LEITMOTIV
CONSULTORIA SOCIAL

EXTERNAL EVALUATION OF THE UN MILLENIUM CAMPAIGN
Terms of Reference
(Annexes: Work Plan; ToRs of Evaluation support board; ToRs of Coordination team/Europe; ToRs of Communication Research Expert/North America; ToRs of Africa Coordinator; ToRs of Asia Coordinator)

1. <u>Background and rationale</u>

The UN Millennium Campaign has been active for six years, supporting citizens and national coalitions to hold their governments to account for their MDG commitments.

In order to reach its goals the Campaign has identified the need of an external evaluation to assess its contribution in increasing political commitment for the achievement of the MDGs and provide recommendations.

This evaluation aims at reflecting the distributions and perceived magnitude of changes in outcomes and impact indicators to assess the extent to which these changes can be attributed to the UN Millennium Campaign.

2. <u>Scope and objectives</u>

The objectives of the evaluation as defined by the ToRs are:

1. To assess the UN Millennium Campaign's contribution in **increasing political commitment** for the achievement of the MDGs, particularly at the national level in its 23 priority countries;

2. To provide **key recommendation**s for the development of the Campaign Strategy for the next phase i.e. 2010-15.

Leitmotiv´s proposal is to focus on the overall Campaign outreach and public awareness raising and effectiveness.

The **main focus outcome areas for this evaluation will be to assess perceptions and indicators of**:

   a) The extent and quality of public awareness achieved. *"To what extent has the Campaign increased awareness of the MDGs amongst the general public?"*
   b) The communication impact of the Campaign: *Has the Campaign been effective in its media and communications engagement (including online channels)?*

c) The political impact of the Campaign. *"Has the Campaign contributed to positively influencing MDG-policy and/or practice of national governments?"*
d) The breadth of the base of support of the Campaign. *"Has the Campaign helped build and strengthen citizens and/or organizations working on poverty and justice advocacy through the MDG campaigns?"*
e) The organizational effectiveness and internal fitness to achieve its goals. *"Has the Campaign had the appropriate structure and staffing needed to achieve its mandate?"*

3. Geographical scope

The evaluation will provide a global overview of the Campaign, synthesizing information from the national level into regional and global summaries.

Particular attention will be paid to priority regions and nations based on weigh (in terms of budget allocation and impact) given in the preliminary documentation given by the Campaign, the regional projection of the country within the framework of the Campaign, the previous background and the particular expertise of the consultants appointed to cover the regions. Together with four regional sub-reports, for Africa, Asia, Europe and the North America, these would include two national case studies for Africa and Asia and one for Europe and North America. The evaluation team has selected the following countries for in-depth evaluations.

- West Africa: Nigeria.
- East Africa: Kenya.
- Asia: India and Philippines.
- OECD: Spain and a brief case study on the USA.

4. Priorities

This evaluation will focus on campaign processes and outcomes. When examining the process, this will provide insight into the campaign's history and operations, while the outcomes assessment will look at what was achieved. Priority will be given to outcomes while process will be used to place the campaign into context. The evaluation's scope will therefore not focus on the quality or appropriateness of different activities but on how the different activities have contributed to changes in policy or in widening the base of support for the Campaign, and therefore to the final goal. As a global evaluation, details will be examined; however, the focus will be on the bigger picture, and synthesizing vast quantities of evidence into a manageable summaries. As an evaluation, the priority is on achieving an output that is useful to Millennium Campaign staff, and with this end in mind, the focus will be on achieving useful information rather than facts that have no baring on operations.

Contemporary organizations, like the UN Millennium Campaign, are characterised by flattened hierarchies and team-based work. It is therefore especially important to obtain feedback on the effectiveness of the outcomes of the Campaign from multiple sources, following a holistic approach including key external stakeholders.

5. <u>Units of analysis</u>

The final report will analyze the different activities and outputs within different social domains: public, policy and media while also looking at the Millennium Campaign´s internal fitness and its network. The report will pursue the answers to the specific questions posed in the ToRs through the analysis of the following outcomes areas.

<table>
<tr><td colspan="2" align="center"><u>Public Domain</u>

We will give answers to primarily the following question: To what extent has the Campaign increased awareness of the MDGs amongst the general public? But also: Has the Stand Up initiative strengthened the overall campaign? Has the Campaign helped build and strengthen citizens and/or organizations working on poverty and justice advocacy through the MDG campaigns?</td></tr>
<tr><td>Outcomes</td><td>Attitudes and believes regarding the MDGs
Awareness of the Campaign principles and messages among selected groups (general public, campaigners)
Visibility of the Campaign message
Increased discussion in media</td></tr>
<tr><td>Process</td><td>Media campaign
Message development
Mass mobilisation
Engaging credible messengers and champions</td></tr>
</table>

<table>
<tr><td colspan="2" align="center"><u>Media Domain</u>

We will give answers to primarily the following question: Has the Campaign been effective in its media and communications engagement (including online channels)? But also: To what extent has the Campaign increased awareness of the MDGs amongst the general public?</td></tr>
<tr><td>Outcomes</td><td>Trends in media/online coverage of the Campaign and MDG themes over time
Evidence of media impact from reports, clipping services, etc…
Perceptions of media impact, and message framing among constituents
Awareness of the Campaign and it's messaging strategy by media persons</td></tr>
<tr><td>Process</td><td>Communications plans
Media strategies
Media/online activities
All media tools: press releases, PSAs, photo op, open eds, etc..
Distribution channels: press services, online</td></tr>
<tr><td colspan="2" align="center"><u>Political Domain</u>

We will give answers to primarily the following question: Has the Campaign contributed to positively influencing MDG-policy and/or practice of national governments? But also: Has the Campaign helped build and strengthen citizens and/or organizations working on poverty and justice advocacy through the MDG campaigns?</td></tr>
</table>

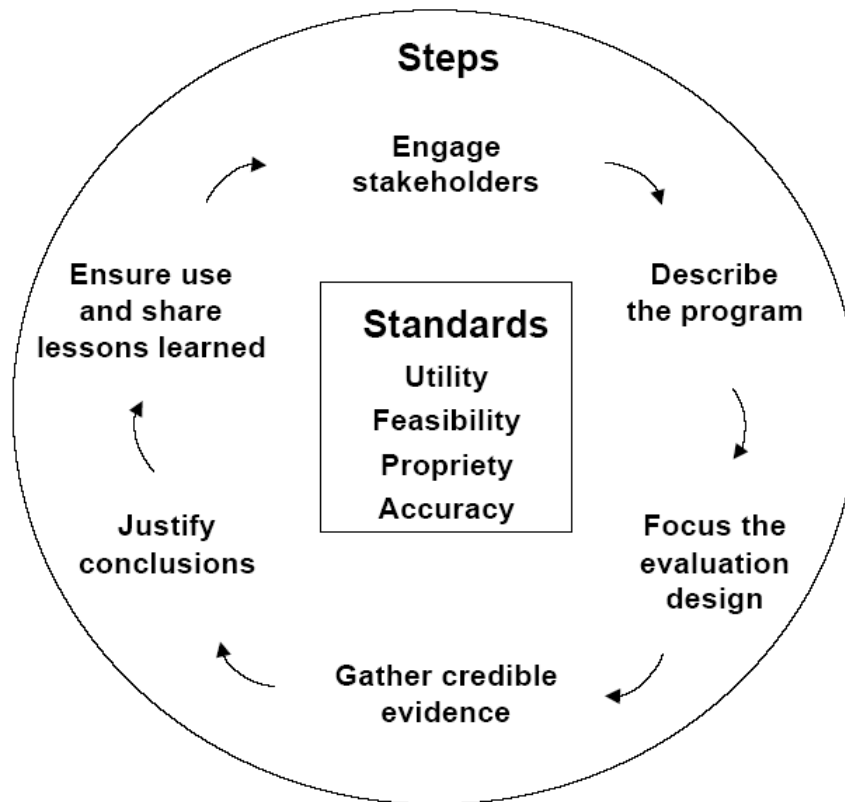| Outcomes	o Awareness of the Campaign principles and messages among selected groups (policy makers, opinion leaders) o Public involvement o Actions taken by champions o Breadth of partners support
Process	o Community organizing o Outreach strategies o Public/grassroots meaningful engagement o Development of trusted messengers and champions o Policy analysis and debate o Policy impact statements

Millennium Campaign's Network

We will give answers to primarily the following question Has the Campaign helped build and strengthen citizens and/or organizations working on poverty and justice advocacy through the MDG campaigns? **But also:** Has the Campaign chosen the right partners to work with? Has the Campaign succeeded in bringing new constituencies into campaigning for the MDGs e.g. governments, youth?

Outcomes	o Number of partners o Quality of partners o Level of collaboration and coordination o Alignment of partnership efforts o Alliances with important partners
Process	o Partnership development o Coalition development o Cross-sector campaigning o Joint campaigns o Alliances among unlikely allies

Internal fitness

We will give answers to the following questions: Has the Campaign had the appropriate structure and staffing needed to achieve its mandate? **But also:** Has the Campaign leveraged its UN identity adequately? Has the campaign had the right level and quality of financial resources? Has the Campaign had the suitable leadership and culture for the achievement of its goals? Has the Campaign helped build and strengthen citizens and/or organizations working on poverty and justice advocacy through the MDG campaigns?

Outcomes	o Management of organizational capacity o Capacity of the Campaign to achieve its goals o Ability of the Campaign and associated organisations to manage change o Strategic abilities of the Campaign and associated organizations o Capacity to communicate and promote advocacy messages
Process	o Leadership development o Organizational capacity building o Communication skill building o Strategic planning (including budget allocation)

6. Methodology

With numerous evaluation approaches and philosophies available, a preliminary investigation was undertaken in order to identify a proven evaluation framework appropriate for this investigation, as well as model reports.

Although a number of sources will be drawn upon, this evaluation will follow an evaluation process framework by the US Centre for Disease Control (CDC). This framework provides a simple approach, using non-technical language, is easily extended, and which has a track record of application to public engagement communications campaigns. The credibility of this framework rests on input from a large number of experts and the fact that CDC evaluation sometimes assess the impact of campaigns with running budgets beyond 100 million over a few years. At the same time, PRINCE2 project management principles will guide formal relations between the research team and the stakeholders in this evaluation.

The framework emphasizes six interconnected steps. The steps are all interdependent, they might be encountered in a nonlinear sequence; however, an order exists for fulfilling each -- earlier steps provide the foundation for subsequent progress, as described in the timeline a work plan.

6.1. Engaging stakeholders

What   Fostering input and participation among those persons who have an investment in the conduct of this evaluation and the findings; it is especially important to engage primary users of the evaluation.

Why   Helps increase chances that the evaluation will be useful; can improve the evaluation's credibility, clarify roles and responsibilities and avoid real or perceived conflicts of interest.

How   <u>Setting up an Evaluation Support Board within the Campaign (ESB).</u> Following PRINCE2 recommendations, the ESB approves any major deviation from agreed work plan. It ensures that required resources are available. It signs off the complexion of each stage. It arbitrates on any conflicts within the evaluation, like conflicting information given to the consultants. (ToRs attached);
<u>A round of telephone conversation with the primary users of the evaluation,</u> where we can discuss their expectations, address any misunderstandings, concerns and collect feedback on our approach;
<u>First Announce of the evaluation to all staff of UNMC and key stakeholders from the ESB</u>: Introducing evaluation, the consultants, and a friendly invitation to contact them;
<u>Second Announcement from the evaluation team</u>: Brief Needs Assessment from the evaluation team. A very brief on-line questionnaire with three questions: "What they would like to know, in addition to what is stated on the TOR?"; "How would you use the information?"; "1-5 key informants, outside campaign, we should contact and why"; and it would ask for copies of national research related to the campaign;
<u>Engaging research tool testers</u>: All research tools (semi-structured interviews, surveys, etc) will be pilot tested to ensure that they are relevant, easy to use and analyze. Ideally, a small group of testers should be identified across the Campaign's network where pilot testing may occur. These individuals would be partners who ensure the research questions make sense.

6.2.   Describing the Campaign; the reconstruction stage

What   Through documentation available the consultants reconstruct the story of the Campaign avoiding an overly precise description. It scrutinizes the features of the Campaign, including its purpose, place and timeline in a larger context. Description includes information regarding the way the Campaign was intended to function and the way that it is actually being implemented. Also includes features of the Campaign's context that are likely to influence final conclusions.

Why   Improves evaluation's fairness and accuracy; permits a balanced assessment of strengths and weaknesses and helps stakeholders understand how the Campaign features fit together and relate to a larger context.

How   <u>Characterizing the need</u> (or set of needs) addressed by the Campaign;
Listing specific expectations as goals, objectives, and criteria for success;
<u>Drawing an explicit timeline</u> to illustrate the milestones of the Campaign and their relationship with the expected changes;
<u>Analyzing the context</u> within which the Campaign operates through a global partnership map.

6.3.   *Focusing the evaluation design*

What   After the reconstruction stage, the evaluation team will continue refining the evaluation design until a focused approach is found to achieve an optimal match that facilitates use by primary users.

Why   Increases the chances that the evaluation will succeed by identifying procedures that are practical, politically viable, and cost effective. After data collection begins, changing procedures might be difficult or impossible, even if better methods become obvious. A thorough plan anticipates intended uses and creates an evaluation strategy with the greatest chance of being useful, feasible, ethical, and accurate.

How   Meeting with the evaluation team and the UNMC; Clarify the real intent or purpose of the evaluation; Learning which persons are in a position to actually use the findings, to orient the plan to meet their needs; Understanding how the evaluation results are to be used.
Identifying informants;
Choosing indicators that meaningfully address evaluation questions;
Writing explicit evaluation questions to be answered;
Describing practical methods for sampling, data collection, data analysis, interpretation, and judgment (interviews, surveys, etc);
Preparing a written protocols or agreement that summarizes the evaluation procedures (including structure of field mission and filed reports);
Piloting data collection methods.

6.4.   *Gathering credible evidence*

What   Compiling information that stakeholders perceive as trustworthy and relevant for answering their questions. Such evidence can be qualitative or quantitative, and can include a mixture of methods. However, after preliminary review some key methods of gathering evidence have been already determined as described below.

It is important to point out that although some adequate data is available and easily accessed, some documentation especially related to the Southern Campaigns might need to be defined and reconstructed by the consultants.

Why   Enhances the evaluation's utility and accuracy; guides the scope and selection of information and gives priority to the most defensible information sources; promotes the collection of valid, reliable, and systematic information that is the foundation of any effective evaluation.

It is key that the body of evidence is credible to stakeholders. To unsure this, the evaluation team will have to take into account factors such as how the questions were posed, sources of information, conditions of data collection, reliability of measurement, validity of interpretations, and quality control procedures.

How   Personal in depth semi structure interviews: As the main method for gathering credible evidence, the evaluation team will conduct no less than 65 face to face in depth interviews with carefully chosen informants during a number of field missions, as detailed in the work plan.

Remote in depth semi structure interviews: Where appropriate, participants will be engaged through telephone discussions, or where electronic means are more appropriate, through email, Skype or similar technology;
Undertaking in depth desk review (including on-line environments), divided by geographical and thematic areas among the team of consultants;
Surveys: Depending in the final data collection tools selection, web surveys may be used.
Media database analysis through external and internal sources, searching documents from news and other sources to determine media impact;
Online data Appropriate online data sources will be utilized for the collection of time-series data;
Monitoring periodically the quality of information obtained and taking practical steps to improve quality.
Using other data collection methods as prescribed in previous stages of the evaluation process;
Data collection instrument language and format: For each data collection tools (semi-structured interview, survey, desk review schedules), they will be translated to the appropriate working languages and available in multiple formats, thus a web survey would have a comparable phone and paper surveys.

6.5. Justifying conclusions; consolidation of data and writing of the reports.

What   Making claims regarding the Campaign that are warranted on the basis of data that have been compared against pertinent and defensible ideas of merit, value, of significance (i.e., against standards of values); Writing conclusions and recommendations that are linked to the evidence gathered and consistent with the agreed on values or standards of stakeholders.

Why   Reinforces conclusions central to the evaluation's utility and accuracy; involves values clarification, qualitative and quantitative data analysis and synthesis, systematic interpretation, and appropriate comparison against relevant standards for judgment.

How   Consolidating data: Using appropriate methods of analysis and synthesis, summarize findings; interpret the significance of results; making judgments according to clearly stated values that classify a result (e.g.,as positive or negative and high or low);
Writing reports with recommendations.

6.6. Ensuring use and sharing lessons learned

What   Ensuring that stakeholders are aware of the evaluation procedures and findings and those who participated in the evaluation process have had a beneficial experience.

Why   Ensures that evaluation achieves its primary purpose — being useful.

How   Providing continuous feedback to the ESG regarding interim findings provisional interpretations, and decisions to be made that might affect likelihood of use;

Scheduling a follow-up meeting in a central location with intended users and the evaluation team to facilitate the transfer of evaluation conclusions into appropriate actions or decisions;

Disseminating both the procedures used and the lessons learned from the evaluation to all stakeholders, using tailored communications strategies that meet their particular needs.

7. Description of deliverables

7.1. An outline of reports contents

The outline of the reports contents will be delivered before the evaluation team starts the data gathering phase.

7.2. An Interim global report including four regional sub-reports

The interim report will be delivered once all the field work is concluded in the different areas of intervention. The report will be built upon the analysis of the documentation provided to the evaluation team and the specific field reports:

Report Title	Focus	Pages
Final Report	Synthesis of all sub-reports and address the main evaluation points as described under "units of analysis"	Max. 50
Communication sub-report	An evaluation of the Global Communication Strategy with an executive summary of 3 pages max.	Max. 20
Africa sub-report	A regional overview with a particular focus on Kenya and Nigeria with an executive summary of 3 pages max.	Max. 20
Asia sub-report	A regional overview with a particular focus on India and Philippines, with an executive summary of 3 pages max.	Max. 20
Europe sub-report	A regional overview with a particular focus on Spain with an executive summary of 3 pages max.	Max. 20
North America	A brief case study of the USA Campaign	Max. 5

7.3. Final report

The final report will be delivered immediately after comments and observations have been provided by the ESB and other key members of the Campaign to the interim report and will keep the same structure.

8. Ethics

Throughout this evaluation, the following ethical guidelines will be followed.
- All participants must provide informed consent, meaning that they understand the aims of this evaluation and how it will be used;
- All participants will have the option of confidentiality and the researchers will protect participants identity;
- The documentation provided by the Campaign will be treated as highly confidential and will not be circulated to a broader audience.

9. <u>Limitations</u>

- This evaluation will primarily collect data that supports "perceptions of impact" rather than "impact" itself.
- Given numerous actors within this campaign, along with outside actors pursuing issues related to the MDGs, but with no connection to the Campaign, attribution for impacts will always be difficult to claim definitively.
- Although some adequate data is available and easily accessed, some documentation especially related to the Southern Campaigns might need to be defined and reconstructed by the consultants.

10. <u>Structure of the team</u>

The evaluation team will be lead by Eva Otero supported by two other consultants assigned by Leitmotiv. She will promote coordination among the rest of the consultants and the Millennium Campaign. She will provide a "checks and balances" mechanism to ensure that the interests of all concerned parties are addressed during the course of the evaluation. She will also identify gaps and breakdowns in coordination or communication among the team of consultants and between the consultants and the Campaign.

Given the global scope of the Campaign and a preliminary research done by Leitmotiv we will hire a consultant specialized in the impact of online behavioural and policy change interventions that will focus on media and communication impacts and the online environment. S/he will also cover the field work related to the North American Campaigns.

Leitmotiv will cover the work related to the European Campaigns. Two other consultants will be recruited and assigned to the different regional areas.

Profiles	Consultants	Days	Days in the field
<u>West Africa:</u> Burkina Faso, Ghana, Nigeria, and Senegal <u>East Africa</u>: Ethiopia, Kenya, Tanzania, Uganda. <u>Southern Africa:</u> Zambia, Malawi, and Mozambique	One consultant	30	14 (7 in Kenya and 7 in Nigeria, including travel)
<u>Asia:</u> Bangladesh, India, Indonesia, Nepal, Pakistan and Philippines	One Consultant	35	19 (12 in India and 7 in Philippines, including travel)
Communications Research Expert/<u>USA</u>	One consultant	25	
Coordination/ <u>Europe:</u> Germany, Italy, Spain, Portugal, France.	Leitmotiv (one lead consultant support by other two)	45	9 (in UNMC HQ, including travel) 5 (in Spain, including travel)
TOTAL DAYS		135	47

11. <u>Timeline (in detail in the attached work plan)</u>

Activities	Start date	End date
Project planning/admin (setting up ESB, staff, admin tasks)	2 March	16 March
Signing of the agreement		
Review of possible methodology and approaches		
Recruiting of necessary team members		
Detailed ToRs		
Engaging stakeholders	16 March	22 March
Setting up ESB		
First announcement of the evaluation		
Brief need assesment		
Describing the Campaign: The reconstruction stage	2 March	25 March
Identification of necessary inputs for desk review (including on-line resources)		
Preliminary desk review		
Definition of the story of the Campaign & partnership map		
Focusing methodology	23 March	17 April
Team meeting (UNMC only first day)		
Identification of key informants of the Campaign		
Data base of recipients for online data collection		
Design structure for field mission & field reports		
Designing of data gathering tools		
Piloting research tools (by tel and email)		
Outline of report contents		
Feed back from ESB		
Gathering credible evidence	30 March	10 May
In depth desk review (including on line environments)		
Analysis of media tracking's		
Prepare agenda for missions		
Sending and following up of questionnaires on line		
Tel o web in-depth interviews		
Field missions		
Justifying conclusions: Consolidation of data	10 May	20 June
Data analysis		
Sub-reports		
Interim report (Complete)		
Feed back from ESB to the interim report		
Delivery of final report		
Ensuring use and sharing lessons learned	20 June	27 June
Disseminating evaluation		
Follow up meeting		

12. <u>Contents</u>

Annexes:
- Work Plan;
- ToRs of Evaluation Support Board;
- ToRs of Coordination Team/Europe;
- ToRs of Communication Research Expert/North America;
- ToRs of Africa Coordinator; ToRs of Asia Coordinator.