

Shifting the balance of power: Evaluating a foundation's effort to build local advocacy capacity in sub-Saharan Africa

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Learning by Doing: Implementing the New Advocacy Strategy

Shifting the balance of power: Evaluating a foundation's effort to build local advocacy capacity in sub-Saharan Africa

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Outline: Brief overview of what I'll be speaking about today

- Background
- The Hewlett Foundation's advocacy strategy
- What the advocacy portfolio looks like today
- Role of the evaluation partner

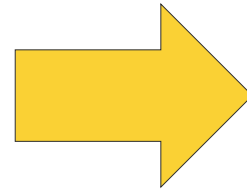
Background: Motivation for a shift in the advocacy strategy



Advocacy Strategy: Five key principles in response to challenges

CHALLENGES

- Limited funding opportunity
- Short term, project based funding
- One-size-fits-all technical assistance
- Power imbalance



PRINCIPLES

- Longer term funding
- Tailored technical assistance
- Local orgs set their own advocacy agendas
- Mutual accountability
- Measure progress, document, and share

Advocacy Portfolio: Centered on intermediaries, the “Advocacy Partners”

Opportunistic Engagement

(multi-donor projects, direct national/regional advocacy support)

- AmplifyChange
- IPPF Africa Region
- AFP

Advocacy Partners

(5 year grants to intermediaries to provide financial and technical support local CSOs)

- IWHC
- PAI
- EquiPop

Advocacy Accelerator

(Physical and virtual platform for sharing advocacy resources)

- Housed at Amref in Nairobi, Kenya

Evaluation Partner: Playing three important roles

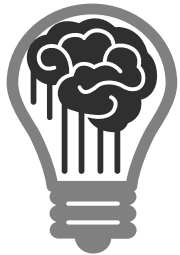
- Promote mutual accountability
- Measure progress using a common monitoring framework
- Test theory of change – measure advocacy

CAPACITY & advocacy EFFECTIVENESS

Developing a Common Measurement System

What did we do?

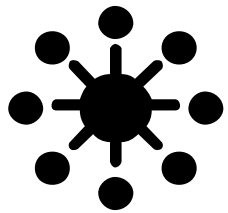
Evaluation: The remit



Test the Theory



**Monitor
Strategy
Delivery**



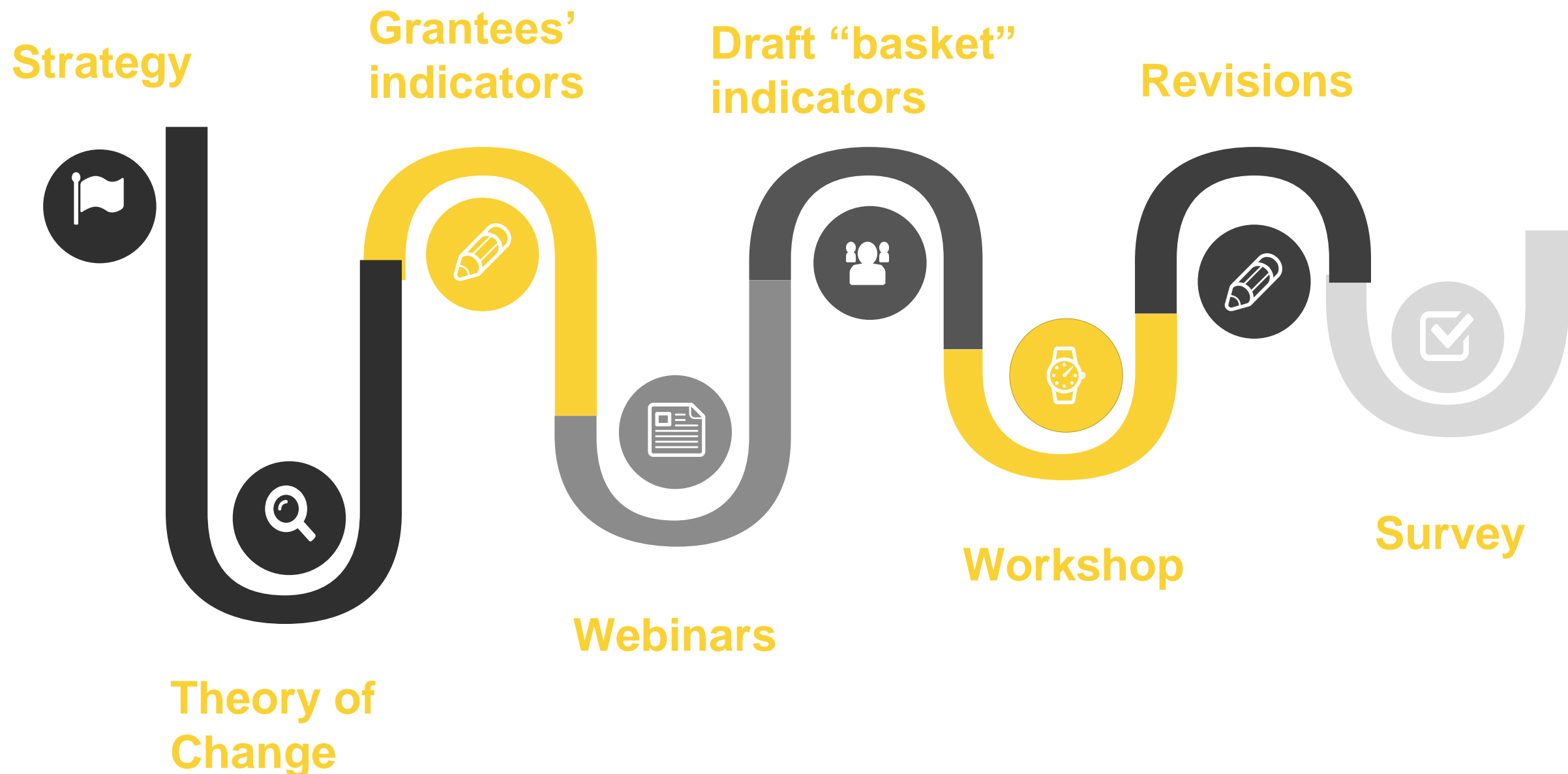
**Enhance
Mutual
Accountability**

The Mission: Create a common, useful measurement system

- ✓ Align with strategy principles
- ✓ Incorporate changes in effectiveness, practices, capacity
- ✓ Involve diverse grantees, many local CSO partners
- ✓ Learn from Existing grantee M&E approaches
- ✓ Reduce reporting burden

Participatory Process

Translate the strategy to common measurement system



Key Participatory, Iterative Process



Measuring Development of Advocacy Capacity



Reflect unique contexts



Support ownership



Understand causes



Locally-driven, iterative solutions

Learning Up and Down: Perspectives on Measuring and Supporting Advocacy

Panel on Shifting the balance of
power: Evaluating a foundation's
effort to build local advocacy
capacity in sub-Saharan Africa
AEA November 8, 2017



 **INTERNATIONAL WOMEN'S
HEALTH COALITION**

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Our Global Impact



IWHC support our partners to find their own solutions to the SRHR problems they choose to tackle within our issue areas. We do not prescribe what programs or strategies they should pursue.



IWHC aim to use principles of trust-based grantmaking:

- general support and multi-year grants
- transparency and feedback
- doing our homework



- offering support beyond the check – technical assistance, professional development, real partnership

Hewlett initiative:

- Emphasis on national level advocacy, all too often under-funded
- Recognition of local expertise and funding to build capacity and support partner-led initiatives
- Understanding of the importance of multi-year, flexible funding

IWHC also welcomes attention to learning and sees potential benefits:

- APEP's focus on mutual accountability, on finding ways to give and get honest feedback
- Potential to learn more about how to strengthen the advocacy capacity of organizations
- Results of this evaluation help make the case to other donors for core funding, longer timeframes, support for nationally and locally led advocacy initiatives

Perspectives
from an IWHC
grantee
partner

TICAH's
advocacy
capacity has
grown, step-
by-step



Jedidah "Jade" Maina - Deputy Director
TICAH (Trust for Indigenous Culture and
Health)
IWHC partner based in Nairobi, Kenya

Participated in IWHC Advocacy in Practice (AiP) Training

- Experienced advocacy at the global level
- Learned from other young advocates



- Learned that advocacy is not just awareness-raising– it means having clear asks and targets

Participated in Advocacy Accelerator Training

- Helped them to develop strategic plan for advocacy on sexual and reproductive health and rights in Kenya
- Clarified their asks, targets, and messages
- Going beyond advocacy “moments”



Participated in a pilot of the Advocacy Capacity Assessment tool, developed by APEP

Helped them to see strengths and weaknesses in advocacy work

Enabled Jade to clarify priorities for capacity-building



Reflections on some of the challenges:

- Need time to plan for involvement, respond to requests for information, and communicate within our organization and with our partners
- Indicators may not always be a great fit, given diversity of grantees and different approaches to grantmaking
- How do you get input from your diverse grantees that you can roll up into a coherent picture of your own effectiveness as grantmakers? And how to do that in a way that does not impose excessive burdens on grantees?

We believe that the process will be most fruitful if it can:

- Continue to be responsive and flexible in the approach
- Allow sufficient lead-time and funding for IWHC and our partners to plan, respond, and communicate with each other
- Take a developmental evaluation approach and incorporate learning as we go.
- Create opportunities for horizontal learning – bring together grantees and subgrantees to learn, reflect and grow together

Thank you for your attention!

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