WORKBOOK | GETTING TO IMPACT: SHIFTING AWARENESS AND WILL

REQUIRED TIME: 5-6 HOURS

Increasing the public's awareness of poverty and increasing people's will to act on it is a cornerstone poverty reduction. In this module, learn about indicators and methods you can employ to measure your outcomes in increasing your community's awareness and will to address poverty.

OVERVIEW

"What makes the difference between those who are aware and those who are aware and *act?*"

Poverty reduction collaboratives must build community awareness around poverty and get people to commit to doing things differently in order to achieve their goals. Module 2 offers indicators and methods for tracking and measuring your group's outcomes at creating a receptive environment for poverty reduction, which you can adopt and adapt to fit your initiative.

> *Expanding community awareness, will and culture to act creates the conditions for the niche innovations and systems change required to reduce poverty in your community.*

The framework we have adapted is drawn from the community advocacy sector and will help you guage behavioural changes amongst a variety of your key audiences.

FOUR KEY QUESTIONS

The key to completing this module is to be able to answer four major questions on measuring awareness, will and action:

1. Who are your target audiences?
2. What strategies are you using/will you use to influence the behaviour of those audiences?
3. What outcomes are most relevant for your table to track and report on?
4. How will you gather the data on your outcome indicators?

GROUP EXERCISE

Purpose: *This multi-step exercise is designed to help you answer our four key questions, by having you map the change process relevant to your key audiences.*

Exercise: With your roundtable or small team, answer the four questions below. Use the charts and matrices to help you brainstorm and strategize. Plot, move and delete as you go.

Definition of "outcomes"*:* Measurable early changes for people's lives. In relation to "outputs" they are more than a concrete manifestation of what you do (ex. # of workbooks developed, # of people who completed a workshop), but not as large an outcome as "impact" population-level changes.

A note on capacity: Remember to adapt these concepts to your level of capacity (basic, medium, or advanced). Prioritize what you are measuring in relation to the resources you have/will have to identify and track your audiences' behavioural changes.

1. **Who are the primary audiences you are trying to influence?** Plot them in the table below, under each of the three categories:
    a. **Public**: People in your city or community as a whole
    b. **Influencers**: Any person or entity with a disproportionately high level of influence over the population
    c. **Decision-makers**: Any key person or entity that make important decisions

Public	Influencers	Decision-Makers
• *Ex. social assistance recipients*	• *Ex. Local newspaper*	• *Ex. City Council*

2. **What strategies are you/will you use to influence the behavior of each of your audiences?**
Table 1 provides examples to get you started. Select your strategies. Plot them on the following matrix against each category of audience and changes you seek.

Table 1: Definitions of Strategies

Advocacy Capacity Building	Using financial support, training, coaching or mentoring to increase the ability of an organization or group to lead, adapt, manage, and implement an advocacy strategy.
Champion Development	Recruiting high profile individuals to adopt an issue and publicly advocate for it.
Stronger Coalitions	Unifying advocacy voices by bringing together individuals, groups, or organizations that agree on a particular issue or goal.
Communications and Messaging	Disseminating information to larger audiences to influence how an issue is presented, discussed or perceived.
Community Mobilization	Creating or building on a community-based groundswell of support for an issue or position.
Community Organizing	Working with people in your communities to develop their capacity to advocate on their own behalf.
Demonstration Programs	Implementing an innovation of policy proposal on a small scale in one of our several sites to show how it can work.
Influencer Education	Telling people who are influential in the policy arena about an issue or position and about its broad or impassioned support.
Leadership Development	Increasing the capacity (through training, coaching, or mentoring) of individuals to lead others to take action in support of an issue or position.
Litigation	Using the judicial system to move policy by filing lawsuits, civil actions, and other advocacy tactics.
Media Advocacy	Working with the print, broadcast, or electronic media to get visibility for an issue with specific audiences.
Model Legislation	Develop a specific policy solution (and proposed policy language) for the issue or problem being addressed.
Policy Analysis and Research	Systematically investigating an issue or program to better define it or identify solutions.
Political Will Campaign	Communication (in-person, media, social media, etc.) to increase the willingness of policymakers to act in support of an issue or policy proposal.
Public Awareness Campaigns	Communications with the public that increase recognition that a problem exists or familiarity with a policy proposal.
Public Education	Telling the public (or segments of the public) about an issue or position, and about its broad and impassioned support.
Public Forums	Group gatherings and discussions that are open to the public and help to make an advocacy case on an issue.
Public Polling	Surveying the public via phone or online to collect data for use in advocacy messages.
Public Will Campaign	Communications to increase the willingness of a target audience (non-policymakers) to act in support of an issue or policy proposal.
Regulatory Feedback	Providing information about existing policy rules and regulations to policymakers who have the authority to act on the issue and put change in motion.
Voter Outreach	Conveying an issue or position to specific groups of voters in advance of an election.

Source: Coffman, J. & Beer, T. 2015. The Advocacy Strategy Framework: A Tool for Articulating An Advocacy
Theory of Change. Washington, DC: Center for Evaluation Innovation.

Plot your tactics for engaging each of your key audiences in the matrix below.
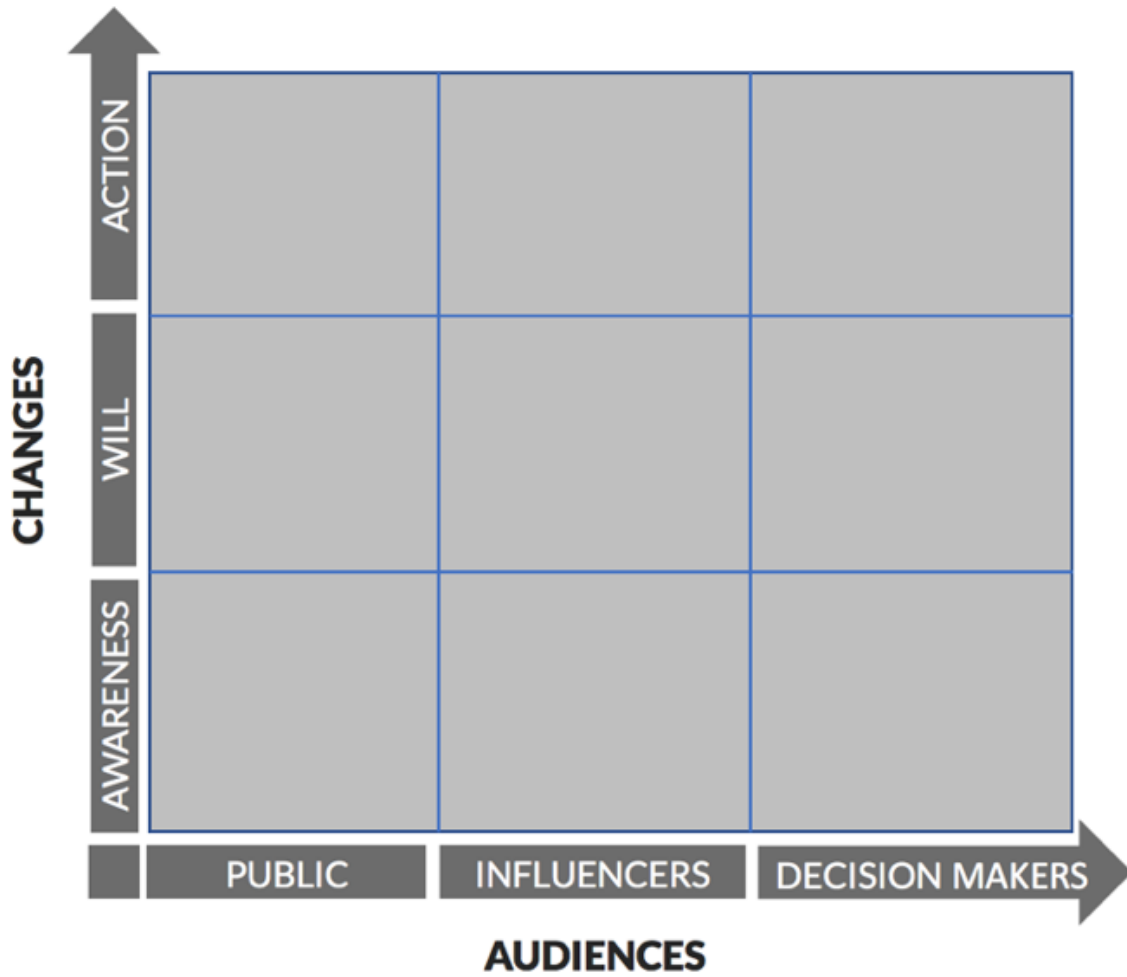
3. **Which outcomes are most relevant for your table to track and report on?** Consider the sample outcomes and their associated indicators in Table 2, and identify which ones your table should prioritize. Use the matrix on Page 7 to help you plot and select a diverse cross-section of outcomes.

   How will you adopt or adapt these indicators to track your initiative's progress?

Table 2: Definitions of Outcomes and Associated Sample Indicators

Outcomes	Definition	Example Indicators
Changed Attitudes or Beliefs	Target audience's feelings about an issue or policy proposal	• Percentage of audience members with favourable attitudes or interest toward the issue • Percentage of audience members saying an issue is important to them
Collaborative Action Among Partners	Individuals or groups coordinating their work and acting together	• New organizations signing on as collaborators • Policy agenda alignment among collaborators • Collaborative actions taken among organizations (e.g., joint meetings, aligning of messages)
Increased Advocacy Capacity	The ability of an organization or coalition to lead, adapt, manage and technically implement an advocacy strategy	• Increased knowledge about advocacy, mobilizing or organizing tactics • Improved media skills and/or contacts • Increased ability to get and use data
Increased Knowledge	Audience recognition that a problem exists or familiarity with a policy proposal	• Percentage of audience members with knowledge of an issue • Website activity for portions of website with issue-related information
Increased or Improved Media Coverage	Quantity and/or quality of coverage generated in print, broadcast, or electronic media	• Number of media citations of advocate research or products • Number of stories successfully placed in the media (e.g., op-eds) • Number of advocate (or trained spokesperson) citations in the media • Number of media articles reflected preferred issue framing
Increased Political Will or Support	Willingness of policy makers to act in support of an issue policy proposal	• Number of citations or advocate products or ideas in policy deliberations/policies • Number of elected officials who publicly support the advocacy effort • Number of issues mentions in policymakers speeches (or debates) • Number and partly representation of bill sponsors and co-sponsors • Number of votes for or against specific legislation

Outcomes	Definition	Example Indicators
Increased Public Will or Support	Willingness of a (non-policymaker) target audience to act in support of an issue or policy proposal	• Percentage of audience members willing to take action on behalf of a specific issue • Attendance at advocacy events (e.g. public forums, marches, rallies)
New Political Champions	High-profile individual who adopts an issue and publicly advocates for it	• New champions or stakeholders recruited • New constituencies represented among champions • Champion actions to support issue (e.g., speaking out, signing on)
Stronger Coalitions	Mutually beneficial relationships with other organizations or individuals who support or participate in an advocacy strategy	• Number, type, and/or strength of organizations relationships developed • Number, type, and/or strength of relationships with unlikely partners
Successful Mobilization of Public Voices	Increase in the number of individuals who can be counted on for sustained advocacy or action on an issue	• New advocates recruited • New constituencies represented among advocates • New advocate actions to support issue

Source: Coffman, J. & Beer, T. 2015. The Advocacy Strategy Framework: A Tool for Articulating An Advocacy Theory of Change. Washington, DC: Center for Evaluation Innovation.

Tip: Start by selecting a few simple outcomes and indicators, and expand over time if you feel you need them and have the capacity.

Plot your relevant interim outcomes in the matrix below.
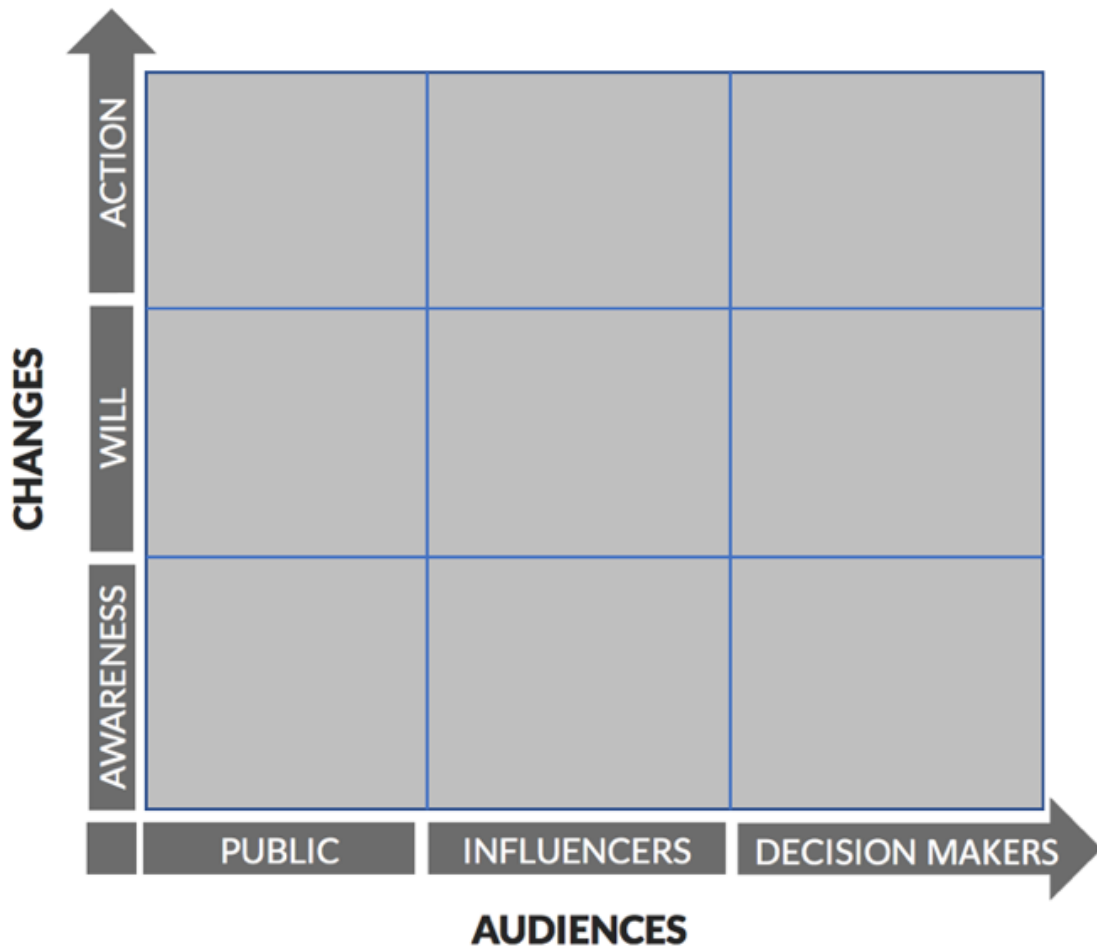
4. **Finally, determine how you will gather the data on each of your selected indicators. What combination of methods is most relevant and accessible to your initiative?** Consider the suggestions in Table 3, then plot your selections on the following matrix.

Table 3: Sample measurement methods

	Description	Indicators	Resource
THE PUBLIC			
Public Polling	Interviews (usually telephone) with a random sample of people to gather data on their knowledge, attitudes, or behaviours.	Quantitative ratings on key issues, level of awareness and support for action on an issue.	Public Polling (Community Tool Box)
Deliberative Polling	Interviews (usually telephone) with a group already informed about an issue, to gather data on their knowledge, attitudes, or behaviours.	Quantitative ratings on key issues, level of awareness and support for action on an issue.	Deliberative Polling (Better Evaluation)
Polling Booth	Seeks to obtain sensitive behavioural information from participants anonymously, which allows respondents to be honest - avoiding social desirability bias - resulting in more reliable data collection.	Quantitative ratings on key issues, level of awareness and support for action on an issue.	Polling Booth (Better Evaluation)
Focus Groups	Facilitated discussions on an issue with random or deliberately selected stakeholders to obtain their reactions, opinions or ideas.	Qualitative and deeper description of people's awareness, will and likelihood of action on an issue	How to Conduct Focus Groups (Better Evaluation)
INFLUENCERS			
Media Tracking	Counts the number and variety of times and ways the issue is covered in the print, broadcast, or web/electronic media.	Number of mentions of an issue (e.g., poverty), in different mediums (e.g., major newspapers, twitter), over time.	Four Things You Need to Know About Social Media Data (Better Evaluation)
Media Content Analysis	Analyzes the quality of how the media writes about, frames and assess an issue.	The type, depth and nature of awareness and support for addressing an issue.	Conducting a Media analysis (Full Frame Communications)
Bellwether Methodology	Interviews with bellwethers or influential people whose position requires that they track and understand a broad range of issues.		Unique Methods in Advocacy Evaluation (Better Evaluation)

Plot your data gathering methods in the matrix below.

CHANGES

ACTION

WILL

AWARENESS

PUBLIC   INFLUENCERS   DECISION MAKERS

AUDIENCES
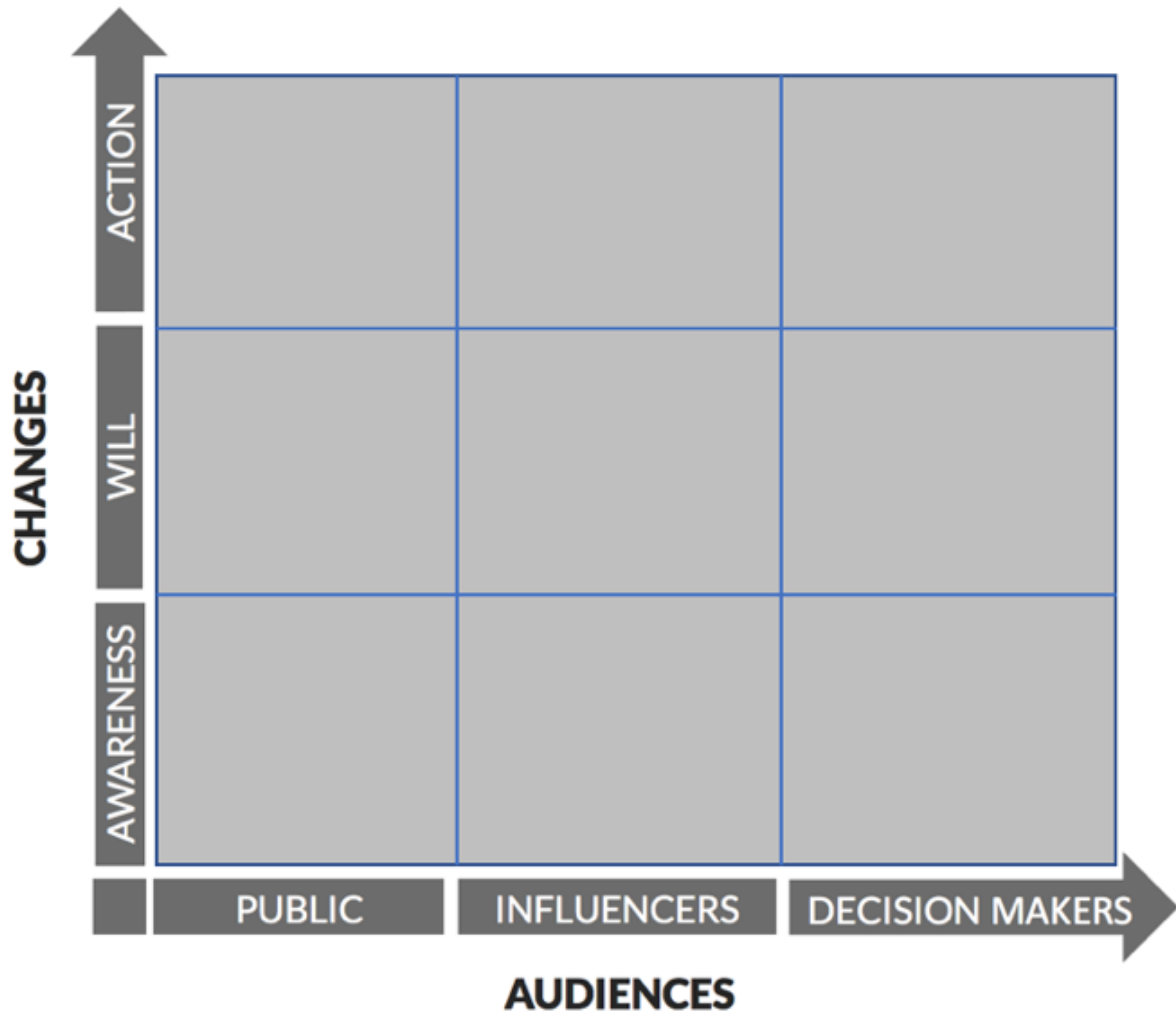
Remember: Measure your *contribution* to changes. The methods in Table 4 will help you determine to what degree your collaborative contributed to changes in attitudes and behaviours of public, influencer and/or decision-makers.

Table 4: Methods for Estimating Contribution

Type	Description	Techniques
Stakeholder Estimates	Ask stakeholders of a change to estimate the contribution of the intervention	Stakeholder Rating Scales (No written source yet)
		Outcomes Harvesting (Better Evaluation)
General Elimination Methods	Systematically explore and gradually eliminate ALL except the likely contributors the outcomes.	Casual Mapping (Better Evaluation)
		Process Tracking (Better Evaluation)
Counterfactual Scenarios	Create and compare intervention and non-intervention scenarios and outcomes.	Attribution & Contribution Scales (Jacques Chevalier & Daniel Buckles)
		Rapid Impact Evaluation (Government of Canada)

RESOURCES

Learn more about the framework, definitions, descriptions, and more:

J. Coffman & T. Beer. The Advocacy Strategy Framework: A tool for articulating an advocacy theory of change. Centre for Evaluation Innovation. Retrieved from: http://www.pointk.org/resources/files/Adocacy_Strategy_Framework.pdf

REFLECT: HAVE YOU INCORPORATED THE MEASUREMENT PRINCIPLES?

Reflect on whether you have applied each of the principles to your measurement plan.

Principle	X	Shifting Awareness and Will
1. Clarify purpose	X	Ex. Roundtable concerned with mission outcomes for children in a priority school
2. Accept imperfection		
3. Align with plan priorities		
4. Prioritze measurement		
5. Narratives and numbers		
6. Weave data together		
7. Match methods to capacity		
8. Adapt, adopt, build		
9. Estimate contribution		
10. Assess value		
11. Make appropriate claims		
12. Learn by doing		

NOW WHAT?

Once you have completed the exercises and have explored the supporting resources, connect with your Manager of Cities to debrief on what you have been able to adapt well, what you are having challenges with, clarify concepts, and to connect with peers or resources should you require more information.

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