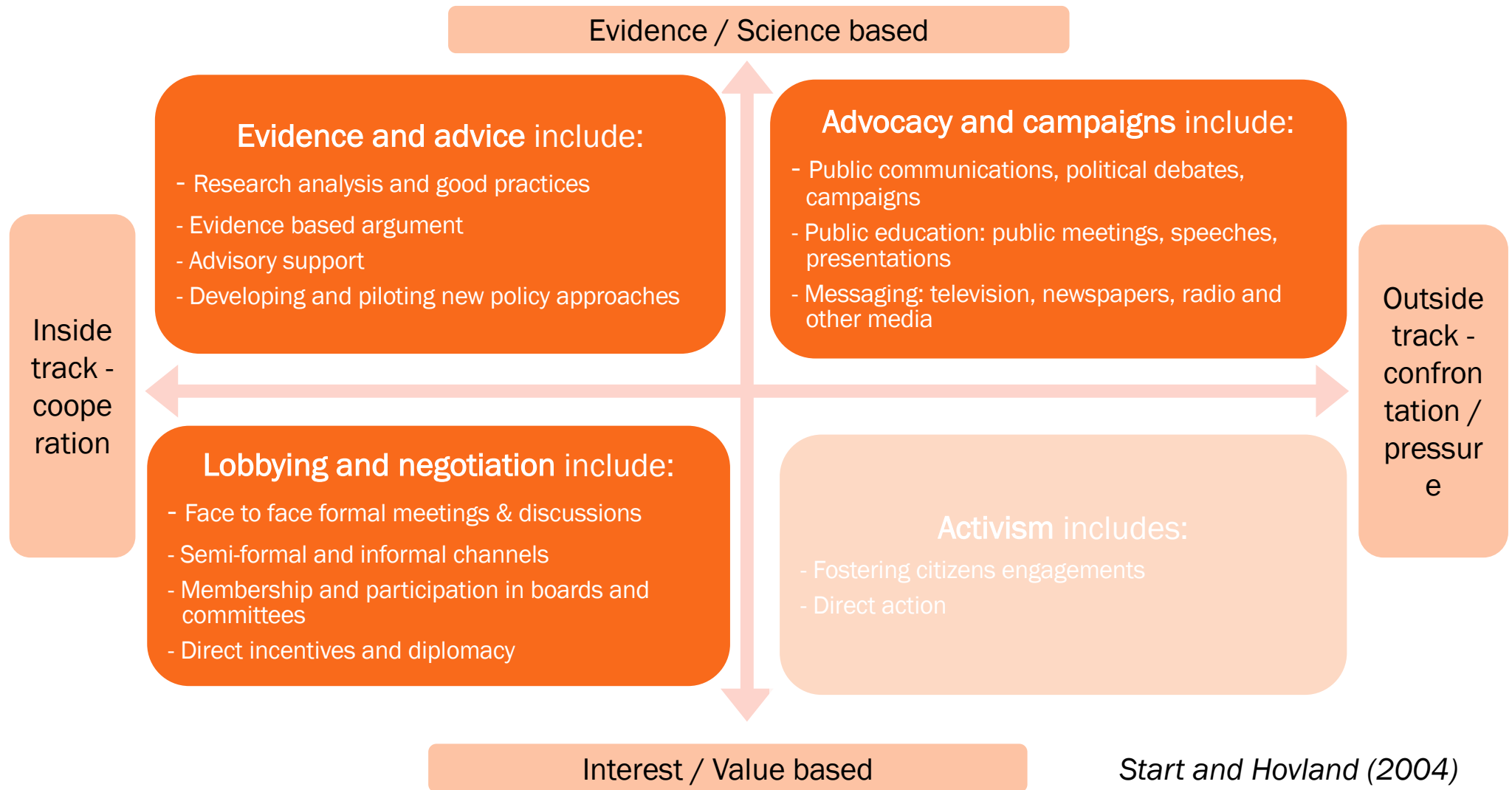
- Define the “policy change”
  - E.g. five key dimensions of policy changes: attitudinal, broad commitments, procedural, policy content, behaviour (Keck and Sikkink, 1998).
- Develop outcome statements
  - E.g. contribution to debate; raising awareness; changing perspectives; influencing decision makers;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



# Stakeholders: who we are trying to influence



# Understanding policy influence approaches



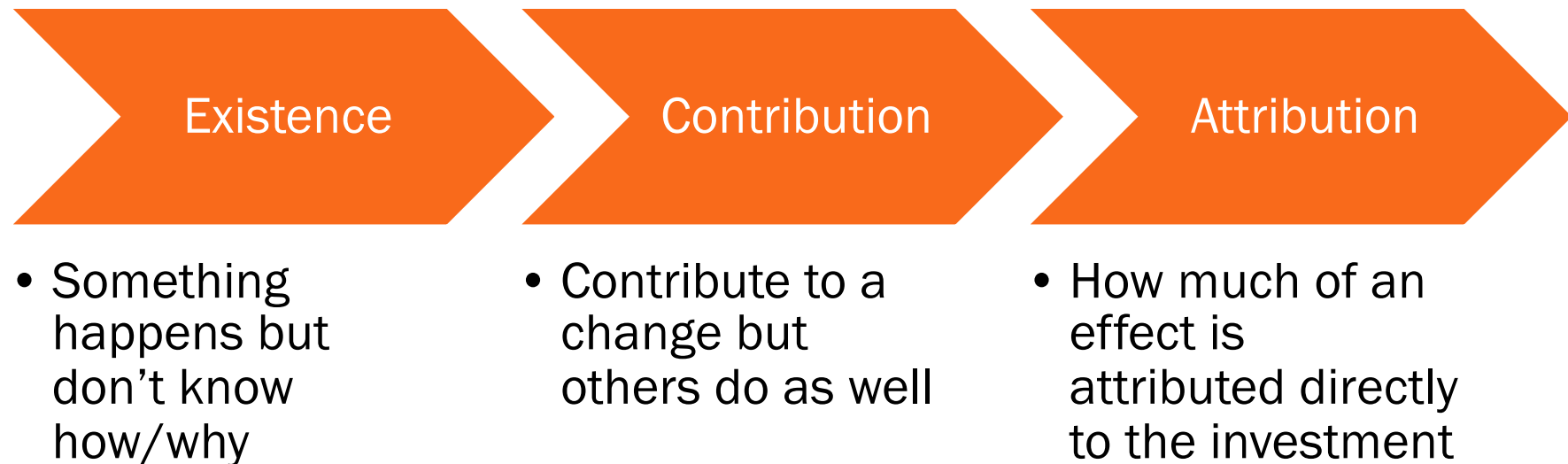
# Designing M&E for policy influence programs

- 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.



# 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

