

***Slow Down, You Move Too Fast:
An Evaluator Taking Stock of
A Decade of Trying to Keep Up with Advocates***

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Observations of an Observer of Multiple Campaigns

- Advocacy Learning Initiative
- Oxfam International Trade campaign (evaluator)
 - CAMEXCA Coffee Campaign (evaluator)
- OI Advocacy and Campaigning Office in Brazil (evaluator)
- Oxfam America and other affiliate extractive industries work
- Oxfam America GBV prevention campaign, El Salvador (evaluator)

- Global Campaign for Microbicides (evaluator)
- Just Associates feminist movement building (developing M&E system)

What's Different About Advocacy in the South

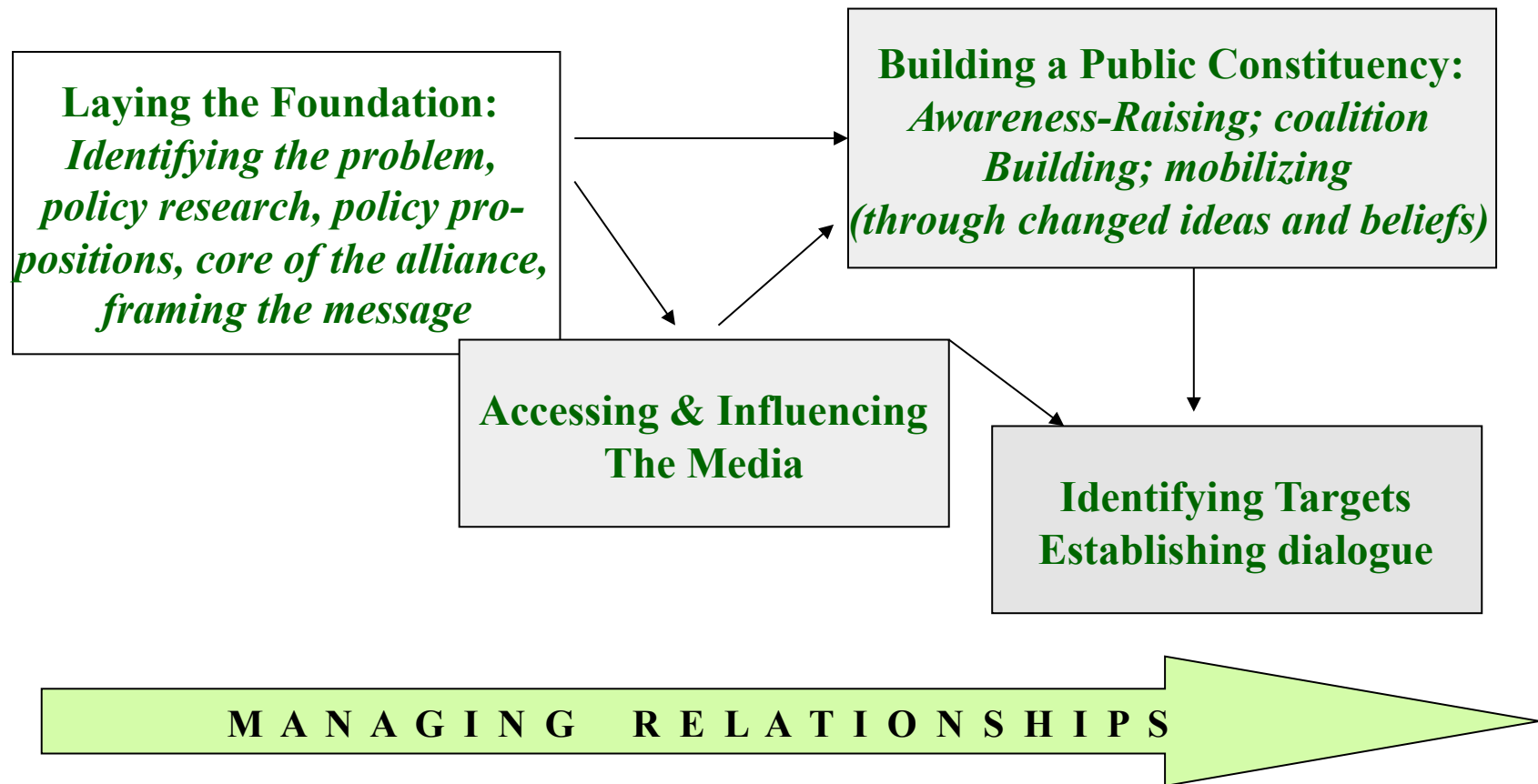
- Range of regime types (limits on political space)
- Relative unimportance of formal power structures
- NGOs and CBOs often highly politicized
- History matters
- Many more external actors (INGOs, multi-laterals, TNCs)
- Multiple purposes – policy, movement building, democratization

Retrospective Eval: Explicit sense-making out of complexity

- Lack of a felt need for evaluation
- Often practice ‘developmental evaluation’ as an organic outgrowth of their way of working; but learning for their own immediate purposes; primary interest in where they are now and where they are going, not how they got there.
- When trying to address external stakeholders (other than advocacy targets), so steeped in their context, they often don’t know what others need to know to understand their advocacy strategy.
- Why clarity matters: Failure to articulate clear TOC can hinder effectiveness as change agents; poorly positions them for internal advocacy within large institutional systems; single loop learning.

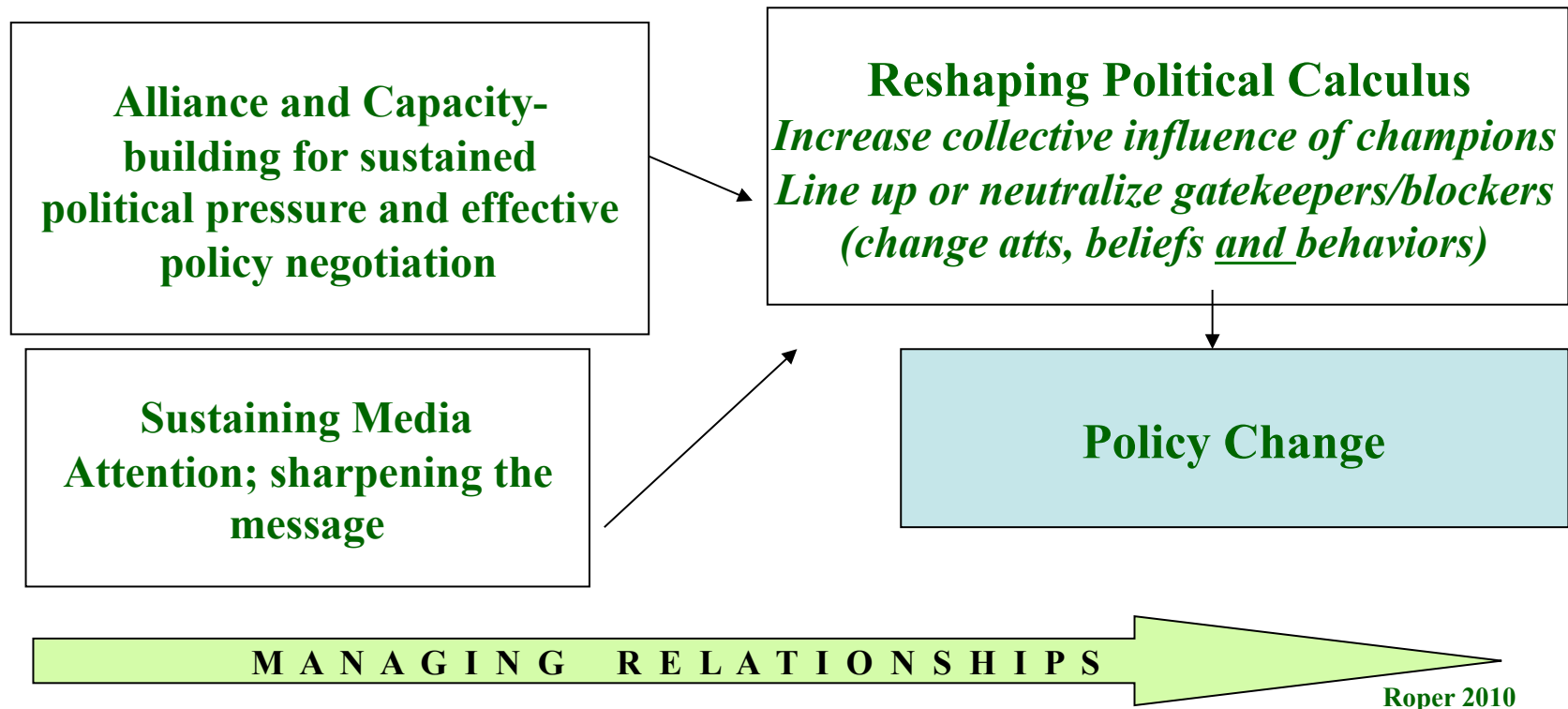
Generic TOC framework

The first round – Changing the Terms of the Debate



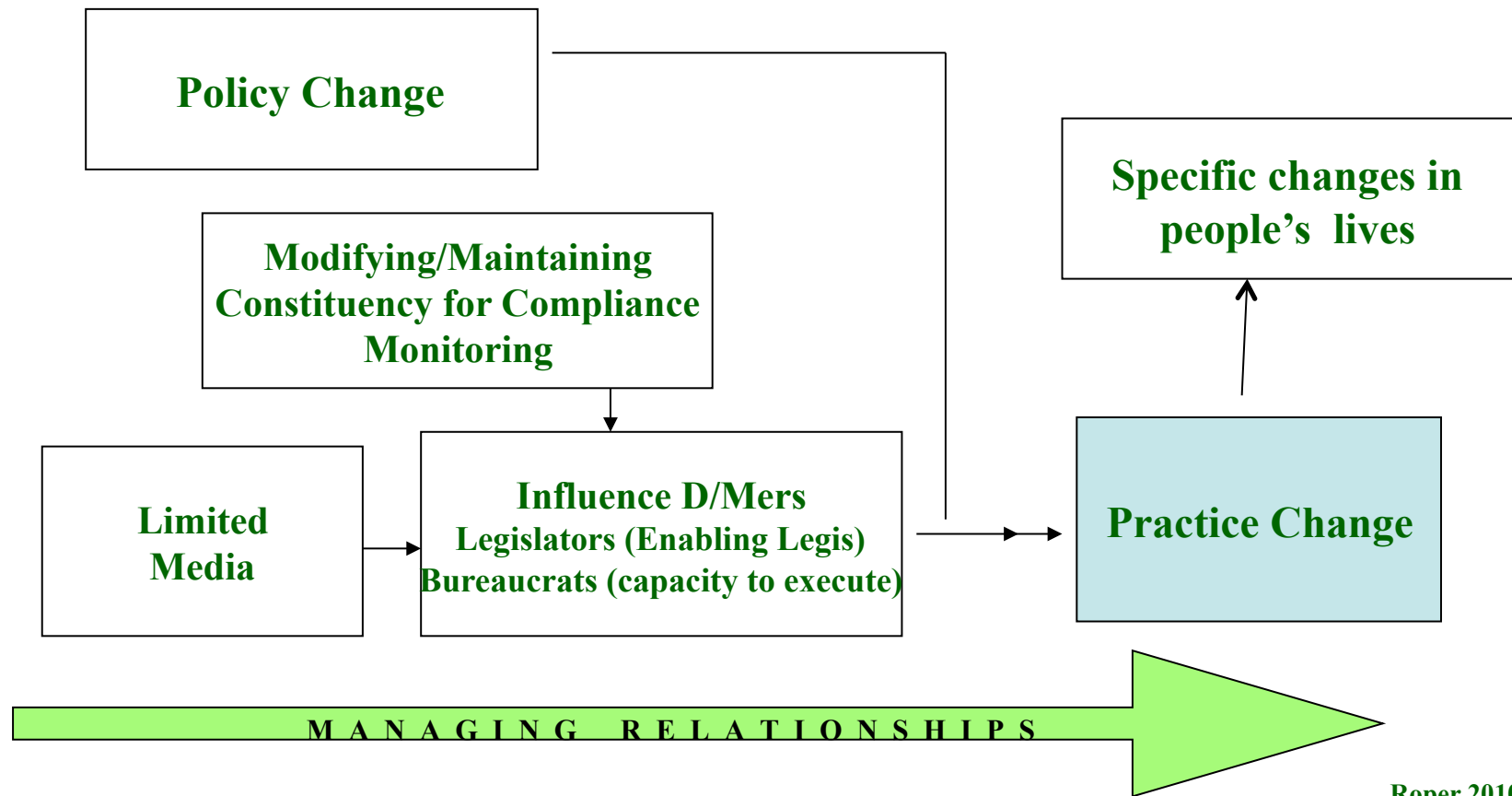
The 2nd Round – Realigning Political Forces for Policy Change

We've learned that CTD leads to some level of change in attitudes and beliefs, but change in policy and practice requires a realignment of political forces.



Filling in the Gaps

3rd Round – Maintaining Pressure for Policy Implementation



Generic TOC advantages

- Useful as
 - a skeleton to build campaign narrative around;
 - a road map to help situate the multiplicity of campaign activities in an organizing frame;
 - a validating mechanism – “Yes, that’s just what we’re doing!”
- To merit title of “theory” I think it needs to go further; doesn’t necessarily lead you to address the big strategic questions

The Big Strategic (TOC) Questions

- Is doing advocacy and campaigning in restricted political spaces the same or fundamentally different than in more open systems?
- What is the appropriate role of northern funding agencies outside their primary political space and how do you decide (situational or principle)?
- Given a global campaigning model, what is the balance between southern and northern advocacy?
 - Geostrategic aspect: the emergence of the BRICs
 - Practical aspect: what investments deliver the most meaningful change - change in international rules or national policies and practices.

Some preliminary thoughts on how to address key strategic questions

- **Explicit and deep analysis of power (formal, hidden, and invisible – Veneklasen and Miller)**
- **Alliance mapping with understanding of how alliance relates to other related alliances. (network mapping; bellwether interviews)**
- **Mapping and documentation of evolving role of northern funders as it relates to the evolving role of the organizations operating in their own primary political space (comparative cases)**

More Preliminary Thoughts

- More emphasis on periodic stakeholder analysis with partners, allies, and other CSO regarding
 - Their aspirations as policy actors over the short, medium and long term;
 - How they view INGO protagonism (in general and specific cases) and what they identify as the tradeoffs.
- Greater effort at a) just costing things out and b) cost effectiveness