

# FAGLIGT FOKUS

- læring og metodeudvikling på tværs

## Discussion Paper 6/2014

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### Challenges and Dilemmas in Monitoring Advocacy <sup>1</sup>

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<sup>1</sup> This paper has been prepared specially for *Fagligt Fokus* as an input for the learning process on how Danish CSOs and their partners can work to promote better southern based funding modalities. The views presented in the paper are not the position of 'Fagligt Fokus', but solely the positions of the author.

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1. Introduction.....	3
2. Monitoring advocacy - why do we need to measure? .....	3
3. Monitoring advocacy – organizational structures.....	4
4. Monitoring advocacy – levels and learnings .....	5
5. Monitoring advocacy – mean and tools .....	7
6. Monitoring advocacy - What can we learn from monitoring advocacy efforts? .....	10
7. Monitoring advocacy - what are the dilemmas?.....	12
Attribution or Contribution .....	12
Short-term versus long term outcome.....	12
Changing context.....	13
Aggregation of data .....	13
Change in partnerships.....	14
8. Concluding remarks.....	14

**List of abbreviations**

CSO	Civil society Organization
DCA	Dan Church Aid
DFPA	Danish Family Planning Association
HO	Head Office
M&E	Monitoring and Evaluation
RAM	Resource Allocation Model
ToC	Theory of Change
PME	Planning, Monitoring & Evaluation

*“Not everything that counts can be counted and not everything that can be counted counts!”*

*Albert Einstein*

## 1. Introduction

This discussion paper, commissioned by Fagligt Fokus, addresses the issue of monitoring of advocacy with an aim of stimulating experience sharing between Danish Civil Society Organizations, (hereafter Danish CSOs) on the use of various approaches and methods for monitoring of advocacy.

Danish CSOs engaged in international development have for many years been involved in advocacy and have developed procedures and tools to monitor and document their interventions. However, advocacy is for a number of reasons known to pose specific challenges in regard to capturing and documenting the effects.

The international focus on effectiveness has for some years ruled the development agenda and increasingly raised the quest for aid to lead to lasting changes along with claims for results and documentation to prove effects and indication of the desired longer term structural changes.<sup>3</sup> Obviously, the effectiveness agenda also calls for reinforced advocacy. Consequently, Danish CSOs become encouraged to review their advocacy Planning, Monitoring & Evaluation (PME) systems and tools to establish whether they can actually meet the growing demands for programmes and performances to be screened against the quest for documentation and results.

The discussion paper applies the following definition of advocacy:

*Advocacy is strategic initiatives aimed at influencing political, economic, cultural or social conditions practices as well as mal-practices with the goal of improving the living conditions for poor and marginalized people - positively and permanently.*

In order to ensure the discussion paper is adequately embedded in the reality of Danish CSOs, six CSOs were interviewed to make certain that the point of departure for the discussion paper reflects what the CSOs find to be the main issues and challenges.

Thanks to CARE, Dan Church Aid (DCA), Danish Family Planning Association (DFPA), Action Aid Denmark, Red Cross and Save the Children for the interviews and their willingness to share their systems, experiences, tools along with the challenges they encounter.

## 2. Monitoring advocacy - why do we need to measure?

Advocacy usually strives to influence a certain policy area and/or certain social norms and practices with a goal of improving certain conditions for ordinary citizens, in particular vulnerable groups. With the current

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<sup>3</sup> Initiated with the Paris declaration - <http://www.oecd.org/dac/effectiveness/parisdeclarationandaccraagendaforaction.htm>

dominance of the result agenda in the international development sector, there is an increasing request for advocacy to be measured and assessed in terms of the concrete results (outputs) and the effect (impact) of these results.

The request emanates partly from donors who are demanding greater accountability in relation to results from those funded to engage in advocacy work, and partly from the organizations themselves who want to know whether they have made strategic progress in their advocacy work and if it has had an positive impact on the ordinary citizens who are intended to be the long-term beneficiaries of a given policy or social change.

In contrast to common assessment of development programmes it is, for a number of reasons (see chapter 6), considered particularly difficult to assess the impact of advocacy in the global South. However, if Danish CSOs are unable to accommodate these difficulties they will remain unable to systematically learn from experiences and account for their results and the effect of these results. This may ultimately lead to the loss of legitimacy among the support base (the general public, interest groups, donors etc.), and maybe most importantly, the organizations will not be in a position to stand accountable to the people and societies whose lives are claimed to benefit from the advocacy efforts.

There is thus a growing desire and motivation among the Danish COS to try to draw some straight lines between advocacy initiatives and the anticipated changes, while recognizing the existence of a number of methodological challenges.

Reflections from the Danish CSOs point to two main motivations for monitoring and documenting advocacy:

- **Accountability** - upwards (towards donors), downwards (towards beneficiaries) and inwards (towards board, members etc.)
- **Learning** - particularly within organizations, but also to some extent between organizations.<sup>4</sup> Ideally, the key question Danish CSOs need to ask is therefore; *“to what extent do our advocacy projects/programmes effectively achieve the goal of improving conditions for people?”* and subsequently demonstrate how various advocacy initiatives have contributed to certain changes; by documenting what is changing or has changed, for whom and by what means.

### 3. Monitoring advocacy – organizational structures

The organizational structure of the individual CSO has implications for how the process of monitoring of advocacy is organized. Such structures differ as the Danish CSOs have each their specific way of organizing, monitoring and measuring advocacy.

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<sup>4</sup> The willingness to sharing depends at times whether the competitiveness may be inflected.

Throughout the years, organizations have each built the particular architecture of their global presence. Advocacy is generally speaking implemented and administrated via partners in the country of operation and a via global administrative systems with country and/or regional offices.

The interviewed Danish CSOs are all involved in international alliances in which advocacy, in most cases, plays a particular prominent role due to the added value emanating from the alliance as weighty global platform. Obviously, a global alliance brings added value to advocacy as the outreach and impact is maximized by the weight of the many actors involved and the pooled resources.

Alliances have different characters – Save the Children, CARE, Action Aid Denmark and Red Cross are members of each their family with international leadership and adhering to certain fixed policies and priorities.<sup>5</sup> DCA and DFPA are members of alliances with a looser structure and hence more autonomy to decide as individual organizations.

Despite a growing focus on international advocacy campaigns run by the alliances, for the majority of Danish CSOs, a considerable part of their advocacy is still linked to sector programs (or dedicated advocacy programs<sup>6</sup>) in their countries of operation where they have long term presence and a solid knowledge of the context.

The purpose of the advocacy remains positive changes for people in the global South, and local partners continue to play a prominent role in implementing, monitoring and collecting data that will eventually feed into the Danish CSOs international campaigns and reporting systems to document results, outcome and impact to donors<sup>7</sup>. In this sense, it is natural that there is considerable focus on partner's capacity to pursue the tasks.

The Danish CSOs have been working with advocacy for many years – but at a less prominent level compared to what is expected to be the case in the future. Linked to the issue of structure is therefore the issue of internal organizational capacity and political will to expand and strategically develop advocacy interventions. To gear the CSO to take off, a special effort is needed to make advocacy become an integrated and mainstreamed point of action adopted by every single staff in the organization.

*"It is a challenge to get it (advocacy, red.) to become and integrated and organic part of the whole organization – something that we all equally need to address and become involved in".* Marianne Haahr, CARE.

#### **4. Monitoring advocacy – levels and learnings**

In the following we will attempt to establish a common conceptual framework operating with four levels on which advocacy can be monitored and measured and indicate how choices may impact on learning.

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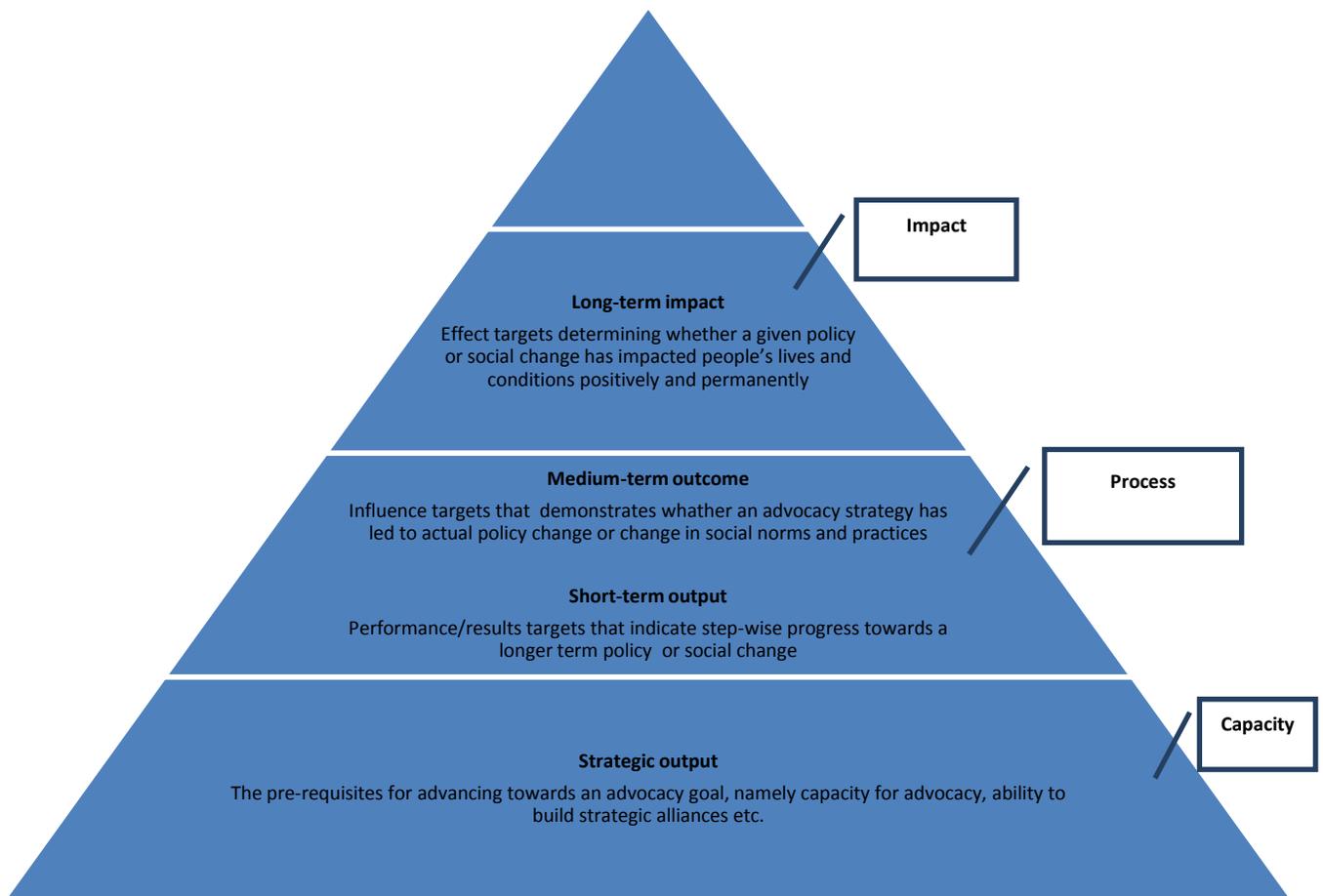
<sup>5</sup> The CARE International family is a con-federation with shared country offices but still national CARE members are accountable to their own national boards and often have own strategies. (Marianne Haahr, CARE).

<sup>6</sup> DFPA run no sector programmes, only advocacy programmes.

<sup>7</sup> In practical terms, data to feed the advocacy campaigns are compiled by partners, in a number of cases supported by seconded expat officers or seconded by the country offices where specialist M&E officers can support.

Although there is limited experience with systematic monitoring and measuring advocacy, it is generally agreed that advocacy can be monitored at different levels. The discussion paper operates with the three following approaches:

- **Capacity:** Monitoring and measuring the capacity for advocacy and the ability to build strategic alliance at a strategic output level. The **capacity** is considered to be an important and essential prerequisite for advancing towards an advocacy goal (i.e. the ability to make policy analysis and develop a Theory of Change (ToC), communication skills, leadership skills, the existence of an advocacy strategy, indicators for advocacy targets, finances for advocacy, strategic alliance partners, etc.).
- **Process:** Monitoring and measuring process indicators at a short-term output level and at a medium-term outcome level. **Outputs** are considered to be the performance/results targets that indicate step-wise progress towards a longer term policy or social change (i.e. the number of people engaged in campaigning, number of awareness campaigns, number of letters to legislators, media coverage, policy formulation, number of voters registered, etc.), while **outcomes** are the influence targets that indicate if an advocacy strategy has contributed to actual policy change and/or social change (i.e. policy development, policy revision, policy enforcement, adequate resources, etc. or knowledge gained, and changed attitude, values, and practices etc.).
- **Impact:** Monitoring and measuring the advocacy effect at a long-term impact level. The **impact** is considered to be the effect targets that determine whether a given policy or social change ultimately has impacted people's lives and conditions positively and permanently (i.e. improved standard of living, improved access to services, improved democratic participation/influence, etc.).



There are indications that the closer the organizational linkage between the Danish CSO and the advocacy initiative in the global South<sup>8</sup>, the easier the ability to monitor the process (the short- and medium-term results and influence targets contributing to the long-term impact), systematically extract learning and evaluate the advocacy results against the stated objectives and the anticipated impact on people's life.

## 5. Monitoring advocacy – mean and tools

Advocacy can be monitored and accounted for by different approaches. The discussion paper operates with the two following point of departures:

- **Continuous monitoring** assessing and documenting the advocacy process and the extent to which the advocacy strategy is appropriate and successful in reaching the expected results and influence targets (or needs adaption).

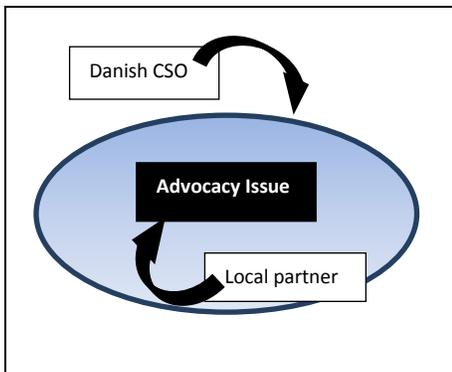
<sup>8</sup> A tight link between the Danish CSO and its partner is assumed to give the partner a greater incentive to spend time providing the Danish CSO with the necessary input to be able to measure whether the joint effort (nationally and globally) has contributed to a real change in the life of people on the ground.

- **Evaluation** either partway through an advocacy initiative (midterm), at its completion (end-term) or some years after completion (impact), evaluating and documenting the results against the stated objectives and the anticipated impact on the lives of people.

Also, in exploring means and tools we need to break down monitoring of advocacy into focus point structure that allows us to properly identify what exactly we monitor. In this discussion paper, the breakdown structure adopted provides following basic areas, respectively focusing on and monitoring:

- the capacity
- the processes (the targets at output and outcome level)
- the impact

There is no doubt that the task of monitoring becomes increasingly complex (and data maybe more inexact) when it is done at an outcome or impact level as compared to the output level. This is particularly pronounced when the advocacy initiative is shared between a “partner” in the global South making local advocacy and a Danish CSO making international advocacy targeting the global structures contributing to the inequality or injustice, which partners are combatting through their advocacy initiatives in the global south.



Most local advocacy issues have a global target and/or solution. The shared efforts between local partners and for example Danish CSOs are thus strategic and almost certainly more efficient in terms of combatting inequality, injustice, etc. with a combined bottom-up and outside-in approach.

However, the ability to substantiate the added value of the Danish contribution to an advocacy cause, depends largely on the ability to track, not only the short-term results and the medium-term outcome (for example a certain policy change on international level), but also the

long-term effect on the ultimate beneficiaries in the global South; an ability which to a large extent is determined by the strength and institutionalization of the relationship between the Danish CSO and their partner in the global South.

As mentioned, the frame for monitoring and measuring advocacy differs and in here follows some examples of frameworks:

Action Aid Denmark, for instance, links its advocacy campaigns closely to the international federation of Action Aid organizations through strategic partnerships around a common issue, where Action Aid Denmark delivers an advocacy input on the Danish/EU/Global level along with capacity building of strategic partners, which is documented narratively in the yearly report of the organization.

Two CSOs apply a more generic method for tracking advocacy efforts across countries which enable aggregation of progress at regional and global level. In the case of Save the Children progress on advocacy efforts at country level is reported annually through an advocacy monitoring tool. Country level data on advocacy is then compiled and analyzed at regional and global level and used in the global annual reporting for Save the Children international. In the case of DFPA, they have adopted and applied a specific tool, which is now mainstreamed into both regional programmes with monitoring jointly undertaking between DFPA and its partners .

Advocacy issues and initiatives are often based on individual partner priorities and goals; however program reporting formats (for example within the RAM) require that Danish CSOs are able to report on general advocacy performance. Data relating to individual advocacy initiatives is therefore accumulated at an international level and some CSOs have consequently set global strategic targets. DCA for instance operates with a Global Strategy (2014 - 2017) with global goals outlining thematic focus areas including *strategic* and *effect* indicators for partners and for DCAs own advocacy (see box below).

Strategy indicator:	By 2014, 50 % of partners under all Active Citizenship programmes have institutionalized long-term advocacy strategies informed by power analyses.
	By 2017, 90 % of partners under all Active Citizenship programmes have institutionalized long-term advocacy strategies based on power analyses.
Effect indicator:	By 2014, a minimum of 40 % of partners under all Active Citizenship programmes document their specific contribution to changes in government frameworks (policies, laws, etc.) or practices for more equitable citizen participation and influence.
	By 2017, 90 % of partners under all Active Citizenship programmes/objectives document their specific contribution to changes in frameworks or practices for more participatory and inclusive governance and service delivery.

Danish Red Cross works with fellow Red Cross societies in a number of countries and supports these with capacity building and technical support. The Red Cross Movement has adopted the concept of Humanitarian Diplomacy as a way of operationalize an "obligation to influence". Humanitarian Diplomacy is not unlike advocacy, but emphasizes dialogue and persuasion rather than denunciation. Danish Red Cross is together with CARE and DCA per tradition working in remote and rural areas and in fragile situations which calls for a certain focus on adapting advocacy also to such more challenging situations and to build the capacity of partners, linking up with the very local level also. Apart from the global systems applied by Save the Children and DFPA, most Danish CSO's are in the process of developing more specific tools for measurement. For instance **process monitoring** via a logbook of events or policy compliance tracking measuring process indicators (results and influence targets) in terms of for example democracy milestones such as number of women in parliament, revised and adopted EU policies etc. or **impact monitoring** determining whether a given policy or social change has impacted people's lives and conditions positively and permanently such as for example child marriages eradicated.

## 6. Monitoring advocacy - What can we learn from monitoring advocacy efforts?

It can be argued that it is only possible for Danish CSOs to properly document and account for advocacy on the strategic and short-term output levels; namely the capacity of partners to engage in advocacy and build alliances with strategic advocacy partners', and the concrete results of co-planned and funded activities for example number of awareness campaigns, number of advocacy materials prepared, etc.. It is assumed to be, more difficult to be accountable for partner's longer-term advocacy achievements (in terms of policy and/or social changes) and the effect of these, mainly because proof is likely to become anecdotal and difficult to verify.

Bearing in mind the structure of the focal areas for monitoring: the capacity to undertake monitoring; the processes; the results/outcome and the impact, the quote excerpts in the scheme below show how the interviewed organizations focus their monitoring:

Organisation	Challenges	For present, what we gain most knowledge about as a result of monitoring our advocacy
<b>Red Cross</b>	<p>Attribution and evidence</p> <p>To demonstrate results we must take into account that the policy analysis is instrumental however certainly, there is room for improvements.</p>	<p>Mostly on the organizational capacity building among partners.</p> <p>Also output and outcome – we must demonstrate results.</p>
<b>Save the Children</b>	<p>Proving attribution of Save the Children advocacy efforts and impact on policy is huge challenge. The aim of Save the Children is to document and substantiate our contribution to impact at policy level.</p>	<p>Advocacy efforts are primarily monitored at output level. We do get reporting on outcome and impact but it tend to be anecdotal and difficult to document.</p>
<b>CARE</b>	<p>Meeting the demands for effective advocacy we are searching for new types of partners.</p> <p>Also measuring effect and demonstrate attribution is a huge challenge, it makes more sense to seek to capture contribution</p>	<p>We're working with outcome mapping as a corner stone of our M&amp;E system which includes monitoring of progress in advocacy processes.</p> <p>Basically we work intensively with capacity building and are working on tools to meaningfully capture outcomes and effects. .</p>
	<p>Measuring attribution – provided</p>	<p>We measure mainly partners'</p>

<p><b>Dan Church Aid</b></p>	<p>that it is possible.</p> <p>Also, the space for civic action and advocacy is limited in some countries</p> <p>According to RAM, we should be influencing the Danish decision makers - but how do we measure it and what does it imply to influence those who are granting money?</p>	<p>capacity because they are the ones implementing the advocacy activities, but we attempt to measure the advocacy process (by HO log portfolio) and advocacy outcome (by global effect indicators)</p>
<p><b>Action Aid Denmark</b></p>	<p>Applying advocacy which fit the donor requirement that comes with traditional poverty oriented aid.</p> <p>We find it hard to measure impact of the long-term advocacy interventions.</p>	<p>We focus on results – tracking and tracing also results as policy statements and other markers for changes in policy.</p>
<p><b>Danish Family Planning Association</b></p>	<p>Proof of attribution is the main challenge.</p> <p>Documentation is a continuous challenge including , basically impact requires data from government and these are difficult to retrieve and often insufficient</p>	<p>Mostly on the organizational capacity building among partners.</p> <p>We also seek to measure outcome and account for processes that illustrate that we are heading for strategic and effective targets, even when they are not always all accomplished</p>

Not surprisingly, CSOs are strongest in monitoring advocacy capacity and process – and find impact a particular challenge. This is as discussed due to the long terms targets where short term projects only constitute a period step towards such goals. However, the Danish CSOs should aspire to monitor advocacy achievements of partners and themselves at outcome as well as impact level, in order to assess whether the capacity for advocacy is turned into strategic and appropriate advocacy initiatives that are yielding a substantial outcome in terms of policy and social change which improves the lives of people in the global South.

There is a correlation between the qualitative weight of learning and the level at which advocacy is measured. If we measure at the strategic output level we learn about the potential of an organization to engage in advocacy, if we measure at a short-term output level we learn about the immediate results of advocacy activities. If we measure at an outcome level we learn whether or not the immediate results have influenced

policy or social change, and finally, if we measure at impact level we will learn whether or not the achieved change has impacted the lives and conditions of people in the global South positively and permanently.

Ideally, monitoring and learning should be considered a **process** involving all levels (capacity development, short- and medium-term output and outcome, as well as impact) with the potentials for learning what specific dynamics and drivers generate change in relation to the set outcome and impact indicators. In general, it is easy to agree on the long-term goal for advocacy (the change we aim for in people lives), while it is more complex to identify the strategic and necessary output and outcome (the actual results that will lead to a change in relevant policies or social norms) and indicators set for this.

A solid Theory of Change is needed in order to effectively run and monitor advocacy interventions. This involves defining the relevant goals for advocacy initiatives, to be realistic about ambitions and the timeframe to achieve the goal, and make milestones at output and outcome level, which can be monitored in the process towards the goal.<sup>9</sup>

## **7. Monitoring advocacy - what are the dilemmas?**

There exist no “one size fits all” advocacy measurement and there is a need to tailor the advocacy monitoring tools to the particular organization - considering the implementation strategy (direct implementation, implementation through partners, implementation through global alliances, etc.) and the type of advocacy.

However, there are a number of common place dilemmas gathered from the Danish CSOs experiences with monitoring advocacy, of which some are reflected in the following section.

### **Attribution or Contribution**

The issue of attribution was raised by all organizations that were interviewed. All find it a key challenge to show added value and prove that their contribution made a difference, however, in long term change processes with shifting context and complex multi-actor actions this is not an easy task. If a particular outcome in terms of a policy or social change is observed, it is usually unlikely that only one factor or actor was responsible; that is, there may be several explanations for an observed outcome, and it is consequently difficult to determine the attribution (the significant contribution) of one organization.

### **Short-term versus long term outcome**

Advocacy is often characterized by on the one hand fixed long-term visionary goals and on the other shorter term programmatic periods. This poses a challenge. Outputs can typically be monitored and measured within the short-term, while outcome and impact typically span over a longer timeframe. For example, the impact of political change, which is most likely to occur after multiple changes have happened, such as public awareness,

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<sup>9</sup> Save the Children and DCA both work with the ToC as a significant tool to outline the strategy and the process.

political will, policy adoption, and policy implementation, while the actual policy change can have a shorter time-frame if for example it is possible to mobilize and establish a majority who is pro-change.

*“There is a long way between advocating for investments in children to the level where we can measure concrete improvements in the situation of children. Furthermore, to have a realistic picture of our own contribution to a final result we must consider contributions from other actors who are sharing our agenda”,* Casper Thulstrup, Save the Children.

### **Changing context**

The lengthy timeframe needed for changes to occur challenge the requirement of regular (one-year) reporting. *“Advocacy is based on long-term goals – but we are inclined to break it into steps and sections to match the funding and reporting systems. Sections based on reporting periods is a random cut that may not always bring valid and representative information on the progress .”* Jacqueline Bryld, DFA. Also the often-changing context in which advocacy initiatives are implemented, constitute a challenging factor. Advocacy strategies and milestones towards the long-term goal have to be flexible (while the long-term goal remains the same) and adaptable to new circumstances and opportunities. This require readiness among the implementing organizations to change strategy and establish new output and/or outcome indicators, as well as an acceptance among donors of the need to change strategy and/or indicators in order to achieve the original goal.

*“We are developing ToCs to set the goals and targets for our advocacy, and to develop strategic plans for how to achieve the goals. However, our experience shows that the strategy is often to be modified along the way due to context-specific changes”* Jonas Nøddekjær, DCA.

The context is a crucial factor. In fragile environments, advocacy poses specific challenges as national legislation and structures are often not in place, implying that to promote change entails to also work with local chiefs or movements without a formal democratic legitimacy. Nevertheless, such local interventions can be linked to strong super-national structures<sup>10</sup>

### **Aggregation of data**

The complexity of monitoring advocacy on more than output level requires a strong organizational M&E system that is able to systematically and meaningfully accumulating data from individual advocacy initiatives.

When advocacy results are aggregated (for example at an international alliance level) they potentially carry more weight and become more visible. However, there is a tendency/risk that the data entered into large scale advocacy measurement tools fail to be sufficiently specific about advocacy achievements on outcome and/or impact level. It is difficult and very resource-intensive to collect high quality data and to substantially analyze this data and provide justification for the aggregated outcome of multiple advocacy initiatives (within different themes and countries); unless all initiatives have contributed towards the same common advocacy goal.

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<sup>10</sup> For example New Deal for Fragile States, including all main multi-laterals, in 2011 at the global aid effectiveness forum in Busan, South Korea, established the fragility agenda together with the "G7+", a group of nations which includes 19 fragile and conflict-affected states themselves taking lead.

*“Moreover, eventually to document impact data from the local or national government is often required – this is likewise a real challenge”.* Jacqueline Bryld, DFPA.

### **Change in partnerships**

The results based agenda may entail that Danish CSOs have to choose new partners, moving from grassroots CBOs and less professional CSOs to urban based expert organization. If Danish CSOs cut their ties to the grassroots organizations, which are closely linked to the people and societies whose lives are claimed to benefit from the advocacy efforts, there is a risk that the very same organization lose their inward and downward legitimacy. Does the present focus on advocacy favor the elite South CSOs with strong policy affiliations at national level against the rural broader based partnerships, traditionally aiming for an inclusive approach? Will CSOs in the future stay in capitals working with policy partners only, whereby no one act as watch dogs, documenting the situation of the poorest people in remote areas and fragile situations? This is somehow reflected in the categorization of partners involved in advocacy and policy, as they in many cases are named ‘strategic partners’ compared to simply partners about those involved in the implementation of sector programmes. Likewise, South based policy networks and strategic platform become still more attractive as partners.

*“We are all seeking new partners and new types of partnership as a result of our focus on advocacy. What happens - the elite in the South who then work with the elite in the North! Legitimacy and the historic quest for a genuine constituency may be in danger of disappearing. Maybe such issues should be included in advocacy measurement and monitoring frameworks.”* Marianne Haahr, CARE.

## **8. Concluding remarks**

Strengthening advocacy as part of the development support undertaken by Danish CSOs is not only an issues involving tools and monitoring systems. It also affects the structure of how CSOs organize themselves to meet the requirements with alliances and networks playing a still more prominent role as weighty instruments for lobby and campaigning. This implies that the traditional programmes and sector programme partnerships in the countries of operation are also affected as a result of advocacy gaining more ground.

Danish CSOs has emphasized accountability and learning as the motivating factors for monitoring and documenting advocacy. In regard to accountability, the main issue is about upwards accountability as CSOs are challenged by donors to prove results and value for money, also for their advocacy interventions, despite the fact that the specific engagement with donors are short term and the advocacy impact targets are long term and time wise far beyond single project periods. Learning becomes a motivating factor for CSOs due to their ethical value base and humanitarian missions to contribute to political changes. Therefore, in order to become as strategically effective as possible they seeks to understand the causality and specific dynamics in advocacy processes in order to identify evidence based lessons that can inform future advocacy programming.

Technically, the Danish CSOs build their advocacy monitoring on their present systems which they basically find suitable. *“The monitoring systems as such, they are there – it is rather that we need shared understanding and*

*shared concepts applied all the way through the organizational culture to ensure consistent monitoring and learning.* ” Andreas Kiaby, Red Cross.

The systems are thus widely in place but still frameworks and tools comprise a challenge. The CSOs are at varying stages of refining and developing special measure instruments, and it is encouraging to see that their aim is ambitious – all aspiring to measure the impact, the processes (output and outcome) and capacity they contribute to.

However, CSOs seems to agree that it is tremendously difficult to document their attribution towards advocacy due to the fact that advocacy is long term, complex processes with a range of actors contributing, making the share of the single CSO hard to track. Even to document the significant contributions as part of the process remains a challenge, likewise to find appropriate tools to monitor the capacity of partners. In conclusion, CSOs would benefit from support in their process of developing monitoring frameworks and tool kits to meet the present gaps they identify.

Fagligt Fokus aims for CSOs to share and inspire each other. However, the competitiveness is becoming stronger and it is the impression, CSOs only to some extent will engage in sharing. They will rather develop their own unique tools geared to match the needs of the particular CSO – and due to competition, they cannot be expected to share these. Fagligt Fokus should still facilitate sharing of experiences, however also concurrently support CSOs by offering an inspirational pool of tools, e.g. instruments to help to track and measure capacity building or via scoping studies to compile state-of-the-art of existing advocacy monitoring frameworks; develop a catalogue of indicators and set up a web based resource page etc. to inspire and support CSOs in their endeavor to become stronger in monitoring advocacy, all of which would be helpful and assumedly highly appreciated.