

**Monitoring** is the systematic and continuous assessment of the progress of a piece of work over time, which checks that things are going as planned and enables adjustments to be made in a methodical way. While your advocacy goal may be consistent, you need to be prepared to revise your activities in the light of what monitoring reveals as your advocacy work develops, and your targets respond.

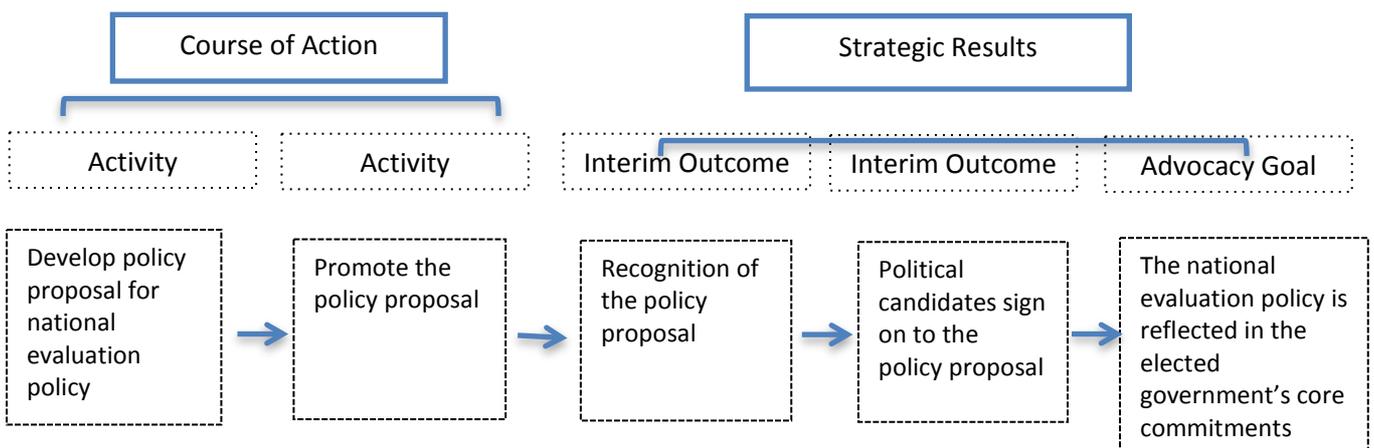
**Evaluation** is the periodic assessment of the relevance, performance, efficiency and impact of a piece of work with respect to its stated objectives. Evaluation measures whether the objectives of an activity have been achieved, how they were achieved, and what can be learnt from this success or failure. It is usually carried out at some significant stage in the project’s development, e.g. at the end of a planning period, as the project moves to a new phase, or in response to a particular critical issue.

Just as you are advocating for a strong evaluation culture, monitoring and evaluation should be central to your advocacy action plan right from the beginning. By building monitoring and evaluation into evaluation advocacy planning from the start, you can connect the goals you want to achieve with the development of indicators for success.<sup>1</sup> Advocacy monitoring and evaluation can and should be used for purposes of strategic learning.

### Using logical frameworks

An early step in monitoring and evaluation planning for advocacy typically entails developing a logic model (also known as a theory of change or impact plan), which is an explanation of how a given effort will bring about change and what results are anticipated (*for more details on theory of change models see [Question 2: Who can give it to us?](#)*). This will set the overall framework for monitoring and evaluation, giving the advocacy team a way to categorize and make sense of available information throughout the advocacy effort, and a basis for more in-depth studies by external evaluators during or after the intervention. A hypothetical logframe has been developed below to illustrate what may be measured and how in the context of a VOPE’s efforts to advocate for a National Evaluation Policy. In this example, the VOPE is advocating for this policy against the backdrop of upcoming national elections. This is a time-limited window of opportunity in the political environment – or ‘policy window’ – that could be capitalized to promote a culture of evaluation in the country. This theory has been referred to earlier as the ‘policy windows approach’.

The logic of VOPE’s approach:



<sup>1</sup> Adapted from WaterAid. (2007). The Advocacy Sourcebook.

Results	Measures or Indicators	Baseline	Targets	Means of Verification	assumptions
<b>ADVOCACY GOALS</b>					
<b>What results are needed for success?</b>	<b>What measures will indicate success in achieving the outcome?</b>	<b>Where is the indicator now?</b>	<b>How far do you want to move the indicator?</b>	<b>How will you get the indicator data?</b>	<b>What could skew the results?</b>
<b>Goal:</b> National Evaluation Policy is reflected in elected government core commitments.	The fully proposed National Evaluation Policy incorporated into post-election government Commitments over the next three years.	Started at zero, as the policy proposal is new and elections have not occurred.	At least 80% of the proposed budget for the policy is earmarked and is reflected in core commitments within three years.	<b>Policy tracking</b> on government core commitments.  <b>Critical incident timeline</b> of commitments.	Unexpected crises or other events could impact commitment to the policy once elected.
<b>ADVOCACY INTERIM OUTCOMES</b>					
<b>Interim Outcome:</b> Recognition of the need for National Evaluation Policy.	% of high-profile individuals who know about the policy proposal post-promotion.	Started at zero, as the branding for the proposal is new.	75% of high profile or individuals asked/know the policy proposal.	<b>Bellwether interviews</b>  <b>Research panel</b> of high-profile individuals.	Individuals could confuse the policy proposal with other policy advocacy efforts.
<b>Interim Outcome:</b> Political candidates take positions on the National Evaluation Policy.	# of candidates who sign onto the policy proposal before the election.	Started at zero Candidates.	All candidates publicly support the policy.	<b>Document review</b> of the signed policy proposal.	Candidates may want to sign onto some aspects of the policy proposal but not all.
<b>ADVOCACY ACTIVITIES</b>					
<b>What must be done to achieve the interim outcomes?</b>	<b>What measures (outputs) will indicate success on the activity?</b>	<b>Where is the output now?</b>	<b>How far do you want to move the output?</b>	<b>How will you get the output data?</b>	<b>What could skew the results?</b>
<b>Activity:</b> Develop the policy proposal.	#policy proposal developed, # partners signed on.	Started at zero, as proposal had not been developed.	Completion of the policy proposal, 10 partners signed on.	Existence of completed proposal.	Partners might agree on some, but not on all proposed aspects of the policy.
<b>Activity:</b> Promote National Evaluation Policy.	# events held. # promotional materials submitted. # meetings with candidates for election.	Started at zero because agenda was new.	10 events 500 promotional materials submitted. Meetings with all Candidates.	Review of VOPE records and VOPE tracking.	Budget limitations could impact events and materials distribution.