



## POLICY EVALUATION FRAMEWORK

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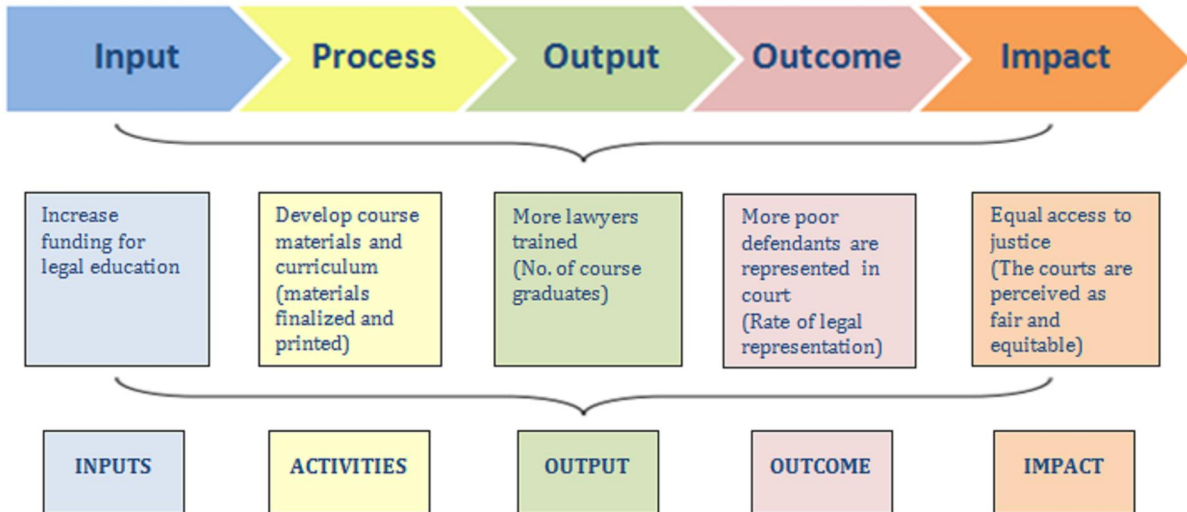
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## EVALUATION FRAMEWORK BACKGROUND

*Policy work* has the same operative logic as every other activity. In principle we have an universal project matrix, that consists of five interrelated steps:



To be efficient and economical, every policy work needs to be planned from its goals and all further segments need to be interconnected. The key steps of preparing an action plan are thus made in the following sequence:

1. **Identification of the general goal and specific objectives** that enable us to set the desired outcomes/results (and their indicators).

### 2. Identification of targets

Targets are those that can make the changes happen. They have to be determined for each specific objective separately (although they may sometimes coincide). Since we do not always have a direct access to all primary targets, we also need to create an impact map, through which we will identify secondary targets, ie. those that will help us to impact the main target. At this stage we also identify potential allies, as well as the opposition and make their power analysis.

### 3. Identification of activities

Activities need to be identified and adjusted for each target separately. This approach helps us to avoid unnecessary activities. Furthermore, we should also prioritise them by following a simple advocacy rule of achieving the maximum impact with minimal investment. More demanding activities should be implemented only if the less demanding failed.

At this stage, we also identify activities that can help us neutralize opposition and activate allies.

4. **Concretization of activities:** defining outputs and timeline.

5. **Risk analysis** with possible corrective action/adjustments.

6. **Resource planning** (time, finances, etc.). If it turns out that we do not have sufficient resources for the successful implementation of our plan, the plan needs to be adapted in order to prevent suspension of the campaign in the middle of its implementation due to lack of resources. We therefore need to plan realistically.

## EVALUATION FRAMEWORK

### Introduction

Every evaluation has at least two objectives. First and foremost, it helps us to establish, whether the planned objectives were achieved. However, it's equally important goal is to strengthen our capacities by telling us what worked and what did not. This enables us to develop new approaches for the future and also to avoid repetition of errors.

In order to measure the achievements and at the same time identify opportunities for improvement, evaluation needs to be done in two steps:

Step 1: Evaluation of planning, ie. of national and EU level action plans

Step 2: Evaluation of implementation, ie. of actual policy work done at the national and European level.

Although there is still a tendency in advocacy evaluation to focus on activities and outputs rather than results (which is at least partly understandable, since the first are easily monitored and kept under control), we should avoid this as it may negatively affect the very course of our campaign/policy work by neglecting our objectives and planned results.

The focus of advocacy evaluation should therefore remain on the key questions, in particular on:

- Has there been any change? Was it positive or negative?
- How important was the change?
- Was the change planned or not?
- What caused it?

### **1) EVALUATION OF PLANNING – EVALUATION OF ACTION PLANS**

The evaluation of the planning process is designed as a set of questions for each of the necessary planning steps. Answers will tell us, whether the action plan was comprehensive, systematic, realistic and cost-efficient.

#### Planned objectives:

Was the overall "political" goal set? Was it formulated sufficiently clear?

Were specific political objectives set? Did they cover all aspects of the overall goal? If only partially, was their selection reasonable? (If specific objectives do not cover the whole overall objective, we run the risk that the overall goal will remain unrealized even if we will achieve all specific objectives.)

Planned outcomes/results:

(Results represent key "products" of activities and prove that the specific objectives were achieved. They must therefore be defined clearly and be measurable.)

Is there a reciprocal link between the specific objectives and the intended results? Are results set for each specific objective and are they relevant?

Are the results measurable? Were monitoring tools and methods identified (i.e. sources of information from which we can extract them)?

Were expected results set realistically in view of the past experience and general socio-political situation?

Planned targets:

Were targets (primary and secondary) identified for each and every objective (proper impact map)? Were they relevant?

How about potential allies and opponents? Was their power analysis made?

Planned activities and outputs:

Were appropriate advocacy activities set for each of the targets? Were they prioritized and if so, was the prioritization appropriate?

Did the outputs match the activities? Were outputs measurable? Was their quantity reasonably planned (too low or too high in relation to the planned objectives?) and realistic considering available capacities and resources (human, financial, etc.)? Were appropriate tools and methods for their measurement /monitoring foreseen?

Was the timeline of activities made? Was it realistic and took into account all potential risks?

Risk analysis:

Was there a complete risk analysis made (what can go wrong, what are the possible consequences and what should the reaction in each case be (remedial measures))?

Planned resources:

Were needed resources (human, financial, etc.) realistically assessed?

## 2) EVALUATION OF THE IMPLEMENTATION OF THE ACTION PLAN/IMPLEMENTED POLICY WORK

The evaluation of the implementation covers three dimensions:

- a) realisation of outputs and outcomes
- b) review of successful and unsuccessful activities and tactics
- c) evaluation of organisational performance.

## a) Realisation of outputs and outcomes

### Implementation of activities and achievement of planned indicators and outputs

Main question: Were activities carried out according to the plan?

Activity	Foreseen outputs	Achieved outputs	Commentary: Briefly explain (reasons for) any deviation from the plan

### Achieving objectives and results

Specific objective	Quantitative assessment of achievements (Grading scale 1-4) *	Foreseen result/outcome	Achieved result/outcome**	What/which activity or action was of the key importance for achieving the result?
Specific objective 1		Planned result 1		
		Planned result 2		
Specific objective 2		Planned result 1		
		Planned result 2		

\* 1 - Negative change, the situation is worse than at the start; 2 - No change, 3 - Positive change; 4 - Significant positive change

\*\* Identify also those achieved objectives / changes / results that were not initially planned, but are nevertheless important (for example, if you have focused your results on media coverage and potential influence on public policy debate, but then subsequently found that one of the most important results of the campaign were new contacts that may help the organization not only in this campaign, but in its future activities as well, this result should be highlighted even if it was not planned at the start)

## b) What worked and what did not?

Which activities and tactics were particularly successful and why?

Which activities and tactics were not successful and why not? How could they be upgraded and improved?

Did the targets (addressees) hear your messages?

If not, how could you reach them better?

Did the targets interpret the messages in the planned way?

How could the messages that did not work be reformulated?

Was the timing of activities right?

Did the work paid off – are the results worth of resources invested (time, human and financial)?

### **c) Evaluation of organizational performance**

Were activities carried out within planned financial and human resources?

Did the people, who implemented the campaign, have sufficient knowledge, competence and experience to effectively achieve foreseen objectives?

Did the team that carried out the campaign, operated consistently, efficiently and effectively?

If not, what should be changed/improved in the future?