



Ministry of Foreign Affairs

Evaluation of Policy Influencing, Lobbying & Advocacy

| Terms of Reference

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Drawn up by

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1 Rationale

Lobbying and advocacy was included in the ministry's evaluation programming for the first time in the Explanatory Note to the 2012 Budget. It was included because it was assumed that the lobbying and advocacy objective of MFS II would not be evaluated within the MFS II evaluation framework and that IOB would therefore take responsibility for this assignment. It subsequently emerged that the MFS II organizations had taken on this responsibility themselves. The main reason for retaining this evaluation in the ministry's evaluation programming is to support the enhanced attention of the ministry for lobbying and advocacy by providing lessons and insights from experience of supporting these activities beyond MFS II.

The Dutch Minister for Foreign Trade and Development Cooperation has informed parliament by letter on how co-financing will continue after MFS II comes to an end in 2015 (Ministry of Foreign Affairs, 2013). In this letter the government expressed its commitment to a strong role for civil society, which it believes has the ability to place topics of general interest on the agenda of governments and private sector parties locally, nationally and internationally. The underlying idea is that in doing so civil society contributes to decision-making that reflects the collective interest. The letter stressed that the state and markets function better when they include social issues in their decisions. Both Dutch and EU policies regard civil society organizations (CSOs) as critical and independent development actors that need political space so that they can enrich policymaking and contribute to more inclusive and sustainable growth and development.

However, there is little systematic knowledge available at the ministry about support provided for lobbying and advocacy and its effectiveness. Nor is there any information available about the factors leading to or impeding success. Lobbying and advocacy activities are not recorded as such and there is no monitoring and evaluation framework available.¹

The main purpose of this evaluation is therefore to contribute to insights and lessons that may support the development of lobbying and advocacy policy and in particular to gain a better understanding of how the ministry may best support CSOs in developing countries.

¹ The results of the evaluation of the lobbying and advocacy component of MFS II will become available early in 2015.

2 Policy influencing, lobbying and advocacy

2.1 Reflections on policy influencing, lobbying and advocacy

There are many descriptions of what policy influencing, lobbying and advocacy (PILA) entails. It is often used as an umbrella term, covering a range of activities. Sometimes PILA seems to be viewed as a goal in itself.

A broad description of PILA covers a wide range of activities conducted to influence the “enabling environment” in a specific context. The enabling environment is seen as a set of interrelated conditions – legal, institutional, fiscal, informational, financial, political and economic, as well as social and cultural norms and values – that impact on the capacity of actors to engage in democratization and development processes in a sustained and effective manner with regard to a specific work field or around a specific topic. This broad definition of PILA overlaps partly with institutional development including civil society development. This description is however impractical as it covers so many aspects that it would make evaluation difficult. Furthermore, the model is too linear, in that the enabling environment is not only the subject of PILA activities, but also determines its effectiveness.

An alternative and more specific description of what PILA entails is to make a distinction between knowledge, freedom of expression and civic engagement which we label as supportive functions, and PILA.² These functions may be necessary for PILA to be effective and can simultaneously be strengthened when PILA activities are conducted.

The following definition will be applied in this evaluation. It is shown in diagram form in figure 1.

Policy influencing, lobbying and advocacy (PILA) covers a wide range of activities conducted to influence decision-makers in the public and private sector at international, national or local levels towards the overall aim of combating the structural causes of poverty and injustice and contributing to sustainable inclusive development.

This definition aligns with the definitions in the evaluation framework of MFS II and in the ministry’s grant policy framework Dialogue and Dissent: Strategic Partnerships for Lobbying and Advocacy,³ and mirrors the majority of definitions found in relevant

² The term “supporting functions” is used to indicate the two-way relationship between these functions and policy influencing, lobby and advocacy; often they are a precondition for successful PILA to take place, but PILA can also be aimed at (improving) these functions.

³ See Arensman et al. (2013) and Ministry of Foreign Affairs (2014).

literature. It concerns both the public and private sector as possible lobby target and includes the CSOs' role as watchdogs. This watchdog function is especially valued for the critical assessment of policy and implementation. The overall aim indicates the ultimate ambitions, while recognizing that these can be achieved only through intermediate results.

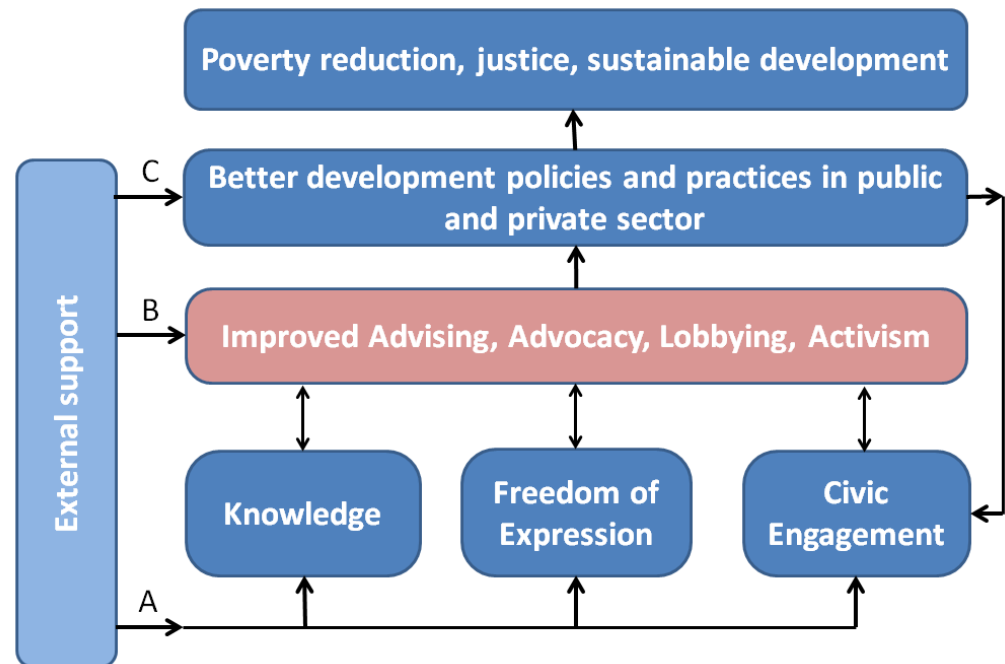


Figure 1: Generic Theory of Change. Source: IOB

As will be further discussed in section 3.1, this evaluation will focus on support provided directly for PILA (B). But the evaluation will also consider support provided for creating the supporting functions (A) and possible direct material or non-material involvement of donors with decision-makers (C).

2.1.1 Some characteristics of PILA

It is important to be aware that PILA has a number of specific characteristics:

- it takes place in a contested environment in which the legitimacy of proposed changes, the resources employed and results achieved will be debated;
- it focuses on questions of political power and power structures;
- it focuses on complex and dynamic change, with the consequence that action and reaction are often not directly traceable;
- it often requires a continuous effort to maintain or enlarge space that has initially been captured;
- it leads to change that can manifest itself at different levels.

Most of the time, influencing policy is a long and difficult process with unpredictable results that are influenced by many actors and factors. It is therefore important to differentiate between result levels. Keck and Sikkink (1998) have identified five levels.⁴ Other sources, including the MFS II evaluation, make a distinction between results at three levels: agenda setting, policy influencing and changing practice of the target of PILA. Rather than seeing policy as one single, discrete decision it is important to understand it as a series of documents and often informal decisions that are best described as a set of processes, activities or actions (Neilson, 2001). It is a process of gradual steps which may or not have been influenced, formally and informally by actors. The extent to which the achieved changes are actually implemented or enforced in practice is important in terms of sustainability and falls within civil society's watchdog mandate.

Policy influencing may involve different strategies (figure 2). One way to categorize them is to distinguish between: i) 'inside' and 'outside' track strategies, as shown on the horizontal axis; and ii) approaches that are led by evidence and research versus those that primarily involve values and interests, as shown on the vertical axis. This approach sets out four possible strategies (I-IV). Inside track strategies work closely with decision-makers through advising and lobbying (I and III) and entail behind the scenes activities usually directed at collaboration and persuasion.⁵ An example could be the organization of a focused roundtable with politicians. Outside track approaches seek to influence change through advocacy and activism (II and IV) and involve public activities, which are usually directed at pressure and confrontation. Examples of these strategies include public campaigns, demonstrations or strikes organized by trade unions.

⁴ 1. *Framing debates and getting issues on to the political agenda*: this is about attitudinal change, drawing attention to new issues and affecting the awareness, attitudes or perceptions of key stakeholders. 2. *Encouraging discursive commitments from states and other policy actors*: affecting language and rhetoric is important to promote recognition of specific groups or endorsements of international declarations for example. 3. *Securing procedural change at domestic or international level*: changes in the process whereby policy decisions are made, such as opening new spaces for policy dialogue. 4. *Affecting policy content*: while legislative change is not the total sum of policy change, it is an important element. 5. *Influencing behavioural change in key actors*: policy change requires changes in behaviour and implementation at various levels in order to be meaningful and sustainable. (Jones and Villar, 2008)

⁵ Especially regarding the strategy of advising in policy influencing, it will probably be important to make a distinction between 'closed', 'claimed' and 'invited' spaces; although difficult to draw, there is a line between what can be called policy influencing when advice is requested by the public or private sector. When actors are so intertwined that policymaking and advising can no longer be reasonably seen as separate processes (it in fact becomes a sort of closed, rather than invited, space), the act of advising cannot be seen as PILA (for example the Ministry of Foreign Affairs and the Advisory Council on International Affairs/AIV in the Netherlands). See for an explanation of concepts: Gaventa (2006) "Finding the Spaces for Change: A Power Analysis", IDS Bulletin, volume 37(6); Luttrell, Quiroz, Scrutton and Bird (2009) "Understanding and operationalising empowerment", ODI Working Paper 308.

The distinction between evidence/science-based and interest/value-based does not necessarily mean these categories are completely opposite or independent; certain values can be supported by scientific evidence, and academic research producing evidence is often preceded by an interest in or a value judgment on a specific topic. However, which of these bases drives actors (and is often appealed to most strongly) varies among PILA strategies.

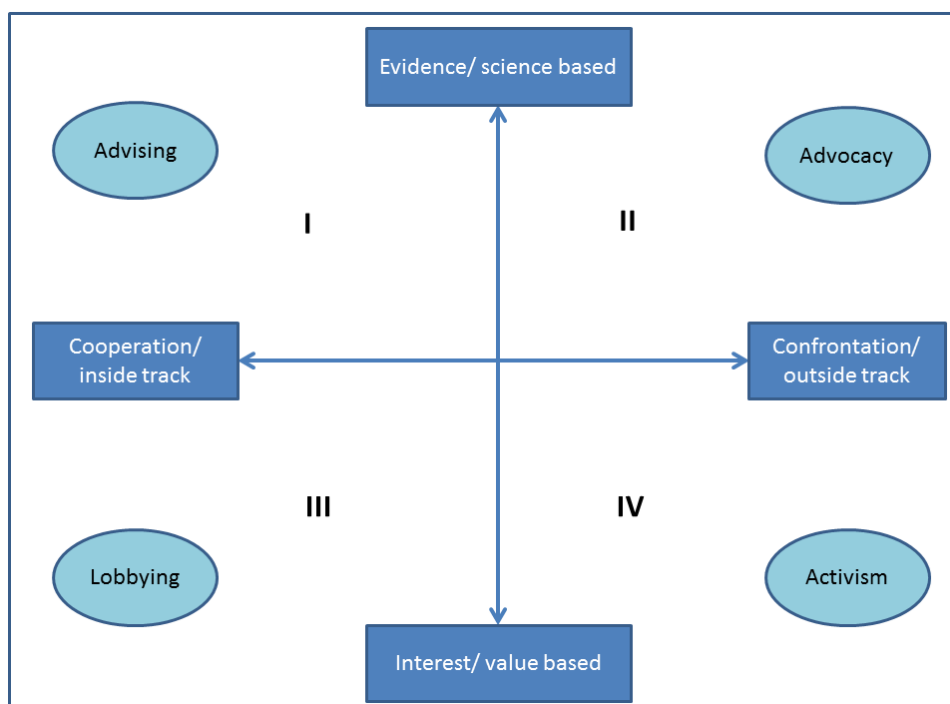


Figure 2: PILA strategies. Source: Adapted from Start and Hovland (2004)

Policy influencing often combines some or all of the four strategies. Both insider and outsider strategies intend to address informal or formal target groups in a systematic way to enhance the advocates’ objectives (Arensman et al., 2013).

Table 1 provides an overview of examples influencing activities for each of the four strategies.

Table 1. Typology of influencing activities. Source: Adapted from Jones (2011)

Strategy	Where? Through what channels?	How? By what means?	Approaches
I. Advice	<ul style="list-style-type: none"> National and international policy discourses/debates Formal and informal meetings 	<ul style="list-style-type: none"> Research and analysis, ‘good practice’ Evidence-based argument Providing advisory support Developing and piloting new policy approaches 	<ul style="list-style-type: none"> Collaborate: focus on working together and learning

II. Advocacy	<ul style="list-style-type: none"> • Public and political debates in developing countries • Public meetings, speeches, presentations 	<ul style="list-style-type: none"> • Television, newspapers, radio and other media • Public communications and campaigns • ‘Public education’, awareness-raising • Messaging 	<ul style="list-style-type: none"> • Pressure: aimed at forcing change
III. Lobbying	<ul style="list-style-type: none"> • Formal meetings • Semi-formal and informal channels • Membership and participation in boards and committees 	<ul style="list-style-type: none"> • Face-to-face meetings and discussions • Relationships and trust • Direct incentives and diplomacy 	<ul style="list-style-type: none"> • Persuade: focus on associates
IV. Activism	<ul style="list-style-type: none"> • Public campaigns 	<ul style="list-style-type: none"> • Strikes • Rallies and demonstrations • Sit-ins 	<ul style="list-style-type: none"> • Attack: aimed at weakening the target or gaining a better negotiating position.

2.1.2 Supporting functions

Knowledge, freedom of expression and civic engagement (and possibly also other functions) are often a precondition for successful PILA (figure 1).

Knowledge production refers to the research, documentation and dissemination processes that make information available to communities. Scientific quality and societal relevance of the knowledge produced are important yardsticks in assessing its value for PILA.

Freedom of expression (including a free press and associated with freedom of association) is essential in informing the wider public and providing a platform for interest groups.⁶

Civic engagement refers to the ways in which citizens participate in community life in order to improve conditions for others, or to help shape the community’s future. Citizen participation is of vital importance for the legitimacy of policy influencing as well as for the legitimacy of the civil society organizations involved. At the same time, it is a condition for mobilizing political involvement and commitment.

⁶ According to the Universal Declaration of Human Rights (Article 19), freedom of expression is the right of every individual to ‘hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers’.

PILA activities also can aim at and affect these supporting functions; improved PILA may mean that the supporting functions are strengthened, which in turn makes the environment for PILA to be successful more receptive and adaptive.

2.1.3 *Civil society and its agents*

According to the IOB report 'Facilitating Resourcefulness: Evaluation of the Dutch support to capacity development', the term "civil society" is currently widely used to refer to constellations of actors in associations that exist outside state bodies or families. Some of its constituent members promote socio-political or social-economic agendas – by representing interests, advocating policies or "watching" powerful institutions – while others provide social, spiritual or recreational services. Civil society is often portrayed as something with agency, that is, a collective entity with powers to pursue a shared agenda for improving the world (IOB, 2011).⁷

Civil society organizations are not all primarily involved in the aid business and include member-based organizations such as trade unions, farmers' associations, consumer organizations, producers' organizations, think tanks and religious organizations (IOB, 2011). CSOs derive their legitimacy from being the legitimate representative of their support base. From this perspective NGOs are part of civil society. However, for NGOs it is often not very clear whom they represent and on behalf of whom they lobby or advocate. Agg (2006) also identifies the problem of legitimacy and democratic accountability as NGOs are often not accountable to any constituency other than their sources of funding. Moving up to the international level, according to Agg (2006), international NGOs occupy a unique and arguably problematic position within civil society. These organizations have multiple identities and loyalties: they represent an element of global civil society, but are rooted in Western culture; they do not work for the (direct) benefit of their own society, but they are answerable to both public and private donors usually based in a single northern European country; and they work hard to preserve autonomy and adhere to international human rights standards (Agg, 2006).⁸

⁷ The IOB report states that 'the concept [of civil society] does not necessarily travel well to non-Western settings'. Norms of voluntarism, individualism and horizontal solidarity characteristic of Western associational life may be weak or confined only to urban sophisticates. These facts of incongruence lead some observers to question the relevance of the concept in much of Sub-Saharan Africa and elsewhere (IOB, 2011).

⁸ Values, norms, ideology can also become an accountability mechanism.

2.1.4 *External support*

Figure 1 illustrates that external support can be provided at three levels (separately or in combination):

- A. Support for strengthening the supporting functions (knowledge, freedom of expression and civic engagement) required for effective PILA;
- B. Support for organizations in practicing PILA / strengthening their PILA role;
- C. Directly approaching decision-makers in the public and private sector (at local, national or international level).

Through its departments and embassies, the Ministry of Foreign Affairs provides financial support and occasionally diplomatic support (directly at political level) or political backing to local civil society. Dutch NGOs and CSOs provide financial support for program implementation and assistance with capacity development, facilitate access to international networks or participate directly in PILA activities.

2.2 **Experience of the planning, monitoring and evaluation of PILA**

The planning, monitoring and evaluation of PILA presents a number of challenges and complexities. These are, in general, integral to policy influencing work and not specific to one particular sector or approach. Jones (2011) distinguishes:

- **Conceptual and technical challenges:** It can be very difficult to determine the links between policy influencing activities and outputs, and any change in policy. Policy change and changes in behavior are highly complex and proceed in anything but a 'linear' or 'rational' fashion, with policy processes shaped by a multitude of interacting forces and actors.
- **The nature of policy influencing work:** 'Outright successes' in terms of achieving the specific changes that were sought are rare, with some objectives modified or jettisoned along the way.
- **Practical problems:** Staff carrying out influencing work rarely have the time or resources to conduct robust M&E, and there tend to be further problems relating to M&E capacity at individual and institutional level in many organizations that work in advocacy and other influencing activities. This can also result in objectives and goals that are not clearly defined or communicated from the outset.

2.2.1 *Some methodological issues*

There is general consensus that evaluation approaches based on a linear model with an associated rigid results framework do not work, due to the complexity of the change processes which PILA interventions address (Tsui, Hearn & Young, 2014). PILA

work is often described in terms of “complexity” because it provides a useful perspective on how PILA interventions engage in the complex world of policy change. Most PILA programs have multiple objectives which may change at short notice, where it is not always possible to plan interventions in advance, where multiple interrelated interventions are necessary, and where cause and effect relationships are unpredictable (Tsui, Hearn & Young, 2014).

Attribution is a research concept that involves proving that *a* causes *b*. According to Tsui et al. (2014) this straightforward notion of cause and effect does not work well for understanding complex systems where a variety of factors and variables interact dynamically within the interconnected and interdependent parts of the open system (Tsui, Hearn & Young, 2014).

Three common types of Theory of Change (ToC) are applied in PILA (Jones, 2011). The first, the **causal chain**, is perhaps the best-known. It describes a succession or “chain” of elements and the logical or causal connections between them. Secondly, the **dimensions of influence** approach looks at the different dimensions of change. This involves a set of areas of outcomes, each of which is presumed to be important in contributing towards policy change. Thirdly, **actor-centered theories** focus on the behavior change of different actors. Actors are seen as the key driving force for change, with policymaking largely dependent on policy actors and networks, their behavior, relationships, perspectives and political interests. Gearing ToCs around actors provides a clear, concrete focus for M&E activities, namely the behavior changes of those actors. One framework that structures M&E in this way is ‘outcome mapping’, which focuses M&E activities on the behavior of a program’s ‘boundary partners’ – ‘those individuals, groups, and organizations with whom the program interacts directly to effect change’ (Smutylo, 2001).

Two aspects are important in developing a theory of change (Jones, 2011). First, **start with a picture of what drives change in the “target”**. Second, **link into this the way(s) that the project aims to influence the target**. A causal chain or “pathway” can then be linked into the model of what affects the target audience or outcome, to specify how the project or program hopes to influence it. Kelly (2002) stresses the need for a clear **and accessible program logic**. Program logic should explain the connection between planned strategies and activities and how they will contribute to the desired outcomes. In effective advocacy work this logic should be overt and open to scrutiny by key stakeholders for the purpose of monitoring and evaluation (Chapman & Wameyo, 2001; Creech 2001; Davies, 2001). The program logic of an intervention will need updating and redeveloping as circumstances and opportunities change, and therefore objectives are likely to change over time. Monitoring processes need to track both the reality of these changes and how effectively they are communicated to all stakeholders (Roche, 1999).

The implications of these methodological issues are dealt with in the evaluation framework, section 3.4.

2.3 The ministry's policy on PILA

2.3.1 PILA policy since 2008

The Ministry of Foreign Affairs had no overarching policy document on PILA during the evaluation period 2008-2014. References to the importance the ministry attaches to PILA can however be found in specific policy frameworks.

An early example of the ministry's policy intentions is expressed in the policy memorandum 'Civil Society and Structural Poverty Reduction: Actors in Dutch civil society' (Ministry of Foreign Affairs, 2001a). The Minister for Development Cooperation stressed in this memorandum that: 'Promoting the rights of the poor, creating opportunities and obtaining access happens through (self) organization, the joining of forces for social mobilization and through organizing countervailing power'. According to the memorandum, CSOs may well cooperate and engage in constructive dialogue with their government and with donors. However, in countries with good governance they cannot and should not be seen as implementers of government or donor policies. If that happens on a large scale, it undermines the strength of civil society. The minister added that, to play its part in structural poverty reduction, civil society must be allowed the space to develop. The government must create – or at least actively permit – an "enabling environment" as part of its good governance. Freedom of association is often regarded as the principal, if not sole, condition. No less important, however, is the availability of and access to sufficient and independent resources, unrestricted and inexpensive channels of communication, unrestricted information, space for negotiation and independent bodies to settle disputes.

The corresponding policy framework for the 'Broad-based Co-financing program' (*MFP-breed*) confirmed this vision by stating that the minister wished to contribute to achieving and strengthening international human rights 'by promoting, in a demonstrable and credible way, active participation by citizens in development and in their society, and supporting the development of democratic societies in the South' (Ministry of Foreign Affairs, 2001b).

The 'Policy Memorandum of the Netherlands on Civil Society Organizations: Cooperation, Customization and Added Value', which provided a policy framework for MFS II 2010-2015, specified policy influencing as a separate strategy that can be pursued to achieve structural poverty reduction (Ministry of Foreign Affairs, 2009). According to this memorandum, civil society organizations use their experience with

poverty reduction programs to give citizens a voice and call governments to account. They do this with the aim of influencing or changing processes and structures that maintain or even exacerbate poverty and inequality. Insight into existing power structures and the political and social context is especially important in pursuing this aim. By campaigning and giving people a voice, both government and private sector policies can be influenced. To do this, CSOs must conduct a clear analysis of the context, foster public support and build networks. The framework states that it is essential that CSOs must speak not just for themselves, but for the public at large, from rural as well as urban areas (Ministry of Foreign Affairs, 2009). The memorandum further states that the role of civil society organizations is not confined to the national level; they can also influence the international agenda and the outcomes of international negotiations. In a globalizing world, it is increasingly difficult to distinguish between domestic and international affairs. The major issues of our time – like the economic crisis, food insecurity, trade policy, environmental degradation and energy scarcity – can be tackled only through international action.

The 2011 letter from the Minister for European Affairs and International Cooperation Ben Knapen to parliament, presenting the focus of development cooperation policy, specified ‘advocacy and policy influencing, nationally and internationally’ as the first priority in the area of sexual and reproductive health and rights (SRHR) (Ministry of Foreign Affairs, 2011).

A number of thematic policy documents also refer to PILA. The letter to parliament titled ‘*Pilot vrijheid van godsdienst en levensovertuiging en selectie nieuwe pilotlanden*’ (Pilot on freedom of religion and belief and the selection of new pilot countries) refers to lobby and policy influencing as part of the action plans for the pilot countries (Ministry of Foreign Affairs, 2012). The letter states that, in the follow-up phase, the Netherlands will focus on ‘combating tensions between religious groups and violence by supporting the drivers of change, and lobbying and policy influencing to bring about changes in discriminatory legislation’ (Ministry of Foreign Affairs, 2012).

2.3.2 *The ministry’s current policy*

The present Dutch Minister for Foreign Trade and Development Cooperation expressed her policy intentions regarding PILA in a letter to parliament in 2013 (Ministry of Foreign Affairs, 2013). These intentions were further elaborated in the policy framework for civil society organizations ‘Dialogue and Dissent: Strategic Partnerships for Lobbying and Advocacy’ for the period 2016-2020 (Ministry of Foreign Affairs, 2014).

The minister stated in this framework that an important motivation for supporting PILA is that the substantial economic growth that has been realized in low- and middle-income countries has not resulted in growth for everybody. In many cases, the gap between rich and poor people has widened. In the minister's vision, reducing inequality should have a prominent place on the post-2015 international development agenda. It is not only economic inequality that needs to be addressed, but also inequalities in social, political, religious or ethnic terms and based on gender or sexual orientation. The budget (€219 million annually from 2016) available for strengthening civil society in low- and middle-income countries will therefore be used to increase the advocacy and policy-influencing capacity of civil society organizations (CSOs) in developing countries.

Most of the funding (90%) to realize the minister's aims is available for strategic partnerships with NGOs, founded on mutual trust and respecting the identity, expertise, experience and networks of all parties involved. A strategic partnership involves NGOs and CSOs, possibly combined in alliances, and the Minister for Foreign Trade and Development Cooperation pursuing a common strategic goal. This goal is consistent with the broad agenda for foreign trade and development, and fits within the overall policy objective.

2.3.3 *Overview of PILA activities funded by the ministry*

To acquire an insight into the range and scope of policy influencing, lobbying and advocacy activities funded by the ministry in the 2008-2014 period, an overview of these types of activities had to be created. Since PILA is not categorized as such in Piramide, the ministry's financial management data system, various sources of information had to be consulted and combined.

The different policy departments proposed over two hundreds of activities as lobby and/or advocacy interventions (or containing a PILA component). Only about 55 activities can actually be classified as lobbying & advocacy interventions or containing a substantial lobbying & advocacy element, which shows that lobbying and advocacy are ambiguous concepts, which are interpreted differently by different departments and people.

It is difficult to categorize these 55 activities precisely (for an overview, see annex 4). However, an initial general classification in three categories based on the thematic focus area seems relevant, namely: private sector development/corporate social responsibility (PSD/CSR), human rights/gender (HR/Gender), and democratization/social accountability⁹ (Democr./SA).

⁹ The term social accountability relates to the term domestic accountability, both of which are generally used interchangeably in the literature.

This categorization is clearly not perfect, as all three categories still include many different specific topics,¹⁰ but at this stage of the study, it is the only valid classification that can be made.

The human rights/gender category is the biggest in terms of number of activities (25), while PSD/CSR is the largest in terms of percentage of funds allocated (almost 54%), even though it has the smallest number of activities (10).

The charts in figure 3 below show the three categories, the number of activities and the funds allocated to them.

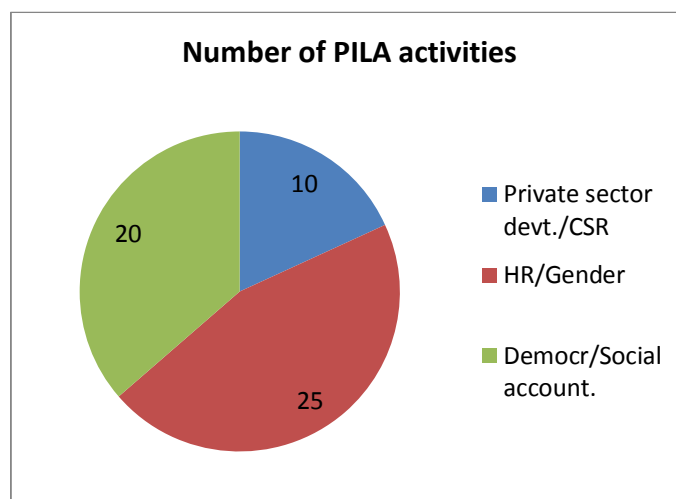


Figure 3. Number of PILA activities per sector

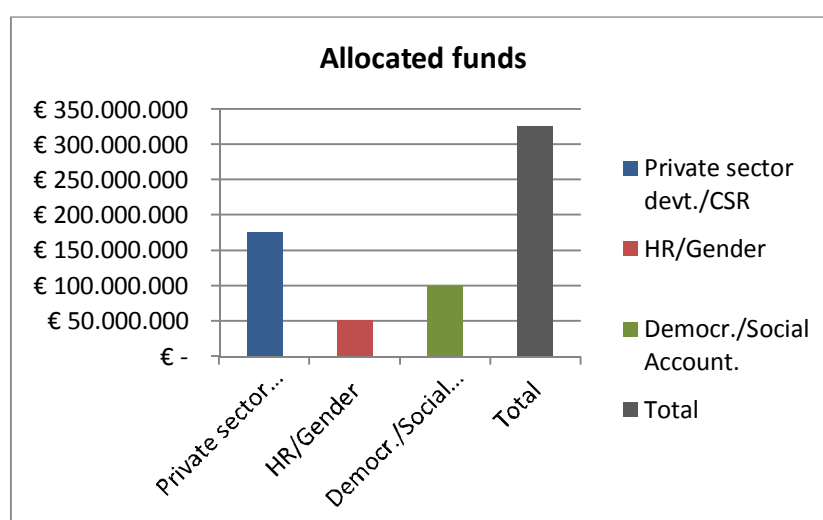


Figure 4. Expenditures per sector

¹⁰ For example: PSD/CSR includes environment, trade, employers' and employee organisations, land and agriculture. HR/Gender includes SRHR, women's and LGBTI rights. Democratization/SA includes rule of (international) law, anti-corruption, political participation, peace and stability.

In general, the contract value of the 55 activities varies from €100,000 to €50 million; for approximately 70% of the activities the contract value is more than €1 million. The total value of the eligible activities (those containing a substantial PILA component) is estimated at around €325 million.

PILA constitutes a sub-component of the project in several of the activities, besides other interventions like service delivery (material and expertise). For the majority of activities, however, PILA is the main area of intervention, with an expenditure of 100% of the budget allocated to policy influencing, lobbying and advocacy (directly or indirectly).¹¹ Often support to these organizations is provided in the form of core funding. In several cases present funding is a continuation of earlier funding.

Initial analysis seems to indicate that many of these 55 activities do not have a clear objective with regard to policy influencing. Most interventions seem to focus on lower result levels relating to capacity building, awareness-raising, and research and publications.

In terms of the availability of existing PILA evaluation reports that could be incorporated into this evaluation, there are few reports readily available (i.e. accessible via the internet). Although the overview of reports found (see annexes 5 and 6) indicates that some evaluation work has been done on PILA, initial analysis seems to show that the structure and approach are not always systematic or comprehensive, leading to less valid and reliable findings. However, keeping this in mind and critically reflecting on the reports, they can be used here and there to assess effectiveness and identify factors that promote or impede success).

¹¹ Direct expenditure in this case means activities directly aimed at policy influencing, lobbying & advocacy (layer B in Figure 1), and indirect refers to expenditure on capacity building of the partner organisation, awareness-raising/civic engagement or research/publication/dialogue for the purposes of PILA (layer A in Figure 1).

3 Evaluation framework

3.1 Objectives, focus and limitations of the evaluation

The objective of the evaluation is to generate insights and conclusions that fulfil its learning goal by means of:

- a critical analysis of the support provided by the Ministry of Foreign Affairs;
- a study of the evidence of the effectiveness of PILA and factors that explain degrees of effectiveness; and
- study of how Northern organizations may best support the policy influencing work of Southern CSOs (success factors and limitations).

The evaluation will focus on the effectiveness of the ministry's support to:

- international, Southern and Dutch organizations participating in PILA collaborative associations;
- Dutch organizations providing financial and other support to CSOs in developing countries aimed at strengthening their capacity to achieve their PILA objectives.

The evaluation will cover the 2008-2014 period.

The evaluation will focus on support provided directly for PILA (B), but will also consider support provided for creating the support functions (A) and direct involvement with decision-makers (C) (figure 1).

The findings of the preparatory study indicate that limited information is available on the effectiveness of PILA, which implies that the evaluation will also face restrictions in that respect. Establishing causal linkages in terms of both attribution between improved advising, lobby advocacy and activism (results level B) and better development policy and practices in the public and private sectors (results level C) is especially challenging. As it will be difficult to establish attribution, the evaluation will aim to establish plausible contribution associations between the increase in, or the nature and repertoire of, activities developed by CSOs and changes in policy processes, for example in agenda setting, policy decisions, or implementation.

Given its learning goal, the evaluation will not impose accountability on the effectiveness of Dutch financial support or measure efficiency.

The evaluation will select illustrative cases that serve the learning goal of this evaluation. It will not aim for optimal representativeness.

The evaluation takes the position that organizations and the system in which they operate are open systems that function in and respond to complex environments. It assumes that organizations are embedded in wider systems that transcend geographical levels (local, national and global). The evaluation also takes the position that capacity development is a non-linear, endogenous process – that is, relates to the way organizations take responsibility for themselves – rather than something that results from outside support. Some of the implications for the evaluation are, for example, that external factors need to be taken into consideration and that support will be discussed from the perspective that capacity development originates from within the organization.

3.2 Evaluation questions

3.2.1 Main questions

The evaluation will address three main questions:

1. How does the Ministry of Foreign Affairs support policy influencing, lobbying and advocacy (PILA)?
2. What evidence is there for the effectiveness of PILA strategies/programs in influencing policy in the public and private sector that is supportive of poverty reduction, justice and sustainable inclusive development? What factors explain levels of effectiveness?
3. How does Southern CSOs' capacity to practice PILA at national or global level develop and how does the support provided by Northern (Dutch) organizations influence that capacity development? How can Northern organizations best support Southern CSOs' capacity to practice PILA in the future?

The second questions concerns strategies/programs that may be implemented by single organizations or collaborative associations (coalitions, networks) that may include organizations from the global South and North. PILA targets may be based in developing countries, in the Netherlands or abroad (international organizations, multinational companies).

The third question is included because of the objective stated in 'Dialogue and Dissent: Strategic Partnerships for Lobbying and Advocacy' to strengthen the capacity of Southern organizations to practice PILA (Ministry of Foreign Affairs, 2014). The connection between capacity development and PILA in current policy frameworks is often not clear.

Answers to the three main questions will be analyzed and synthesized to establish the relevance and effectiveness of Dutch support provided.

3.2.2 *Specific questions*

1. How does the Ministry of Foreign Affairs support policy influencing, lobbying and advocacy (PILA)?

- 1.1 What were the ministry's formal and informal policy intentions regarding PILA in the 2008-2014 period?
- 1.2 How have these policy intentions been achieved (funding, diplomatic efforts, political backing, etc.)?
- 1.3 Have the ministry's expenditures on PILA been monitored and evaluated, and has the ministry used the resulting insights to adjust its policy and the way it is implemented?

2. What evidence is there for the effectiveness of PILA strategies/programs in influencing policy in the public and private sectors that is supportive of poverty reduction, justice and sustainable inclusive development? What factors explain levels of effectiveness?

- 2.1 Does the organization/collaborative association have a theory of change (strategy) for PILA? Does that include a context analysis (policy issues, power relations, formal and informal channels, etc.) and a picture of what drives change in the "target"?
- 2.2 What main activities has the organization/collaborative association undertaken?
- 2.3 What (unexpected/unplanned) achievements have been realized at the various result levels (A-B-C, figure 1)?
- 2.4 What evidence is available about the effectiveness of the PILA strategies/activities undertaken by the organization/collaborative association and the results achieved (attribution, contribution)?
- 2.5 What external and internal factors explain the levels of effectiveness of the activities undertaken by the organization/collaborative association?

3. How does Southern CSOs' capacity to practice PILA at national or global level develop and how does the support provided by Northern (Dutch) organizations influence that capacity development? How can Northern organizations best support Southern CSOs' capacity to practice PILA in the future?

- 3.1 How do Southern CSOs' PILA strategies/programs evolve over time?
- 3.2 How do Southern CSOs develop their legitimacy to engage in PILA?

- 3.3 How do Southern CSOs act in their environment and adapt their PILA strategies/programs to changes?
- 3.4 Do Southern CSOs have an organizational development plan and is that linked to their PILA programs?
- 3.5 Do Southern organizations monitor and evaluate their PILA activities; do they use the resulting insights to adjust their policy and how it is implemented?
- 3.6 How do Southern CSOs perceive external (Dutch) support?
 - What constraints did Southern CSOs experience that prevented them from engaging in PILA or achieving their objectives?
 - What is the support strategy of the Northern organization and what support does it provide?
 - Does the support meet the need of the Southern CSO and how has it helped the Southern organization to strengthen its capacity and achieve its PILA objectives?
- 3.7 What factors explain the effectiveness of the support provided by the Northern (Dutch) organization?

3.3 Effectiveness indicators

Effectiveness relates to the relationship between:

- the PILA activities of organizations, including collaborative associations (results level B), and changes in policy (results level C);
- the support provided for and changes in the production of knowledge, freedom of expression and civic engagement (results level A);
- the support provided and changes in the organization's capacity at results levels A and B.

The effectiveness for each organization or program will be assessed against its own theory of change, objectives and indicators and how these have evolved over time.

Assessment of effectiveness will be further guided by the outcome indicators in annex 1. Changes in capacity will be assessed using the 5C framework (annex 2). The generic set of indicators for each capability will be specified for this assignment in an early stage of the evaluation.

PILA strategies and activities will be categorized according to figure 2: I Advising, II Advocacy, III Lobby, and IV Activism.

Reporting at aggregate level will be structured according to the results levels presented in figure 1.

3.4 Research design

The main task of this evaluation, determining the links between policy influencing activities (outputs) and any change in policy (outcome), is a methodological challenge. As discussed in section 2.3.1, policy changes are highly complex and anything but linear or rational processes, shaped by a multitude of interacting forces and actors.

To address this problem the evaluation will be guided as much as possible by the principles of contribution analysis, as an evaluation approach to address the causality problem, based on Mayne (2001, 2008 and 2011). It will aim to compare an intervention's postulated theory of change with the evidence, in order to draw conclusions about the contribution it has made to observed outcomes. The aim of contribution analysis is to critically construct a 'contribution story which builds up evidence to demonstrate the contribution made by an intervention, while also establishing the relative importance of other influences on outcomes. The approach draws on the idea that an intervention's theory of change can be used to infer causation by assessing whether the mechanisms or processes that it aims to initiate have in fact occurred' (White & Philips, 2012). This approach comes close to "outcome mapping", which focuses M&E activities on the behavior of a program's "boundary partners" – 'those individuals, groups, and organizations with whom the program interacts directly to effect change' (Smutylo, 2001).

Annex 3 provides an overview of possible methods to collect the required data. Critical in this approach is to interview independent key informants who are knowledgeable about the lobby target and change processes that have taken place. A combination of a stakeholder analysis with a contribution analysis are considered the most suitable and doable methods to be used in this evaluation.

Support provided by the ministry

Main question 1 will be addressed on the basis of a reconstruction of Dutch policy on development cooperation in the 2008-2014 period. The research will focus on policy areas in which it is known that PILA plays a more important role, such as gender equality, human rights, SRHR and environment, and on the lobbying and advocacy component of MFS II. The evaluation will build on the work that has been conducted in the preparatory phase (sections 2.3 and 2.4). The evaluation includes a document study and semi-structured interviews.

Levels of effectiveness

Main question 2 about effectiveness and explanatory factors will be addressed by focusing on the following components:

- a review of available literature including evaluation reports that do not relate to support provided by the Netherlands (annex 6);

- a review of evaluation reports relating to Dutch support (annex 7);
- IOB reports and background information on gender/MDG3, SRHR, human rights, etc.
- evaluation report on the lobbying and advocacy component in MFS II, available by May 2015;
- three case studies of PILA campaigns in relation to Corporate Social Responsibility (CSR) supported by the ministry;
- 10 PILA activities in Ethiopia and Mozambique.

Annexes 6 and 7 are not yet complete and may be supplemented during the evaluation.

Literature and evaluation reports that have been tracked so far vary in quality and relevance. Much of the available information relates to PILA activities undertaken and activities at the level of the supporting functions. Far less information is available about how these activities have contributed to changes in policy.

Factors that are known to determine levels of effectiveness of PILA will be identified at an early stage of the evaluation. A literature study of PILA outside international cooperation will be conducted and experts will be asked for advice. The evaluation will then study to what extent these indicators explain levels of effectiveness in the activities to be evaluated. Additional indicators that may emerge during the study will also be considered.

Capacity development of Southern CSOs

Main question 3 will be addressed on the basis of the 10 selected PILA activities in Ethiopia and Mozambique. This work is expected to generate insight into how Southern CSOs develop and operate, and what they achieve. The case studies are also expected to contribute to the development of a framework that should be useful for analyzing similar cases more systematically.

The organizational development of the Southern CSO, the PILA activities it has undertaken, how they have contributed to changes in policy and the role of the supporting functions will be addressed first. Once that has been established, the role and impact of external (Dutch) support will be considered.

Three case studies of PILA campaigns in relation to CSR

The review will examine three PILA campaigns in relation to Corporate Social Responsibility (CSR) that are currently in the news and in line with the policy of the Minister for Foreign Trade and Development. Cases that could qualify are the textile sector in Bangladesh (Rana Plaza), international tax evasion (Tax Justice), coal in Colombia (extractive industries) and land rights (International Land Coalition). A

broader issue that may be of interest is “living wage”, stressing that employees should receive a minimum wage that allows their family to live a decent life. The final selection of the cases will be made in the course of the evaluation in consultation with the peer review team and after approval by the director of IOB, as not enough information is as yet available.

Ten activities in Ethiopia and Mozambique

This part of the research will build on the work that has been conducted as part of the evaluation of direct financing. The rationale for that support was to strengthen civil society organizations, a number of which are involved in PILA.

The reasons for choosing Ethiopia and Mozambique are that the expenditures in these two countries were most substantial and that the context in which PILA activities take place (the enabling environment for CSO engagement in general and PILA in particular) is different in the two countries. The legislative and political context for CSOs to operate is quite restrictive in Ethiopia, while in Mozambique it is more open and conducive (figure 3).¹²

¹² The 2011 Letter to the House of Representatives presenting the spearheads of development cooperation policy makes some interesting comments about this difference in context in relation to the argumentation for the choice of partner countries. In Ethiopia, the Netherlands is one of many donors and influence on government policy is limited. Some progress has been made in combating corruption, but political liberties remain restricted (e.g. NGO legislation). In Mozambique, the Netherlands is a relatively big donor and therefore has a considerable influence. Mozambique has a reasonable score on governance (there is a firm dialogue between donors and the government on corruption and democratization) (Ministry of Foreign Affairs, 2011).

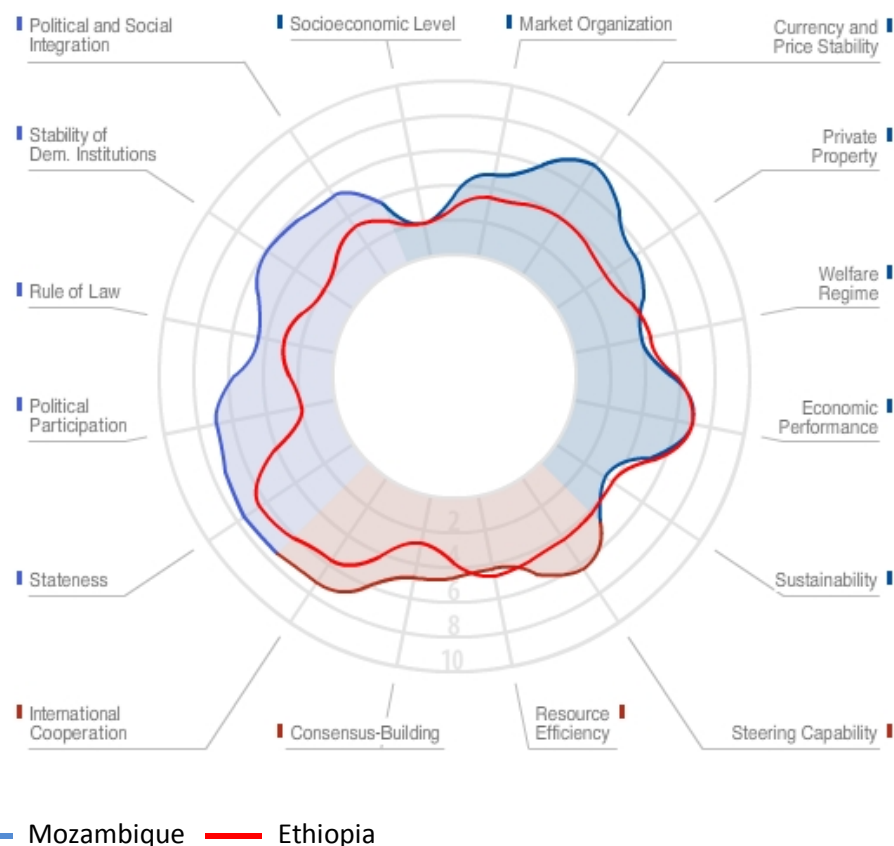


Figure 5. Status of democratic and market transformation. Source: Bertelsmann Stiftung (2014)

A pragmatic consideration was to align the case studies with the IOB evaluation of ‘Direct Funding of Local NGOs by Netherlands Embassies 2006-2012’ (IOB, 2014). The main reason was the groundwork that has already been done and the relations that have been built up, making it much easier to address a topic like policy influencing, lobbying and advocacy, which is not very tangible and can be politically sensitive. The selection of the actual cases will be based on analysis of the internal appraisal documents and the report of the Direct Funding evaluation, focusing on the extent to which the organization is (or aims to be) active in the field of PILA.

The country studies may also be used to research local components of PILA activities that are part of this evaluation (for example land rights – ILC).

3.5 Products

The findings of the evaluation will be presented in a final report. They will respond to the evaluation questions. The evaluation report will be written in English, with a summary in Dutch. The report, together with a response from the Minister for Foreign Trade and Development Cooperation, will be sent to parliament.

Interim results and insights will be informally shared with DSO to feed into the development of the grant framework 'Dialogue and Dissent: Strategic Partnerships for Lobbying and Advocacy' (Ministry of Foreign Affairs, 2014).

Provisional results will be discussed in a workshop before finalizing the report.

3.6 Organization of the evaluation

3.6.1 General reference group

A general reference group will be established to ensure the quality of the evaluation. Its main task will be to provide advice to the director of IOB regarding the quality and relevance of the ToR, interim products and the draft evaluation report. The group will consist of external experts Arco Timmermans (Extraordinary Professor of Public Affairs, University of Leiden), Nadia Molenaers (lecturer at the Institute of Development Policy and Management, University of Antwerp), and Manuela Monteiro (former director of Hivos). Joris van Bommel, DSO/MO, and Jan van Wijngaarden, head of BEB/IMH, represent the ministry. The reference group will be chaired by the deputy director of IOB, Geert Geut. The members of the group will put their advice regarding the quality of the draft evaluation report in writing, after which the director of IOB will make a final decision.

3.6.2 IOB team

IOB's responsibilities for the evaluation will be taken on by a core team composed of IOB evaluator Piet de Lange and junior researcher Anique Claessen. IOB evaluator Floris Blankenberg will contribute to the evaluation through involvement in some case studies. Piet de Lange has final responsibility for conducting the evaluation. The IOB team will conduct the entire evaluation and write the evaluation report. Local consultants will support the IOB team in conducting the case studies in Ethiopia and Mozambique. Some specific assignments requiring expertise not available in the core team may be contracted out.

The IOB internal peer review team consists of IOB evaluators Floris Blankenberg and Otto Genee, chaired by IOB deputy director Geert Geut. The team will review the ToR, interim products and the draft final report and will be available for friendly advice.

3.6.3 Consultants

Consultants will be taken on to conduct the case studies in Ethiopia and Mozambique. Most likely this work will be contracted out to researchers from the countries concerned or from the region. To ensure that the case studies are of a high standard, it is important that the consultants meet the following requirements:

- Evaluation expertise
- PILA expertise
- Capacity development expertise
- Country expertise

3.7 Planning

The plan is for the evaluation to be completed no later than July 2015.

	0	1	2	3	4	5	6	7	8	9	10	11	12
ToR approved	X												
Policy reconstruction (EQ1)		X	X	X	X								
Expert meeting			X										
Effectiveness PILA (EQ2)				X	X	X					X (MFS II)		
Case studies Ethiopia/ Mozambique (EQ3)							X	X	X				
Final report writing										X	X	X	X
Workshop NL											X		
Final report approved													X

Annex 1. Outcome indicators¹³

The bullets under each outcome indicator intend to illustrate what is to be understood by the outcome indicator. They are not exhaustive, neither is it expected that all bullets have to be realized. The annex is to be used as a tool in the discussion with the organizations to identify their own outcome indicators and to aggregate the results in a later stage.

A. Agenda setting	
<i>A1. Actors in society become aware of the issues at stake, organize themselves, and adhere to the position of the organization's¹⁴</i>	<ul style="list-style-type: none"> • The organization brings forward successfully its position regarding the issue, at national and international levels • Media cover the organization's points of views and/or activities • Other stakeholders publicly support the organization (number of petitions, public debates, actions in new and "old" media, demonstrations) • The organization has relations with important thematic networks and interest groups • Societal groups are exposed and aware of how the issue affect their livelihoods • Societal group organize themselves (to claim space) at local, national, and international level

¹³ This annex is an adoption of the uniform outcome indicators L&A MFS II. Source: Arensman, B. et al. (2013). *MFS II Joint Evaluation of International Lobbying and Advocacy: Baseline Report*. Wageningen: WUR. Available at: https://partos.nl/webfm_send/672570.

¹⁴ An organization could also be a collaborative association (coalition, network).

<p><i>A2. PILA targets react upon the positions taken by the organization/ collaborative association</i></p>	<ul style="list-style-type: none"> ● PILA targets respond to interventions or position taken by the organization (statements in documents, media outlets, agendas, speeches, papers; parliamentary questions or votes).
<p><i>A3. Relevant members of the organization or other stakeholders are invited to participate in meetings (or organize meetings) by PILA targets</i></p>	<ul style="list-style-type: none"> ● The organization has access to and relations with decision makers (type and frequency of individual informal and formal contact). ● The organization’s or other stakeholders participate effectively in relevant meetings at national and international level (round tables, participation in official delegations, consultation meetings organized by the relevant authorities, etc.) (institutionalized vs. more transient; solicited or volunteered) ● The organization manages to allow marginalized groups to participate in decision making meetings at national and international levels.
<p><i>A4. The terms of public debate are influenced: New civil society perspectives and alternative approaches are introduced into the policy debate</i></p>	<ul style="list-style-type: none"> ● There is coherence in language between the organization and PILA targets ● PILA targets change their agenda in line with the position of the organization
<p>B. Policy influencing</p>	
<p><i>B1. PILA targets have changed (or not) their policy in line with the organization’s position changes</i></p>	<ul style="list-style-type: none"> ● Policy in public and private sector institutions at national and international levels has changed ● Frames introduced by the organization are taken up in policy documents and speeches of officials at national and international levels ● Budget is allocated for changed policy at national and international levels. ● Demonstrable institutional reforms law enforcement have taken place

<i>B2. Demonstrable shift in accountability structure for government</i>	<ul style="list-style-type: none"> • Shifts in accountability structures for governments/authorities have taken place (openness of results of implementation of policies)
C. Changing practice	
<i>C1. PILA targets change their practices as to implementation of policies (= practices) in the “field”</i>	<ul style="list-style-type: none"> • The PILA target communicates the policy to the general public and/or institutions operating at local level. • The PILA target develops new strategies or work plans to ensure implementation of policy. • Plans are implemented in a sustainable manner • Official mechanisms in place to enforce policies and rules/regulations

Annex 2. Indicators for assessing the five core capabilities

Core capability	Components
1. Capability to relate	<ul style="list-style-type: none"> • Political and social legitimacy. • Integer leadership and staff (upright, incorruptible or undiscussed). • Operational credibility /reliability. • Participation in coalitions. • Adequate alliances with external stakeholders.
2. Capability to commit and act	<ul style="list-style-type: none"> • Presence of a work plan, decision taking and acting on these decisions collectively. • Effective resource mobilization (human, institutional and financial). • Effective monitoring of the work plan. • Inspiring /action oriented leadership. • Acceptance of leadership's integrity by staff.
3. Capability to deliver on development objectives	<ul style="list-style-type: none"> • Financial resources. • Facilities, equipment and premises. • Human resources. • Access to knowledge resources.
4. Capability to adapt and self-renew	<ul style="list-style-type: none"> • Understanding of shifting contexts and relevant trends (external factors). • Confidence to change: leaving room for diversity, flexibility and creativity. • Use of opportunities and incentives, acknowledgment of mistakes that have been made and stimulation of the discipline to learn. • Systematically planned and evaluated learning, including in management.
5. Capability to maintain coherence	<ul style="list-style-type: none"> • Clear mandate, vision and strategy, which is known by staff and used by its management to guide its decision-making process. • A well-defined set of operating principles. • Leadership is committed to achieving coherence, balancing stability and change. • Coherence between ambition, vision, strategy and operations.

Additional indicators for assessing collaborative associations

Core capability	Additional indicators for collaborative associations
1. To commit and act	<ul style="list-style-type: none"> • Leadership is shared rather than positional • Members act to satisfy the interests of all members

2. To deliver on objectives	<ul style="list-style-type: none"> • There is sufficient transparency, data freely shared and explained
3. To adapt and self-renew	<ul style="list-style-type: none"> • Members effectively deal with their diversity and power asymmetries
4. To achieve coherence	<ul style="list-style-type: none"> • There is a results-driven structure and process • Attitudes of respect and trust are present, avoiding stereotyping or reactive behavior (culture) • Credit and responsibility for the collaboration is shared among members • Members ensure that views of less powerful stakeholders are given a voice

Annex 3. Overview of research methods¹⁵

Methods that focus on outcomes and impact			
Method	What is it?	Why use it?	When to use it?
Stories of change	A case study method to determine pathways of success.	Useful to investigate impact through first-hand accounts and analyze how activities caused impact.	Use in retrospective evaluation or review.
Most significant change	A participatory method to determine impact through the perspective of different stakeholders.	Useful to determine most significant impact.	Use in retrospective evaluation or review.
Stakeholder analysis	Method to determine which stakeholders are invested in the intervention.	Best used to determine if an organization has increased its connections to influential stakeholders, or to determine which stakeholders are best to interview during an evaluation.	May be used in project planning but can also be used in evaluations.

Methods that focus on understanding causes			
Method	What is it?	Why use it?	When to use it?
Process tracing	An analytical tool to draw out causal claims	To draw out the causal link of an intervention and its impact. Useful with small sample sizes.	When there is no comparison group and strong information on sequence of events.
Contribution analysis	Analytical tool using the intervention's strategic plan and assessing the contribution story.	To assess the contribution of activities to an outcome.	When there is no comparison group and where there is a strong theory of change.
General elimination analysis	An analysis technique that eliminates all rival explanations to find the most prominent explanation.	It can add to the strength of evidence for a cause and effect relationship.	When there is a lack of comparison group and several competing options for understanding causes.

¹⁵ Adapted from Tsui, J., Hearn, S. & Young, J. (2014). *Monitoring and evaluation of policy influence and advocacy*. ODI, Working Paper. Available at: <http://www.odi.org.uk/sites/odi.org.uk/files/odi-assets/publications-opinion-files/8928.pdf>.

<p>RAPID Outcome Assessment</p>	<p>A mapping tool that draws links between boundary partners and key behaviors on a timeline to link influence and behavior change.</p>	<p>Useful tool to map out causal links between intervention and impact.</p>	<p>When there is no comparison group and a particular wish to understand the role of context and partners.</p>
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Annex 4. Assumptions underlying the generic Theory of Change

There are several assumptions underlying the generic Theory of Change (ToC) for Policy Influencing, Lobbying & Advocacy (see Figure 1), for example with regard to the role and legitimacy (internal and external) of civil society actors and organizations.

The main assumptions are made explicit below.

- Better development policies and practices in the public and private sector are needed for poverty reduction, justice and sustainable development.
- Policymakers in the public and private sector recognize civil society as a legitimate representation of the population, including its watchdog function.
- Local, national and global structures allow for avenues through which change can be pursued; various strategies of PILA, aimed at different actors.
- Civil society plays a critical role in influencing policymaking processes.
- Civil society actors are able - have the capacity - to seize windows of opportunities for influencing policies (and practices).
- The general population recognizes civil society organizations as their legitimate representatives.
- Civil society organizations require for their PILA activities locally generated knowledge, freedom of expression and civic engagement.
- Donors recognize the importance of PILA and offer support (different modalities, different levels, including for capacity development).
- Donors are able to identify civil society organizations that play a key role in influencing policymakers in the public and private sector.

Annex 5. Overview of PILA activities supported by the ministry (2008-2014)

	Policy department	Title	Implementing organization(s)	Period (Piramide)	Contract value €	Thematic area/ sector
1	DDE	DECP 2010-2012 Dutch Employers Cooperation Programme	Dutch Employers Cooperation Programme (DECP)	11/09-12/12	5.941.495	PSD / CSR(+)
2	DDE	Producenten organisaties 2011-2015	Agriterra	1/11-12/15	50.000.000	PSD / CSR(+)
3	DDE	International Land Coalition	International Fund for Agricultural Development (IFAD)	1/12-12/15	4.370.000	PSD / CSR(+)
4	DDE	CRAFT Consortium	Oxfam Novib	4/13-3/16	475.000	PSD / CSR(+)
5	DDE	DDE ICTSD 2009-2010; DDE ICTSD sustainable development trade	International Centre for Trade and Sustainable Development (ICTSD)	1/09-12/12; 1/11-1/17	1.839.685; 6.544.685	PSD / CSR(+)
6	DMH/EM	DMH/EM WO=MEN Promotie Gender	WO=MEN	1/11-12/15	215.000	Human Rights/ Gender
7	DMH/GB	DMH 2009-10 TI	Transparency International (TI)	1/09-12/12	1.500.000	Democratization/ Social Accountability
8	DMH/MR	DMH/MR COC 2011 - 2014	COC Netherlands	4/11-3/14	978.540	Human Rights/ Gender
9	DMH/MR	DMH/MR Internews 2011-2013	Human Rights Connect Expand (HRCx)	7/11-12/14	2.835.000	Human Rights/ Gender
10	DMV/MR	DMV/MR Internews – Human Rights Connect	Human Rights Connect Expand (HRCx)	6/08-6/12	1.088.927	Human Rights/ Gender
11	DMM/MP	DMM IPI Core bijdrage 2012	International Peace Institute (IPI)	7/12-12/14	200.000	Democratization/ Social Accountability
12	DMM/MP	DMM Budgetbijdrage 2013 ICRtoP	International Centre for the Responsibility to Protect (ICRtoP)	4/13-12/14	160.000	Human Rights/ Gender
13	DMM/MP	DMM Bijdrage CICC 2013	Coalition for the ICC (CICC)	4/13-12/14	100.000	Democratization/ Social Accountability
14	DMM/MP	DMM IPI Core bijdrage 2013	International Peace Institute (IPI)	7/13-12/14	200.000	Democratization/ Social Accountability

15	DMM/MP	DMM IPI Kennisopbouw Afrika	International Peace Institute (IPI)	7/13-12/14	100.000	Democratization/ Social Accountability
16	DMM/MP	DMM MRF 2014-2017 NIMD	Netherlands Institute for Multiparty Democracy (NIMD)	12/13-12/18	2.000.000	Democratization/ Social Accountability
17	DMM/MP	DMM TMF 2014-2017 PLAN	Plan Nederland, AWEPA	12/13-12/18	1.983.768	Human Rights/ Gender
18	DMM/MP	DMM MRF 2014-2017 COC	COC Netherlands	12/13-12/18	1.668.810	Human Rights/ Gender
19	DMM/MP	DMM MRF 2014-2017 Both Ends	Both Ends	12/13-12/18	2.000.000	Democratization/ Social Accountability
20	DMM/MP	DMM MRF 2014-2017 NHC	Netherlands Helsinki Committee (NHC)	12/13-12/18	1.924.471	Human Rights/ Gender
21	DMM/MP	MRF 2014 Mensen met een Missie	Stichting CMC / Mensen met een missie	12/13-12/18	2.000.000	Democratization/ Social Accountability
22	DMM/MP	DMM MRF 2014-2017 OXFAM	Oxfam Novib	12/13-12/18	1.999.540	Human Rights/ Gender
23	DSO/EM	WO=MEN Dutch Gender Platform	WO=MEN	12/13-12/18	1.080.000	Human Rights/ Gender
24	DSO/EM	DMH Strengthening Women's Leadership and Empowerment: Ensuring Women's Rights to Economic Self-Reliance	Pesticide Action Network Asia Pacific (PAN AP) + co-applicants	12/11-12/16	709.947	Human Rights/ Gender
25	DSO/EM	DMH Women's empowerment	Shirkat Gah, Women's Resource Centre with Women Living Under Muslim Laws (WLUML) + co-applicants	12/11-12/16	3.069.620	Human Rights/ Gender
26	DSO/EM	DMH Women's labor rights	Central American Women's Fund (FCAM) + co-applicants	12/11-12/16	2.930.019	Human Rights/ Gender
27	DSO/EM	DMH Feminist leadership	Gender at Work	12/11-12/16	1.684.305	Human Rights/ Gender
28	DSO/EM	DMH women's voices	Diakonia	12/11-12/16	2.341.150	Human Rights/ Gender
29	DSO/EM	DMH labour rights for women	International Trade Union Confederation (ITUC) + co-applicants	12/11-12/16	2.342.800	Human Rights/ Gender

30	DSO/EM	DMH Women & girls empowerment	Eastern African Sub-regional Support Initiative for the Advancement of Women (EASSI) + co-applicant	12/11-12/16	2.790.564	Human Rights/ Gender
31	DSO/EM	DSO UNSCR 1325 in Burundi	Search for Common Ground (SFCG)	12/12-12/16	599.996	Human Rights/ Gender
32	DSO/EM	DSO UNSCR 1325 in DR Congo	Search for Common Ground (SFCG)	12/12-12/16	667.466	Human Rights/ Gender
33	DSO/GA	IWHC 2008-2010 SALIN; DSO SALIN IWHC 2008-2010	International Women's Health Coalition (IWHC)	1/08-12/11; 1/10-12/14	1.900.000; 600.000	Human Rights/ Gender
34	DSO/GA	DSI ICSS 2009-2010; DSO - ICSS 2012-2014; DSO ICSS 2012-2014	International Civil Society Support (ICSS)	6/09-12/12; 1/10-12/13; 12/11-12/15; 12/11-12/15	150.000; 316.250; 1.000.001	Human Rights/ Gender
35	DSO/GA	DSI Research Unsafe Abortion; Guttmacher SRHR Research 2013	Guttmacher Institute	7/09-12/14; 4/13-12/17	3.310.041; 3.800.000	Human Rights/ Gender
36	DSO/GA	DSI/SB ATM Index 2009; DSO - AtMF 2009 - 2012; DSO - AtMF 2012-2017	Access to Medicines Foundation (AtMF)	1/09-6/10; 9/09-12/13; 6/12-6/18	349.679; 734.870; 3.000.000	Human Rights/ Gender
37	DSO/MO	DSI VMP FNV 2009 - 2012	Stichting FNV Mondiaal	1/09-12/14	37.340.576	PSD / CSR(+)
38	DSO/MO	DSO-FNV Mondiaal 2013-2016 (VMP)	Stichting FNV Mondiaal	7/12-12/17	31.788.593	PSD / CSR(+)
39	DSO/MO	DSI CNV VMP 2009 - 2012	CNV Internationaal	1/09-12/14	18.960.480	PSD / CSR(+)
40	DSO/MO	DSO - CNV Internationaal 2013-2016 (VMP)	CNV Internationaal	7/12-12/17	17.221.407	PSD / CSR(+)
41	DSO/OO	DCO FAWE Strat. Plan 2008-2012	Forum for African Women Educationalists (FAWE)	1/08-12/13	5.115.600	Human Rights/ Gender
42	DSH	NIMD linking parties, policies and people	Netherlands Institute for Multiparty Democracy (NIMD)	11/11-12/16	30.117.500	Democratization/ Social Accountability
43	DSH	IDEA core bijdrage 2013-2017	International Institute for Democracy and Electoral Assistance (IDEA)	12/12-12/17	17.500.000	Democratization/ Social Accountability

44	DSH	Transparency Int. core bijdrage	Transparency International (TI)	1/11-12/14	5.600.000	Democratization/ Social Accountability
45	DSH	Ondersteuning EITI Secretariaat 2010-2014	Extractive Industries Transparency Initiative (EITI)	12/10-12/15	1.002.750	PSD / CSR(+)
46	DSH	SPARK Political parties Fund II	The Hague Academy for Local Governance	11/11-12/16	1.882.500	Democratization/ Social Accountability
47	DSH	DSH ICTJ	International Centre for Transitional Justice (ICTJ)	4/12-4/14	1.000.000	Democratization/ Social Accountability
48	DSH	DSH NIMD 'Linking civil and political societies'	Netherlands Institute for Multiparty Democracy (NIMD)	7/12-7/17	4.802.184	Democratization/ Social Accountability
49	DSH	DSH Oxfam Novib Grote Meren	Oxfam Novib	7/12-7/17	6.207.879	Democratization/ Social Accountability
50	DVF/PJ	DVF Subsidie 2011 GCR2P	The Global Center for the Responsibility 2 Protect (GCR2P)	8/11-12/13	300.000	Human Rights/ Gender
51	DVF/PJ	DVF CICC subs. 2011	Coalition for the ICC (CICC)	8/11-12/13	200.000	Democratization/ Social Accountability
52	DVF/PJ	DVF CICC bijdrage 2012	Coalition for the ICC (CICC)	1/12-12/13	100.000	Democratization/ Social Accountability
<i>Decentralized</i>						
53	DHA	SaFaL Food Security	Solidaridad Network Asia	11/12-5/17	12.000.000	Democratization/ Social Accountability
54	DHA	Improving Food safety in Bangladesh	FAO Bangladesh	7/12-6/15	9.696.578	Democratization/ Social Accountability
55	KAB	KAB ICTJ	International Centre for Transitional Justice (ICTJ)	4/08-8/12	1.501.527	Democratization/ Social Accountability

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- Eastern African sub Regional Support Initiative for Advancement of Women (EASSI)
- Coalition for the International Criminal Court (CICC)
- International Coalition for the Responsibility to Protect (ICRtoP)
- Clean Clothes Campaign (CCC) / Schone Kleren Campagne (SKC)
- Bettercoal
- Association of European Parliamentarians with Africa (AWEPA)
- International Centre for Trade and Sustainable Development (ICTSD)
- International Women's Health Coalition (IWHC)
- International Planned Parenthood Federation (IPPF)
- Ipas
- International Trade Union Confederation (ITUC)

- Free Press Unlimited
- Guttmacher Institute
- International HIV Aids Alliance (IHAA)
- International Peace Institute (IPI)
- Transparency International (TI)
- Extractive Industries Transparency Initiative (EITI)

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