Evaluation

Final Report

Impact and Functioning of EED-Partner organisations: World YWCA, Tebtebba and Rede Social

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**Consult for Management,
Training and Technologies**

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Desk Study:

Impact and Functioning of EED-Partner organisations: World YWCA, Tebtebba and Rede Social

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List of abbreviations

APRODEV	Association of World Council of Churches-related Development Agencies
CCC	Conference Coordinating Committee for the International AIDS Conference
CEDAW	Convention on the Elimination of All forms of Discrimination Against Women
CERD	Committee on Racial Discrimination
CSO	Civil Society Organisation
EED	Church Development Service – Evangelischer Entwicklungsdienst
EMRIP	UN Human Rights Council Expert Mechanism on Indigenous Peoples' Rights
EU	European Union
FAO	Food and Agricultural Organisation
FIAN	FoodFirst Information and Action Network
FPIC	Free, prior and informed consent
GCAR	Global Campaign on Agrarian Reform
HRC	Human Rights Committee
HIV/AIDS	Acquired immune deficiency syndrome or acquired immunodeficiency syndrome caused by the human immunodeficiency virus
ICPD	International Conference on Population and Development
IDR	Institute for Development Research
IFI	International Financial Institutions
IP	Indigenous People
IWGIA	International Workgroup on Indigenous Affairs
LRAN	Land Research and Action Network
NCIP	National Commission on Indigenous Peoples
NGO	Nongovernmental Organisation
PCT	Projeto Cedula da Terra
SRHR	Sexual and Reproductive Health and Rights
Tebtebba	Indigenous Peoples' International Centre for Policy Research and Education
TOR	Terms of Reference
UNAIDS	United Nations Joint Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNIFEM	United Nations Women's Organisation
UNO	United Nations Organisation
WYWCA	World Young Women's Christian Association
UNDRIP	UN Declaration on the Rights of Indigenous Peoples
WTO	World Trade Organization

1. Background and objectives

EED is commissioning evaluations as an instrument for regular reflection and continuous improvement of its work. With this evaluation, EED wants to expand this practice to programmes of advocacy and lobbying. For that purpose, they have invited three partner organisations which are very experienced in this field of work: World YWCA, Tebtebba, and Rede Social/ LRAN. A cross-cutting evaluation of these three organisations and their EED funded programmes has been planned in two phases:

I. *Desk survey on the basis of*
  a. *Review of programme documentation*
  b. *(Telephone) interviews with representatives of the three organisations and of EED staff cooperating with them*
  c. *Workshop with representatives of the three organisations and EED staff*
II. *Optional: selected field studies*

The report submitted herewith relates to Phase 1 (desk study) only. For this phase, EED has set the following objectives:

a) EED has developed an understanding of the approaches, functioning and strategies of the three organisations with regard to their lobby and advocacy activities and programmes, the participation of their target groups and the interdependency of these activities and programmes.
b) Outcomes and impact of their EED funded lobby and advocacy programmes have been documented in the form of case studies and examples.
c) An independent assessment of the programmes in terms of relevance, effectiveness, efficiency, impact and sustainability is available.
d) Recommendations have been formulated on how EED can further qualify and support advocacy and lobby programmes of international partner organisations, and on how the three organisations can improve their EED funded programmes.

EED is aware of the limitations of this desk study which was considered as a first step of the cross-cutting evaluation which cannot yet provide answers to all questions of the TOR, especially on the impact level. Already in the phase of preparing an offer document, and again as part of the inception report, the evaluation team has stressed that the DAC criteria of efficiency, impact and sustainability cannot be assessed comprehensively on the basis of a mere desk study. Therefore, a consensus with EED was reached that the focus of the desk phase was on describing successful advocacy strategies in an exemplary manner, on the basis of an analysis of the core lines of work in each organisation. A preselected sample of three organisations, however, does not allow for a generalisation of the findings beyond the sample size.

The main users of the evaluation will be:

- Employees of EED, specifically desk 1.6 (worldwide programmes)
- Management and staff of the three organisations studied

Since the achievable depth of analysis in a desk study will not permit to come up with concrete recommendations for the advocacy work of the three partner organisations, the main learning results for the partner organisations comes from the exchange and discussion during the international work-

shop. The recommendations provided by the evaluation team will focus on EED's role as funding and cooperating institution.

2. Evaluation of advocacy work

Advocacy has gained increasing attention from Civil Society Organisations (CSOs) over the last decade. Many CSOs and funding agencies have recognized that 'project' work alone will not sufficiently cause significant changes in the underlying conditions of worldwide poverty. In addition, the work of CSOs has to hold decision makers accountable and influence policymaking with the aim to improve current framework conditions.

With more and more CSOs engaging in advocacy and lobbying to change institutions' policies in ways that are expected to favour poor and marginalised communities, the question how to evaluate the effectiveness of this type of work has emerged. However, evaluation in the field of advocacy and policy change is a burgeoning field; to date offering few approaches how to assess the effectiveness of this type of work. No standards of practice, acknowledged good practices, nor commonly used methodologies or tools exist.

Besides limited research on how to measure the long-term and dynamic nature of social changes, the role of external forces and underlying conditions pose methodological challenges to evaluators in this field. The intervening and influencing forces are numerous; to analyse them and assess their effects on the outcomes of advocacy and lobby work is difficult.

Also in scientific research there exist only few studies on how to effectively monitor and evaluate advocacy work. An example is the question on how advocacy networks develop, and how the work of different actors adds to the advocacy process. How advocacy impacts at different levels and in different policy arenas and how the results are interrelated still needs further investigation.

For the purpose of this study, the evaluators will concentrate on the aspects of legitimacy, transnational advocacy networks, strategic approaches and criteria to assess advocacy.
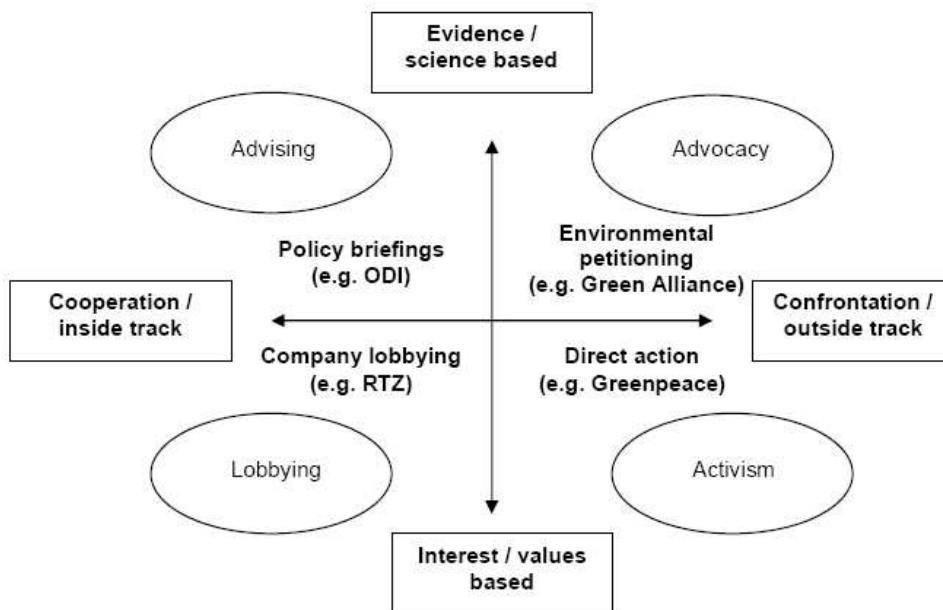
Legitimacy
To what extent can CSOs claim to represent and articulate at political level the interests of their constituencies? Hudson (2001) argues that legitimacy is a socially constructed quality and cannot be objectively attributed to actors engaging in advocacy work. However, the author identifies four ways how CSOs can gain legitimacy. One way is by pointing to practical experience on the ground. This is done for example by presenting case studies and analysing the experiences of people at the grassroots with a current policy or by giving them a say in policy arenas. A second way of gaining legitimacy is by promoting a particular value that is widely recognized within society. Faith based organisations, for example, argue on the basis of common shared values. Acting as expert on a particular issue could be another way of CSO to seek legitimacy. To this end, profound knowledge of the topic, eventually based on research is necessary to credibly assert legitimacy. Working in transnational networks and other civil society organizations and thus broadening the support base is another way of the mandate of an advocacy organisation.

For improving both international advocacy and local accountability, research by the London School of Economics and Political Science and the Institute for Development Policy and Management suggest that learning from the field is crucial for CSOs acting at different levels. This involves most significantly activities geared at improving information access and exchange between different levels. It is further argued that the balance between the local level (participatory, field-based knowledge) and

knowledge that feeds into wider policy and advocacy-related work at the international level is important but difficult to maintain.

Strategic approaches
To analyse strategic approaches of CSOs or NGOs engaging in advocacy and to compare different tactics, Start and Hovland (2004) look at the unique influencing position of different actors in the policy environment. The authors use a matrix along two axes to picture the characteristics of actors involved in advocacy. The first axis ranges from confrontation to cooperation, the second axis from value or interest-based argumentation to evidence/science based argumentation. This creates four categories of policy influence strategy: advising, advocacy, lobbying, and activism.

Evidence /
science based

Advising   Advocacy

Policy briefings   Environmental
(e.g. ODI)   petitioning
                          (e.g. Green Alliance)

Cooperation /   Confrontation /
inside track   outside track

Company lobbying   Direct action
(e.g. RTZ)   (e.g. Greenpeace)

Lobbying   Activism

Interest / values
based

Confrontation, the approach of advocacy and activism strategies is used by actors who seek to obtain changes via pressure and by pointing out problems rather than solutions. Cooperation, the operational practice of advising and lobbying, aims at building constructive working relations with decision makers. On the evidence/science based – interest/values based axis, those actors which favour evidence based arguments tend to root their causes in academic inquiry, and their credibility lies in objective and scientific approach. Other actors which favour a values based approach argue on the basis of common shared values. According to James (2000), there is a third axis running from a direct approach of advocacy to an indirect approach. The direct approach relates to the adoption or blocking of a specific policy. The more indirect approach aims at changing the basis for decision making, for example the question as to what extent CSOs participate in decision making.

Transnational advocacy networks
A major change with regard to advocacy of CSOs in the last decade or two has been the evolution of transnational NGOs and transnational advocacy networks. They have risen in the context of globalisation and related problems that transcend the national level. As a result, supranational institutions have gained significant influence. The emergence of a transnational political opportunity structure brought about 'actors working internationally on an issue, who are bound together by shared values and a common discourse and dense exchanges of information and services'[1].

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[1]   Keck and Sikkink 1999: Transnational advocacy networks in international and regional policies

Keck and Sikkink (1999) investigate how interactions between non-state actors are structured in international networks and define four categories of network influence reaching from policy changes to changes in the institutional basis of national and world politics:

- Framing debates and getting issues on the agenda
- Causing procedural change at the international and domestic level
- Affecting policy
- Influencing behaviour changes in target actors

Assessing advocacy

Bello (2003) establishes criteria for assessing the advocacy work of movements. These include the capacity to collectively analyse the current global context, to define strategic goals and to elaborate appropriate strategies and tactics. The success of advocacy work also depends crucially on a movement's commitment to distribute power among all participants and its ability to develop structures and mechanisms to ensure inclusive democratic decision-making and participation. In the evaluators view the criteria also apply to networks and individual NGOs.

The IDR (Institute for Development Research) suggests measuring the outcomes of NGO's advocacy work on the basis of three criteria: policy, civil society and democracy.

- The policy outcome relates to specific changes in policies, practices, programs or behaviour.
- The civil society outcome relates to the degree to which the capacity of civil organisations is strengthened with regard to the ability to engage in advocacy, to monitor policies and to hold decision makers accountable.
- The democratic outcome relates to the degree that spaces are opened to CSOs to get involved in decision making in the future.

For this survey, two methods have been used to analyse the chosen organisations. These methods have been specifically developed for the Planning, Monitoring and Evaluation of advocacy and lobbying: the Composite Logic Model[2], and the Theory of Change[3].

Composite Logic Model

The composite logic model has been developed in the context of US civil society organisations for advocates, evaluators, and funders who want guidance on how to plan, monitor and evaluate advocacy and policy change efforts. The tool helps users to

- ➢ Identify how the findings will be used and who will use it to ensure the evaluation delivers the right kind of information when it is needed.
- ➢ Map the strategy being evaluated to illustrate how activities lead to policy-related outcomes.
- ➢ Prioritise the components that are most essential for the evaluation to make sure the evaluation is resource-efficient and manageable.
- ➢ Identify indicators and methods that signal whether advocacy strategy elements have been successfully implemented or achieved.

Since a focus of this survey is to compare the advocacy and lobby strategies of the three organisations studied, the evaluation team has used the CLM online tool[4] for strategy mapping in close coordination with the partner organisations. In the context of this desk study the main asset of the tool was to provide an interactive tool for visualising and comparing strategies. By creating an overview about the complete advocacy cycle from goal development over planning and preparation phases to implementation of strategies up to defining milestones and measuring change, the CLM points to the

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[2] Julia Coffmann: "A User's Guide to Advocacy Evaluation Planning", published by Harvard Family Research Project, 2009

[3] The Annie E. Casey Foundation: "A Guide to Measuring Advocacy and Policy", prepared by Organizational Research Services, Jane Reisman et al., Baltimore, Maryland, 2007

[4] http://www.planning.continuousprogress.org/

close connection between comprehensive planning and the ability to observe changes and assess progress towards the advocacy goals. The feedback provided by interview partners who had used the tool was predominantly positive, with some reservations regarding the mismatching of the US-American terminology and lacking flexibility of the predetermined categories.

Theory of Change
Essentially, the Theory of Change describes the logic of an advocacy programme. It constitutes a conceptual framework on what should be accomplished in a particular programme, how it is going to be achieved and on the basis of which assumptions the causal chain of events is supposed to take place. Unlike in some programmes of technical assistance, an advocacy organisation cannot directly effect the changes it aspires, e.g. the change of legislation or its implementation. An advocacy approach resembles more a game of billiard where the ball has to touch several banks before it finally can be pocketed. The case of an organisation which aims at changing agricultural policies and engages in building the capacity of small farmers for political representation of their concerns is taken as an example. The goal of this organisation will only be achieved if a number of assumptions prove to be right, such as:
  - a sufficient number of farmers enrolling in and successfully completing the training programmes
  - some of the training graduates/ small farmer representatives taking up political advocacy on behalf of their constituency
  - decision makers developing interest in the argumentation of small farmer representatives and incorporating their concerns into relevant legislation or implementation practices

However simplified, this example clearly shows that the influence of the advocacy organisation is diminishing with each additional step of the causal chain of events. Developing a clear Theory of Change helps an organisation to map these paths of influence and to monitor if they are still on track towards their goal.

For each of the three organisations and an example from their EED financed advocacy programmes chosen for evaluation, the Theory of Change has been developed in the course of interviews and the international workshop. For visualisation, the evaluation team has decided to use the matrix below and develop it separately for each organisation, taking the example of a particular programme or advocacy field which was defined jointly with the representative of each organisation. A retrospective view from an outcome that has actually been achieved helped to elaborate the functioning of the strategy employed.

Impact	Changes that can only partly be attributed to project (indirect effect)	**Assumptions**
	"attribution gap"	
Outcome	Change in situation which can plausibly be attributed to project outputs (direct effect)	
Use of outputs	b. Application of knowledge or skills a. Demand for project output	
Outputs	Services or products offered	
Activities	Actions undertaken for outputs	
Inputs	Planning and preparations	

Given the indirect approach of advocacy work which has to rely largely on multipliers and intermediaries, the "use of outputs" level of the impact chain is of particular importance because it describes what other actors than the advocacy organisation has to do, step by step. In complex advocacy projects, several levels of "use of output" have to be constituted in order to track progress. Even though the direct influence ends at the level of outputs, only a close monitoring of the higher level will enable an organisation to come up with additional activities if the assumptions in the original Theory of Change do not prove correct.

3. Functioning and strategies of the three organisations

The focus of this evaluation is on the functioning of advocacy strategies. Therefore, after a brief introduction of the organisation and its overall goals, the subsequent chapter will focus on one particular programme or advocacy strategy of each organisation, by describing core elements from the Composite Logic Model and analyse the underlying Theory of Change. The programmes or strategies of reference have been selected from the EED funded programme areas jointly with a representative of each organisation. They serve as an example and are not necessarily representative for the portfolio of each organisation. Therefore, all findings listed in this chapter as well as analyses and conclusions presented in the following chapters do not provide a comprehensive overview of the organisation in question.

3.1 World YWCA

Organisational goals
The World Young Women's Christian Association (WYWCA) was established in 1895 and comprises 106 affiliated, autonomous national YWCAs. With an outreach of 25 million women in 125 countries, World YWCA holds a unique position in the history of women's movement. One of the federation's strength is its presence in all continents, in developing as well as in industrialised countries. The purpose of YWCA is to develop the leadership and collective power of women and girls around the world to achieve justice, peace, health, human dignity, freedom and a sustainable environment for all people. YWCA promotes women's full and equal participation at all levels of society through leadership opportunities and training, works for social and economic justice through development and advocacy programmes and mobilises women's collective power for action on women's rights, human rights, peace, and the integrity of the environment. Its work is based on Christian ecumenical principles; the YWCA belongs to the ecumenical family, is part of the Ecumenical Advocacy Alliance and cooperates with other faith based organisations such as the Lutheran World Federation.

The programme goals comprise firstly, to build the leadership of women and girls; secondly, to promote social, economic, cultural, religious and political rights of women and girls; and thirdly, to ensure organisational accountability, effectiveness and efficiency. Three fields of work have been identified:

- Training, mentoring and resource materials (e.g. Young Women's Advocacy Training, Internship Programme)
- Advocating, educating, building partnerships and mobilising on the programme priorities HIV/AIDS, Violence against women and women in peace building, economic justice, (e.g. through providing a fund for small projects carried out by national YWCAs)
- Capacity building (through technical assistance, standards for good governance, fundraising support and training)

The work of the World YWCA is diverse and not only comprises advocacy and lobby work but also providing services. All activities follow the strategic framework and fit into the thematic priority areas. For the purpose of this study, the thematic priority of Sexual and Reproductive Health and Rights

(SRHR), HIV and Aids has been chosen to look specifically at the advocacy work and its impact. The topic has been World YWCA's priority issue for a decade and the organisation accounts for great experience in this field.

Organisational structure
Since its beginnings, the YWCA is a highly structured federation. Each national YWCA is autonomous and controls its own management, programmes, budget and future directions. Each member association contributes with a fee to the work of the World YWCA. The World YWCA obtains its mandate from the member associations through the World Council, the supreme authority of the World YWCA which is composed of delegates of all affiliated national associations and which meets every four years to adopt the strategic framework. Decisions and strategies in the World YWCA are approved primarily by consensus. Between World Council meetings, the World Board, consisting of 20 members, is the main decision making body for the World YWCA. The headquarters of the World YWCA are located in Geneva and have currently a staff of 22 persons.

The World YWCA Strategic Framework is developed in a consultative process and is circulated, discussed and adopted by all member associations. With its adoption it is expected that national associations engage in the priority areas established in the strategic framework. More than half of the member organisations have additionally formulated their own strategic framework, which adds options to show what has been done and to measure the impact. The World YWCA provides support to the member associations in terms of training opportunities, organisational support and financial support through the Power to Change fund, a fund to promote leadership development programmes for women and girls worldwide.

Through young women's engagement within the WYWCA, there is a great potential for renewal within the organisation. All YWCA decision making bodies at national and world levels are committed to being comprised of at least 25 per cent young women aged 30 or younger when appointed.

EED funded programme
World YWCA is receiving programme financing by EED for the programme "Young Women's Leadership and Power to Change fund" since 1993, with an amount of 1,405,122 € from 2000 to date. In the current funding period (2009-12) EED is supporting the programme with 350,000 €, representing 16.67 per cent of the total budget. In addition, EED is supporting the administrative budget since 2003 with an amount of 740,000 € to date. In the current funding period (2009-12) EED is providing 4.15 per cent (240,000 €) of the total budget. (See data sheet in Annex for details)

The EED not only provides financial funding but also cooperates on some occasions in advocacy work. EED staff has been facilitating a panel at the World YWCA International Women's Summit on HIV/AIDS for example.

3.1.1 Target groups and audiences

The YWCA movement is addressing all women worldwide in their diversity (age, class, race, economic status, sexuality), its advocacy work is about improving the lives of all women, and therefore the target groups go beyond the YWCA movement. The spectrum of members of the YWCA is wide; the YWCA claims to represent not only grassroots movements but all women, from marginalised to those in high strategic positions. The important function of providing services for women at their point of need at the national levels gives the YWCA access to a wide range of women from all walks of life which can be used to getting them interested in and building their consciousness about sensitive issues such as HIV/AIDS. With regard to its advocacy work, the World YWCA focuses on giving a voice to women and ensures that they are represented in political spaces. In this sense, the World

YWCA has used its position on the Conference Coordinating Committee of the International AIDS Conference to design the conference programme in such a way as to involve women. The World YWCA also ensures that it is financially possible for women from the local level to participate in regional and international meetings.

The audiences, that is to say those actors with authority to effect changes or who directly influence people that take decisions about the relevant policy goal, include parliamentarians and governments at the national level, regional decision-making bodies such as the African Union or the Economic Commission for Africa and international organisations, in particular UN organisations like UNAIDS and UNFPA, UNIFEM and UNDP and interagency task teams such as on young people or on comprehensive condom programming.

Building partnerships mainly with women, youth and faith-based organisations is a key strategy of the World YWCA. Their strength in negotiations stems from the strong and trusted partnerships with like-minded organisations and individuals. Working relationships include organisations and networks from the ecumenical family like the APRODEV agencies, World Council of Churches, Lutheran World Federation, World Alliance of YMCAs. On a thematic basis the YWCA cooperates with youth organisations, the Ecumenical Advocacy Alliance, Women Won't Wait, Athena, International Community of Women Living with AIDS. For its work in the Conference Coordinating Committee for the International AIDS Conference for example, the World YWCA for example set up a reference group and invited women's organisations with different and large constituencies and provided them with an opportunity to comment on documents, to present proposals for chairs, and participate in committees to harmonise the input in the Coordinating Committee with a large base.

3.1.2   Research and capacity building

Leadership development is one of the top priorities of the World YWCA. The main idea of the World YWCA advocacy work is to empower women and girls to bringing their practical experience at community level to national, regional and international policy arenas. The trainings and capacity building measures ensure that young women have the knowledge and confidence to engage in decision making. Through internships, exchange programmes and leadership training for young women, the YWCA builds in particular on the capacities of young women to engage in leadership. Over 1.6 million women, young women and girls are prepared for leadership through the YWCA movement every year.

Research is not a core task of the World YWCA. Through monitoring and evaluation of the activities at national level, the World YWCA has started to create its own knowledge base of collective experience and regular data collection. Apart from that, the World YWCA makes use of other organisation's research and edits their findings to suit its advocacy rationale and the capacity building of its constituency and members.

3.1.3   Contextual factors

Several international conventions and declarations form the basis for the advocacy work of WYWCA regarding SRHR and HIV/AIDS:

-   Convention on the Elimination of All forms of Discrimination Against Women (CEDAW), the 'international bill of rights for women'

- Beijing Platform for Action, an agenda for women's empowerment adopted at the Fourth World Conference on Women 2005 in Beijing
- United Nations Security Council Resolutions 1325 (Demanding to include the special needs of women and girls during repatriation, resettlement, rehabilitation, reintegration and post-conflict reconstruction) and 1820 (Demanding immediate and complete halt to acts of sexual violence against civilian in conflict zones)
- Declaration of Commitment on HIV and AIDS, issued by the Heads of State and Representatives of Governments in 2001, and the
- International Conference on Population and Development (ICPD) programme of action

It is the goal of the YWCA to monitor the operationalisation and whenever possible the implementation of these UN resolutions and policies at the global and country level.

3.1.4 Communication and campaigning

A striking feature of the communication strategy of World YWCA is the consistent messaging. For more than ten years, the movement prioritises HIV and AIDS and consistently points out the special needs of women and girls not from the perspective of vulnerabilities, but with a focus on women's leadership. The credibility of its messages results from a common understanding within the world-wide movement, shared mechanisms of bargaining, the pride of the organisation's history and the presence at national and international level.

Internet
The World YWCA has a communication strategy that aims especially at young people. It utilises tools like the Internet and online social networks and has its own YouTube Channel. There is a monthly publication "Common Concern" for the own movement and also for partners. The e-bulletin, updated weekly, aims at attracting interested persons to the website. The Communications department tracks the record of the electronic communication.

3.1.5 Political Lobbying

The main goal of the political lobbying of the World YWCA is to include a special focus on women, young women and girls to laws, policies and practices on HIV/AIDS and SRHR through the allocation of adequate financial as well as human resources in multilateral organisations such as the UN, in governments and at regional and local level. The World YWCA lobbies for addressing the situation of women and girls not as vulnerable populations but as women with rights and dignity. To this end, the involvement of women, young women and women living with HIV in decision making processes and spaces is an important feature of the World YWCA lobby work.

In general, the political lobbying of the World YWCA follows a strategy of cooperation. The focus is on building working relationships with UN organisations and strategic partnerships with other civil society organisations. The participation in conferences and seminars at international, regional and national levels, the submitting of statements, intervening and hosting side events, the participation as panellists, moderators and chairs seeks to achieve several objectives: to provide a space for the lobbying skills of young women, to bring the experience from their own countries to the international level, to build a network, to be present and to sharpen their own organisational profile. However, when national policies are not responding to the needs of women and girls or even criminalising HIV positive persons, the World YWCA mobilises its partners to push for rectification.

At conferences, events and in working groups, women and girls from the YWCA raise their voice to ensure women's participation in the design of policy and programmes. An important principle for the YWCA is the interconnection between its services that address SRHR, HIV and the personal safety of women and the advocacy work in this field. The 70 national YWCAs that engage in SRHR and HIV and AIDS are mainly service oriented, with the World YWCA providing capacity building measures and support to the national associations for encouraging them to do advocacy at national level. The strategy of YWCA Ethiopia targeted at young female university students shows by establishing so-called Trust Shops where the university students can access information and products for reproductive health, how safe and inclusive spaces are created which can serve as an entry point for raising awareness and building consciousness regarding sensitive issues such as HIV/AIDS.

3.1.6   Outcomes and Impact

A strong feature of the World YWCA movement is its credibility and ability to be present at the national and international level over many years. An important milestone for the movement in the last years has been its participation in the Conference Coordinating Committee (CCC) for the International AIDS Conferences in Mexico 2008 and in Vienna 2010 and its success in representing women, young women and people of faith in the CCC in order to advocate for greater inclusion of women and girls in the conference agenda. The International AIDS Conference 2010 in Vienna for example has more women on the committees, chairs and as plenary speakers than in previous conferences of this kind. By its partners, the World YWCA is acknowledged for its efforts and inclusive way of working on the CCC.

Another important landmark for the World YWCA and its advocacy work on SRHR and HIV and AIDS has been the organisation of the International Women's Summit on Women's leadership on HIV and AIDS 2007 in Kenya. It was the first global gathering of women living with HIV with a large number of positive women and young women among the participants. According to the director of UNAIDS, it was the most important event of HIV/AIDS in 2007 and has brought about the largest participation of UN staff in a civil society event. For the internal development of the movement it was important, because many member associations got inspired to address HIV in their own contexts.

With regard to policy proposal development at global level, the World YWCA was able to sustain a critical voice in the development of 'The Operational Plan for the UNAIDS Action Framework: Addressing Women, Girls, Gender Equality and HIV. As a result, the WYWCA has been invited to participate in the UNAIDS Working Groups to develop an action plan on women, girls, HIV and gender equality.

In summary, the World YWCA has contributed to increasing the space and scope in shaping international policies regarding HIV/AIDS not only for women and girls; it has also given credibility to church involvement in this burning issue on a global level.

2.1.7   Theory of Change

In developing a Theory of Change, the reference has to be clear if it relates to the programmatic approach of a whole organisation, to an advocacy programme or just to a programme component. When used for monitoring, the impact chain will be more operational if it relates to a specific component, because the results and the underlying assumptions are concrete enough to translate them into indicators. In the course of this evaluation, the Theory of Change is used from a retrospective view to describe and to analyse the functioning of strategies.

The Theory of Change presented in the impact chain below is specifically referring to the World YWCA's work on the UNAIDS Operational Plan. Since the desired impact of securing the rights of women and girls in laws, policies and practices on HIV/AIDS and SRHR is related to the level of organisational goals, it will remain the same on a more long-term basis. Several strategic fields of work of the World YWCA and/or subsequent programme funding phases will make a limited contribution to that impact level.

Impact (indirect effect)	The rights of women and children are given specific priorities in laws, policies and practices on HIV/AIDS and SRHR	Assumptions
	"attribution gap"	
Outcome (direct effect)	Pilot projects in China and Liberia generate good practice on effectively responding to women through the implementation of the Operational Plan	
Use of outputs	The World YWCA actively participates in the implementation of the Operational Plan for the 'UNAIDS Action Framework: addressing women, girls, gender equality and HIV'	
	The World YWCA is part of the Operational Plan Task Force to synthesize the work of the working groups and to create the Operational Plan for the UNAIDS Action Framework: Addressing Women, Girls, Gender Equality and HIV	The World YWCA has contributed that the Operational Plan adequately addresses women and girls
	The World YWCA is a member of the UNAIDS Working group to develop an action plan	
	IWS Outcome statement, Nairobi 2007 Call to Action has been signed by more than 4000 people and used in advocacy around the UNAIDS operational plan	
Outputs	- The World YWCA has convened first global conference International Women's Summit (IWS) on women's leadership on HIV & AIDS - The World YWCA has participated in the UNAIDS Programme Coordinating Board meeting and presented recommendations on the issues - The World YWCA has commented on the findings and recommendations of the evaluation of UNAIDS and promoted a more coordinated and responsive approach to women and AIDS - The World YWCA has built an alliance of Women living with HIV networks and women's organisations to lobby for their involvement in the concretisation of the UNAIDS Framework	- CSO are invited to take part in the working groups - Working groups are set up to develop an action plan
Activities	- Networking/ coalition building among women's organisations - Monitoring of UNAIDS Programme	Women Living with HIV Networks and Women's organisations are willing to come together and work towards a common goal
Inputs	- Staff and skills development - Strategic planning - Stakeholder mapping	

3.2 Tebtebba

Organisational goals
Since its establishment in 1996, Tebtebba[5] (Indigenous Peoples' International Centre for Policy Research and Education) actively promotes a better awareness and understanding of the world's indigenous peoples and their concerns. With the aim that they themselves take the lead in policy advocacy and campaigns on all issues affecting them, Tebtebba develops and strengthens the capacities of indigenous peoples for lobbying, campaigning and networking; research, education, training, and institutional development.

EED funded programme
Since 1998, EED is funding the core programme of Tebtebba in 3-year project cycles with an amount of 1,757,000 € to date. In the current funding period (2009-11), EED is providing one third of the total budget of almost 3 million US$, with the remaining donor consortium adding the rest. (See data sheet in Annex for details)

The overall programme goal reflects the organisational goal of building the capacities and effectiveness of indigenous peoples in asserting their rights and development goals at local, national, regional and global levels and in actively engaging with existing mechanisms, processes and spaces mandated to promote these, since 2007 on the basis of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP). The following specific objectives/ fields of work are presented in the project proposals:
- Increase of awareness on indigenous and human rights among indigenous people
- Systematic leadership of indigenous people
- Continuous research/ documentation on issues important to indigenous people
- Monitoring of UN processes by linking global and local levels
- Legal research and consultancy

Tebtebba is focusing its work on a range of thematic fields which they consider important for indigenous people, namely
- Biodiversity/ traditional knowledge
- Rights of indigenous people
- Land and resources
- Gender
- Climate change

3.2.1   Target groups and audiences

The main target group of Tebtebba are indigenous people (IP) in developing countries, with a specific focus on women. In pursuing the overall goal of raising awareness and securing their rights, the organisation addresses a range of regional, national and international audiences:

Global level:
- UN and other international organisations such as World Bank, ADB etc.
- NGOs that can influence government officials such as women's organisations, labour organisations and human rights as well as environmental organisations
- IP networks

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[5]   The Igorot word "Tebtebba" refers to a process of group consensus building

National level:
- Elected officials who are responsible for transposing international declaration such as UN-DRIP into national law
- Public administrators who implement them
- IP organisations

Local level:
- Community leaders
- IP

Courts and other complaints mechanisms
Tebtebba has set up a Legal Desk to inform IP about existing grievance mechanisms at the local, national, regional and global levels. The desk also documents cases which are being brought before courts or grievance bodies, like the UN Treaty Bodies, the WB Inspection Panel, the Ombudsman of the International Finance Corporation, etc.

Addressing global and local audiences is seen as continuous cycle: "We should not be dreaming of something which people on the ground have never mentioned" says Vicky Tauli-Corpuz. At the same time, international standards have to be fed back to people at the grassroots who have to be capacitated to claim their rights. The global-local nexus is secured in the following succession:
1. Local situation analysis
2. Global (UN) lobbying
3. Networking (among international IP) to mainstream awareness and policy implementation

3.2.2   Research and capacity building

Research and capacity building are integral parts of Tebtebba's strategy. Their research on and documentation of the situation of human rights and development of indigenous peoples gives Tebtebba the empirical evidence which they need to spell out concretely what are the services and systems which will be relevant for indigenous peoples. On the basis of the research, they start awareness raising among influential audiences as well as among IP themselves. The organisation has become a reference centre to which indigenous peoples can refer to voice issues and get these addressed. Here they get the necessary training on what are their rights and which grievance mechanisms are available for claiming them in case of violation.

Leadership and skills development
Most of Tebtebba's knowledge on policy advocacy was generated through own practice and experiences. The founders of Tebtebba are products of the anti-dictatorship struggle in the Philippines and are also the ones who helped strengthen the indigenous peoples' movements in their country. Over the years, staff from mainly academic backgrounds joined the team. Even though 95% of Tebtebba's staffs are themselves from indigenous communities, they do not automatically know about IP rights. Tebtebba trains them on indigenous peoples' history and rights. The organisation brings most of them to the arenas where Tebtebba is doing policy advocacy work such as the UN Permanent Forum on Indigenous Issues, the Convention on Climate Change, the Convention on Biological Diversity, ASEAN, etc.

In terms of leadership development, Tebtebba also identifies potential and existing leaders of IP in various countries and facilitates their participation in various events and processes. They also hold conferences and training workshops as well as training of trainers for these regional IP leaders. In this context, Tebtebba facilitates exchange visits to indigenous communities where they are exposed to the realities of other IP.

Policy maintenance and monitoring
Research and documentation are also part of Tebtebba's day-to-day business to secure IP rights. Taking the case of UNDRIP; many articles of the declaration are contradictory to the interests of national lawmakers and their support base among corporations or landowners. Thus, the chances of politicians and bureaucrats paying only lip-service to IP are tremendous. For instance, free, prior and informed consent (FPIC) is a right mentioned in 6 articles of the UNDRIP. Development projects cannot be put in indigenous peoples' territories or lands without their FPIC (Article 32). In many countries this is grossly violated by governments. They either do not obtain FPIC or if they do they manipulate and distort the process. They e.g. create (new) tribal councils which will then provide the FPIC. Tebtebba is thus documenting how national governments are blocking the implementation of the UNDRIP by not translating this into national law or by distorting and misinterpreting it. They also equip IP in different countries with the knowledge on how to find recourse or redress if their rights are violated. This means providing them with training on what are the existing grievance systems or mechanisms within their own countries, regionally and globally. These include the Courts, the regional human rights bodies like the Inter-American Commission on Human Rights, Inter American Court on Human Rights, African Commission on Peoples' and Human Rights, ASEAN Human Rights Body, UN Treaty Bodies like the Committee on Racial Discrimination (CERD), Human Rights Committee (HRC), etc. Tebtebba further accompanies them and supports them when they try to use these mechanisms.

3.2.3   Contextual factors

Around the turn of the millennium, the growing strength of the indigenous peoples' movements at the national and global levels provided a good social and political context for the adoption of the UNDRIP. The massive violations of the rights of indigenous peoples in many countries and the campaigns launched around these brought international attention to indigenous peoples' rights. There are many conflicts within countries and within regions between indigenous peoples and governments, and between indigenous peoples and corporations. Tebtebba's documentation of these helped making the situation more visible. The campaigns against globalisation had also got traction since the early 1990ies. Tebtebba's relationship with formations like the International Forum on Globalization, the Third World Network, among others helped to put IP issues on the international radar screen.

3.2.4   Communication and campaigning

As already mentioned regarding research, the communication strategy of Tebtebba also serves the double purpose of educating their constituency of IP plus raising awareness and campaigning about their concerns among relevant audiences. They actively use a wide range of communication channels:

Internet
Tebtebba has several websites which contain all the relevant information, books, reports and research results. They are www.tebtebba.org, www.aiwn.org , www.indigenousclimate.org. The organisation also maintains several list serves to communicate more widely about thematic issues and campaigns they are conducting or supporting.

Print material
- Briefing papers: They are mainly used to influence decision makers. One example is the Expert Paper on Free, Prior and Informed Consent which Tebtebba published together with the

UN Working Group on Indigenous Populations. This paper helped laying the foundation for the articles on FPIC in the UNDRIP.

- Books and monographs: Publications are key tool for effective lobbying, e.g. the "Guide to Climate Change and IP" is the first publication which provides information on the effects of climate change on IP and is frequently used to enrich the international discussion on climate change (many website hits, cited by World Bank and others). It explains how to use the UN-DRIP in campaigning around climate change. The book has been translated into several languages already, e.g. Spanish, Bahasa Indonesia, Hindi, and French.
- Articles: Tebtebba also writes for publications of other NGOs and UN bodies thus putting forward their views on issues under discussion. For instance, they wrote for the publications of the International Workgroup on Indigenous Affairs (IWGIA), the World Bank Publication on Environment, etc.
- Training modules: Tebtebba has developed a training module on Indigenous Peoples' Rights and International Human Rights Law which is used for training indigenous lawyers from various parts of the world and also for paralegals.

3.2.5   Political lobbying

Political advocacy is an important pillar not only of Tebtebba's own work – they also train their network partners in different countries on strategy and tactics of political lobbying. At the beginning of each year, Tebtebba meets for an annual planning where they analyse the political situation, identify approaches, plan activities and assign specific persons their tasks. Since the UNDRIP has been the focus of their work for many years, the strategies centred on how to get the declaration adopted and implemented. They analysed issues which were difficult for national governments to accept and discussed tactics how to convince them. Tebtebba also did power mapping on who are the key players among the signatory states, whom they needed to win over, and who could be at least neutralised in their objections. At country level, they identified which bodies are responsible for the decision on whether to adopt the declaration or not. In the Philippines, they got the support of the Commission on Human Rights in bringing together the relevant government bodies, e.g. the Department of Foreign Affairs, the Solicitor General and the National Commission on Indigenous Peoples (NCIP). With support of the NCIP, they neutralised the Office of the Solicitor General which was the opponent against the declaration. Thus, they convinced the government to vote yes in the UN for the adoption of UN-DRIP.

Establishment and maintenance of contact base
Whenever Tebtebba holds conferences or side events they take down the email addresses and cell phones of participants so that they can reach them whenever necessary. This has developed into listserves, phone brigades, and specific contact lists with regard various issues. The contacts include government officials such as ambassadors to the UN in Geneva and New York, their technical experts, and also key people at the national level. One use of the contacts is to write letters of concern to relevant authorities regarding violations of the rights of indigenous peoples.

Briefings and presentations
During UN processes and other civil society events Tebtebba organizes briefing sessions or side events where they invite partners, policy makers, and UN representatives to speak on current topics. For instance during the UN Permanent Forum Sessions, in 2009 Tebtebba organized a side event on extractive industries to present the results of the Global Conference on Extractive Industries. In 2010, they did another one assessing the Copenhagen Climate Change Talks and their implications for IP.

Getting elected on panels

Since Tebtebba became more visible, some of its staff got invited to other intergovernmental or multi-stakeholder formations which provided them contacts with high government officials. For instance the Executive Director of Tebtebba, Vicky Tauli-Corpuz was invited to the Global Commission on the Social Dimension of Globalization. This gave her access to these people whom she reached out to during the votes for the UNDRIP. Joji Carino became a Commissioner on the World Commission on Dams. Years of working together as indigenous representatives and leaders led to the formation of a group of reliable leaders who meet to plan and strategize on specific processes. Tebtebba for example was a member of the core group for the drafting and negotiations on the UNDRIP.

3.2.6   Outcomes and impact

Tebtebba has brought about a rebound in presenting indigenous peoples' perspectives on rights, development and environment. In the past, these areas of work had been dominated by non-indigenous NGOs some of which showed a tendency to treat indigenous peoples in a paternalistic or patronising manner. The organisation has significantly contributed to building indigenous peoples' capacities to represent themselves and articulate their positions on relevant issues, e.g. by taking the lead in the campaigns and political lobbying for the UNDRIP, and the establishment of UNPFII, etc. In the words of Tebtebba's executive director Vicky Tauli-Corpuz: "We developed our own agency to address our own issues and to change the situation, instead of being helpless victims or getting trapped in the victimhood paradigm". Tebtebba has reshaped the debate on human rights to include collective rights of indigenous peoples, and further elaborated what the right to self-determination means, that it is the right of peoples not of states. All this led to UNDRIP which is basically an interpretation of how International Human Rights Law applies to indigenous peoples.

Tebtebba also influenced the discourse on feminism by developing a concept of indigenous feminism which takes into consideration culture. Oftentimes feminists perceive culture as anti-women and also look down on collective rights which they see this as undermining women's rights. However, Tebtebba has debated with some feminists on this and also with the Special Rapporteur on Violence against Women.

In terms of concrete achievements, over the last decade, the organisation has significantly contributed to a number of positive outcomes regarding the rights of indigenous people, e.g.

- Establishment of the UN Permanent Forum on Indigenous Issues through an ECOSOC Resolution (2000)
- Establishment of the UN Special Rapporteur on the Situation of Human Rights and Fundamental Freedoms of Indigenous People (2002); together with the Expert Mechanism on the Rights of Indigenous Peoples, the UN Special Rapporteur is using the UNDRIP as framework for evaluating how States are respecting and protecting the rights of IP
- Adoption of the UN Declaration on the Rights of Indigenous Peoples (Sept. 13, 2007) after more than 20 years of drafting and negotiations within the United Nations
- Establishment of the UN Human Rights Council Expert Mechanism on Indigenous Peoples' Rights (EMRIP) (2008)
- Adoption of the UNDRIP by the Government of Bolivia as their National Law on Indigenous Peoples Rights (2007) and inclusion of some of the Articles of the UNDRIP in the New Constitution of Bolivia (2009)
- Invocation of UNDRIP in several Supreme Court Decisions related to indigenous peoples' lands and territories: e.g. the Belize Supreme Court Ruling regarding land claims of Maya peoples in Belize, cited the fact that Belize voted for the adoption of the UNDRIP and therefore should respect this (2007); in the case of Saramaka peoples versus the Government of Suriname, the Inter-American Court of Human Rights declared that Suriname has violated the

rights of the Saramaka peoples and also cited the UNDRIP which Suriname voted for adoption at the UN (2009).

- At the national level, in the Philippines for example, Tebtebba set up the Philippine Network on the UNDRIP which consists of government representatives, UN agencies and programmes in the country, indigenous peoples' organizations and NGOs. The main purpose of this network is to monitor how the UNDRIP is being implemented.
- On the level of United Nations, the UN Permanent Forum on Indigenous Issues has developed an agenda item on the Implementation of the UNDRIP each annual session, as a way to monitor how it is being implemented by the States and the UN system; furthermore, the Inter-Agency Support Group on Indigenous Issues has developed the UN Development Group Guidance on Indigenous Peoples' Issues which contains how the UNDRIP should be implemented by the UN system. The UNDG is composed of all the UN bodies, programmes and funds which are mandated to do economic, social and cultural development including UNDP (Chair), WHO, FAO, IFAD, ILO, etc.

Growth of constituency and support base
One precondition for the successes listed above can be seen as an outcome itself, that Tebtebba was able to increase its constituency and support base among indigenous peoples and also within NGOs. Earlier, they were focused on Asia and the Philippines. Now they have direct partners in all the continents, Pacific, Arctic, North America, Asia, Africa, Latin America and the Caribbean and Russia. Their work on the UNDRIP, the UNPFII, Convention on Biological Diversity, Climate Change Convention has won them recognition and trust not only among IP. Tebtebba has also developed positive relationships with key government officials in various countries on all continents. Working towards the achievements listed above, Tebtebba has improved its credibility and visibility. So whenever there are new issues or developments relevant for indigenous peoples, they are asked for their opinion.

Partnerships and alliances
Cooperation and networking is both a core strategy and a major achievement of Tebtebba. They were able to unite the extremely diverse and widespread range of IP organisation worldwide to the extent of reaching a consensus about common goals in the context of UNDRIP and other human rights instruments. With Tebtebba as a "spider in the web", IP organisations have started complementing and supporting each other in specific campaigns. Some of Tebtebba's alliances which are directly connected to IP rights include also UN, donor and NGO representatives. They are also members of non-indigenous networks like the International Forum on Globalization, the International Network on Economic, Social and Cultural Rights, Rights and Resources Initiative, among others.

Diversified funding and new forms of cooperation
EED was Tebtebba's first funding partner which over the years also included Ford Foundation, Christensen Fund, IFAD, BMZ, NORAD Hewlett-Packard Foundation, Rockefeller Brothers' Fund, etc. Tebtebba has not only diversified its own donors, but linked some of them with and motivated them to support indigenous partners directly. For instance, Ford Foundation is now supporting CADPI (Center for Autonomous Development) in Nicaragua after Tebtebba had facilitated this contact. Furthermore, Tebtebba has become a channel for the support of EED and other donors to other indigenous organizations. For example, EED South Asia has routed support for indigenous people in the Chittagong Hill Tracts in Bangladesh through Tebtebba because they did not have the legal personality to receive foreign funding and did not trust local development organisations which are run exclusively by Bengalis. Tebtebba has accompanied them in a process of needs analysis, organisational development, training and consultancy on how to represent their interests. For the United Mission to Manipur (UNMM) which fights for the abolishment of Indian Emergency Laws in their state and had approached EED to help them with political advocacy at UN level, Tebtebba has facilitated contact with an experienced lobbyist who is himself an IP from New Zealand.

3.2.7 Theory of Change

For drafting a theory of change, in the interview with Vicky Tauli-Corpuz of Tebtebba, the adoption of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP) was selected as major milestone (outcome) towards the organisations' overall goal (impact). The attribution gap reminds that achieving the outcome (adoption of UNDRIP) will be only a contribution towards the desired impact of IP asserting their rights on regional, national and international levels. With other fields of work (e.g. capacity building of IP and pilot programmes in several countries), Tebtebba also contributes to achieving this result. After the adoption of UNDRIP, Tebtebba has started new programmes to raise awareness about the content of the declaration, to promote its implementation by national governments, and to make it a centre piece for securing the rights of indigenous peoples in other UN declarations or conventions relating to issues such as biodiversity, mining, and climate change. For monitoring purposes, these new activities could be represented in a different impact chain which points into the future.

Impact (indirect effect)	Indigenous peoples are asserting their rights at regional, national and international levels	Assumptions
"attribution gap"		
Outcome (direct effect)	The United Nations' Declaration of the Rights of Indigenous Peoples (UNDRIP) has been adopted by UN General Assembly	UN member countries are endorsing UNDRIP and translating it into national law
Use of outputs	*Utilisation of project outputs* - Decision makers have supported the adoption of UNDRIP in the version proposed by Tebtebba / the coalition of IP - Tebtebba's reports have been cited and used to promote IP rights *Demand for project outputs* - Tebtebba has been invited into working groups and/ or committees relating to IP rights - Reports are downloaded or ordered (print)	Tebtebba's know how is respected among decision makers relevant to IP rights
Outputs	- Decision makers have been briefed about core elements of UNDRIP - Representatives of IP have agreed on draft UNDRIP - Reports about the situation of IP have been published (online and/ or print)	Tebtebba has earned the trust of the international IP community to speak on their behalf
Activities	- Policy drafting - Research - Relationship building with decision makers in UN - Networking/ coalition building among IP organisations	IP organisations are willing to come together and work towards a common goal
Inputs	- Staff and skills development - Strategic planning - Stakeholder mapping - Policy assessment	Tebtebba's staff is committed to use its qualifications for promoting UNDRIP

3.3 Rede Social/ LRAN

Organisational goals
The Social Network for Justice and Human Rights (Rede Social de Justiça e Direitos Humanos) was funded as an alliance of Brazilian nongovernmental organisations and social movements aiming at increasing the visibility of human rights violations in Brazil by doing legal, advocacy and educational work for the defence of human rights. Together with the organisations Food First/The Institute for Food and Development Policy (USA), Focus on the Global South (Thailand), the National Land Committee (South Africa), Rede Social founded the Land Research and Action Network (LRAN) in 2001, an international network of activist researchers on land issues.

EED funded programme
Since 2002, EED is providing financial support to the Land Research and Action Network (LRAN). To date, EED has supported the project "Grassroots Research and Education on Land Reform, Natural Resources and Public Policies" by the LRAN with an amount of 705,000 €. In the current funding period 2007-10, the second 3-year project cycle for LRAN, the support comprises 350,000 €. EED is providing 61 per cent of the total yearly LRAN budget of approximately 163,000 €. (See data sheet in Annex for details)

LRAN members provide grounded research, information and analysis to prepare and advise local, national, regional and international grassroots movements for effective participation in the ongoing policy debate with international agencies, governments and social organisations. Its main goal is to defend basic rights to land and natural resources for landless peasants, rural women, people affected by dams, rural youth, small farmers, indigenous and other traditional rural communities.

The following specific objectives/ fields of work are presented in the project proposals:

-   To provide research, analysis, and advocacy support for grassroots organisations.
-   To provide educational tools for rural grassroots movements.
-   To facilitate information flow in appropriate style, format, and languages.
-   To educate other organisations that can support the implementation of sustainable development and land reform.
-   To influence national and international policy regarding basic rights to land and natural resources; to influence ongoing land governance debates in such a way as to ensure avenues for land reforms that really address problems such as human rights violations, poverty, inequality and ecological destruction.
-   To influence policy development on land and resource tenure issues, so that those negatively impacted by these policies occupy central places in policy research, development, implementation and monitoring.

Organisational structure
LRAN is an international working group of activist researchers, social movements and NGOs, supported by the funding organisations Food First/The Institute for Food and Development Policy (USA), Focus on the Global South (Thailand), Rede Social founded the Land Research and Action Network (LRAN) Centro de Estudios para el Cambio en el Campo Mexicano (Mexico). There are two levels of participation in LRAN, affiliation and membership. Membership is only possible through invitation, affiliation is open to those individuals and organisations who are committed to the principles and goals of LRAN, are engaged in research on the issues relevant for LRAN, are dedicated to use their skills in defence of the rights of marginalised rural people and are committed to work with, and respond to the demands of, grassroots organisations, social movements, and community groups.

3.3.1   Target groups and audiences

The target groups of LRAN are grassroots movements and civil society organisations including peasant movements, rural women and youth movements, indigenous and other traditional rural movements. LRAN provides educational material, analysis and information to capacitate grassroots organisations to advocate for their own rights.

The audiences, those actors with authority to take decisions about the relevant policy goal or who directly influence people who make the changes, are situated at the national and international level. At national level LRAN works within the national governmental space, targeting national governments and parliamentarians. Indirect audiences include the media and the general public.

At international level LRAN targets international institutions; in a cooperative way it works together with some UN agencies such as the Food and Agriculture Organisation (FAO) of the UN and the International Fund for Agricultural Development (IFAD) and has a confronting strategy against the International Financial Institutions, particularly the World Bank.

Partnerships and collaborations with other networks and NGOs at local, national or international level are a defining part of LRAN's approach. LRAN has a close partnership with the La Vía Campesina network, an international movement of poor peasants and small farmers from the global South and North. La Vía Campesina's main agenda has been to defeat the forces of neo-liberalism and to develop an alternative revolving around the concept of 'food sovereignty'. The network builds on 148 affiliated organizations in 69 countries. The work of LRAN of endowing grassroots and civil society organisations with grounded arguments in their debates with decision-makers is complementary to La Vía Campesina, a network that has gained recognition as the main voice of organised sectors of marginalised rural peoples and who has a high capacity of mobilisation. LRAN, Vía Campesina and FIAN (FoodFirst Information Network) work together on the Global Campaign on Agrarian Reform (GCAR), a direct reaction to the neoliberal model, the 'market-led agrarian reform'.

3.3.2   Research and capacity building

As a network of think tanks, research is the rationale of LRAN's work. There are two aspects: Firstly, LRAN translates policy issues that are mostly very technical to grassroots language by means of booklets, educational material, and workshops. Secondly, LRAN undertakes empirical cross country research on the effects of agrarian policies. The first step for them to cover a topic is to have solid information and to do field work on the impacts of agrarian policies, e.g. the impacts of the World Bank's market-led agrarian reform including land registry with alienable titles, facilitation of land markets, partnerships between land owners and rural workers and privatisation. The relevant data, arguments backed by evidence and alternative analyses of movements from other regions strengthen the grassroots level's advocacy positions at crucial moments. This way, LRAN contributes to breaking the monopoly on information held by national governments and international financial institutions.

An example illustrates the point. At the end of the 1990ies, the World Bank implemented market-led agrarian reforms in different countries. One of the first was Brazil, where the research of LRAN could demonstrate that the World Bank project gave more power to the rural elite and weakened the role of the state, contributed to greater land concentration and destroyed the concept of communal and public land. The documentation of the case helped to push a rapid externalisation of the Brazilian issue onto the international scene and helped to better inform grassroots organisations for example in the Philippines, where the World Bank was then negotiating for a market led oriented agrarian reform.

3.3.3   Contextual factors

The work of LRAN can be divided in two phases. The beginnings of LRAN are closely connected with the World Bank's policies of market led agrarian reforms. At the end of the 1990ies, land reform was back on official agendas of international institutions and national governments. The World Bank started to negotiate bilaterally with national governments over the implementation of its model of market led agrarian reform. In Brazil for example, the programme was introduced in 1997 via the Projeto Cedula da Terra (PCT). Rural social movements and their allies in Brazil were convinced that PCT would not deliver gains for redistributive reform and would undermine their own efforts. However, the movements on the ground did not dispose of solid arguments and enough information on the effects of the World Bank's policies in other countries, such as Colombia where they were already implemented. The establishment of LRAN responded to the need to looking in detail at these policies and the effects and to do comparative research across different countries about the effects. In varying degrees, MLAR has been implemented in Brazil, Colombia, in Central American countries, the Philippines, South Africa and Namibia.

The second and current phase of the work of LRAN is focusing on agro fuels. When the Mercosur and the EU were negotiating on increasing quotas for sugar, LRAN started to work on the impacts of the increase in sugarcane production on workers and the environment. The researchers of LRAN reported about the problems at grassroots level, conducted scientific research and published materials to capacitate grassroots organisations (sugar cane workers, labour unions) to negotiate with companies.

3.3.4   Communication and campaigning

LRAN not being a member organisation does not dispose of the capacity to mobilise its members. Campaigning issues are mainly assumed by Vía Campesina.

In terms of communication, LRAN works with national and international media to raise public awareness on the rights of landless peasants and to gain visibility for the issue. To this means, the network holds press conferences, covered by major print and broadcast media. Its analyses are picked up by national and international media.

The publications of LRAN include material, booklets, but also videos targeted at illiterate communities. For LRAN it is important to produce and distribute the information in a timely and accessible manner and to tackle current issued related to land, territories and natural resources. Via its connections with numerous well regarded grassroots movements working on these issues, LRAN's educational material and publications reach a broad audience.

3.3.5   Political lobbying

The political lobbying of LRAN works along two tracks. Firstly, the researchers of the network themselves engage in political lobbying. At the beginnings the main emphasis was put on World Bank staff and national governments. However, when realising that World Bank policy would not change even if employees recognised the adverse effects of their policies, LRAN searched for other ways to influence decision-making on agrarian policies. As a consequence, the network started to focus on assistance on the ground, at grassroots level. Thus, the second track is to capacitate grassroots organisations and NGOs by providing information and by conducting trainings. This way, LRAN supports the principle of self-representation of farmers and landless peasants.

Besides the research and capacity building measures, LRAN researchers continue to attend conferences and talks at different levels, e.g. at universities and in the European parliament, and participate in discussions and hearings on their issues.

3.3.6   Outcomes and Impact

Having started only recently, in 2001, LRAN gained visibility and a clear profile. LRAN has built up a reputation in the sector over the years. The researchers are confronted with a great demand from outside, e.g. media, universities, and rural organisations regarding analysis and publications, invitations to conferences, seminars and workshops. Grassroots organisations ask for example how to understand WTO (World Trade Organization) policies on the basis of concrete examples.

LRAN has been successful in building partnerships with other organisations. The cooperation with Vía Campesina and within the Global Campaign on Agrarian Reform is fruitful in terms of complementing each others work. Through the partnership with the Via Campesina movement, LRAN has access to their support base of rural movements. LRAN has activated the rural movements e.g. for grassroots research undertaken by 200 members of Vía Campesina in Brazil to research and document the situation of about 60,000 families affected by World Bank projects.

According to Vía Campesina, the empirical and comparative studies by LRAN are useful for their work. The Vía Campesina member associations appreciate the professional research done by LRAN on key issues to rural movements, the introduction of new topics such as land grabbing into the debate, the networking function and the presentation of a holistic and integral concept of agrarian reform. On the issue of agrofuels, LRAN has been able to change the public discourse from excessive optimism to acknowledgment of the manifold negative effects.

The most significant impact of LRAN together with their partners Vía Campesina and FIAN with the Campaign for Agrarian Reform (GCAR) is the reframing of the debate about land reform and land policy in reaction to the market-led model which is promoted by the World Bank and has dominated the agenda of numerous national governments for several years. They have contributed to the loss of credibility of World Bank's land policies, and to the backing out of some national governments such as Brazil of the World Bank programmes. With the World Bank starting its own advocacy, e.g. by publishing a "Global Guide to Citizenship", however, the spaces which LRAN opened up for civil society participation have to be defended.

2.3.7   Theory of Change

In retrospective view, the Theory of Change described below relates to the first phase of LRAN's work only. The impact (indirect effect) relates to the level of organisational goals; therefore several strategic fields of work and/or programme funding phases are contributing to that impact level. The impact chain is not strictly linear. The starting point for LRAN's work was the demand of grassroots organisations for research and information. On the input and activity level, LRAN has analysed their needs and prepared services which were delivered at output level. Now the next level of use of outputs provides feedback firstly about the quantity and quality of participation in the offered training. Secondly, it needs to be looked at how the participants use the new capacity, e.g. if they actively participate in advocacy work and address governments as foreseen in the strategy of LRAN.

Impact (indirect effect)	Rural communities have access to land and the natural resources necessary for life with human dignity	Assumptions
"attribution gap"		
Outcome (direct effect)	National governments have revised their promotion of market-led, market-assisted land reform	
Use of outputs	Governments have been informed about the negative effects of industry led, high input and export oriented production	Governments take into consideration the arguments raised by grassroots level
	Grassroots organisations actively participate in advocacy work and address governments	
	- Grassroots organisations have participated in trainings and have ordered or downloaded publications - Media have taken up the issue and disseminate the information	
Outputs	- Trainings have been conducted - Information has been published and disseminated - Media have been briefed about research results	
Activities	- Research, Analysis - Capacity building measures, e.g. preparation of trainings - Alliance building with affected communities	
Inputs	- Data Collection - Problem Assessment	

4. Comparative aspects

On the basis of general studies on the scientific reception of advocacy work and its monitoring, a review of the documents on World YWCA, Tebtebba and LRAN provided by EED, and the telephone interviews and group discussions with representatives of the organisations and of EED, the consultants have generated some ideas about how the functioning of the three organisations could be compared and presented them to the participants of the international workshop in Bonn. The outcome of these presentation and the ensuing discussions is documented in the following chapter.

Before commissioning the evaluation, three organisations were selected from the funding portfolio of EED on the basis that they successfully combine international advocacy with work at the grassroots level. Thus the selection does not provide a representative sample of approaches to advocacy which could have been arrived at by first developing an overview of all advocacy organisations and projects funded by EED and then selecting samples according to agreed criteria (e.g. by comparing similar strategies or by identifying representative cases of each strategy). However, since the three selected organisations focus on different thematic issues, have different historical backgrounds and different organisational structures and centre their work in different world regions, there is limited scope for comparison. By looking at their approaches and achievements, the cognitive interest in this study is to identify effective strategies from the preselected sample. By further investigating the strategies elaborated in the Theory of Change or others in the context of field research which includes interviews with beneficiaries, different stakeholder groups and other audiences, more in-depth findings could be generated.

4.1 Credibility and trust

Representing the interests of others and acting on behalf of them requires a mandate. Ideally, the advocate is in regular exchange with its client to guarantee that he is properly representing the client. Organisations that do advocacy work generally gain their legitimacy from the underprivileged target groups which they represent. There are, however, different strategies for legitimising advocacy work which are summarised according to the approach of Hudson and applied to the selected organisations in the table below.

Basis of legitimacy/ mandate	WYWCA	Tebtebba	LRAN
Practical experience/ grassroots contacts	- Self-representation of women - Membership base	- Self-representation of IP - Local projects	Support to self-representation of rural movements
Promotion of widely recognized values	Human rights (focus on women) plus Christian values	Human rights (focus on IP)	Human rights (focus on Economic, Social, and Cultural rights) plus environmental rights
Acting as experts	... on the basis of individual and collective experiences	… on the basis of own research: Establishment of IP Global Research Network (IPGRN)	… on the basis of own research
Working in democratically organised networks	International membership organisation with democratic decision making about strategic goals; temporary alliances	- "Embodiment" of international IP cooperation - Revitalisation of Asian Indigenous Women's Network (AIWN)	Cooperation with La Via Campesina which provides grassroots linkage

During the international workshop, a working group further elaborated this issue. The group did not like the term "legitimacy" which is used in scientific discussion because it would imply that an advocacy organisation as such does not enjoy a legitimate status like any other institution or company. In the view of the working group, the term "credibility" describes much better the status which they have to earn continuously from their constituencies. Contrary to a lawyer-client-relationship, the target group hardly ever contracts or pays the advocacy organisation. Thus, instead of securing a "mandate", the challenge is to establish and maintain "trust".

To obtain and nourish credibility and trust, the representatives of the three organisations and EED staff have listed a number of prerequisites and strategies:
- Participatory processes in problem assessment and the common search for solutions with representatives from grassroots
- Continuous flow of information
- Transparency and accountability
- Proven track record with personal and institutional linkages
- Clear image without hidden agenda
- Persistent messaging
- Affiliation with international networks

4.2 Structure and alliances

The organisational structure and integration in networks considerably influences the focus, functioning and outcomes of advocacy work. As a network with no defined leadership, LRAN has the most informal structure of the three selected organisations. Such a structure enables high flexibility, independence and fast reactions. They have deliberately opted to keep their core network small; however they are open for affiliation of others.

By assuming the leadership of a diverse range of IP organisations and by initiating or revitalising international IP networks, Tebtebba has extended its influence far beyond its organisational base of a medium sized regional NGO. Since this role is not formalised, however, Tebtebba has to continuously reaffirm the consensus about strategic goals among its support base of IP organisations in different parts of the world.

World YWCA, on the other hand, is an international membership organisation with headquarters in Geneva and 105 affiliated national chapters. Their strategic goals are developed in an elaborate democratic decision making process. The implementation is theoretically managed by the headquarters, in reality however, the national chapters enjoy considerable freedom in adopting their own focus. The centralised structure in combination with democratic decision making processes does not allow fast reactions but has the potential to mainstream issues and mobilise a large membership base. By setting quota for young women in leadership positions, the organisation increases participation and prevents the incrustation which is a problem of many traditional organisations. The involvement of young women also ensures that strategic advocacy goals will reflect current concerns and attract new members.

In the discussions during the international workshop, all three organisations stressed the importance of forming alliances and engaging in international networks. The main benefits of networking are
- division of roles and labour between the network members, e.g. visionaries, researchers, good guys and bad guys;
- improved transfer of information via exchange visits, electronic activism, joint publications and access to different media;
- internal discourse to sharpen arguments in preparation of international conferences

With regard to the functioning of networks, most representatives preferred the informal structures of civil society to more formalised entities. They agreed that there is scope for extending network partnerships, especially between different levels of professionals and grassroots, North and South, advocacy organisations and donor agencies. Within networks, the challenge is to find the right partners and establish and maintain trust. To facilitate cooperation, the formulation of Terms of Reference as well as test phases have proven helpful. On the basis of long-term experiences in networks and alliances, the World YWCA has set 10 rules for successful advocacy partnerships:

1. Not just any collaboration – be strategic
2. Decide who will work on what tasks
3. Stick to your tasks
4. Be open and honest
5. Feel respect, get respect
6. Communicate, communicate, and communicate
7. Protect yourself from a partnership that turns sour
8. Always acknowledge and cite partners
9. Seek advice from others
10. If your partnership is a success, Keep It Going

4.3 Strategic orientation

In the previous chapter, the strategies and tactics of each organisation have been described in detail. On the basis of a first analysis, the consultants presented their hypothesis that the three organisations focus on different approaches in those fields of work which had been chosen for the developing of the Theory of change. According to their perspective, Tebtebba and WYWCA follow a predominantly cooperative approach: Tebtebba taking an advisory role in a range of committees and WYWCA promoting the values and lobbying for the interests of its large membership. LRAN, on the other hand, follows slightly more a confronting approach by pointing to the negative effects of World Bank induced market led agrarian reforms.

In the discussion during the workshop on the Start/Hovland matrix, the representatives of all three organisations stressed that they are combining different strategies at all times. In the follow-up of this discussion, a separate matrix was developed for each organisation which depicts their strategies regarding the selected field of work. The field in the matrix which is marked in dark colours indicates the core strategy of the respective organisation.

World YWCA: Reflecting the needs of women and girls in international HIV/AIDS programmes
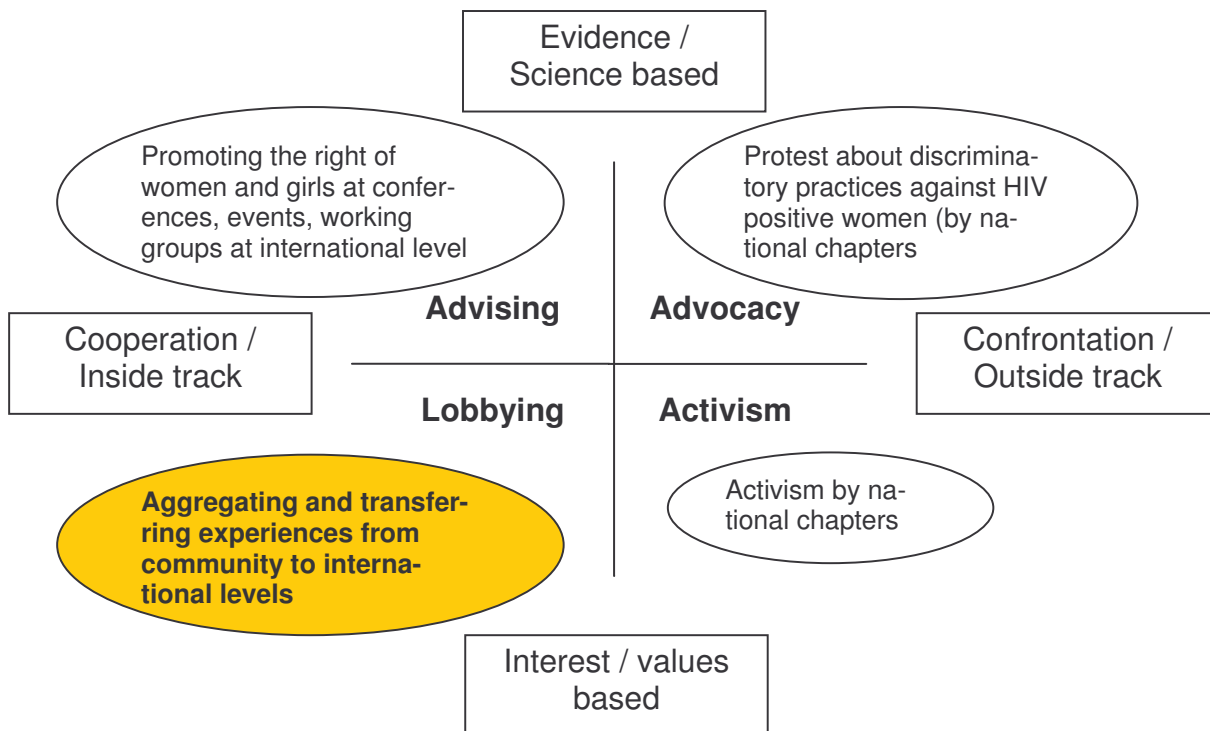
Tebtebba: Getting UNDRIP endorsed

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                        ┌─────────────────────┐
                        │     Evidence /      │
                        │   Science based     │
                        └─────────────────────┘

          ╭───────────────╮        ╭───────────────╮
          │  Lobbying at  │        │ Exposing viola-│
          │   UN level    │        │  tions of IP  │
          ╰───────────────╯        │    rights     │
                                   ╰───────────────╯
                    Advising          Advocacy
┌──────────────────┐  ─────────────────┼────────────────  ┌──────────────────┐
│  Cooperation /   │                   │                  │ Confrontation /  │
│  Inside track    │                   │                  │  Outside track   │
└──────────────────┘  ─────────────────┼────────────────  └──────────────────┘
                    Lobbying          Activism
          ╭───────────────╮        ╭───────────────╮
          │  Consensus    │        │ Support to local│
          │ building among│        │ IP in asserting │
          │  IP networks  │        │  their rights  │
          ╰───────────────╯        ╰───────────────╯

                        ┌─────────────────────┐
                        │  Interest / values  │
                        │       based         │
                        └─────────────────────┘
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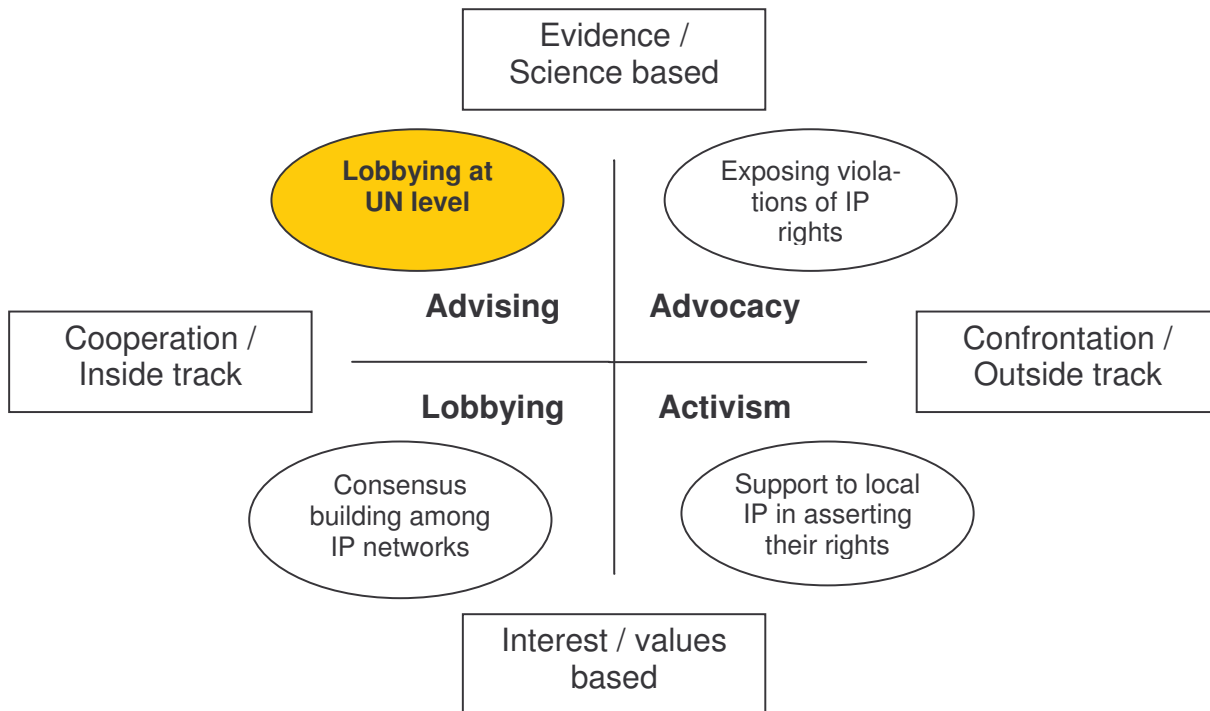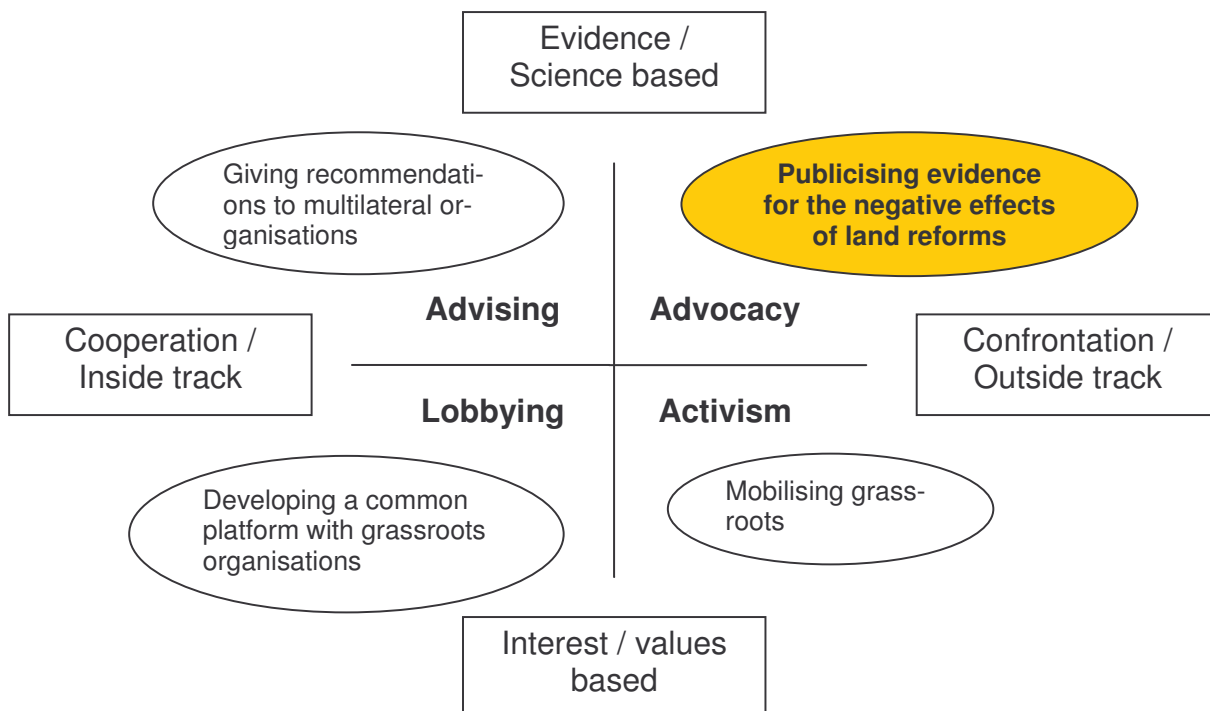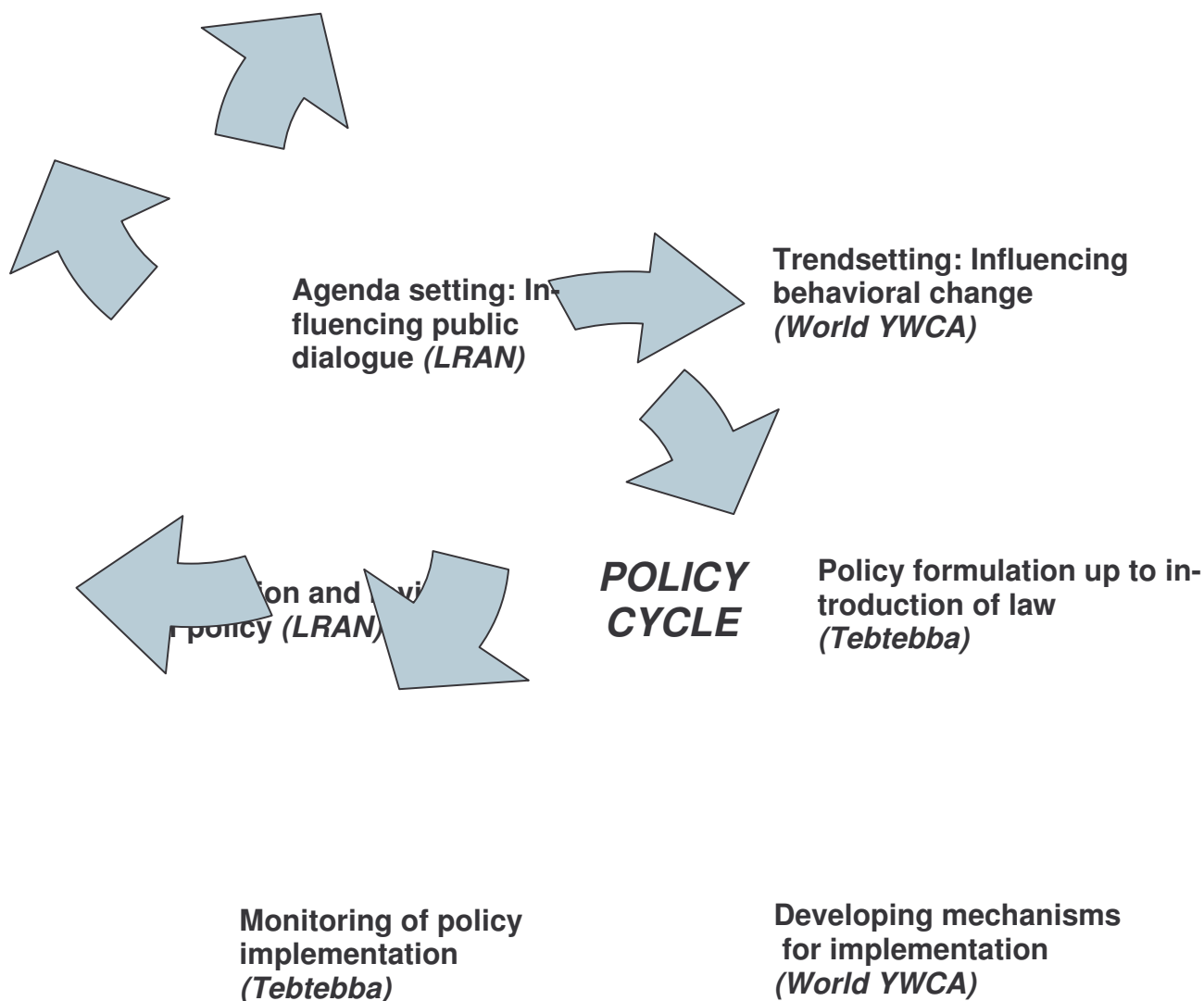
LRAN: Changing the discourse on market-led agrarian policies

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                        ┌─────────────────────┐
                        │     Evidence /      │
                        │   Science based     │
                        └─────────────────────┘

     ╭────────────────────╮        ╭────────────────────╮
     │ Giving recommendati-│       │ Publicising evidence │
     │ ons to multilateral or-│    │ for the negative effects│
     │ ganisations         │       │   of land reforms   │
     ╰────────────────────╯        ╰────────────────────╯
                    Advising          Advocacy
┌──────────────────┐  ─────────────────┼────────────────  ┌──────────────────┐
│  Cooperation /   │                   │                  │ Confrontation /  │
│  Inside track    │                   │                  │  Outside track   │
└──────────────────┘  ─────────────────┼────────────────  └──────────────────┘
                    Lobbying          Activism
     ╭────────────────────╮        ╭───────────────╮
     │ Developing a common │       │ Mobilising grass-│
     │ platform with grassroots│   │    roots       │
     │  organisations      │       ╰───────────────╯
     ╰────────────────────╯

                        ┌─────────────────────┐
                        │  Interest / values  │
                        │       based         │
                        └─────────────────────┘
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LRAN has specifically stressed the need to combine confronting with cooperative strategies. When it comes to their focus of attention, the World Bank, they are wary that attempts to cooperate might result in buy-in of this many faced organisation.

Another interesting perspective of comparison relates to which stage of the political cycle an organisation focuses on. By evaluating market led agrarian reforms, LRAN has changed the political opinion and set the political agenda for revising them. With UNDRIP, Tebtebba has first focused on the formulation and adaption of the declaration and has now shifted to monitoring its implementation. In its advocacy on HIV and Aids, the World YWCA on one hand campaigns for behavioural changes of society towards those affected by the virus, while on the other hand lobbies for the consideration of women's rights in policies.

Agenda setting: Influencing public dialogue *(LRAN)*

Trendsetting: Influencing behavioral change *(World YWCA)*

...ion and ...vi... policy *(LRAN)*

POLICY CYCLE

Policy formulation up to introduction of law *(Tebtebba)*

Monitoring of policy implementation *(Tebtebba)*

Developing mechanisms for implementation *(World YWCA)*

When it comes to planning, monitoring, and evaluation, some issues as for example the need for baseline data, the SMART[6] formulation of goals and indicators, and the benefits of participatory approaches not only apply to advocacy strategies. Other issues, however, are specifically important in

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6   SMART = Specific, Measurable, Appropriate, Realistic, Time-bound

the advocacy context, such as the need for flexibility to adapt strategies and develop compromises. This has been stressed by the thematic working group during the international workshop. Furthermore, in advocacy work impact chains tend to be longer than in other types of development areas. Thus, it is very important to define important milestones which will provide information on how far the implemented strategy has progressed towards reaching the project goals at the outcome level.

4.4 DAC Criteria

As already mentioned in the Inception Report, the efficiency and sustainability of the advocacy work are difficult to assess in the context of a mere desk study. Furthermore, the impact at beneficiary level can only be analysed on the basis of field research. The following thoughts on relevance, efficiency and impact therefore concentrate on the question how the organisations intend to bring about change.

Relevance
Both Tebtebba and LRAN have been founded to respond to external influences and current challenges which the individual founders (in the case of Tebtebba) or member organisations (in the case of Rede Social/ LRAN) experienced. LRAN was established to join efforts and cooperate regionally in fighting the negative consequences of market led agrarian reforms which had been induced by the World Bank in several Latin American countries. Tebtebba pushed the window of opportunity wide open which the UN Decade of Indigenous People had provided.

The case of World YWCA is different, however, since this organisation dates back to 1895. As a large, traditional membership organisation, World YWCA has to regularly reinvent itself by taking up burning issues which are relevant to its membership base and enable the members to express their concerns and to participate in decision making. As faith-based organisation, they also represent to a certain extent the church in a particular sector.

Effectiveness
Looking at the criteria for assessing the effectiveness of advocacy networks as established by Bello (see chapter 2), all three organisations have developed appropriate strategies and tactics as described in more detail in chapter 3. The analysis of current global contexts and the processing of the thus generated information can be studied at both Tebtebba and LRAN. The World YWCA is a good example of how a large international organisation can define strategic goals for global, regional and national levels in a democratic process. With its focus on consensus building among IP, Tebtebba provides a benchmark how inclusive decision making and participation can be ensured in international movements.

Impact
According to the IDR Framework, the three organisations have generated effects in different dimensions which may not in all cases yet represent the desired impact but still can be considered as milestones in the implementation of their strategies towards their overall goals.

Impact dimension	WYWCA	Tebtebba	LRAN
Policy 1 - international 2 - national 3 - local	1 - Operational plan for the UNAIDS Strategic Framework: Addressing Women and Children 2 - Protest against national travel restrictions for HIV positive women and girls	1 - Adoption of UNDRIP 2 - Transfer to national policies, e.g. Bolivia 3 - Local organisations using UNDRIP as reference in current conflicts	1 - Shaping political discourse within ICARRD / FAO on agrarian reform policies. 2 - Change of public opinion and political discourse on World Bank policies regarding market led

			agrarian reforms, e.g. in Brazil. 3 - Change of international public opinion and political discourse on the impacts of agrofuels.
Private sector		Support of local IP organisations in asserting their rights vis-à-vis multinational companies, e.g. in the mining sector	
Civil society	Lobbying for CSO participation in UNAIDS working groups	Capacity building of local and regional IP organisations towards self-representation, e.g. in Bangladesh	Capacity building of rural CSO towards self-representation
Democracy	Equal participation of women in international forums and decision making processes	Making the UN and national governments accountable to IP and establishing spaces for their political participation	Collaborative approach with democratically legitimised UN (e.g. FAO/IFAD); confronting non accountable IFI (e.g. World Bank)
Individual	Increased self-confidence of women through exposure to international forums	Development of positive identity as IP; increased self-confidence	

For all three organisations, in the previous chapter the mode of functioning has been plausibly documented for an exemplary strategy. During the international workshop, the representatives of the organisation have enriched this rather theoretical model with qualitative information, e.g. about the mainstreaming of IP rights into all relevant processes at UN level (Tebtebba), about the comparative advantage of being part of an international research network (LRAN) and about the synergies between service provision and advocacy in Ethiopia (YWCA).

5. Conclusions and recommendations

The experiences during this evaluation have affirmed the notion that advocacy work is characterised by a high complexity. Even though a retrospective view enables the identification of successful strategy patterns, they are to a certain extent unique and cannot be replicated easily. Furthermore, as already discussed under point 1 and 4, a mere desk study of three partner organisations from different continents and fields of advocacy does not allow for much generalisation of findings. Recommendations for single organisations would not be meaningful on this basis. Therefore, the conclusions and recommendations presented in this chapter partly relate to good practice in the field of advocacy beyond this evaluation, as well as to experiences and features which the three organisations share and/ or which have been reflected upon during their meeting in the international workshop in Bonn in July 2010.

However diverse, the advocacy work of all three organisations can be assessed as relevant: they have taken up burning issues (e.g. LRAN to the adverse effects of market-led agrarian reforms), successfully united and represented the interests of specific target groups (e.g. Tebtebba for IP), and increased the support base and participation in political processes (e.g. World YWCA of women regarding HIV/AIDS). Even though it is difficult to assess effectiveness on the basis of a desk study, the

working hypotheses as represented in their Theories of Change are plausible for each of the organisations. They are well aware about the stages of the political cycle and each of their organisations' and constituencies lobbying potentials in different projects and their respective advocacy goals. In the cases of Tebtebba and World YWCA, lobbyists of EED itself are regularly cooperating and have confirmed their capacities in obstinately pursuing advocacy goals on the international level with a long-term perspective and in recognizing and actively using windows of opportunity. They have generated impact on different levels, specifically in changing public opinion and shaping political discourse (LRAN), in improving civil society representation and women's representation in political processes (World YWCA), and in achieving policy adoption and monitoring its implementation (Tebtebba).

5.1 Good practice in advocacy

Following the advocacy cycle which is also reflected in the Composite Logic Model and has proved a valuable analytic tool in this desk study, the following reflections can be used as a checklist for programme staff of funding organisations that need to assess and accompany funding proposals of advocacy organisations.

Defining the concern
What are the urgency, importance and moral force of the issue that the advocacy programme is dealing with? It is furthermore vital that the organisation has a clear understanding of the nature of the problem it seeks to address – of the causes, effects and potential solutions. Problem and solution trees for example are helpful for elaborating the root causes and methodically devising practical solutions. The quality of the analysis and argument is essential and the presentation of realistic alternatives wherever possible.

If the organisation is conducting research on the problem, its underlying root causes and effects, it is important to be clear what is desired to achieve by doing the research, if the research is directly relevant to the organisation and its goals, who does the research, how will data be collected, how will data be analysed and evaluated and finally, how the research will be presented.

Setting objectives
Are objectives clear and focused? This can be assessed by checking if they meet the SMART (Specific, measurable, appropriate, realistic, time-bound) criteria.

Context and stakeholder mapping
As a next step, it is important to check if the context in which the organisation is working has been adequately analysed. In what kind of political system is the organisation working? How about the process of political decision-making – is it decentralised or centralised? What external influences affect decision-makers? How accessible are decision-makers to the public/ to civil society?

The analysis of the context should include an analysis of audiences, target groups and stakeholders. Which institutions and individuals belong to the target group? Which other stakeholders have an interest in the issue, who are those actors with authority to effect changes or who directly influence people that take decisions about the relevant policy goal. Is the organisation able to recruit influential audiences in support of their objectives, such as mass media, general public?

Resources and alliances
Is the organisation able to mobilise financial and personal resources? Where is the leadership for the programme or campaign located?

The cooperation in networks and alliances has been pointed out as an important success factor in advocacy work. Is the organisation able to work with and through others in networks and alliances?

What is the mix of skills and people in the network or alliance – where are the advantages of collaboration (formal or informal, temporary or permanent)? Can the partners reach different audiences, other access more information; are the allies trusted, committed organisations? Do they complement the overall influencing strategy of the organisation? How is communication coordinated?

Strategy
In terms of strategy it is worth to look at the approaches the organisation is following. Does the organisation focus on confrontation or cooperation in its lobbying among decision-makers? Is the argumentation based on values or on research? Which tools are applied - lobbying, meetings, negotiation, project visits, TV, radio, drama/ theatre, reports, letter writing, leaflets and news sheets, video, slides, press, posters, email/ internet; how are the tools mixed?

Is there an action plan that specifies who has to do what and by when? Examples can demonstrate the flexibility, responsiveness and political opportunism of the organisation, an important success factor of advocacy work.

Monitoring and evaluation
Monitoring and evaluation become increasingly important in order to monitor progress, adapt tactics and evaluate results. A first step is the Theory of Change. Has the organisation set up a theory of change? Have indicators been defined, and are they regularly monitored?

Given the indirect approach of advocacy work which has to rely largely on multipliers and intermediaries, the "use of outputs" level of the impact chain is of particular importance because it describes what other actors than the advocacy organisation has to do, step by step. In complex advocacy projects, several levels of "use of output" have to be constituted in order to track progress. Even though the direct influence ends at the level of outputs, only a close monitoring of the higher level will enable an organisation to come up with additional activities if the assumptions in the original Theory of Change do not prove correct.

Changes observed as result of an advocacy process are often of a qualitative nature. Since the Theory of Change/ impact chain approach does not capture all these – sometimes unexpected – changes, it is advised to use additional methodologies such Most Significant Changes (MSC)[7] which is based on a storytelling approach.

5.2 Specific learning

During the interviews and in the international workshop, some additional success factors emerged which might be interesting for other advocacy organisations as well.

Advantages of being simultaneously active at grassroots and international levels
All three organisations stressed the importance of combining grassroots activities with political lobbying at national and international level. Be it through regular research, participatory problem assessment and planning processes, capacity building or service provision, a regular dialogue with the ultimate target groups or major stakeholders does not only establish trust and maintain credibility, but constitutes an integral element of a strategy aiming at self-representation. Even though this global-local-nexus can also be secured through division of roles in international networks or alliances – as the EED representative stressed during the international workshop, it was a strong feature of all three organisations studied that they themselves are present at all levels. In accordance with the theory of Hudson[8] that legitimacy is a social construct, this global-local- nexus serves for establishing and

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[7]   Rick Davies and Jess Dart: The 'Most Significant Change' (MSC) Technique: A Guide to Its Use (2006)
[8]   2001, see chapter 2 of this report

maintaining their credibility and trust. Simultaneously, regular interaction with their constituency increases the probability that the achievements of the advocacy work will trickle down to target groups and create an impact at grassroots level which is documented e.g. in the case studies conducted as part of an evaluation of Tebtebba.

Specific advantages of different organisational structures
The diversity and history of the three organisations conveys the learning that relevance and effectiveness already start with choosing a suitable field of advocacy work. In the case of LRAN, pursuing of joint advocacy goals was a central reason for the formation of the network itself. Like Tebtebba, they are a small organisation which can flexibly pioneer into new fields. Being a large international organisation, the World YWCA on the other hand has to follow clearly defined democratic decision making structures before taking up new advocacy goals. Through their worldwide service structures, however, they are able to mainstream issues and build awareness among a large constituency which might not be reached otherwise.

Staying on track towards long-term goals
Advocacy goals are mostly long-term and difficult to achieve within 3-year project funding cycles. During the international workshop, EED representatives argued to narrow the impact chains down to more realistic outcomes. In the experience of the evaluators, however, this does not work. On one hand, a humble objective does not develop the pull which is necessary for motivating all stakeholders from target groups to decision-makers for joining efforts for achieving the advocacy goal. On the other hand, also funding agencies – if given a choice – would probably select the funding proposal with the highest potential for change already at outcome level.

With ambitious goals and flexible strategies, advocacy is not easy to monitor. By developing a comprehensive Theory of Change with important milestones, however, progress can be continuously tracked and tactics adjusted whenever necessary.

The organisations studied are very successful in publishing the results of their research and/ or communicating messages to target groups. There is additional scope to use these skills for documenting changes, achievements and even failures encountered in their own work. This serves not only to increase accountability towards stakeholders, but also to celebrate successes and promote learning.

Promotion of future leaders
Even more than in other fields of development, advocacy depends on strong personalities who have the ability to establish relationships with decision-makers. Especially when it comes to panels or working groups on national or international level, invitations are often extended to renowned experts rather than to the NGO they represent. In such a highly personalised field of work, succession and the promotion of future leaders becomes crucial. All three organisations therefore devote a lot of attention to leadership development – both among their constituencies and within their staff. The World YWCA sets an example how a big and structured organisation can institutionalise a constant regeneration of young female management.

5.3 Potential for further research and/ or training

When discussing potential next steps within the partner organisations, apart from sharing the results of the evaluation and their learning from the international workshop, each organisation developed a different focus:

World YWCA

The presentation of YWCA Ethiopia had provided an interesting insight into how a national member association is implementing the strategic framework of World YWCA and how a specific advocacy approach can be developed which suits the national context. World YWCA would like to look at more national associations and how they do advocacy.

As a start, the consulting team recommends to map all national associations who claim to do advocacy and their strategic approaches in a table. From that overview, either similar approaches could be chosen for comparison in terms of benchmarking, or a sample of different approaches could be selected to find out which strategies work well and in which contexts.

LRAN
In the workshop evaluation, the representatives of LRAN remarked that they would appreciate a more in-depth methodological orientation, starting with the establishment of clear terminology. This could be achieved by conducting impact assessment on e.g. the effects of market led agrarian reforms or the production of agrofuels on their constituencies, small farmers in Brazil. Thus they could combine gaining methodological know-how with their original research activities.

Tebtebba
The workshop participants from Tebtebba expressed an interest both in learning new tools for impact assessment and in documenting the impact of their advocacy work, especially at grassroots level. These interests could also be combined by doing a methodologically sound field study of one of their regional capacity building programmes.

Generally, the consulting team recommends linking up the three organisations with other processes of Impact Monitoring of Advocacy, e.g. the ongoing Bread for the World/ EED project in India.

6. Summary

Over the last decade, advocacy has gained increasing attention in development cooperation. Many civil society organisations and funding agencies have recognised that 'project' work alone will not sufficiently cause significant changes in the underlying conditions of worldwide poverty. With a growing number of organisations engaging in advocacy and lobbying in favour of poor and marginalised communities, the question how to evaluate the effectiveness of this type of work has emerged. However, to date no standards of practice, acknowledged good practices, nor commonly used methodologies or tools exist how to assess the effectiveness of this type of work. A scientific discussion is currently evolving around questions of legitimacy, different strategic approaches, the cooperation in transnational networks and the differentiation between impact dimensions. The desk study presented here is specifically contributing to the question of legitimacy or credibility as the representatives of the three organisations prefer to call it.

Evaluation design
With the aim of extending their practice of evaluations to the field of advocacy and political lobbying, EED had invited three experienced partner organisations for a cross-cutting study of advocacy strategies: World YWCA, Tebtebba, and Rede Social/ LRAN who are all working internationally, combining grassroots capacity building with lobbying at the level of national governments and international organisations. Two FAKT consultants screened the programme documentation provided by EED, conducted telephone interviews with representatives of the organisations as well as of EED, and reflected first findings during a partner workshop which took place in Bonn on June 30th/July 1st, 2010. For mapping a selected advocacy programme of each organisation, the Composite Logic Model of the Harvard Family Project was used. As main analytical tool, a Theory of Change was developed for each organisation and programme in which the complex impact chain and its causal assumptions were elaborated. In this course, the importance of the "use of output" level in advocacy became obvious since important results are not within the reach of the advocacy organisation but have to be pursued and achieved by multipliers (e.g. media) and decision makers (e.g. politicians).

By looking at the approaches and achievements of the three selected organisations, the cognitive interest in this study has been to identify effective strategies from the preselected sample as a basis for mutual exchange and learning. The assessment of DAC criteria does not cover efficiency and sustainability; also the impact evidence relates mainly to information provided by the interview partners and workshop participants.

Functioning and strategies of the three organisations

World YWCA
With an outreach of 25 million women in 125 countries, the 115 year old World YWCA holds a unique position in the history of women's movement. The purpose of YWCA is to develop the leadership and collective power of women and girls around the world for achieving justice, peace, health, human dignity, freedom and a sustainable environment. With internships, exchange programmes and leadership training, over 1.6 million women, young women and girls are prepared for leadership through the YWCA movement every year. By providing services, the organisation can easily reach women of all walks of life, build their awareness and eventually get them engaged in advocacy work. The strengths of the World YWCA's communication strategy are consistent messaging and the utilisation of modern tools like online social networks and its own YouTube Channel.

For the purpose of this study, the thematic priority of Sexual and Reproductive Health and Rights (SRHR), HIV and Aids has been chosen to look specifically at the advocacy work and its impact. The

main goal of the political lobbying of World YWCA is to include a special focus on women, young women and girls to laws, policies and practices on HIV/AIDS and SRHR. The political lobbying of the World YWCA follows a strategy of cooperation. The focus is on building working relationships with UN organisations and strategic partnerships mainly with women, youth and faith-based organisations. At global level, the World YWCA was able to sustain a critical voice in the development of 'The Operational Plan for the UNAIDS Action Framework: Addressing Women, Girls, Gender Equality and HIV. In summary, the World YWCA has increased the space and scope in shaping international policies regarding HIV/AIDS not only for women and girls; it has also given credibility to church involvement in this burning issue.

Tebtebba
Since its establishment in 1996, Tebtebba (Indigenous Peoples' International Centre for Policy Research and Education) actively promotes a better awareness and understanding of the world's indigenous peoples and their concerns. With the aim that they themselves take the lead in policy advocacy and campaigns on all issues affecting them, Tebtebba develops and strengthens the capacities of indigenous peoples for lobbying, campaigning and networking; research, education, training, and institutional development. Research and capacity building are integral parts of Tebtebba's strategy. Addressing global and local audiences is seen as continuous cycle: Tebtebba always starts advocacy with thorough local situation analyses which are sometimes pilot studies that get widely cited by international organisations. At the same time, international standards and information about grievance mechanisms are fed back to people at the grassroots who have to be capacitated to claim their rights. In terms of leadership development, Tebtebba identifies potential and existing leaders of IP in various countries and facilitates their participation in various events and processes.

The organisation has significantly contributed to building indigenous peoples' capacities to represent themselves and articulate their positions on relevant issues, e.g. by taking the lead in the campaigns and political lobbying for the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) which was chosen as the example in this study for developing a Theory of Change. After the adoption of UNDRIP in 2007, Tebtebba has started new programmes to raise awareness about the content of the declaration, to promote its implementation by national governments, and to make it a centre piece for securing the rights of indigenous peoples in other UN declarations or conventions relating to issues such as biodiversity, mining, and climate change.

Rede Social/ LRAN
The Social Network for Justice and Human Rights (Rede Social de Justiça e Direitos Humanos) (Brazil) together with the organisations Food First/The Institute for Food and Development Policy (USA), Focus on the Global South (Thailand), the National Land Committee (South Africa), founded the Land Research and Action Network (LRAN) in 2001, an international network of activist researchers on land issues. With its empirical cross country research on the effects of agrarian policies, LRAN contributes to breaking the information monopoly held by national governments and international financial institutions.
The work of LRAN of endowing grassroots and civil society organisations with grounded arguments in their debates with decision-makers and of building their capacity supports the principle of self-representation of farmers and landless peasants.

The most significant impact of LRAN together with their partners Vía Campesina and FIAN with the Campaign for Agrarian Reform (GCAR) is the reframing of the debate about land reform and land policy in reaction to the market-led model which is promoted by the World Bank and has dominated the agenda of numerous national governments for several years. They have contributed to the loss of credibility of World Bank's land policies, and to the backing out of some national governments such as Brazil of the World Bank programmes. In this study, the impact chain of activities, outputs, and uses of output which led to this outcome is further elaborated in the Theory of Change chart.

More recently, LRAN took on a new issue, which is to denounce the negative impacts of the expansion of mono-cropping for the production of agrofuels. In a period of only a few years, LRAN has contributed to including this issue on the international agenda of governmental and non-governmental organisations.

Comparative aspects

Credibility and trust
During the international workshop the term "legitimacy" which dominates in scientific discourse was replaced by "credibility" which according to the representatives of World YWCA, Tebtebba and LRAN describes much better the status which advocacy organisations have to earn continuously from their constituencies. The three organisations employ a range of different strategies to gain and maintain credibility among their target groups and audiences:

- Practical experience on the ground/ continuous dialogue with grassroots (e.g. in problem assessment and developing solutions)
- Promotion of widely recognised values (e.g. human rights, Christian values)
- Acting as experts (on the basis of research and collective experience)
- Affiliation to democratically organised international networks
- Continuous flow of information
- Clear image and persistent messaging
- Transparency and accountability
- Proven track record with personal and institutional linkages

Structure and alliances
All three organisations stressed the importance of forming alliances and engaging in international networks. The main benefits of networking are
- division of roles and labour between the network members, e.g. visionaries, researchers, good guys and bad guys;
- improved transfer of information via exchange visits, electronic activism, joint publications and access to different media;
- internal discourse to sharpen arguments in preparation of international conferences

Most representatives preferred the informal structures of civil society to more formalised entities. They agreed that there is scope for extending network partnerships, especially between different levels of professionals and grassroots, North and South, advocacy organisations and donor agencies. Within networks, the challenge is to find the right partners and establish and maintain trust.

Strategic orientation
With regard to their strategic orientation, LRAN has specifically stressed the need to combine confronting with cooperative strategies; also the two other organisations remarked that their cooperative approaches would not work if there would not be an exposure of negative practices and mobilisation of affected target groups as complementary approach. Hence it can be difficult to maintain the credibility of an organisation applying divergent strategies, however, a division of roles within networks and alliances can provide a solution.

Another interesting perspective of comparison relates to which stage of the political cycle an organisation focuses on. By evaluating market led agrarian reforms, LRAN has changed the political opinion and set the political agenda for revising them. With UNDRIP, Tebtebba has first focused on the formulation and adaption of the declaration and has now shifted to monitoring its implementation. In its advocacy on HIV and Aids, the World YWCA on one hand campaigns for behavioural changes of

society towards those affected by the virus, while on the other hand lobbies for the consideration of women's rights in policies.

Conclusions and recommendations

The experiences during this evaluation have affirmed the notion that advocacy work is characterised by high complexity. Even though a retrospective view enables the identification of successful strategy patterns, they are to a certain extent unique and cannot be replicated easily.

However diverse, the advocacy work of all three organisations can be assessed as relevant; they have taken up burning issues, successfully united and represented the interests of specific target groups and chosen fields of advocacy which are suitable for their respective organisations. Even though it is difficult to assess effectiveness on the basis of a desk study, the working hypotheses as represented in their Theories of Change are plausible for each of the organisations. They are well aware about the stages of the political cycle and each of their organisations' and constituencies lobbying potentials in different projects and their respective advocacy goals. They have generated impact on different levels, specifically in changing public opinion and shaping political discourse (LRAN), in improving civil society representation and women's representation in political processes (World YWCA), and in achieving policy adoption and monitoring its implementation (Tebtebba).

All three organisations stressed the importance of combining grassroots activities with political lobbying at national and international level. A regular dialogue with the ultimate target groups and major stakeholders does not only establish trust and maintain credibility; it also constitutes an integral element of a strategy aiming at self-representation of the poor and marginalised who are capacitated to defend their rights.

Advocacy goals are mostly long-term and difficult to achieve within 3-year project funding cycles. With ambitious goals and flexible strategies, advocacy is not easy to monitor. By developing a comprehensive Theory of Change with important milestones, however, progress can be continuously tracked and tactics adjusted whenever necessary.

Even more than in other fields of development, advocacy depends on strong personalities who have the ability to establish relationships with decision-makers. In such a highly personalised field of work, succession and the promotion of future leaders becomes crucial. All three organisations therefore devote a lot of attention to leadership development – both among their constituencies and within their staff.

7. Literature and sources

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Annex 1: Data Sheets for the three organisations (see sep. PDF)

Annex 2: Draft Interview Guideline

The interviews took place after the document analysis and before the international workshop. In a first step, the gaps in written documentation were filled, following the categories provided in the Composite Logic Model (CLM). Due to differing data records, the interviewer needed to be specifically shape the questions to fit each organisation's requirements, eventually skip some and add others. The second part of the interview started a process of formulating a Theory of Change for each organisation's EED funded advocacy work. During the international workshop, the resulting matrix was discussed and finalised.

Step 1: Completing the CLM

Impact area:
- In which field does … want to create an impact?
Improved services and systems (e.g. "Shift in social norms", "strengthened organisational capacity", "strengthened alliances", "strengthened base of support", "improved policies");
Improvements of physical and social wellbeing ("better circumstances and surroundings for people and communities")

Goals and objectives:
- What is the overall goal of …'s advocacy?
- What are the advocacy objectives of the EED financed programme?

Audiences:
- What audience(s) are you addressing?
- Who has the authority to make the changes or who directly influences people who make the decision about your policy goal?

Inputs:
- What predisposes your organisation to do advocacy?
- How do the target groups (at grassroots and international level) influence objectives and activities of lobbying and advocacy at the international level?
- What are the advantages and implications for your work having activities at grassroots and international level (micro and macro level) at the same time?
- How do you prepare for advocacy and lobbying?
- What is the role of research?

Strategy and tactics:
- What are the intervention strategies?
- How are activities interlinked?
- What is the role of publications and electronic media (e.g. website)?

Outcomes and benchmarks:
- How do you measure progress towards your advocacy goals?
- What is your monitoring system focusing on?
- How do you document interim outcomes?

Step 2: Explain the Theory of Change and draft the matrix
Use matrix presented in the inception report (4.2).

Annex 3: List of resource persons

Name	Organisation	Position	Date of interview
Dilmitis, Sophie	World YWCA	HIV and AIDS Coordinator	07/06/2010
Fisher Spalton, Natalie	World YWCA	Deputy General Secretary	12/05/2010
Weinreich, Sonja	EED	Health Advisor	18/05/2010
Hildebrandt, Jutta	EED	Programme Officer, Worldwide Programmes	18/05/2010
Tauli-Corpuz, Victoria	Tebtebba	Executive Director	30/04/2010
Kirleis, Edda	EED	Programme Officer, South Asia	
Frein, Michael	EED	Environmental and Trade Policy Adviser	18/05/2010
Bitterlich, Eva	EED	Programme Officer, Worldwide Programmes	18/05/2010, 01/06/2010
Mendonça, Maria Luisa	Rede Social	Coordination Rede Social	11/05/2010
Wolff, Luciano	EED	Brazil desk officer	01/06/2010
Walther, Bernward	BftW	Advisor for Agriculture	11/06/2010
de Chavez, Raymond	Tebtebba	Publication and Communication Coordinator	30/6-01/07/2010
Tekletsadik, Melat	YWCA Ethiopia	General Secretary YWCA in Ethiopia	30/6-01/07/2010
Martins, Monica	Rede Social	Member of the consultant board	30/6-01/07/2010
Koy, Jens	EED	Evaluation desk	30/6-01/07/2010
Brieger, Sven	EED	Evaluation desk	30/6-01/07/2010
Oliver Märtin	EED	Head of desk, Worldwide Programmes	30/6/2010

Annex 4: Terms of Reference

Final version of March 11, 2010

Cross Cutting Evaluation:
Impact and functioning of EED-partner organisations: Tebtebba, World YWCA and Rede Social.

PHASE 1
Desk Study, extended

The outline of the cross-cutting evaluation describes two phases:
- ➢ A desk study, extended which is discussed in an international work-shop between the participating part-ner organisations, EED and the external evaluation team. EED is aware of the limitations of a desk study. In our perception the desk study will be a first step of the cross-cutting evaluation. Depending on the existing documentation some objectives and central questions mentioned below in chapter 2 and 3 may not be achieved or answered in detail (for ex. the questions in 3.4.4 (Impact) if there are no impact studies available).
- ➢ As an option: A field study as phase 2 in order to get more and deeper insights into the field work of the participating partner organisations. It is suggested that this option is discussed in the above mentioned international work-shop.

In this paper Terms of Reference (TOR) for Phase 1 are defined.

1. Background/Rationale of the Evaluation

EED is using evaluations as an instrument for regular reflection in order to improve its work. In this evaluation we would like to invite partner organisations who do lobby and advocacy to participate in an evaluation process. For EED this is new terrain and we would like to invite three of our very experienced partners to take with us the necessary steps to learn more about projects and programmes of lobby and advocacy organisations by a cross cutting evaluation. The three organisations have in common that they do lobby and advocacy at international level and at the same time support capacity building in specific sectors for their target groups.

2. Purposes, objectives and users of evaluation

The evaluation purpose is in line with the learning function of evaluations. Never the less the evaluation will have accountability function by contributing to a better understanding of the functioning of the projects.

The objectives of **phase 1** are:
- e) EED desk wwp has a better understanding of approaches international organisations apply: The approaches, functioning and strategies of three organisations are described with regard to their lobby and advocacy activities and programmes, the participation of their target groups and the interdependency of these activities and programmes.
- f) Survey and documentation of the outcome and impact of lobby and advocacy activities by case studies and examples.
- g) An independent assessment of the projects in terms of relevance, effectiveness, efficiency, impact and sustainability.

h) Recommendations to EED desk wwp for further qualification of the support of lobby- and advocacy projects as a means to better understand the quality of approaches international organisations apply and recommendations to the three organisations with regard to their EED funded projects.

Central questions of **phase 1** are:
a) How is the functioning of the three analysed organisations: What are the intervention strategies? How are activities like training, campaigning and networking interlinked? (Theory/concept/plan and practical experience).
b) What is the impact, outcome and role of lobby and advocacy activities at international (macro) level and at local/regional (micro) level? What is the Theory of Change[9] that addresses the set of linkages among strategies, outcomes and goals?
c) How do the target groups (at grassroots and international level) influence objectives and activities of lobbying and advocacy at the international level? What are the results of lobbying and advocacy for the target groups? What are the advantages and implications for the work of the organisations having activities at grassroots and international level (micro and macro level) at the same time?
d) Which objectives, gender perspectives and activities of the organisations are similar to each other? Where are differences? What can we learn from these similarities and differences? Which intervention strategies have turned out to be helpful for which mandates, issues, aims and target groups? What is "good practice" which is helpful for the learning of other organisations?

These central questions of the cross cutting evaluation are integrated in bold into the set of evaluation questions in point 3 (task description). <u>Answers to these questions should be in detail.</u>

Users of the cross cutting evaluations:
The evaluation is primarily intended for:
a) Colleagues of EED Desk 1.6. (worldwide international programmes) as a means to better understand the quality of approaches international organisations apply
b) The involved organisations as a working instrument to fine-tune approaches and learn from each other.

3. Task Description

3.1 The scope of the evaluation covers the EED-supported programmes of the partner organisations since 2000:
a) Rede Social des Justiça e Direitos Humanos (Social Network for Justice and Human Rights), Sao Paulo/Brasil
b) Tebtebba (Indigenous Peoples' International Centre for Policy, Research and Education), Baguio City/The Philippines
c) World Young Women's Christian Association – World YWCA, Geneva/Switzerland

3.2 Background/Context: lobby and advocacy activities of civil society organisations

a) Lobby and advocacy activities of civil society organisations: Experiences of the past and trends for the future (at international, regional and local level).

b) How can lobby and advocacy activities be analytically subdivided/described?

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[9] "The term is typically used to describe the conceptual model of achieving a collective vision. A theory of change typically addresses the set of linkages among strategies, outcomes and goals that support a broader mission or vision, along with the underlying assumptions that are related to these linkages (i.e. "If we implement these strategies, why do we expect these changes will occur?"). The Theory of change has been called many things: a roadmap, a blueprint, an engine of change, a theory of action and more." (The Annie E. Casey Foundation: "A Guide to Measuring Advocacy and Policy", prepared by Organizational Research Services, Jane Reisman et al., Baltimore, Maryland, 2007, p. 11)

3.3 Description and analysis of the partner organisations, their programmes and the context of their lobby and advocacy activities

Descriptions and analysis for each partner organisation:
- a) Description of the partner organisation (background, mission statement, objectives, role in civil society/networks, management structure, PME-system, organisational capacity/staff, gender strategy).
- b) Description of the programme/project of the partner organisation (see scope of the evaluation).
- c) Description of context relevant to the programme: Development and policy context, institutional environment and stakeholder involvement (so that their influence can be identified and assessed), socio-political, socio-economical and gender context.
- d) Description of the target group (at grassroots and international level).
- e) **How is the functioning of the organisation: What are the intervention strategies? How are activities like training, campaigning and networking interlinked? (Theory/concept/plan and practical experience).**
- f) **What is the theory of change that addresses the set of linkages among strategies, outcomes and goals?**
- g) Which important areas of change are addressed by the lobby and advocacy work? We suggest the following framework: "Shift in social norms", "strengthened organisational capacity", "strengthened alliances", "strengthened base of support", "improved policies" and "changes in impact".[10]

Evaluation questions (for each programme/project)

3.4.1 Relevance
DAC definition: The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.
- a) Did we plan the right thing? Do we do the right thing? To what extent are our objectives, planned activities and planned outputs consistent with the intended outcome and impact? Are there differences between the time the programme/project was designed and today?
- b) To what extent are the objectives of the project/programme still valid?

3.4.2 Effectiveness
DAC definition: A measure of the extend to which an aid activity attains its objectives[11]
- a) To what extent are the objectives (likely to be) achieved?
- b) What are the short and medium term (intended and unintended) outcomes of the programme/project?
- c) Why? What were the major factors influencing the achievement or non-achievement of the objectives? (e.g: external reasons (description of the window of opportunity), influences of the management structure, PME-system, gender perspective and organisational capacity/staff).
- d) To what extend was the selected target group reached?
- e) **How do the target groups (at grassroots and international level) influence objectives and activities of lobbying and advocacy at the international level?**

3.4.3 Efficiency
DAC definition: Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.[12]

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[10] This framework is presented and explained in: ibidem, p.16f.
[11] EED experiences: Often programme or project objectives are formulated on the level of project/programme activities (for ex. completion of activities). Here the level of intended results i.e. the intended outputs or intended outcomes are the point of reflection.

[12] EED experiences: This criterion is difficult to assess when programmes or projects are dealing with empowerment and capacity building. Nevertheless it is often useful to produce specific statistics on costs for activities and to reflect on them.

a) Were activities cost-efficient?
b) Were objectives achieved on time?
c) Was the programme or project implemented in the most efficient way compared to alternatives?

3.4.4 Impact

DAC definition: The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions.

a) **What is the impact and role of lobby and advocacy activities at international (macro) level and at local/regional (micro) level:** What has happened as a result of the programme or project? (Intended and unintended impacts. Please address the issue at different levels such as cross sectoral impact and other relevant cross-cutting issues.)
b) What real difference has the activity made to the beneficiaries? (What would have happened without the activity?)
c) How many women and men have been affected? Impact on gender relations?

3.4.5 Sustainability

DAC definition: Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

a) To what extent do the positive impacts or changes of the programme/project (are likely to) continue?
b) Which measures are implemented in order to support sustainability?
c) To what extent did the benefits of a programme or project continue after donor funding ceased?
d) What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?

3.5 Comprehensive Framework for the Analysis

As described above the three organisations have in common that they do lobbying and advocacy at international level and at the same time support capacity building in specific sectors for their target groups. In order to learn from these experiences the following questions (of the cross-cutting evaluation) are central:

a) **What are the advantages and implications for the work of the organisations having activities at grassroots and international level (micro and macro level) at the same time? What are the results of lobbying and advocacy for the target groups?**
b) **Which objectives, gender perspectives and activities of the organisations are similar to each other? Where are differences? What can we learn from these similarities and differences?** Comprehensive Analysis of important areas of change addressed by the lobby and advocacy activities of the three partner organisations? (see 3.3. g)
c) **Which intervention strategies have turned out to be helpful for which mandates, issues, aims and target groups? Where is "good practice" which is helpful for the learning of other organisations?**

4 Process, Products and Timetable of evaluation

4.1 Timetable and tasks:

	Task	Up to working days (total for evaluation team)	Time frame
1	Kick off (Auftragsklärung)	1	March 10, 2010
2	Review of documents and preparation of inception report	5	March
3	Hand-over of the Inception Report Phase 1		April 9, 2010
4	Feed-back to the Inception Report by EED		
5	Interviews with EED staff, telephone interviews with representatives of partner organisations and further review of documents	4	
6	Study to Background/ Context: lobby and advocacy activities of civil society organisations	2	
7	Feedback of findings to EED (presentation)	1+1	May 18, 2010
8	Further analysis of findings, draft report, hand-over by	5	June 11, 2010
9	Draft forwarded by EED to PO asking for feed-back		June
10	Preparation of the international work shop	1	May/June
11	Participation in the international work shop (Input, moderation, protocol)	3 + 3	June 30 – July 1, 2010
12	Finalisation of the evaluation report, protocol of the work shop. Hand over of final documents by	3 + 1	July 16, 2010
	Total: up to days	**30**	

4.2 Requested Products

4.2.1 Evaluation design / Inception Report

After the settling-in period the Inception Report (approx. 3-5 pages) shall provide a feed-back on how the objectives, questions and products as described in the TOR can be achieved within the evaluation. Suggestions can be made to supplement or restrict the TOR. Especially when the modifications are concerning objectives of the evaluation and crucial questions these suggestions have to be approved of by the customer in written form because this is a change of contract.

For the Inception Report we suggest the following structure:
a) Key data of the evaluation: Name, number, duration of the project/programme to be evaluated, title of the evaluation, principal of the evaluation (who commissioned the evaluation), contractor of the evaluation, date of the report.
b) Feed-back/amendment to the TOR: Are all parts of the TOR clear to the evaluation team? Is the focus of the evaluation clearly defined? Suggestions for amendments of the TOR are presented (in a form so that the contractor can accept or disagree).
c) Current status of the preparation: Composition of the evaluation team (qualifications, allocation of tasks, who is team leader/coordinator?), estimated timetable and work days for the evaluation team. Report about identified problems and risks.
d) Evaluation design and methodology: Report about the chosen qualitative and/or quantitative methods and further steps in the evaluation (selection of samples, strategies for analyses and collecting data, further

specific evaluation questions, hypothesis on outcomes and impacts, description of the planned contacts and visits with explanation). Presentation of measures to get adequate information for gender analysis.

    e) Tools for data collection and data analysis (e.g. presentation of questionnaires)

4.2.2 Final Evaluation Report

The final report shall be written in English (30-50 pages + annex) and as a minimum has to include the following contents:

    a) Key data of the evaluation: see above "inception report" in a)

    b) Executive Summary: a tightly drafted, to-the-point, free-standing document (about 3 pages), including the key issues of the evaluation, main analytical points, conclusions, lessons learnt and recommendations.

    c) Introduction: purpose of the evaluation, evaluation scope and key questions. Short description of the projects / programmes and partner organisations to be evaluated and relevant frame conditions

    d) Evaluation design/Methodology

    e) Key results / Findings*: with regard to the questions pointed out in the TOR/Inception Report (including project/programme and context analysis), Assessment of the extent to which issues of equity and gender are incorporated in the project / programme

    f) Conclusions* based on evidence and analysis

    g) Recommendations* regarding future steps / activities / follow-up – carefully targeted to the appropriate audiences at all levels, relevant and actionable (if possible for each conclusion a recommendation).

    h) Lessons learnt* (generalizations of conclusions applicable for wider use).

    i) Annexes (ToR, list of persons/organisations consulted, literature and documentation consulted etc.)

* The interlinkages between key results/findings, conclusions and recommendations /lessons learnt have to be clear and transparent. This may be done by tables (see annex 2) and/or by references in the text.

4.2.3 Draft Implementation Plan

This tool is designed to support the reflection process and decision making of the actors receiving recommendation by the evaluation. The format is in annex 2 (implementation plan). The evaluation team has to fill in the key data of the evaluation and the recommendations.

5   Responsibilities and duties

    a) EED evaluation desk is responsible for the general management of the evaluation. This includes the finalisation of the TOR, contracts to external evaluators and to make sure that the evaluation is respecting international OECD/DAC evaluations standards.

    b) EED desk 1.6 (world wide programmes) is responsible for the provision of the relevant documentation at desk level, project documentation and contact to the partner organisations.

    c) Partner organisation of EED: Provision of relevant documents on demand, Participation in interviews and workshops on demand, feed-back to relevant evaluation reports on demand.

    d) The evaluation team has to conduct the evaluation in respect of international OECD/DAC evaluations standards.

6   Dissemination of Evaluation results

The point will be discussed during the international work shop. As a standard it is foreseen that the evaluation desk is publishing the summary of the final report (phase 1) on the EED web site.

7   Literature

    ➢ The Annie E. Casey Foundation: "A Guide to Measuring Advocacy and Policy", prepared by Organizational Research Services, Jane Reisman et al., Baltimore, Maryland, 2007.