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An Independent Evaluation of Work Carried Out by Social Watch

2009-2011

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For Social Watch and Oxfam Novib

February 2012
(Updated)

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Acknowledgements

I. The 2009-2011 Evaluation: Introduction

This 2009- 2011 evaluation is jointly overseen and paid for by Oxfam Novib and Social Watch. A SW/ON Evaluation Team engaged with evaluators throughout the process to ensure the process was coherent and served the best interests of all primary users. The team also helped ensure that the evaluation was both culturally and politically sensitive.

Evaluation Philosophy

The evaluators strongly believe that evaluative thinking can actually *work for the work* (that work being social change for the public good). Though never easy, odds of success are high if evaluation questions are limited, clear and answerable; methodologies are sound and provide a flexible process that is at least as useful as the report that is finally produced; and, if those who will actually put the evaluation findings to use are closely engaged in the evaluation's design and implementation.

With all of this in mind, we approached the evaluation committed to remaining flexible, prepared with a mix of methodologies and ready to discuss preliminary findings with Social Watch as they took shape, so as to feed directly and immediately into the strategic planning work that SW was engaged in during the evaluation. Social Watch and Oxfam Novib encouraged us in the process, helping ensure that instead of an evaluation that looked only backwards, we were able to produce an evaluation that could contribute to current organizational and strategic development.

Evaluators[1]:

Team Leader: Juliette Majot, Majot Consulting, Berkeley, California, U.S.
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Evaluation Team Members

Roberto Bissio with Ana Zeballos (SW Secretariat)
Imad Sabi (Oxfam Novib)
Prof Leonor Briones (Social Watch Philippines, and Co-Chair, CC)
Mirjam van Reisen (EEPA and CC member)

Primary Users and Uses

Social Watch
Primary Users:
- Members of the EC Project Management Committee (PMC), Members of the SW Coordinating Committee (CC).
Primary Uses:
- To increase the effectiveness of SW through reflection and further consideration of adaptation to on-going contextual change
- To fulfill SW's obligation to Oxfam Novib to carry out an evaluation
- To fulfil SW's obligation to the European Commission to carry out an independent evaluation
- To increase internal evaluative capacity
Secondary Users[2]:

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[1] Evaluator CVs are provided in the final annex.
[2] Secondary users are likely to participate in generating data as well as find value in the evaluation findings, though they were not directly involved in evaluation design.

- Active members of the Social Watch network[3]

<u>Oxfam Novib</u>
Primary Use:
- To strengthen ON's understanding of Social Watch's effectiveness and likely adaptations to contextual change.
- To complement and assist with the final report to the EC through an independent assessment of the EC/ON project.

<u>European Commission</u>
Primary Use:
- To strengthen the EC's understanding of Social Watch and inform its on-going decision making regarding Social Watch and Oxfam Novib.

Transparency and Disclosure

Consistent with Social Watch and Oxfam Novib's commitment to transparency, this evaluation will be publicly available.

Juliette Majot, has no current or former formal professional association with Social Watch.

Sophia Murphy served as an alternate for the North American region on the Social Watch Coordinating Committee from 2001-2003.

About Social Watch

Social Watch (SW) was created in 1995 as a, "meeting place for non-governmental organizations concerned about social development and gender discrimination, and engaged in monitoring the policies which have an impact on inequality and on people who live in poverty." [4] Currently the network includes 85 national coalitions composed of 1,423 organizations.

Social Watch is a highly decentralized and active network of organizations that together participate in research and analysis aimed at assessing levels of poverty and well-being in their countries and internationally. This analysis then serves as a reference for policy dialogue and advocacy. Through the process of research, the conceptual development of social indicators, and analysis of the data that results, SW members strengthen their capacity to engage with the public and with their governments to promote social justice. For many Watchers, this is encapsulated in the ESC Rights framework. An annual international report[5], compiling national reports from member organizations, provides analysis of national conditions set within the global context. The report has been published every year since 1996 in several languages.[6] The publisher is the International SW Secretariat in Montevideo, Uruguay, hosted by the Third World Institute (ITeM).

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[3] SW uses a number of different terms to describe its individuals and organizations active in its network, including Watchers, National Coalitions, National Platforms, and Focal Points.

[4] More information about Social Watch, including membership lists, the resolutions of the Assembly and the evaluations can be found in the "about" section of the Social Watch website: www.socialwatch.org. For more information about the pre-history of Social Watch: http://www.socialwatch.org/node/79.

[5] The 2010 and 2012 annual reports are available at: http://www.socialwatch.org.

[6] The Annual Report is currently published in Spanish, English, German, Arabic, French, Italian, Polish, Czech and Portuguese.

SW's research, analysis and advocacy are global in scope. The strategy is to give prominence to local and national voices in national debates, while informing that work through a set of normative values that have been defined through multilateral processes. SW believes that if the wrong things are measured, problems will be tackled with the wrong policies, leaving the problems unsolved. This puts the emphasis on devising the right indicators, to measure the right problems and thereby to ensure effective and appropriate policy responses. The constant interchange between global processes that define norms and set targets, and the national reality confronting people and their governments at home that must inform the global norms and targets, is an essential part of SW's work.

SW demands accountability from governments, the United Nations system and international institutions about the extent to which national, regional and international commitments to eradicate poverty and achieve gender equity have been met.

These commitments include:

- The 1995 "Copenhagen Declaration" of the UN Social Summit, that promised to eradicate poverty, create jobs and achieve social integration,
- The 1995 Beijing Conference on Women, that produced a Plan of Action towards gender justice,
- The Millennium Declaration (2000) on which the Millennium Development Goals are based,
- The 1992 Rio Summit commitments on sustainable development,
- The Human Rights framework, which includes Economic, Social and Cultural rights, labour rights, women rights, environmental rights, rights of indigenous peoples and of migrants and the right to development, and,
- National commitments, as formulated in national constitutions, government plans, budgets and laws, including in particular social, economic and cultural rights.

Social Watch believes that poverty eradication, gender equality and social justice happen primarily at local and national levels and, therefore, its international activities and structures should be accountable and at the service of national and local constituencies, and not the other way around.

II. Key Conclusions and Questions for Further Consideration

Explanatory note: This section provides a summary of our evaluation. It draws on all of the work: interviews and conversations, SW materials, reading around the topics on which SW engages, the questionnaire completed by SW national platforms, and the more formal Outcome statements. Detailed findings are presented in parts IV and V, and more detail on the questionnaire and on who we interviewed is provided in annexes 1 and 2. The purpose of this section is to give the reader an overview of what the evaluators consider to be the most important findings from the evaluation.

1. Capacity building is widely evident as a strategy (to support the realization of other goals) and realized objective in its own right at different levels (sub-national, national, regional, and international) of Social Watch. *Virtually all sample outcomes demonstrate progress to multiple capacity building objectives.*[7,8] As a strategy, Watchers use capacity building to strengthen civil society organizations' effectiveness in influencing government policy and forcing government accountability, particularly with regard to government commitments to improve gender justice and eradicate poverty and social exclusion. As an objective in its own right, coalitions are being strengthened through the process of arriving at common positions regarding the performance of the government and the problems of the country, and in turn advocating those positions through public education, policy dialogue and public protest. This is clearly evident in sample outcomes and Watchers' descriptions of the value of the annual report process itself. The capacity of the network itself has also been expanded through the addition or re-invigoration of national coalitions since 2009 (see sample Outcome 4).

2. *A new sense of regional identity* within the Social Watch network is emerging. While Europe and Arab countries came to SW with pre-existing regional structures (Eurostep and ANND) that serve as Social Watch focal points, they were the exceptions. Now regional work is emerging as a priority among other SW platforms. In the period evaluated, 2009 -2011, four regions within the SW network put in place processes to develop regional reports, manifesting a new stage in the identity of the SW network and in collaboration among its members. (For details, see sample Outcome 1 in part V. of the report). The expansion of regional identity marks a crucial new organizational development for the network. (Note the original TOR for this evaluation did not include an evaluation question specific to SW regional strategies and objectives). Other group identities are also evident within the membership, particularly among Least Developed Countries (LDCs), who together are significantly less advantaged than the other SW members as measured by social development indicators. This emergence of regional identity was greatly aided through a series of regional capacity building workshops supported by the EC. For more about these workshops, see Annex 3.

This evolution of regional identities and structures has given rise to discussion among member organizations on what an effective structure for this work would be, and how the regional members can ensure accountability to each other and to the international network. (See also conclusion 4 below).

3. The questionnaire affirmed that most Watchers *rate the level of communication between the secretariat and themselves as good* both in frequency and substance. Respondents said listservs were

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[7] See the sample outcomes in section V. Each outcome includes a list of objectives toward which it marks progress. The objectives list appears at the bottom of each outcome.

[8] This evaluation did not collect evidence supporting ALL capacity building objectives. For details, see the annotated list of objectives appearing in part IV of this report, *Theory of Change, Objectives and Outcomes*.

the single most useful form of communication. Many Watchers expressed a wish for greater communication among national groups and within regions. This is consistent with the emergence of a regional identity within Social Watch. During the period evaluated, Social Watch instituted several new communication tools, including more regular publication of the newsletter and the creation of a Facebook page (http://www.facebook.com/SocialWatch). In January 2012, the Facebook page had approximately 5000 friends.

4. Over the period considered (2009-2011) the need for a process to develop and adapt SW network governance arrangements has come into focus among network members, the secretariat, and the Coordinating Committee (CC). These adaptations include the need to reflect changes in how the network members relate to one another (including the emergence of regional identities); to reflect changes in the world in which SW works; and, to reflect corresponding changes in network objectives and strategies. Included in the dialogue is the importance of developing mechanisms that can make the best use of limited budgets; the importance of SW remaining true to its vision of embodying a diverse and dynamic network, whose members come together voluntarily to work toward common goals, while maintaining their unique characteristics and priorities; the importance of innovation in the operation and responsibilities of the CC and General Assembly; and consideration of the potential value of regional governance processes.

Among a number of interviewees who spoke specifically about the potential of evolving regional communications and governance, Emily Sikazwe of Women for Change in Zambia, a co-founder of Social Watch and Co-Chair of the Coordinating Committee (CC) from February 2009 to July 2011, said it like this: "I am among the co-founders of Social Watch, and like a mother, I have nurtured SW at the global, Pan-African and global levels. The time now has come to see Social Watch as a grown woman, enthusiastic and mature; a strong woman who sees things differently now. What might her needs be? She needs to build on the sense of identity growing in the regions. Have the regions meet before the general assembly and send representatives to the general assembly, who will arrive having benefitted from discussion of regional home grown issues and ready to bring their thinking to the general assembly, and finding unity and solidarity there."

There are unresolved issues linked to the CC in particular. CC members are elected by regions at biennial General Assemblies. When they meet as the CC, members are explicitly encouraged not to think in terms of regional affiliations, but to work with the other CC members as a collective focused on the interests of the network as a whole. This has obvious advantages but can create some confusion as well. If regions begin to establish some independent presence, it may be possible to rethink what decisions are taken where and how, and to reform the operation of the CC as a consequence. More immediately, the lack of alternatives to cope with the insufficient funding to support face-to-face meetings has led to diminished engagement from the CC that was elected at the 2011 GA in Manila and greater dependence on communication between the secretariat and an informal ad-hoc sub-group of CC members. This problem is recognized by the SW secretariat and CC leadership, who are taking steps toward arranging alternatives to face-to-face meetings, such as meetings by conference call.

Six questions for further consideration regarding conclusions 1, 2, 3 and 4:

    a. How best can the emergence of regional and sub-regional identities contribute to innovation and adaptation of Social Watch network communications and governance?
    b. How can network communication and governance respond and adapt to budgetary constraints?
    c. How best can regional and sub-regional groupings develop shared regional policy objectives?
    d. How then can regional policy objectives help inform policy objectives at the multilateral level?

e. How best can the CC evolve to reflect the changing context in which SW operates? Questions include the need to fund meetings and/or to develop alternative means of decision-making; the possibility of coping with more than one language (currently the ability to communicate in English is a requirement of CC members); how to address the tension between regional priorities and the need for a governance mechanism that can to some extent "stand above" the regional issues to think through the needs of the network as a whole; and, how to form reasonable expectations regarding the optimal size of the CC, and the responsibilities that can be asked of a CC whose members undertake the work voluntarily and as one task among many competing priorities.

f. How best might SW assess the implications of coalition expansion or contraction at the national level of its member coalitions?

5. While SW members are aware of the *potential value* of the international annual report's use in direct advocacy and engagement with public officials, the *actual use* of the international annual report in direct advocacy including engagement with government representatives or public officials is not strongly indicated in the questionnaire responses, except at the level of multilateral institution policy dialogue. At the national (and to a growing extent, regional) level, the annual report and the separately prepared national reports serve as sources for shorter, focused derivative materials that are targeted to specific audiences and interests and tailored to national priorities. As such they are more readily applied in direct advocacy[9]. Member groups identify themselves to be a key audience for the international annual report. Yet there appears to be widely shared difficulty in identifying other audiences and corresponding difficulty in targeted distribution. As reference material, the reports can legitimately assume broad audiences. However, the difficulty that network members express in identifying audiences for the report suggests that its strategic advocacy value needs more deliberate thought at different levels of the network.

Questions for further consideration:

a. What network processes or communications best reflect the ideas and questions of Social Watchers regarding priorities for publications, and how best to use what is produced?

b. In what ways might internal analysis of data collected by Social Watch help inform common network and individual network member strategies? Social Watch collects data in the form of narrative reports from member coalitions, and increasingly at the regional level, including reports of advocacy and policy dialogue with government at multiple levels, participation in research and analysis for the annual reports, and other advocacy activities. The SW secretariat uses web based tools to asses the use of its website and social media and also tracks media coverage of the network. SW is able to catalogue media coverage according to news about national SW coalition activities; news about the Social Watch indexes; and, references to SW reports as sources for editorial or news reports (examples of annual compilations of this data can be referenced in annex 5). Though outside the parameters set for this evaluation, media coverage is clearly a component of advocacy. Further analysis of the media coverage data collected by the secretariat would likely be illuminating.

c. A strategy of high profile name recognition for Social Watch is not evident in most national and regional chapters, with some notable exceptions including SW Benin, SW India, and SW Philippines. SW's organizational structure deliberately upholds the principle of decentralized

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[9] Because the terms "advocacy", "policy dialogue" and "public education" are used somewhat interchangeably throughout the Social Watch Network, the evaluators have created an advocacy framework reflecting their apparent use. This framework can be found in Annex 4.

action for advocacy at the national and regional levels while encouraging a common identity at the multilateral governance level.

An intentional low profile strategy implies a strategic choice to attribute advocacy efforts to members of the SW platform under their own names even if those efforts were greatly served by those groups' Social Watch membership, including use of SW research and analysis. This interpretation suggests a strategy that does not seek to establish Social Watch in its own right as an analyst and international network but prefers to let national actors lead the work in their country. There are and will always be times when the high profile use of the Social Watch name would be inappropriate or even harmful. At other times, a higher profile strategy would allow SW to be recognized for the strategic value it offers its membership to be part of a wide-ranging global network. At the multilateral level, SW is more evident as a brand and is sought after by name by other NGO networks, as well as UN agencies and governments.

Four questions for further consideration:

    a. To what extent do national, regional, or international strategies intentionally consider the value of high or low profile approaches?
    b. When, where and why are high profile strategies optimal?
    c. Are there risks for Social Watch in pursuing low or high profile strategies? What are they?
    d. Is the power of the network (global or regional) itself – its breadth and range of network members – being used to its advantage in low profile strategies?

7. Progress is evident toward conceptual development objectives that mark the development of new indicators or methodologies for analysis and advocacy; and those that mark new ways of applying existing indicators or methodologies. Conceptual development is indicated relative to the Basic Capabilities Index and the Gender Equity Index, including progress toward calculation of the BCI on the sub-national level. (See sample Outcomes 10 and 12). Additionally, Social Watch contributed to the founding of, and participates in, a reflection group on global development perspectives, which sets out to reconsider development goals and indicators. (See sample Outcome 11).

Question for further consideration:

    a. How much progress has been made on developing indicators and indexes more useful to countries that are at the top of the current indexes?

8. Progress is evident toward state actor objectives related to strengthened participatory and democratic national governance, particularly in sample outcomes related to new opportunities for CSO/government dialogue presented by SW forums (see sample outcome 8 regarding Silaka in Cambodia); related to CSO engagement in national budget processes (see sample outcome 6 on the use of the Alternative Budget Initiative in the Philippines); and through formal political processes, such as the referenda passed in Italy (see sample outcome 9).

9. Social Watch strategies and objectives clearly reflect adaptation to changing context at the national, regional, and global levels. This is not surprising, as Social Watch is in the business of charting and analysing those very changes. Social Watch strategy documents, discussed at its biennial General Assembly, always include a list of contextual world political and economic changes as a starting point for the debate. At this time, global advocacy strategies are perhaps in their greatest transition since SW was formed. The cycle of UN summits that created such an important space for civil society organizing throughout the 1990s has come to an end. The Rio+20 Conference, to be held in June 2012, has excited nothing like the public interest or political attention that the UNCED conference generated in 1992. More tellingly, perhaps, the climate change negotiations have if anything deteriorated, as governments

in the North have moved away from accepting they need to make changes to their economies and societies. The crisis in multilateralism is not just affecting the UN but also the IFIs and the WTO.

Emerging instead is what some have termed a "pluri-polar world". New regional economic and political blocks have emerged. China is in many senses a global super power, while a handful of other powerful countries, including Brazil, India and Russia also dominate global markets and have a new importance in multilateral decision-making. SW's focus on regional capacity building over the past few years, and the emergence of an interest in creating and nurturing regional identities across most SW platforms, is an example of how SW platforms are adapting and reflecting the shifts in power.

At the same time, multilateral work still matters to SW and its vision of social justice. While the cycle of UN conferences and the platform they offered CSOs for collective work at the international level has dwindled, the importance of remaining engaged in the intellectual and political work of defining and measuring poverty and exclusion, and implementing effective programs to improve human welfare has not lessened for SW. The national platforms continue to value multilateral work, as evidenced in responses to the questionnaire, and the interest in regional work is not at the expense of continued multilateral engagement.

10. The *process* of preparing the international report is demonstrated to contribute to conceptual development, including the evolving work on social development indicators and the on-going analysis of global political and contextual change. The process feeds directly into the emergence of new strategies and objectives related to multilateral institutions, including the UN and its agencies and the international finance institutions (IFIs).

11. As a *product*, the report serves as a crucial reference document for advocacy and policy dialogue at the multilateral level. Activities undertaken by Social Watch, including formal submissions to multilateral processes, draw from and contribute to the research and analysis presented in the international report. There is clear evidence of consistent and committed engagement of Social Watch in direct policy dialogue with multilateral institutions. The strategies guiding this engagement mark progress toward civil society capacity-building as an objective in its own right, and as a strategy ultimately aimed at specific policy changes made by state actors. Multilateral institutions (particularly UN related summits) work through multiple stages of policy formation, and Social Watch has demonstrated its commitment for long-term follow-through with on-going analysis of iterative summit commitments; submission of formal critiques; sharing and expanding knowledge and enriching civil society influence through workshops held concurrently with, or in between, meetings of UN and other multilateral bodies and international groups such as the G20.

12. The use of Social Watch's Gender Equity Index and its attendant analyses as references for civil society advocacy and policy dialogue is evident in Social Watch's activities related to gender at the national and multilateral levels.

13. Social Watch Brazil, one of the founding national platforms, faltered during the period of this evaluation (2009-2011). Changes in funding for the national work, changes in leadership within the coalition that led that work, and disagreements over the priorities for national work on social justice proved too much for the platform to withstand. This outcome was of course disappointing for all involved. Brazil had been a strong leader within the international network, for example pioneering the production of a national report, as a counterpart to the international one. Part of the discussion around the changes in the coalition and its relationship to the Social Watch network concerned what the role of the SW international secretariat should be in helping navigate internal issues in Brazil. The secretariat considered is important that the national platform find its own way through its difficulties. On the other hand, leaders of the Brazilian platform thought the secretariat could have played the role of convenor, so

as to help the national groups come together to try to resolve their differences.[10] At the time of writing this evaluation, the situation remains unresolved.

The challenges that have confronted the Brazilian platform illustrate some characteristics of SW. One, the ideas and vision of the network were sufficiently powerful to have brought together some of Brazil's leading CSOs to create a common platform that worked on SW issues, and provided leadership for the global membership, for more than ten years. Two, those organizations continued to do their own work during that time, of course. Their identity as part of SW was in conjunction with the identities of their national organizations. Over time, differences among and within individual SW member organizations as to the appropriate level of priority assigned to SW work over other commitments proved to be problematic, especially when dedicated funding for SW activities ended.

It is important to put the challenges facing SW Brazil in the context of the tremendous social and political change Brazil has seen in the last decade. In 2003, the country elected Lula da Silva as President – a trade union leader with a strongly progressive background. Lula introduced a series of far-reaching social reforms and changed the way the government conducted its business. One of those interviewed[11] suggested this context gave a number of CSOs the political (and possibly financial) space to focus on more specific issues – rather than a broad democracy movement, there was a chance to advance reforms in education, healthcare, women's policies, and more. It was inevitable that the composition and priorities of CSOs would change in response. It is worth noting the inherent tension between the emphasis SW places on realizing change at the local level and the basis for SW accountability work resting in multilateral obligations. Regional work may provide one way to bridge this tension.

Yet the importance of providing a link between Brazilian national politics and international work has certainly not waned. In recent years, Brazil has emerged centre stage in global politics. It is part of the BRICS group of so-called emerging economies (Brazil, Russia, India, China and South Africa). It has asserted its leadership at the WTO, in policy debates across the UN system, and, more broadly, is a powerful voice within the Group of 20 (G20) of the world's richest economies. At the same time as SW is successfully establishing new chapters in different parts of the world, there are some challenges in determining how to support existing national platforms. The questionnaire responses underlined the impression that many members of existing national platforms see the need to strengthen existing platforms as a priority.

Questions for further consideration:

    a. What might be the best approach for the Social Watch Coordinating Committee to renew the dialogue with members of the Brazilian SW platform regarding whether renewed engagement with the broader network is desirable and possible?

    b. Does regional work offer a way to bridge the inevitable gaps that emerge between multilateral work and national and sub-national realities?

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[10] According to SW Coordinator, Roberto Bissio, the secretariat, in collaboration with CC members, has played that role in several cases of coalitions that faced difficulties, including Poland, Bangladesh, and Senegal.
[11] Interview with Atila Roque. 16 November 2011.

III. Findings

This section contains the detailed findings of the evaluation.

Evaluation Questions and Answers

The overarching questions of the evaluation derived from the TOR were:

I.   How effective is Social Watch in contributing to outcomes that show progress towards holding governments accountable for implementing policies and practices that promote social and economic justice?

II.   How is Social Watch's **way of working** – at the level of the secretariat; in its governance structure; as a dynamic network; through regional affiliation; and through individual watchers -–— contributing to achieving outcomes?

III.   What contextual changes, over which Social Watch has no control, are key factors influencing Social Watch's strategic adaptations?

Such broad questions rely on answers to a set of sub-questions. These are considered in turn below, each question or set of questions followed by the evaluators' findings.

Sub-Questions 1 & 2

1. What is the quality and value of the annual reports' (including national reports and contributions to the international report) contribution to realized *national level advocacy strategies and objectives,* both as a process (preparation); and, as a product (publication)?

2. What other Social Watch tools (including on-going development of indicators) and publications contributed to realised national and global level strategies and objectives?

Background   In 2009, the annual international Social Watch Report, "Making Finances Work: People First" documented the social impact of the multiple crises affecting the planet and proposed policy alternatives to end the crisis from a human and gender rights-based perspective. The report contained 61 national reports, and also included testimonies from people who had directly suffered the consequences of the global crisis. The report was launched internationally on September 23, in Pittsburgh, USA, in the context of the G-20 Summit, and then again on September 25 during the high-level segment of the United Nations General Assembly. The report was printed in English, Spanish, French and Arabic. In 2009, 11, 925 copies of the report were distributed.

Sixty-four SW national coalitions from different parts of the world prepared assessments of the impact of MDGs in their countries for the 2010 international SW Report, whose main theme was rethinking finance and development. The national groups focused their reports around an evaluation of the factors, obstacles and difficulties that finance for development is meeting in each country in terms of fulfilling human rights, including development rights and economic, social and cultural rights. The 2010 report was launched in New York in the presence of numerous UN officials and members of government attending the MDG Summit. The report was titled "After the Fall: Time for a New Deal" and focussed on the failure of business as usual approaches to meeting the internationally agreed upon minimum goals. In 2010, 25,643 reports were distributed.

During 2010 and 2011, 66 SW national coalitions prepared assessments for the 2012 international SW Report, " Sustainable Development: The Right to A Future".[12] The national groups focused on the status of economic, social, cultural, and economic rights in their countries, and the essential placement of human rights at the core of economic recovery.

Evaluation Findings

1.1   The *process* of preparing the annual report, including national chapters and thematic papers, has built data collection and analytical capacity of national coalitions and has raised the capacity of the international network, including that of regional SW networks. Additionally, report preparation has expanded knowledge use and further development of social indicators and indices. A number of regions have chosen to anchor their regional work in a written document, based on SW findings or SW conceptual tools, including Europe, the Arab region, Francophone Africa and Central America.

National coalition capacity building is widely identified by the evaluation survey by respondents as an outcome of consultation with others in the process of producing national chapters or thematic papers for the annual international report. Other capacity-building activities include workshops focused on sharing methodological tools or to discuss findings. National-level consultation processes varied by country, involving different mixes of development NGOs, academic researchers, grassroots organizations, women's groups and labour unions at the national level.

1.2   The *process* of obtaining data for the reports is itself an exercise that, in some cases, puts some CSOs into direct contact with government, as much of the data is produced by and obtained from government sources. Furthermore, comparing levels of access to quality data across different countries raises the understanding of SW network members regarding what civil society can expect their governments to collect, analyze, and make public.

1.3   The common methodology contained in the Basic Capabilities Index (BCI) and the Gender Equity Index (GEI) for the national level is said by respondents to have contributed to conceptual development, and to permitting meaningful, sensible and useful assessments of poverty and gaps in gender equity. Some groups are developing indicators and methodologies for calculating the BCI at the sub-national level, including Brazil, India and the Philippines. In the case of India, work is underway to formulate sub-national indicators.[13] In the Philippines in 2010, Action for Economic Reforms and SW Philippines aligned the sub-national BCI with the BCI used on the national level for comparative purposes, and also identified the important fact that the three indicators can be changed for one another: nutrition for children under 5; child mortality under 5; and infant mortality (See sample Outcome 10, part IV). In 2010, INESC (Instituto de Estudos Socioeconômicos Instituto) a Brazilian member of Social Watch organized a workshop to share information on calculation and use of the indices at the sub-national level.

1.4   As a *product*, the international annual report serves as reference material used by a community of CSOs primarily as a tool for public education, and policy dialogue /advocacy. The reports serve as an occasion for public launches and meetings with corresponding media coverage. At the national (and to a growing extent, regional) level, the annual report and the separately prepared national reports serve as sources for shorter, focused derivative materials that are targeted to specific audiences and interests and tailored to national priorities, and are therefore more likely to be used in direct advocacy.

1.5   While preliminary findings indicate that SW members are aware of the *potential value* of the annual report's use in direct advocacy and engagement with public officials, the *actual use* of the report in direct advocacy including engagement with government representatives or public officials is not

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[12] http://www.socialwatch.org/report2012
[13] See the statement on the SW India website: http://socialwatchindia.net/news/basic-capability-index-2010

consistently indicated in the data the evaluators were able to analyse. There are notable exceptions with the few high profile SW organizations, (including but not limited to SW India and SW Philippines) but broadly, this finding was consistent across the majority of SW members who responded to the evaluation questionnaire. Advocacy is, however, widely identified as a priority for the future.

1.6   Member groups identify themselves to be a key audience for the international annual report. Yet there appears to be widely shared difficulty in identifying other audiences and corresponding difficulty in targeted distribution. When asked, "what challenges does your national platform face when distributing the international report, the response, "difficulty extracting findings that are most relevant to local or national context" was marked 16 times; "lack of public awareness or interest in the issues" 14 times, and "difficulty identifying the best audience for the report's findings and analysis" 11 times. As reference material, the reports can legitimately assume broad audiences. However, the difficulty that network members express in identifying strategic audiences for the report suggests that its strategic advocacy value needs more deliberate thought at different levels of the network.

1.7   Social Watch does not generally show a high level of name recognition in national contexts outside the CSO community according to survey responses from Social Watchers[14]. With a few notable exceptions, respondents report a low level of Social Watch name recognition among parliamentarians, government officials, and journalists. Interestingly, when asked, "does the international annual report provide an opportunity for policy dialogue with your government?" 31 respondents said yes, despite earlier responses suggesting that government officials mostly did not know Social Watch. This suggests that actual knowledge of Social Watch as a network is not necessary for national platforms to use the information contained in the SW international report successfully.

Findings related to SW's name recognition at the regional level are restricted to those related to SW profile in Brussels (which serves as a regional centre for the European Union). There, SW appears to have relatively low name recognition among CSOs and officials alike. Those interviewed recognize the work undertaken by individuals associated with Social Watch as valuable, yet they identify that work more strongly with the national organizations these individuals work with (such as Eurostep,) than with Social Watch.

A strategy of high profile name recognition for Social Watch is not evident in most national and regional chapters. There are exceptions, such as SW Benin, SW India, and SW Philippines.

An intentional low profile strategy implies Watchers assign greater strategic value to attributing advocacy efforts to national organizations with their own names rather than emphasising the connection to Social Watch, even if the advocacy work was greatly served by membership in Social Watch activities, including use of SW research and analysis. This interpretation suggests a strategy that does not exploit the reputational value of Social Watch as analyst and international network. There are times when the high profile use of the Social Watch name is inappropriate or even harmful. When appropriate, however, a high profile strategy would encourage recognition of the strategic value of membership in a wide-ranging global network, and would exploit the strong reputation that information and analysis produced through Social Watch enjoys. SW's organizational structure deliberately upholds the principle of decentralized action for advocacy at the national and regional levels while encouraging a common identity at the multilateral level. The question is, to what extent do national, regional, or international strategies across the network *intentionally* consider the value of high or low profile approaches?

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[14]Social Watch keeps extensive records of media coverage mentioning Social Watch. The level and distribution of coverage suggest that many media outlets recognize the Social Watch name. This evaluation did not undertake a close study of SW analysis of this data. To see Social Watch's media analysis, see Annex 5.

Sub-Question 3

3. What is the quality and value of the annual report's (including national reports and contributions to the international report) contribution to *global level advocacy strategies and objectives?* As a process (preparation); and, as a product (publication).

3.1.   The *process* of preparing the international report is demonstrated to contribute to conceptual development, including the evolving work on social development indicators and the on-going analysis of global political and contextual change. The process feeds directly into the emergence of new strategies and objectives related to multilateral institutions, including the UN and its agencies and the international finance institutions (IFIs).

3.2   As a *product*, the report serves as a crucial reference document for advocacy and policy dialogue at the multilateral level. There is clear evidence of consistent and committed engagement of Social Watch in direct policy dialogue with multilateral institutions. The strategies guiding this engagement mark progress toward civil society capacity building as an objective in its own right, and as a strategy ultimately aimed at specific policy changes made by state actors. Multilateral institutions (particularly UN related summits) work through multiple stages of policy formation, and Social Watch has demonstrated its commitment for long-term follow-through with on-going analysis of iterative summit commitments; submission of formal critiques; sharing and expanding knowledge and enriching the civil society influence through workshops held concurrently with, or in between meetings of UN and other multilateral bodies including the G20. Examples include:

- In 2009 Social Watch comments submitted to the Stiglitz Commission regarding the reform of the global and financial system were among a complex mix of factors contributing to the 2011 recommendation from the ECOSOC to consider the establishment of an ad hoc panel of experts appointed by the UN General Assembly (Resolution 2011).[15] The resolution marked the beginnings of a line of economic and financial analysis and advice independent of the Bretton Woods system.
- In February 2010 Social Watch co-convened a civil society strategy meeting towards the MDG Summit, together with Amnesty International, CIVICUS, GCAP and UNMC Africa. The meeting took place in Johannesburg, South Africa, and Social Watch stressed the urgent need to reclaim justice as opposed to a "business as usual" approach to the MDGs. In the framework of the MDG Summit, Social Watch participated in the UN General Assembly hearings with civil society that took place in June, co-organized (together with NGLS and the Third World Network) a panel on "Reforming Finance for the MDGs" and launched its global report. [16]
- In June, 2011, in the framework of the MDG Summit, Social Watch participated in the General Assembly hearings with civil society on a panel co-organized with NGLS and the Third World Network entitled "Reforming Finance for the MDGs" and launched its global report. [17]
- Social Watch was an active member of the civil society steering group (led by its "sister network" LDC-Watch) for the United Nations Conference on Least Developed Countries (Istanbul, May 2011)

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[15] Social Watch had warned that the global financial system was unstable and likely to crash, which it did, beginning in September 2008.
[16] The statement is available at: www.socialwatch.org/node/11886
[17] The statement is available at: www.socialwatch.org/node/11886

3.3 Social Watch's commitment to long-term follow through is also evident in the preparations for the 2012 "Rio plus 20" Summit, (UN Conference on Sustainable Development) and the focus given to the summit in the Social Watch Strategy Framework, 2011-2013, Manila.[18] Social Watch was actively engaged Rio Summit policy dialogues in 1992.

3.4 Respect for Social Watch's commitment and contributions to capacity building and policy dialogue are evident in statements made by high-ranking UN officials, as well as by the presence of government representatives and UN officials and Social Watch-convened meetings.

On 20 June 2009, President of the General Assembly of the UN, Father Miguel D'Escoto Brockmann, addressed a coalition meeting of more than twenty local and international civil society organizations at a Social Watch organized event called "Peoples' Voices on the Crisis" in New York.

- In 2010, Helen Clark, the UNDP Administrator (head of the organization), and René Ramírez, Minister of Planning of Ecuador attended the launch of the 2010 SW Report in New York.
- In July 2011, The Director-General of the ILO, Juan Somavia, sent a taped broadcast of a speech to the SW General Assembly. In his address, Somavia said,

As many of you know, I am a great supporter of Social Watch. I believe that this accountability movement that you initiated within, and after, the World Summit for Social Development in Copenhagen has certainly proven its worth and my civil society soul is fully, fully with you. Thank you for the magnificent job you have done in monitoring the commitments of governments. You have persistently reminded them, as well as international organizations, business, and NGOs of the need to act on them. [19]

3.5 The use of Social Watch's Gender Equity Index and its attendant analyses as references for civil society advocacy and policy dialogue is evident in Social Watch's activities related to gender at the multilateral level.

- In March, 2010 in New York, at the Commission on the Status of Women (CSW), Social Watch launched an occasional paper entitled, "Beijing and Beyond: Putting Gender Economics at the Forefront."[20] The paper marked the 15th anniversary since the IV World Conference on Women (held in Beijing). The paper focuses in particular on the financial and economic crisis and how it has disproportionately affected women's lives due to their increased role in the unpaid care economy as a result of decreased public expenditures. The paper used input from a number of Social Watch members including Bulgaria, Poland, El Salvador, Armenia, Burma and China. The paper also included more general analysis from the Social Watch editors, who added articles on the situation of women in different regions.[21]
- The Social Watch Secretariat also organized a workshop during CSW 2010: "Eyes on Gender: Regional Perspectives on the Impact of the Financial Crisis". The workshop was jointly sponsored by Social Watch, the Association for Women's Rights in Development (AWID), and Development Alternatives with Women for a New Era (DAWN). The attracted over 200 participants, and was the basis of an article featured on the front page of the CSW Links, a daily newspaper published during the CSW.

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[18] The October 31, 2011 Social Watch submission to the Rio 2012 Zero Draft Document can be found at http://www.uncsd2012.org/rio20/index.php?page=view&type=510&nr=654&menu=20
[19] The full speech (written and video) is at the SW website. http://www.socialwatch.org/node/13376
[20] http://www.socialwatch.org/sites/default/files/B15-2010-eng.pdf
[21] The paper is available in English and Spanish at: www.socialwatch.org/node/11571

- In 2011 Social Watch participated in the 55th Session of the Commission on the Status of Women, as well as the launch of UN Women, both of which were held in February in New York. During the UN Women event Social Watch's Gender Equity Index received special recognition.

Sub-Question 4

4. How has the EC project contributed to strengthening the capacity of SW members?

4.1.   CSO capacity has increased in a number of areas as a result of their engagement with SW and the opportunity for regional workshops provided by the EC project. Such areas include: knowledge sharing at the regional level; conceptual development; sharing specific tools for civil society to use in engagement with multiple levels of government; and, the creation of regional advocacy strategies for influencing regional governance institutions. In Central America, a regional SW report was published for the first time, and plans were agreed for production of an Asian regional report. The Arab Region will publish a joint report in 2012 that looks at the right to work and the right to education in the region. Francophone Africa SW members plan a joint report on the right to education and the right to health for 2013, in part directed as an assessment of the regional governments' realization of their MDG commitments. These reports represent a new conceptual development for the network, for the first time employing Social Watch methodologies and indicators for analysis of regionally specific data and context**.**

4.2   A new sense *of regional identity* within the Social Watch network is emerging. The expansion of regional identity marks a crucial new organizational development for the network. It is notable, for example, that the original TOR for this evaluation did not include an evaluation question specific to SW regional strategies and objectives. This evolution of regional identities and structures has given rise to discussion among member organizations on what an effective structure for this work would be, and how the regional members can ensure accountability to each other and to the international network. Other group identities are also evident within the membership, particularly among LDCs, who together are significantly less advantaged than the other SW members as measured by social development indicators. This emergence of regional identity was greatly aided through a series of regional capacity building workshops and skills sharing evaluation supported by the EC. For more about these, see Annex 3.

Sub-Questions 5, 6 & 7

5. How do Social Watch's structure and way of working contribute to the realization of Social Watch's objectives?

6. How do they distract from their realization?

7. What is the quality and value of collaboration and cooperation between and among Social Watch member groups and with the Secretariat?

5.1   This emergence of regional identities and structures has given rise to discussion among member organizations on what an effective structure for this work would be, and how the regional members can ensure accountability to each other and to the international network.

Over the period considered (2009-2011) the need for a process to develop and adapt SW network governance arrangements has come into focus among network members, the secretariat, and the Coordinating Committee (CC). These adaptations include the need to reflect changes in how the network members relate to one another (including the emergence of regional identities); to reflect changes in the world in which SW works; and, to reflect corresponding changes in network objectives and strategies. Included in the dialogue is the importance of developing mechanisms that can make the best use of

limited budgets; the importance of SW remaining true to its vision of embodying a diverse and dynamic network, whose members come together voluntarily to work toward common goals, while maintaining their unique characteristics and priorities; the importance of innovation in the operation and responsibilities of the CC and General Assembly; and consideration of the potential value of regional governance processes[22].

5.2   Regarding the CC specifically, currently there is confusion regarding the CC election process. This was evident at the Global Assembly meeting, and recognized by the newly elected CC, which committed itself to clarifying the election process. In addition, there is some confusion regarding the role of CC members and their working relationship with others in the regions that elected them. Historically, CC members are elected by regional groups at the General Assembly and once elected are there to serve the network at large with no clear responsibilities to report back to, or attempt to represent the unique interests of their regions. This appears to create some confusion for CC members and for those that elected them. The confusion is recognized by the Secretariat and the CC itself and is a notable piece of the dialogue on development of network governance arrangements. Development of arrangements that more explicitly serve regional identities emerging in the Social Watch network must also recognize the unique challenges of a CC whose members serve voluntarily, and with no additional funding for the purpose of CC work.

5.3   More immediately, lack of an alternative plan for when funding is inadequate to support face-to-face meetings has led to diminished engagement of the CC that was newly elected at the 2011 GA in Manila, and greater dependence on communication between the secretariat and an informal ad-hoc sub-group of CC members. This is also recognized by the SW secretariat and CC leadership, who are taking steps toward arranging alternatives to face-to-face meetings, such as meetings by conference call.

5.4   Although Watchers appear to be satisfied with the level and substance of communication with the CC, the relatively low level of engagement in between Global Assembly meetings could, in part, explain an apparent lack of clarity among Watchers regarding the current role of the CC.

5.5   Survey results indicate Watcher satisfaction with the frequency and content of communications with the secretariat. The secretariat is clearly at the centre of communications for the network, in particular as regards the preparation and publishing of the international report and coordination of advocacy at the multilateral level.

5.6   Responses to survey questions regarding communication tools suggest that people ranked their use according how they think the tools are potentially useful, rather than how they actually use them. The evaluators conclude this from the discontinuity evident in how respondents ranked the usefulness of tools versus how much they contributed to them. With that caveat, respondents suggested that the website is useful as a source of data and analysis; customized graphs and data; to inspire a sense of common identity; and, to provide a place to which others can be directed for information about the network. Interactive engagement with the SW international website among Social Watch member groups is not high. Nonetheless, many identify the website as a useful resource, in particular as a place

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[22] Among a number of interviewees who spoke specifically about the potential of evolving regional communications and governance, Emily Sikazwe of Women for Change in Zambia, a co-founder of Social Watch, and Co-Chair of the CC from 2009 to 2011, said it like this: "I am among the co-founders of Social Watch, and like a mother, I have nurtured SW at the global, Pan-African and global levels. The time now has come to see Social Watch as a grown woman, enthusiastic and mature; a strong woman who see things differently now. What might her needs be? She needs to build on the sense of identity growing in the regions. Have the regions meet before the general assembly, send representatives to the general assembly, who will arrive having benefitted from discussion of regional home grown issues ready to bring their thinking to the general assembly, and finding unity and solidarity there."

they can send others who wish to learn more about SW. There is slightly higher website use reported in the Spanish language responses.

The newsletter is favoured as the place to find news and policy updates. The listservs are seen as useful for linking organizations within the network to one another, and for tracking SW business and decisions. The Facebook page never appears as the primary source for any of the information categories among Watchers who answered the survey. However, the Facebook page does have 5,000 friends, most of whom are not clearly associated with any structured organization.[23]

5.7   Among the communication tools, the survey responses suggest that the listservs are the single most useful form of communication among Watchers. They enjoy the highest level of engagement. Watchers both read and contribute to the lists. The newsletter is comparably popular, but receives fewer contributions. The 2010 decision to increase the frequency of the newsletter appears to have met a network demand.

5.8   The value of the SW Facebook page is difficult to gauge. While it has approximately 5000 friends, individual respondents to this evaluation's survey indicated a high level of disinterest in using the Facebook page. Their lack of interest could be for a number of reasons. The SW focal point in Vietnam reports Facebook is not always available there, and this could well be true in some other countries as well. It is also likely that the majority of respondents are simply more accustomed to listservs and the newsletter. Some may view it negatively as questions multiply regarding privacy and how data collected on Facebook is gathered and used by others. Few respondents are "digital natives" (born and raised using the internet) – whether due to location, culture, or age. Whatever the reason, most respondents say they are not using Facebook as a means to engage with SW, and they do not appear to want to. The evaluation did not collect or assess information related to national member organization Facebook pages.

Spanish language responses vary somewhat from the rest of the group, with 3 respondents reporting that they like Facebook, although they do not actually report using it. Espace Associatif in Morocco was also positive about the Facebook site.

5.9   Generally, respondents express a desire for increased communication between and among national groups and within regions. This is logical given the emergence of regional identity in the network, and the expressed interest of greater regional focus.

5.10   Spanish and French-speaking respondents express some dissatisfaction with the level of communications, network structure and operations, and were more likely to suggest significant change was needed in the network. Many expressed some frustration with the dominance of English in international communications. Efforts to address the challenge is, in part, reflected in the collaboration among Francophone countries, particularly in Africa, both as a sub-regional identity within wider African meetings, and in relation to North Africa, where French is also a dominant language.[24] Dissatisfaction linked to the predominance of English is not as clearly evident in surveys completed in Spanish, possibly because the secretariat staff speak Spanish. One Spanish-speaking respondent, however, said the insistence that CC members speak and understand English was an unacceptable form of discrimination. Francophone Africa is possibly less likely to have English speakers, and less likely to have the means to translate materials for use in their national contexts.

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[23] Personal communication, Roberto Bissio

[24] A Francophone sub-regional group emerged at a side meeting held at the African Regional Capacity Building Workshop, held in Kenya in 2010.

Sub-Question 8

8. How have Social Watch's realized strategies and objectives demonstrated adaptation to contextual change?

8.1   Social Watch strategies and objectives clearly reflect adaptation to changing context at the national, regional, and global levels. This is not surprising, as Social Watch is literally in the business of charting and analysing those very changes. Social Watch strategy documents, discussed at the Global General Assembly, always include a list of contextual world political and economic changes as foundational. Global advocacy strategies are to some extent in transition, as are global and regional governance arrangements. The cycle of UN summits that created such an important space for civil society throughout the 1990s has ended. The Rio +20 Conference, for example, has nothing like the reach or depth of the UNCED conference held in 1992. A crisis in multilateralism, affecting not only the UN but also the IFIs and the WTO, is linked to the emergence of regional economic and political blocks, as well as, perhaps more importantly, the emergence of China as a super-power and a handful of other powerful countries, including Brazil, India and Russia (aka the BRICS). SW's focus on regional capacity building over the past few years and the emergence of regional identities is a good example of intentional adaptation to shifting power centres, as is its flexibility in seeking accountability from increasingly powerful multilateral bodies in addition to those in the UN family, including, for example, the G20. Finally, the global economic financial and economic crisis, well recognised by Social Watch, was both forecast by SW as early as 2006 (citation), and is a central theme around which Social Watch reporting and analysis in 2012.

Sub-Question 9

9. What are key considerations for future priorities and sustainability?

9.1   The evaluators worked closely with the SW/ON evaluation team to determine the most useful and appropriate role of the evaluation in terms of helping identifying future priorities. The heavy lifting of strategic planning is rarely well placed with an outside evaluator. Throughout the evaluation process, the evaluators provided analysis of contextual and network developments that have emerged over the past few years, and discussed what those changes might mean for Social Watch's future strategies and organizational structures. But the future priories and strategies themselves must come from the people doing the work – the members of the Social Watch network.

9.2   The preceding list of responses to evaluation sub-questions highlights areas where the evaluators thought SW might wish to give more attention in the future. Such considerations clearly include how to respond and give shape to the emergent regional identities, both strategically and structurally. They also include the question of how to adapt to evolving funding priorities from donors and the likelihood of diminished funding levels for ODA – challenges that confront both the global network and the individual member organizations within the network. The highly decentralized nature of the network offers resilience in the face of these challenges. This resilience in part lies in the diversity among national platforms and the scope SW affords to national platforms to adjust their level of engagement over time, according to evolving contexts and strategic priorities.

IV. Theory of Change, Objectives and Outcomes

The following section has three parts: first, a discussion of the shared assumptions and strategies for work. Second, there is a list of the objectives set out by SW in its planning documents and that create the benchmark for the assessment made in the evaluation. Third, the evaluators document 12 outcomes. Outcomes are changes observed that contribute to the realization of SW objectives and in which SW had a part.

1. Shared Assumptions and Strategies for Realizing Objectives

The following is the evaluators' sense of Social Watch's implicit Theory of Change, based on our observations and discussions.

With 85 national coalitions composed of 1,423 organizations, Social Watch does not have a single formally stated theory of change. Rather, Social Watch documentation, activities and the outcomes evident in the period 2009 - 2011, reflect a set of shared and overarching assumptions and aspirations; common strategic positioning; and, shared objectives. Generally speaking, Social Watch coalitions aim to push governments be more accountable and to improve the quality of public social policies. Improved social policies and more informed civil society monitoring and participation, in turn, strengthen democratic institutions.

The overarching goal of Social Watch's work is the on-going development and implementation of local, national and multilateral government commitments to gender equity and poverty reduction. Social Watch sees the achievement of internationally agreed development commitments (including MDGs) to be essential to vulnerable groups of society. To achieve this requires the direct engagement of civil society in governance at all levels.

Human rights (including and not limited to) the right to social and economic justice and equity, the right to sustainable livelihoods, the right to gender justice and women's equality are interlinked with the right to freedom from poverty. These rights constitute a system of rights, in which violations of any one can and do result in the violation of others.

Free exercise of these rights, unconstrained by race, religion, or gender, is promoted or discouraged by state-actors and non-state actors alike; state-actors govern through formal and authorized governance arrangements, setting and implementing policies and laws. Non-state actors authorize these formal arrangements and directly influence policy formation and implementation through a range of activities not limited to direct representational election. Chief among these activities are those aimed squarely at holding governments accountable to the people in the formation of just policies and law and in upholding and strengthening those policies and laws to ensure the free exercise of human rights.[25] Non-state actors do not only exercise their influence though representational elections, but engage in a much broader range of activities intended to sustain their influence over state actor policies and practices on a continual basis.

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[25] Social Watch documentation does not identify the role of informal non-state actor governance arrangements in promoting or discouraging free exercise of human rights (including the right to freedom from poverty and women's rights). To do so would imply inclusion of additional underlying assumptions and present a wider range of strategies and objectives. One assumption, for example, would be that any non-state actor arrangement that sets rules that, in effect, must be followed by state and non-state actors, must ultimately be held accountable to both for responsible governance, including for the promotion of the free exercise of human rights.

The policies and actions of state-actors from the village level all the way to the global level interact with each other in ways that encourage or constrain their act of good governance. The key action to achieve poverty eradication, gender equality and social justice happen primarily at local and national levels.[26] State actors at the local and national levels are constrained or emboldened in these efforts by other state-actors at the regional and multilateral levels. SW does not give all international institutions the same weight. Among other criteria, SW assesses legitimacy of inter-governmental arrangements as a function of openness to civil society participation and to full participation by all countries. The WB and IMF weigh their voting structure by size of contribution, thereby failing to give all countries an equal voice. Regional governance arrangements vary – some privilege trade and finance at the expense of social policy. Few of these arrangements are open to civil society input. Others are premised on a more holistic vision of cooperation and may create spaces in which non-state actors are able to advocate for and obtain greater accountability.

Strategic Positioning

The inter-connected and systemic nature of state-actors at multiple levels requires engagement with civil society at multiple levels if these state actors are to be held accountable to society at large.[27] Holding state-actors accountable at multiple levels requires, among other things, a profound understanding of the substance of the promises and actions of those actors; the ability to measure the extent and pace of policy implementation; understanding the extent to which implementation *actually matters* (the extent to which these policies, when applied, alleviate hunger and poverty, expand the equality of women, promote gender justice, and by so doing, further the free exercise of human rights); and a process for using this understanding in the service of extending and expanding social policies that work in the interest of the people.

Social Watch contributes to an understanding of the substance of policy directives of state actors at multiple levels through research and analysis; promotes the implementation of commitments through direct advocacy; monitors levels of policy implementation; and, through the development and use of clear indicators and indexes, assesses the actual level and rate of progress in poverty reduction and attainment of gender equity and women's rights.[28] In addition, Social Watch employs a strategy of building political space and a movement to work within that space for the purposes of direct engagement with and influence of state-actors at multiple levels. Consistent with its theory that poverty eradication and social justice happen primarily at the local and national level, its own international activities and structures are intended to be accountable to and in the service of national and local constituencies.[29]

The Social Watch network represents a process of democratic influence through a program of activities. Social Watch sets out to strengthen the ability of non-state actors to influence state-actors at multiple

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[26] (Time for a New Deal, After the Fall, Social Watch Report 2010, p. XIV)

[27] "Social Watch has explored the terrain of multilateral processes to determine how best to use them at the national level to press for government accountability and to translate those efforts again into pressure for change at the international level. The position it has attained internationally as well as nationally in policy circles has, in addition, served to enhance understanding of the role that civil society can play in policy dialogue. (Social Watch Evaluation, 2001-2005, Eva Friedlander and Barbara Adams)

[28] Discussions in the 2011 SW General Assembly meeting (Manila) expressed growing interest in strategies that aim beyond policy implementation and impact measurement to actively improving the policy objectives themselves. This discussion often referenced the shared understanding in Social Watch of the inadequacy of ultimate objectives set forth in the Millennium Development Goals (MDGs). This strategic development was, in turn, reflected strongly in the strategy document approved by the 2011 General Assembly The Strategy Document and Framework of Activities. For example, "Based on the notion of investing in social justice, and acknowledging that it is good economic policy in the framework of preventing and combating the crises, [Social Watch will] contribute to universal and transformative social protection and to the macroeconomic and financial regulations needed to make it possible." Social Watch Strategy Document and Framework of Activities 2011-2014, p. 2.

[29] Social Watch Strategy Document and Framework of Activities 2010-2011, http://www.socialwatch.org/node/11152

levels, as well as to actually influence these state actors. Civil society muscles, like any muscles, are strengthened when appropriately exercised. Raising the level of engagement with and influence of state-actor policies are at once overarching strategies and overarching objectives.[30][31][32]

While the objective of strengthening democratic institutions may seem to imply an underlying assumption that some form of functional state-actor (government) exists and is minimally functional, Social Watch also has experiences with national platforms in areas of high conflict and instability;[33] and in areas where civil society does not have, "a reasonable degree of freedom of association and freedom of expression".[34] Consistent with recognition of the inter-connected nature of state-actors on multiple levels, absent a functional local or national government, domestic civil society can and should engage directly with state-actors functioning at all levels where it does exist in an intentional effort to regain subsidiarity[35] – that is, good governance at the most local level possible. Equally, when freedom of association and expression is denied locally, such association and expression should take place at any level that it can, with the intention of restoring those freedoms at the most local level.[36]

Policy dialogue, public education, media strategies, and public protest are all aspects of advocacy. Different cultures, organisations, and coalitions approach the mix of strategies in unique ways. Based on the evaluators' observations and findings, four elements of a Social Watch advocacy framework emerge. These elements are presented in Annex 4.

Central to Social Watch's way of working is the foundational principle that the network's global bodies, including the General Assembly, the Coordinating Committee, and the Secretariat, are accountable to the network members and not the other way around. The additional value of being part of the network varies among members and across time as their levels of engagement ebb and flows. This dynamic reflects the common sense understanding that members know best what their own priorities are, and when and how solidarity and collaboration can contribute to the achievement of shared objectives.

2. Social Watch Objectives

Against an ever-changing world context, Social Watch's objectives should be considered fluid, reached not in a linear fashion, but as a result of a complex set of moving parts, often unpredictable in nature. The constancy is provided by the network's goals (commitment to social justice, poverty eradication and gender equity) and in a vision of government as accountable to people.

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[30] "The basic methodology of Social Watch still remains the same: to make governments accountable for their commitments and thus promote the political will to implement them ibid, p. 1
[31] "Social Watch will achieve its objectives through a comprehensive strategy of advocacy, awareness, building, monitoring, organizational development and networking." ibid, p. 1
[32] "Social Watch has started a three year programme to improve the capacity of its members…the content and methodology will be defined by the host organizations…Social Watch will actively support the efforts of other regions and sub-regions to design and implement capacity building programmes…" ibid, p. 2
[33] For example, SW currently has active network members in Somalia and Afganistan.
[34] (European Commission, Non-State Actors and Local Authorities in Development Actions in partner countries (Multi-country) Grant Application Form Modified 31 October 2008, p. 21).
[35] Subsidiarity is an organizing principle that matters ought to be handled by the smallest, lowest or least centralized
"Each social and political group should help smaller or more local ones accomplish their respective ends, without, however, arrogating these tasks to itself." See Subsidiarity as a Structural Principle of International Human Rights Law, American Journal of International Law at www.asil.org/ajil/Carozza.pdf
[36] This theory is applied in Social Watch's explicit recognition and support of demands for "…self determination and dignity for all the Arab countries and elsewhere that were achieved by popular movements…" and its commitment to "contribute and support the struggle for dignity and democracy in the Arab region and elsewhere…" Social Watch Strategy Document and Framework of Activities 2011-2014, p. 2

The Social Watch Network represents a process of democratic influence through a program of activities. Social Watch sets out to *strengthen the ability* of civil society to influence state-actors at multiple levels, as well as to *actually influence these state actor*s. Like all muscles, civil society muscles are strengthened when appropriately exercised. Strengthening civil society's capacity to influence state-actors is, therefore, both a strategy and an objective in itself.

Social Watch strategic plans and proposals set forth a wide range of objectives, some implied, some explicitly stated, and some aspirational in nature. Individual objectives are not necessarily mutually exclusive; progress toward one objective can imply progress toward others. For the purpose of evaluation, they are organized into three categories: capacity-building for civil society; conceptual developments; and, changing the behaviour of state actors towards improved social justice outcomes.

The objectives underlined below are those toward which progress is demonstrated through evidence sourced from desk reviews of Social Watch literature and compiled data; interviews; questionnaires completed by 63 respondents and 12 sample outcome case studies. Objectives not underlined were not strongly indicated, and brief explanations provided. Outcome case studies directly follow the list of planned objectives.

1. Capacity Building Objectives: Outcomes that strengthen the ability of non-state actors to influence state actors on the national, regional or international level, including outcomes that mark progress toward network capacity and collective work.

> CB 1: Effective engagement of SW groups in national policy debates through direct advocacy and use of SW tools.
> CB 2: Effective engagement of SW groups in international policy debates through direct advocacy and use of SW tools.
> CB 3: Inclusion of gender justice and women's right analysis in work of SW national coalitions.
> CB 4: Engagement of SW groups in national budgeting and budget oversight through direct advocacy and use of SW tools.
> CB 5: Renewed engagement of existing partnerships and the creation of new coalitions.
> CB 6: Increased participation in Social Watch network activities including the General Assembly and workshops.
> CB 7: Expanded regional cooperation and exchanges of best practices.
> CB 8: Strengthened network governance (transparency and accountability).
>> *Development of network governance was identified in the preliminary findings of this evaluation, and Social Watch has been immediately responsive to this finding. CC members assembled in Manila in July 2011 identified the need to clarify the role of the CC, election rules, and communication processes between AGMs, particularly when budget constraints limit the possibility of the CC meeting in person.*
> CB 9: Expansion in membership of SW coalitions at the national level.
> CB 10: Improved quality and consistency in reporting of national groups.
>> *This evaluation did not collect data necessary to arrive at a finding regarding CB 9 & 10. Neither was included* per se *as a sub-questions agreed to for this evaluation.*
> CB 11: Strengthened use and credibility of common SW identity.
>> *See general conclusion 6, and findings 1.7.*
> CB 12: Strengthened participation of francophone Africa and Arabic speaking countries.

2. Conceptual Development Objectives: Outcomes that mark the development of new indicators or methodologies for analysis and advocacy; and, outcomes that mark new ways of applying existing indicators or methodologies.

> CD 1: Development of methodologies and indicators useful for direct engagement with state actors and advocacy for implementation of progressive social policies.
>
> CD 2: Adoption and use of SW metrics and indicators by other non-state actors, or state actors.

3. State Actor Objectives: Outcomes that show a change in the actions of government actors, changes in government policy, or the creation of new formal policy instruments at one or more levels of government. Most of these objectives are further downstream than capacity building and conceptual development objectives, and are best considered aspirational in nature.

> SA 1: Strengthened participatory and democratic national governance structures
>
> SA 2: Strengthened participatory and democratic global and multilateral governance structures
>
> SA 3. Decreased dominance of corporate interests in the development agenda at national and international levels. (Aspirational in nature)
>
> SA 4: Genuine progress by governments toward fulfilling the commitments of the UN conferences and summits, particularly the Copenhagen Summit and the Millennium Summits and associated follow-up summits, including but not restricted to progress toward meeting MDGs.
>
>> *While SA4 is somewhat aspirational in nature, there is some clear evidence of progress. For example, an increase in allocating money to social development as a direct result of alternative budgeting processes.*
>
> SA 5: New and more ambitious state actor commitments to eradicate poverty, reduce inequalities and promote women's equality; (Aspirational in nature).
>
> SA 6: Policy coherence at national and international levels in accordance with international development goals and human rights standards. (Aspirational in nature)
>
> SA 7: Mobilization of new and additional domestic and international financial resources for provision of global goods and essential services. (Aspirational in nature)
>
> SA 8: National budgets based on economic, social and cultural rights and supportive of environmental and gender perspectives.

3. Twelve Outcome Case Studies

1. Regional Reports
2. Political Change in the Arab region
3. Election Monitoring in Tanzania and Kenya
4. 12 New National Platforms Created
5. Moroccan NGOs Establish an ESCR Network
6. The Philippines Alternative Budget Initiative
7. India's MP Composite Index
8. Government and CSOs meet in Cambodia
9. Italy repeals unjust laws by referenda
10. The Philippines Applies the BCI
11. Reflection Group Launched
12. New York Times cites the GEI

Outcome 1: Regional Reports

Between 2009 and 2011, four regions within the SW network put in place processes to develop regional reports, manifesting a new stage in the identity of the SW network and in collaboration among its members.

Description

Four regions within the SW network have agreed to produce reports as regional coalitions of SW: Central America (report published November 2011); Arab countries (report due in June 2012); Francophone Africa (report planned for early in 2013); and, Asia (no date yet decided). The joint publications reflect the emergence of a regional dimension to SW's long-standing analysis and advocacy work. All have a human rights perspective, specifically a focus on ESC Rights. All are focused on SW core issues: social justice and gender equity. And all rely on methodologies and statistical indicators developed through annual SW reports.

Central America, Mexico and the Caribbean

At the Latin American regional meeting of the SW network, held in Rio de Janeiro in 2009, attendees from SW platforms in Central America discussed the idea of creating a sub-regional group to focus on some specific needs and similarities in their situations. The organizations met again in 2010, at the regional workshop hosted by Bolivia, and further developed the idea. In November 2011, the project came to fruition with the launch of a sub-regional publication in El Salvador in November 2011. The contributing SW members came from El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, and the Dominican Republic. The report is entitled "Desafios en Comun" (or Shared Challenges).[37]

The report looks at the SW core issues (poverty eradication, gender justice and civic participation) through a human rights lens. Each country wrote about ESC Rights from its national perspective, using SW methodology to generate the supporting statistics.

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[37] The report is available on-line: http://www.socialwatch.org/node/13724

Arab Countries

The Arab region plans to publish a report in June 2012 that will focus on the right to work and the right to education. Eight SW members from the region are involved: Lebanon, Jordan, Iraq, Egypt, Sudan, Tunisia, Morocco and Algeria. The report will include 4 regional papers and 8 national reports. The regional papers will address the State under the old regimes in the Arab region, the role of the State and the new Social Contract, a gender balanced vision for social and economic rights, and the process of the Arab Summit on Economic and Social Policies. The national reports will assess how public policies affect people's enjoyment of social and economic rights; will include documented cases of ESC rights violations; and, include lessons learned from national campaigns on human rights.

The report methodology is based on the shared learning of coalition work. The report will integrate fieldwork with public policy research. The report is being developed through a participatory process, based on experiences of groups and coalitions that are active in the field of economic and social work in the Arab region. The report aims to support the on-going efforts and document the experiences and the positions taken by development organizations and human rights activists in the Arab region. The report aims to provide a critical look and propose directions for alternative economic and social policies in the region.

Francophone Africa

As an outcome of two workshops hosted by Espace Associatif in Morocco, made possible with SW support, participants from across Francophone Africa decided to work on a joint publication. The first meeting was a workshop entitled "The global economic crisis and ESC rights: tools to asses national budgets" (October 2009) and the second was a two-day seminar, "MDG objectives: Where are we and what can we expect?" (December 2010). The countries involved include: Burkina Faso, Algeria, Lebanon, Benin, Central African Republic, Senegal, Cameroon, Ivory Coast, Mauritania, and Togo.

The CSOs involved have agreed to give priority to three themes: education, health and poverty. The group agreed to do joint analysis, public education and to strengthen their coordination among CSOs in the region on these issues specifically, using a human rights analysis as their framework. The proposal is to assess Francophone Africa as a region with regard to its progress towards realizing the Millennium Development Goals from an economic, social and cultural rights perspective. The planned publication date is 2013. In particular, the report will focus on rights to education and health, where the countries involved seethe greatest synergy. The group agreed at the Manila AGM to seek joint funding for the work. The project is dependent on securing further funding.

Asia

In a pan-Asia meeting held during the week of the Social Watch General Assembly in July 2011 in Manila, attendees committed to producing a regional Asia Report. The report is intended to provide analysis of social and economic indicators in the region as a whole, employing a rights based framework. The report is also likely to include analysis of national and regional governance arrangements, including findings related to the usurpation by international finance institutions (IFIs) of sovereign governance responsibilities. The process for developing the report would, to some extent, mirror that of the Social Watch Annual report process, which promotes the setting of thematic priorities at the most local level possible.

Contribution of Social Watch

In all cases, the publications are the result of regional meetings organized under SW auspices, sometimes in collaboration with organizations from outside the network. SW has implemented a programme of capacity-building workshops on ESC rights as well as introduced many SW members to the

methodologies contained in the indices SW has developed to assess progress in the realization of social justice and gender equity objectives. In most cases, the workshops organized under SW auspices and with the support of the SW secretariat led to the decision to take collaboration to a further level by working to produce a joint regional publication. The exception is the Arab Region, whose report is the result of work within the region under ANND auspices. Future collaboration with SW in the future is a possibility.

Significance

Production of regional reports can build civil society capacity in multiple ways. The process of developing the report directly strengthens the participants' analysis and capacity to monitor public policy. Deciding which indicators to use, which framework to apply and how to present the evidence as a joint project builds trust and establishes a shared identity. ESC Rights provide a strong common thread to all the regional reports prepared or discussed to date. Preparing the report is itself a capacity building exercise; through the direct interaction of participants, further develops the relationship among SW members active in the region. In addition, the process of creating the joint reports helps uncover and identify differences in government accountability as well as the capacity of CSOs sub-regionally to increase that level of accountability. In Asia, for example, there are clear differences in capacity levels between India and Cambodia. The report's findings and conclusions serve as a basis from which to identify potential regional common advocacy and campaigning agendas.

This outcome indicates progress toward the following planned objectives:

Capacity Building Objectives
CB 3: Inclusion of gender justice and women's right analysis in work of SW national coalitions
CB 6: Increased participation in Social Watch network activities including the General Assembly and workshops
CB 7: Expanded regional cooperation and exchanges of best practices
CB 10: Improved quality and consistency in reporting of national groups (Depth)
CB 11: Strengthened use and credibility of common SW identity
CB 12: Strengthened participation of francophone Africa and Arabic speaking countries

Conceptual Development Objectives
CD 1: Development of methodologies and indicators useful for direct engagement with state actors and advocacy for implementation of progressive social policies.

Writers:
Evaluator: Sophia Murphy, evaluator
Additional sources: Ana Zeballos, SW secretariat, Uruguay; Zara Bazzi, ANND, Lebanon; Said Tbel, Espace Associatif, Morocco.

Outcome 2: Political change in the Arab region

Outcome

From 2009 to today, democratic civil society organizations across the Arab Region have expanded regional political space that has permitted significant and lasting political change to take hold in several countries across the region, despite an atmosphere of political repression and censorship.

Description

Following the attacks of 9/11, what little hard-earned political space there was in the Arab Region was largely closed down. NGOs in the region were squeezed between repressive governments and fundamentalist Muslims, and secular civil society struggled to be heard in the "fight against terrorism". Western governments failed to see the diversity of political voices in the region, largely ignoring the existence of secular voices demanding democracy and accountability from their governments. Western governments failed to address the root causes of terrorism, which lay in part in poor government policies that allowed, or in some cases encouraged, social injustice and exclusion. Western governments continued to support undemocratic and repressive regimes across the Arab region.

In December 2010, triggered by the self-immolation of Mohamed Bouazizi in protest at harassment by local officials, and frustrated by appallingly high levels of unemployment and upwardly spiraling food prices, Tunisian civil society rose up against the dictatorship of President Zine El Abidine Ben Ali. They called for respect for human rights and political freedoms. On January 14, 2011, President Ben Ali stepped down and a new era of Tunisian politics began. The protests spread, leading to what was dubbed "The Arab Spring". They spread to Egypt, where civil society protests managed to unseat President Hosni Mubarak, who had held power since 1981. They also spread to Bahrain, Syria, Jordan, Iran, Iraq, Lebanon, Yemen, Oman, Morocco and Libya.

Revolutions are complex outcomes, arising from the planned and unplanned actions of individuals, communities, institutions, and states. While the cultural and economic conditions of each Arab country are unique, there are common threads to the uprisings. One is civil society's demand for democratic government and the recognition and realization of human rights including political, civil, economic and social rights, and women's rights. Another is the necessity of some minimum level of political space that a resilient civil society can occupy and expand. For the Arab region over the past decade, that political space was linked to some extent to the stance of governments outside the region, especially those with the means to support civil society activities. Western governments had a long history of supporting the very leaders being targeted by protest and revolution. Links between civil society organizations in the region with civil society organizations elsewhere became important because they were able to influence the foreign policy stance of Western governments, and of international and multilateral institutions, opening them to a more positive view of the protests and the protestors than might have occurred otherwise.

Contribution

Through membership of Social Watch, democratic civil society organizations across the Arab region established a regional space for their internal deliberations within which they were able to coordinate and present regional perspectives38 as well as their national concerns and challenges. Many of the

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[38] National Social Watch Coalitions in the Arab region exist in: the Lebanon, Palestine, Iraq, Jordan, Bahrain, Yemen, Egypt, Sudan, Algeria, Tunisia, Morocco and Somalia

countries had been ostracized by geo-political developments (particularly in the aftermath of 9/11), and in most cases, civil society organizations faced relatively high levels of political censorship and repression.

The second General Assembly of Social Watch took place in Lebanon in 2003. The decision to meet in Lebanon was a tangible sign of solidarity with the progressive civil society that was struggling for democracy and social justice in the region. The GA was hosted by ANND (the Arab NGO Network for Development; http://www.annd.org/).

Social Watch was already active in the Arab region before the 9/11 attacks. In the aftermath of the attacks, SW work with the region continued, sometimes leading to positions that ran counter to those of international NGOs from outside the region. For example, in 2005, an international coalition of NGOs called for a boycott of the UN Summit on the Information Society that was to be hosted by Tunisia, on the grounds that the Tunisian government was deeply repressive and should not be supported. Social Watch network members in Tunisia, however, made it clear that the political space provided by the UN Summit was crucial for their work. SW argued strongly in NGO circles against the boycott and for the importance of listening to Tunisian NGO voices in the debate. SW persuaded the international NGOs that the summit could open vital democratic space in the face of government repression. Some of the leaders of the Tunisian NGOs that worked with SW[39] are now elected officials.

In 2010, Social Watch actively supported the process to review the MDGs. Many national coalitions and the regional focal point (ANND) were involved in the process and participated in the UN special session on the MDGs. Social Watch supported the event organized by ANND to address officials in parallel to the UN Special Session on the MDGs, held in New York in September 2010.

Social Watch, in coordination with its members in the Arab region, ANND, and in Europe, Eurostep, actively monitored and worked to influence officials in the EU regarding the evolving official EU stance on the protests and protestors during 2011. ANND and Eurostep issued common statements on the situation addressed to the EU Commissioner for the External Relations and Security Services (ERSS).

Significance

The uprisings and unrest in the region are not over. In Libya, NATO intervened and the Gaddafi government was overthrown by war. In Egypt, renewed protests late in 2011 demanded the military step back from the power it has asserted since the fall of Mubarak. The Muslim Brotherhood now seem poised to form the new government after January's elections, the first open elections in Egypt since 1952. In Syria, the government continues to respond to the protests with violence. Thousands of soldiers have defected and the Arab League has imposed economic sanctions. A recent UN report claims more than 4,000 people have been killed in Syria and anywhere from 15,000 to 40,000 people have been detained. In Bahrain the King, supported by the government of Saudi Arabia, is also using military force to violently suppress the uprising. The King nominated a fact-finding commission, which reported that the government was arbitrarily arresting and torturing protestors. In Yemen, protestors rejected an agreement forged between the different opposition parties and the ruling party.

In all of this continued turbulence, the existence and strength of secular, peaceful civil society voices demanding the realization of human rights and political accountability is vital. SW provides a platform for such voices, and through its international network ensures solidarity and creates a space from which this perspective is heard and understood.

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[39] Ligue Tunisienne des Droits de l'Homme, Association Tunisienne des Femmes Democrates, Arab Institute for Human Rights.

Substantiation & Comments

Name and position/role at the time described in the outcome:

> Adib Nehmeh, Regional Advisor, ESCWA (The following represents the personal ideas and views of the respondent, not those of ESCWA)

1. To what extent do you agree with this statement?
[ ] Fully agree
[X] Partially agree
[ ] Disagree

Comments:
See the changes in the text that reflects more or less my perception
From 2009 (one can understand that fixing the date at 2009 is for reporting purposes, however this cannot be the starting date for the assessment of the CSOs movement which dates – in this specific context – at least a few additional years earlier – I suggest the remove the punctual date from the statement and you may say for example during the last decade), democratic civil society organizations across the Arab Region have contributed to the creation of pockets of political space that has permitted the injection of new approaches, developmental ideas and processes that are participatory and right based. This was a significant contribution to showcase alternatives to authoritarian neo-patrimonial regimes, that in some cases triggered human rights and civil society activities and movement that opposed directly the regimes in the streets and various forums, and challenged the state quo. This was the main contribution of democratic CSOs (showing alternatives and triggering protests), to the broader and more politicized uprising in Arab countries, that led to the "Arab Spring", that I see as the beginning of a transformative historical phase, initiating significant and lasting political change to take hold in several countries across the region, despite an atmosphere of political repression and censorship.

2. To what extent do you agree with the description of the significance of this outcome?
[X] Fully agree
[ ] Partially agree
[ ] Disagree
Comments:
But it is the result of the broad movement not only the democratic CSOs

3. To what extent do you agree with the description of Social Watch's contribution to the outcome?
[ ] Fully agree
[X] Partially agree
[ ] Disagree

Comments

To make it clearer... the way I describe the Arab uprising is that it a Civil Society movement par excellence... against the regimes. (I qualify the Arab regimes as neo-patrimonial)... but it was a civil society mass movement outside the organized CSOs and the political parties (outside institutions) and it was an explicit political agenda.. (in this aspect there is resemblance with what happened in eastern Europe civil society versus regime) and this is because the authoritarian regimes did not allow real space for CSOs (please note that I use civil society as a clearly different meaning than CSOs)….

CSOs and political parties did not have an agenda of political change and CSOs did not have on their agenda (mostly) to become a mass social movement… that why we cannot consider that the uprising is a

continuation or a simple culmination of the struggle of CSOs… and that's why we can consider that the role of CSOs was to show alternatives, to weaken the iron hand of the regime and to inject and promote new ideas… now what is amazing is that the main slogans that unified all the uprising was the call for a modern civil democratic state… (not the pan arab anti-imperialist nor the Islamic slogans).. this wouldn't happen if the democratic CSOs and similar minded actors were not active for decades… and this is the most fundamental and strategic contribution of democratic CSOs and similar actors… so in one way I see their historical role very clearly and even beyond current situation and though I see the direction of the needed enhancement of the scope of their work in the future to bridge the gap between the organization aspect of CSOs and their mass action that may turn them into efficient social movement capable of changing the relates..

Going back to Social watch and ANND.. one has to acknowledge that they played a crucial role globally and regionally in upgrading the role of CSOs to a higher level… social watch and its position and tools and reports did excellent and sustainable work globally with excellent impact in many regions.. and ANND is without any doubt the most active and efficient Arab network addressing policies and putting the Arab CSOs in a better position in the global CSO landscape…. I believe that the coming years will allow CSOs (ANND in the region and other) to paly a bigger role due the current changes where there will be more space for civil action, and where the challenges will be more clear for all actors…

This outcome indicated progress toward the following planned objectives:

Capacity Building Objectives
CB 1: Effective engagement of SW groups in national policy debates through direct advocacy and use of SW tools
CB 2: Effective engagement of SW groups in international policy debates through direct advocacy and use of SW tools
CB 3: Inclusion of gender justice and women's right analysis in work of SW national coalitions
CB 5: Renewed engagement of existing partnerships and the creation of new coalitions
CB 6: Increased participation in Social Watch network activities including the General Assembly and workshops
CB 7: Expanded regional cooperation and exchanges of best practices
CB 8: Strengthened network governance (transparency and accountability)
CB 9: Expansion in membership of SW coalitions at the national level (Breadth)

State Actor Objectives
SA 1: Strengthened participatory and democratic national governance structures;
SA 5: New and more ambitious state actor commitments to eradicate poverty, reduce inequalities and promote women's equality; (Aspirational)

Writers:
Evaluator: Sophia Murphy
Additional sources: Ziad Abdel Samad, ANND, Lebanon; Roberto Bissio, SW, Uruguay, and Adib Nehmeh, ESCWA, Lebanon.

Outcome 3: Election monitoring in Tanzania and Kenya

In 2010 in Tanzania, SW focal point Sahringon Tanzania Chapter employs an election monitoring verification system that they adapted from a system first used by the SW Kenyan focal point, SODNET.

Description

In October 2010, SW Tanzania focal point Sahringon Tanzania Chapter, participated in election monitoring verification using a new web and mobile-based technology software called UCHAGUZI ("decision" in Swahili) that enables collaboration between election observers and citizens to monitor elections in near-real time. Their use of the technology followed the development of the approach by SODNET, an SW focal point in Kenya. Elections there in August 2010, took place in highly charged atmosphere in which disputes over earlier elections appeared to be heading the country toward civil war. The credibility of new elections was essential for stopping the escalation of conflict. International observers were not sufficient to ensure credibility. The short period of time they spent in the country and the insufficient understanding of the political dynamics there meant that they were not generally trusted by the public. SODNET and others were able to set up social networks of people who knew each other, a whole chain of people, who could essentially verify what election observers were reporting. In Tanzania, the process was ICT technology that enabled the community to participate at large and thereby amplify their concerns, and participate in election observation through SMS short code 15540, twitter hashtag# uchaguzitz and email uchaguzitz@gmail.com. The ICT system posted the findings directly to www.uchaguzi.or.tz.

The main participants (local) observers during the Tanzania General Election included LHRC TGNP, SAHRINGON, TAMWA, ForDIA, Policy Forum, TANLAP, YPC, The Leadership Forum, WiLDAF, HAKIMADINI, TAHURIFO, ZLSC, WILAC, MPI and LEAT. These organizations formed themselves into a loose consortium for the purpose of election observation in Tanzania in order to diffuse potential abuse and later on make constructive recommendations that may lead to improvement of the electoral system and expansion of democracy in Tanzania.

There were two centres created to ensure that all information concerning elections were captured and posted in the website. At the LHRC centre there was a center comprised of twenty people who had their laptops to receive and verify information received ready for posting after verification. This group received only messages from the registered observers who were posted at Regional, District and Constituent level. Another group of ten people was stationed to receive messages from the public at large. In brief, the public participated in the election exercise and all concerns that were brought to the attention of the Coordinator for instant action or immediate response were forwarded to the respective authority for necessary action. For example, whenever there was violence information was taken to the police forces who acted promptly, information to the National Electoral Commission on issues that concerned missing materials actions were taken immediately.

Significance

The use and transfer of specific approaches to monitoring verification of elections is significant in terms of building capacity of civil society to monitor election processes, and also in terms of building civil society's role in diminishing conflict associated with perceived or real lack of credibility of traditional election monitoring processes. In Kenya and Tanzania civil society's role in ensuring the credibility of elections has been strengthened through the UCHAGUZI approach. The process recognizes the limitations of international election observers when isolated from civil society knowledgeable and

accountable to one another. The necessary credibility of election observers rests with verification only local community members can offer. This credibility arises through the UCHAGUZI process directly. The sharing adaptation of the UCHAGUZI approach through the Social Watch network demonstrates the value of the network for the sharing of a valuable and relevant process for civil society engagement; and the creative process arising through the network that continues to develop new adaptations of the UCHAGUZI process for verification of monitoring of elections. The experiences of SW focal points in Kenya and Tanzania were presented in workshop at the 2011 SW General Assembly in Manila. In September 2011, a similar monitoring system, called "BantuWatch" was successfully used in the Zambian elections.

Contribution of Social Watch

The sharing of the UCHAGUZI election monitoring verification approach took place at Social Watch forums. In August 2010 at the SW African regional capacity building workshop, SODNET presented a workshop on the UCHAGUZI approach, and representatives from Tanzania later adapted it for election monitoring verification in their country.

Substantiation

The main contact for this outcome was Marina Kambisama, chair of the Sahringon Tanzania Chapter. Further substantiation was provided through direct editorial input by Merick Luvinga, Coordinator of the election Support Network from the Legal and Human Rights Centre (LHRC) and coordinator of the election observation in Tanzania.

This outcome indicates progress toward the following planned objectives:

Capacity Building Objectives
CB 1: Effective engagement of SW groups in national policy debates through direct advocacy and use of SW tools
CB 7: Expanded regional cooperation and exchanges of best practices

State Actor Objectives
SA 1: Strengthened participatory and democratic national governance structures;
This outcome indicates an unplanned emergent objective:
Emergent Objective 1: Direct engagement of civil society in election monitoring and verification systems

Writers
Evaluator: Juliette Majot
Additional sources: Martina Kabisama, Sahringon, Tanzania

Outcome 4: Twelve New National Platforms Created

From 2009-2011, 12 new national coalitions join the Social Watch network: Afghanistan, Central African Republic, Surinam, Chile, Mauritania and Syria in 2009; Cameroon, Finland, Panama and the Dominican Republic in 2010; and Democratic Republic of the Congo in 2011.

Description

The development of new member coalitions was explicitly set forth in the Social Watch Strategy Document and Framework of Activities 2010-2011, (developed and approved by the Social Watch General Assembly in 2009) and 2011-2014 (approved by the SW General Assembly in Manila, 2011). According to the 2010-2011 plan, "Social Watch will increase the number of its members in developing countries, especially Africa". In addition to recommitting to expansion in Africa, the 2011-2014 plan also called for developing coalitions in the Caribbean.

In addition, targeted expansion was specifically laid out in the project proposal to the EC, based on Social Watch's recognition of countries where coalitions were not yet actively part of the Social Watch monitoring network and were also included among those specified by the EC as eligible for support. In addition, Social Watch intentionally set up active engagement from newly formed coalitions in countries where former coalitions had become disengaged. These include coalitions in Chile, Suriname and Panama, in which SW set out a specific goal of coalition building over the three-year period 2009-2011.

Significance

The establishment of new coalitions expands the capacity of these coalitions to monitor and analyse their own domestic conditions and government commitments. Additionally, the Social Watch Network's overall monitoring and analysis of national commitments to Economic Social and Cultural Rights is expanded, which in turn informs a global perspective.

Activities and priorities directly linked to joining the SW coalition vary among new and re-engaged coalitions, and include:

Afghanistan: A national coalition was created in 2010 and for the first time an Afghani contribution to the Social Watch report was written. The coalition participated in the Pan Asia Capacity Building Workshop "Who Pays? The Global Crises and What Needs to be Done", held in India in February 2010. The coalition also sent a delegate to the Pan Asian Capacity Building Workshop, held in the Philippines in November 2010. The national coalition attended the General Assembly in Manila, 2011, and contributed to the 2012 Annual Report (prepared during 2011).[40] They also participated in the CBW in Cambodia, March 2011.

Cameroon: The Cameroonian coalition contributed to the 2010 Annual Report and the 2012 annual report (prepared during 2011). The coalition also participated in the elaboration of a bill that seeks to mainstream a gender perspective into national policies on growth and employment in the country. Two people from the coalition attended the SW General Assembly in Manila, 2011.

Central African Republic: Social Watch Central African Republic joined SW in 2009, sending a representative to the « Les Effets de la Crise mondiale sur les DESC: Outils d'Analyses des Budgets Publics » Capacity Building Workshop, held in Morocco in October 2009, and contributed to the Social Watch Annual Report's of 2009, 2010, and 2012 (prepared during 2011). CAR sent 2 representatives to the SW General Assembly in Manila, 2011.

Surinam: After a period of diminished engagement, a new Suriname focal point joined the network in 2009, and that same year contributed an article to the Annual Report. One person from the coalition attended the SW General Assembly in Manila, 2011. They also participated in the General Assembly in Ghana.

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[40] There is no Social Watch report titled "2011". The 2012 report was prepared during 2011, and launched at the very end of the year. Hence, it was titled "2012".

Chile: The coalition, works with trade unions and grassroots organizations, In 2009, the coalition sent a representative to the regional Capacity Building Workshop held in Rio de Janeiro, Brazil; to the General Assembly in Ghana; and participated in the Seminar Workshop "Economic crisis, finance and development: views and proposals from Latin America and the Caribbean" held in Montevideo, Uruguay. The new coalition contributed an article to the 2009 Annual Report, as well as disseminating the findings of the report through the local press. In October 2010, the coalition SW Chile sent a representative to the regional Capacity Building Workshop held in Santa Cruz de la Sierra, Bolivia. They also participated in the capacity building workshop in El Salvador Nov 2011.

Mauritania: The coalition is made of 16 members and works in the fields of human rights, development, gender and trade unions. It sent representatives to the « Les Effets de la Crise mondiale sur les DESC: Outils d'Analyses des Budgets Publics » Capacity Building Workshop, held in Morocco in October 2009. The coalition also disseminated the Annual Report.

Syria: Information not yet available. (January 2012)

Finland: SW Finland joined the network in 2010, and contributed an article to annual report the same year. Finland also contributed to the 2012 annual report (prepared during 2011).

Panama: The coalition contributed to the 2011 regional report and the 2012 Annual Report (prepared during 2011). One person from the coalition attended the SW General Assembly in Manila, 2011 Members also participated in capacity building workshops in Bolivia and El Salvador.

Dominican Republic: The coalition sent a representative to the Capacity Building Workshop held in Santa Cruz de la Sierra, Bolivia, in October 2010. The coalition is also participating in sub regional activities. The coalition contributed to the regional 2011 report, and participated in the capacity building workshops in Bolivia and El Salvador.

Haiti: Participants from Haiti attend the Global Assembly meeting in Manila, 2011.

Democratic Republic of Congo: Joined the network in 2011.

Contribution of Social Watch

As mentioned above, the Social Watch secretariat and Coordinating Committee members paid particular attention to countries that had not been actively engaged with the network, as well as countries where coalitions that had, for a variety or reasons, become disengaged. CC members and the secretariat reach out to establish new contacts, or to reinvigorate existing contacts.

For example, in Afghanistan, the secretariat and CC members initiated the first contacts with organizations in Afghanistan in order to stimulate the creation of a SW national coalition. The Afghani organizations then sent one delegate to the Social Watch Ghana Assembly in 2009 and expressed an interest in building their capacity, which resulted in their invitation to the Capacity Building Workshop held in India at the beginning of 2010. They held meetings to discuss the formation of a national coalition and to prepare for an Afghani contribution to the Social Watch report of 2010. These organizations, based in a country still unfavourable to CSOs activities, are focused on peace building, community health, education and civil society development.

Social Watch also provided focussed attention to other coalitions where reinvigorated engagement is evident, including Egypt, Jordan, Mongolia, Palestine and Venezuela.

This outcome indicates progress toward the following objectives:

Capacity Building Objectives
CB 1: Effective engagement of SW groups in national policy debates through direct advocacy and use of SW tools
CB 3: Inclusion of gender justice and women's right analysis in work of SW national coalitions
CB 5: Renewed engagement of existing partnerships and the creation of new coalitions
CB 6: Increased participation in Social Watch network activities including the General Assembly and workshops
CB 7: Expanded regional cooperation and exchanges of best practices
CB 11: Strengthened use and credibility of common SW identity
CB 12: Strengthened participation of francophone Africa and Arabic speaking countries

Writers:
Evaluator: Juliette Majot
Additional sources: Ana Claudia Zeballos, SW Secretariat

Outcome 5: Moroccan CSOs Establish a ESCR Network

Moroccan civil society organizations create a new national network of NGOs working on economic, social and cultural rights (ESCR), to be launched in February 2012.

Description

In the course of several capacity-building workshops focused on ESCRR with members of the Social Watch network in francophone Africa and allied NGOs, Espace Associatif and other members of the Moroccan NGO community began to deepen their work on ESC Rights. This led to an interest in creating a new national network focused on ESC Rights, involving trade unions, human rights NGOs and regional CSO networks. The new national NGO network will comprise some 98 members. All three kinds of organizations have been working on ESCR in some way. For SW member Espace Associatif, that work has been in the context of regional initiatives coordinated by ANND (SW member with a regional remit, based in the Lebanon). What is new is to coordinate the work and to look for stronger synergies. The network's first proposed project is to follow up on the recent government reforms, including a constitution that recognizes human rights but a government that does not respect them, and the newly established council on economic and social rights that includes the members of the new network as members.

Contribution

On 2009, Espace Associatif hosted a regional meeting of francophone NGOs for Social Watch. The meeting was in part focused on ESCR. An established NGO network working on ESCR from Burkina Faso was one of the participants at the regional meeting. Mali, too, was represented and was able to speak about the already well-established ESCR work in the country. The contribution of these SW members, as well as the capacity-building work on ESC rights that the SW secretariat supported, encouraged Moroccan NGOs to begin exploring these issues in a more systematic way.

In the follow-up to the regional meeting, Moroccan organizations decided they should raise the profile of ESCR work in the country by coordinating their efforts and tracking implementation of the UN MDGs using an ESCR perspective.

Significance

The countries were able to learn from each other. In this case, several of the smaller and poorest countries in the region, including Burkina Faso and Mali, were able to share their ESCR work and inspire a new initiative in Morocco to link organizations interested in this topic. The capacity of civil society in Morocco has taken on a new dimension with the decision to coordinate activities on ESC Rights.

Substantiation

Name and position/role at the time described in the outcome:
 Saad Belghazi, economist. Morocco.

1. To what extent do you agree with this statement? From 2009 to today, democratic civil society organizations across the Arab Region have expanded regional political space that has permitted significant and lasting political change to take hold in several countries across the region, despite an atmosphere of political repression and censorship.

[x] Fully agree
[ ] Partially agree
[ ] Disagree

2. To what extent do you agree with the description of the significance of this outcome?

[x] Fully agree
[ ] Partially agree
[ ] Disagree

3. To what extent do you agree with the description of Social Watch's contribution to the outcome?

[x] Fully agree
[ ] Partially agree
[ ] Disagree
Comments

J'ai accordé une grande attention à votre message et lu attentivement votre questionnaire. Il semble que son objectif est de vérifier si l'action de Social Watch a contribué aux changements politiques intervenus, dans notre région du monde, depuis 2009. Probablement, votre hypothèse sous-jacente est que les avancées des droits économiques sociaux et culturels seraient tributaires de ces changements. La stratégie de Social Watch consistant à soutenir des ONG qui contribuent (directement ou indirectement) à l'avènement de changements politiques doit-elle être maintenue? Dans le cas du Maroc, mon analyse est que les organisations de la société civile que soutient SW ont joué un rôle à ne pas négliger dans le changement politique et que ce dernier renforce les chances de concrétisation des droits économiques, sociaux et culturels. La stratégie de SW et l'aide apportée à ces ONG sont donc justifiées.

APPROXIMATE TRANSLATION: I understand your purpose is to ask if SW in some way contributed to the political changes in our region since 2009. I believe your hypothesis is that progress on ESCR would be one of the ways this political change would advance. If the question is whether the SW strategy to support NGOs that contribute (directly or indirectly) to leading political change should continue, my response is that, in the case of Morocco, CSOs played a not insignificant role in the political changes we have seen. The political change process makes the realization of ESCR more probably. SW's strategy and the support it provides these NGOs is worthwhile.

This outcome indicates progress toward the following objectives:

Capacity Building Objectives
CB 1: Effective engagement of SW groups in national policy debates through direct advocacy and use of SW tools
CB 3: Inclusion of gender justice and women's right analysis in work of SW national coalitions
CB 5: Renewed engagement of existing partnerships and the creation of new coalitions
CB 7: Expanded regional cooperation and exchanges of best practices
CB 12: Strengthened participation of francophone Africa and Arabic speaking countries
Conceptual Development Objectives
CD 1: Development of methodologies and indicators useful for direct engagement with state actors and advocacy for implementation of progressive social policies.

Writers

Evaluator: Sophia Murphy
Additional sources: Said Tbel, Espace Associatif, Morocco

Outcome 6: The Philippines Alternative Budget Initiative

Social Watch Philippines creates a place for civil society in the Philippines national budget allocation process, materially increasing the budget allocation for social services in successive budget years 2010, 2011 and 2012 and engaging civil society, politicians and bureaucrats in the process.

Description

Ten years ago, SW Philippines (SWP) began to advocate to changes in the national budget process. They started to write and publish on the issue, joining a global movement. They formed the ABI – Alternative Budget Initiative – and led a group of CSOs interested in working on the issue. In 2006, 22 NGOs were involved; today there are some 100 in the ABI. Legislators and their staff have also engaged with the ABI, and the House Minority and Senate Minority of the 14th Congress endorsed the budget allocations and cuts proposed by ABI. (The 14th Congress refers to the government that held office from 2007 – 2010).

The Alternative Budget Initiative (ABI) initiated citizens-legislator partnerships in formulating and lobbying for alternative budget proposals. As a result of ABI, the Philippine legislature, for the first time in Philippine history, allowed citizens' groups to present alternative budget proposals and recommendations on the National Budget Bill during formal hearings in Congress in 2007. Those presentations have continued every year since, including the debate in 2011 over the 2012 budget.

ABI's work encompasses capacity building; research and the formulation of alternative budget proposals; campaigning for an alternative budget; monitoring government budgeting and tracking expenditures; and, advocacy for legislative reforms to the budget process.

The ABI coalition works within five sectoral clusters: education; health; agriculture; environment; and, macro-economic issues. The coalition also works on three crosscutting concerns: climate change; Indigenous Peoples; and, gender.

Over time, the work has moved from a successful bid to make a formal presentation to legislators, to include a closer working relationship with the Philippine Office of Budget and Management (in 2011, the OBM issued a memo recommending that government agencies open their budget hearings to CSO

participation). ABI has also been invited to meet with the Office for Indigenous People, the Climate Change Commission, and six other government agencies. Engagement of CSOs in local government budget processes began in 2010.

Contribution

SW Philippines (SWP) is the leader of the work on ABI and anchors the coalition. SWP convenes the ABI cluster members on a regular basis and leads the discussion of issues and strategies on how to engage in the budget preparation with the executive, what legislation to advocate for in Congress and how best to track implementation of the budget adopted. SWP provides the framework and the macroeconomic analysis of the entire national budget. SWP designs the guidelines for ABI clusters in their write-up and presentations of their respective ABI proposals and consolidates these write-ups and presentations into one publication, popularly known as the "Orange Book". The Orange Book is distributed to legislators in Congress and Senate, concerned government agencies and ABI members.

SW Philippines conceptualizes, designs and conducts capability building needs of the ABI members. SWP leads in press briefing, press conferences and provides training for media on issues of the national budget and processes.

Significance

ABI's partner Senators and Congressmen, in collaboration with SWP and the coalition, authored bills to institutionalize people's participation in budgeting (House Bill 219 and Senate Bill 2186).

Senate Bill 2186 and the enhanced version of House Bill 219 set the mechanisms for accreditation of NGOs and people's organizations to participate in budget deliberations in the Senate, House of Representatives and Local Government Units; and to be involved in the preparation of agency budgets. It grants rights and entitlements to accredited groups such as proposing alternative budgets and alternative sources of financing; participating in budget deliberations at various levels of Government; and serving as resource persons during budget oversight. Both Bills cited that the inspiration of the proposed laws is the Social Watch Philippines and Alternative Budget Initiative's four years of fruitful experience in pursuing direct people's participation in government budgeting.

Over successive years, ABI has achieved material gains in the budget allocations for social services. The budget procedure starts with a proposal from the Executive. It is then taken to Congress for debate, amendment and adoption. In that process, ABI has been able to secure increases for social development priorities in every year since the 2007 budget. For the period under review (2009 – 2011) the increases were as follows:

2009 (for the 2010 budget): P7.02 billion increase.
2010 (for the 2011 budget): P5.1 billion increase.
2011 (for the 2012 budget): P3.5 billion increase.

The project has secured real, substantial increases to national spending on social services. The next phase of ABI's work, already begun, is to obtain citizen engagement in sub-national budgetary processes.

Substantiation

Requested and not received.

This outcome indicates progress toward the following objectives:

Capacity Building Objectives
CB 1: Effective engagement of SW groups in national policy debates through direct advocacy and use of SW tools
CB 3: Inclusion of gender justice and women's right analysis in work of SW national coalitions
CB 4: Engagement of SW groups in national budgeting and budget oversight through direct advocacy and use of SW tools

State Actor Objectives
SA 1: Strengthened participatory and democratic national governance structures;
SA 5: New and more ambitious state actor commitments to eradicate poverty, reduce inequalities and promote women's equality;
SA 8: National budgets based on economic, social and cultural rights and supportive of environmental and gender perspectives.

Writers
Evaluator: Sophia Murphy
Additional Sources: Janet Carandang, Social Watch Philippines

Outcome 7: India's MP Composite Index

In India in 2010, SW India develops an "MP Composite Index", which finds that popular perceptions of MP performance are inconsistent with actual performance in the areas of attendance, participation in debate, numbers of questions raised and the number of private members bills proposed.

Description

Questions related to MP performance and issues related to corruption at official levels were both highly visible topics in India in 2009 and 2010. Social Watch India went through countless documents to gauge the performance of 100 MPs of the 14th Lok Sabha. The results found that the actual performance of members inside the house seemed unrelated to MP popularity among constituencies. In particular, the top ten best performing MPS – those who had high rates of attendance, actively participated in debates, and raised pertinent queries, rarely featured in mainstream national media; and only 4 of them went on to the 15th Lok Sabha.

Significance

The MPs Composite Index is an effective tool to gauge individual and institution accountability. The tool is easily understood, and the process of developing indicators, as well as the research undertaken by civil society to assess them engage civil society directly in questioning and assessing actual performance. The existence of the first index led directly to recommendations for broadening the index to include indicators relevant to the quality of MP interventions, special mentions, and calling-attention notices, thus moving beyond the more easily quantifiable activities. Finally, the existence of a performance index begs the question of what constituents actually want from their MPs, as highlighted at the public policy dialogue discussion by Nirmala Sitharaman, spokesperson for the BJP.

The index highlighted the performance of the Members of Parliament on the floor of the house on the basis of the indicators that are purely related to the parliament functioning. This was within the larger

framework of Social Watch India's analysis of looking at the health and performance of institutions of governance.

Contribution of Social Watch

Social Watch India developed the indicators and index, carried out the research, and in cooperation with Governance Now (a leading news Magazine in India published fortnightly), promoted the findings through a public policy dialogue with three leading political party leaders: Jesudasu Seelam of the Congress (Rajya Sabha member); Nilotpal Basu of CPM (ex-Rajya Sabha member) and Nirmala Sitheraman (BJP).

The general approach could be of interest to other member groups of the Social Watch network, who might then adapt it to their own specific cultural and political contexts for the purposes of advancing government accountability.

This outcome indicates progress toward the following objectives:

Capacity Building Objectives
CB 1: Effective engagement of SW groups in national policy debates through direct advocacy and use of SW tools
CB 11: Strengthened use and credibility of common SW identity
Conceptual Development Objectives
CD 1: Development of methodologies and indicators useful for direct engagement with state actors and advocacy for implementation of progressive social policies.

State Actor Objectives
SA 1: Strengthened participatory and democratic national governance structures;

Writers:
Evaluator: Juliette Majot
Additional sources: Himanshshu Jha, Social Watch India
Request to outside substantiator unanswered

Outcome 8: Government and CSOs meet in Cambodia

In 2011, for the first time, domestic and international CSOs, government officials and representatives from the opposition party in Cambodia meet together to discuss national economic development policies and the role of CSOs in international development.

Description of outcome and context

In March 2011, CSO representatives in Cambodia, including Comfrel, Cambodian Women's Crisis Centre, Committee to Promote Women in Politics, Star Kampuchea, Khmer Youth Association, Youth for Peace, NGO Forum, Chhrack, Women for Prosperity, and Peoples Center for Development and Peace hosted a meeting of the Social Watch Coordinating Committee. Using the occasion to introduce the Cambodian government to the international guests (members of the Coordinating Committee), government officials from the Supreme Council on Economics and leaders of the opposition party were also invited as esteemed guests. In public dialogue, the government and opposition party representatives were able to

speak to each other productively, and in the company of international guests. International guests were also able to contribute useful international perspectives, for example, the impact of the international financial crisis on development in Cambodia. Other topics discussed included the role of CSOs in international development; the relationship between commodity export, land contraction and land grabbing; the impact of land grabbing on small farmers; and the impact on the poor of property development in the city. The government and opposition party officials could see that CSO's attending had useful information for them regarding the problems that people whose land is grabbed face, including not receiving enough money to replace the land, nor land for land.

Significance of the Outcome

The dialogues held served as an initial conversation, and led to more conversations between the government, opposition party, and Cambodian CSOs. The discussions that included international CSOs provided important inspiration and information for Cambodian CSOs on how to interpret issues in ways that can be resolved. The occasion provided an unprecedented change to discuss policies of the Supreme Council and Economics, and the impact of those policies, particularly on the rural poor. The nascent capacity of CSOs to meet and influence governmental officials was, therefore, strengthened in way useful and productive for CSOs, government officials, and members of the opposition party.

Contribution of Social Watch

Social Watch intentionally creates opportunities for organizations hosting meetings of the SW Coordinating Committee to convene meetings between domestic and international CSOs, government officials and opposition parties. This was the approach taken in March 2011, when xxx hosted meetings of Social Watch's Coordinating Committee and Project Management Committee. The Coordinating Committee is a group of xx members who guide network work in between biannual general meetings. Social Watch CC members attending the discussion in Cambodia included: Mirjam van Reisen, (EEPA, Belgium); Norayda Ponce Sosa (CONGCOOP, Guatemala); Himanshu Jha, (SW India); Edward Oyugi, (SODNET, Kenya); Maria Victoria Racquiza (SW Philippines); Barbara Adams (Global Policy Forum, USA); Tanya Dawkins (Global-Local Links Porject, USA); and Emily Sikazwe (WFC, Zambia).

The meetings, combined with a regional meeting of SW member groups from throughout Asia held in Cambodia on 26-28 March 2011 also helped throughout the region to gauge the differences in capacity among them for direct engagement and monitoring of government policies, and to compare approaches and tools for strengthening this capacity.

This outcome indicates progress toward the following objectives:

Capacity Building Objectives
CB 1: Effective engagement of SW groups in national policy debates through direct advocacy and use of SW tools (in this case "advocacy" should be read as "policy dialogue")
CB 2: Effective engagement of SW groups in international policy debates through direct advocacy and use of SW tools (in this case "advocacy" should be read as "policy dialogue")
CB 3: Inclusion of gender justice and women's right analysis in work of SW national coalitions
CB 6: Increased participation in Social Watch network activities including the General Assembly and workshops
CB 11: Strengthened use and credibility of common SW identity

State Actor Objectives
SA 1: Strengthened participatory and democratic national governance structures

Writers:

Evaluator: Juliette Majot
Additional Sources: Thida Khus, Silaka, Cambodia

Outcome 9: Italy repeals unjust laws by referenda

In Italy on 12-13 June 2011, 27 million Italians voted in referenda on three controversial government policies: first, Italians had the opportunity to repeal the so-called "legitimate impediment" (the law that gave Berlusconi automatic immunity from prosecution); second, they voted on Berlusconi's policy to privatize water services; third, they voted on Berlusconi's energy policy, which proposed to construct nuclear plants. The public voted against the government on all three issues, vindicating civil society campaigns on the issues.

Description

Italian government commitments to reduce poverty and social exclusion and to improve gender equality have not been met. Public policies continue to undermine the availability and delivery of essential social services. Charges of extortion and child prostitution initiated against Prime Minister Silvio Berlusconi brought out a million women and men to demonstrate in the streets in February 2011, not only to vindicate the dignity and rights of women but also to challenge the political, cultural and social practices that tend to reduce women to, or represent them as, sexual objects. Before the June 2011 referendum on nuclear energy, public debate in Italy on a sustainable development model had not translated itself into direct influence in policy-making processes. The referendum on nuclear power set forth to rebut the Berlusconi energy policy that reintroduced nuclear power plants, which had been banned in a 1987 vote.

For 15 years, in Italy there has been a process of gradual privatization of the management of integrated water services (IWS) as an autonomous initiative by local authorities or through national laws that have pushed in this direction. On 19 July 2010, 1.4 million signatures were delivered to the Supreme Court, calling for a referendum on the public management of water after the "Ronchi decree" in 2009 stated that water service, as well as other public services such as waste management and public transportation, were to be entrusted to private companies or to have a least 40 percent private ownership. Ninety-six percent of the 57 percent of the electorate that voted rejected Berlusconi's proposed privatization of water plan.

Significance

The outcome is significant both in policy terms and for strengthening Italian civil society on three fundamental issues which where able to bring very different organisations and groups together as well as gather support throughout the political spectrum. The nuclear power referendum placed the government in a position of renewed public attention on its energy policies. The Burlosconi government was essentially forced to promise a future national energy strategy giving due importance and adequate funding for concrete steps toward energy efficiency and the use renewable sources. The new Monti government has not followed up on the commitment (January 2012). The popular vote in the referenda of 12 and 13 June 2011 show strong public support for public services. Through the highly visible public insistence that the President follow the rule of law, civil society has demonstrated and re-enforced its moral authority as well as signaling its on-going demand for legitimate and accountable governors. The democratic exercise of civil society in all of these cases strengthens civil society itself and its ability to continue to inform and influence social policies in Italy in a more structured and organised way. In particular, civil society is also strengthened in its determination to discourage the privatization of essential public services.

Contribution of Social Watch

The Italian Social Watch Coalition brings together 10 national civil society organisations and campaigns working in different fields and with high membership affiliation: Amnesty International Italy, ARCI (a progressive social and cultural association with more than 1 million members), ACLI (similar to ARCI, more on labour issues and with a Christian orientation), Ethical Bank Foundation, Oxfam Italy, WWF Italy, as well as campaigns such as Sbilanciamoci (on public budget) and the Campaign for the Reform of the World Bank… All of these organisations promoted and participated to the build-up of the referendum against the privatisation of water and other public services. Half of the members where also involved in the referendum against nuclear power. The SW Italian coalition helped discuss common approaches and promotion of the issues on all the referenda, including the one on legitimate impediment. Most of the SW Italian coalition members were also very active in promoting public events, collecting the 1.4 million necessary signatures to request a referendum. The SW Italian Coalition took part to the Italian Forum for Public Water, which coordinated the collection of the 1.4 million signatures delivered to the Supreme Court calling for a referendum on the public management of water.

In February 2010, the SW coalition was received in Parliament for a hearing on policies on international cooperation, MDGs, and welfare in Italy. Among its policy recommendations, the SW requested that essential public services remain public – with the participation of representatives from different stakeholders from civil society (consumer groups, rights groups, etc.) to monitor and guarantee their functioning and that renewable energy sources be at the heart of a national energy plan (allowing Italy to be less dependent from foreign energy sources and not to be involved in military operations for the control of fossil fuels).

The SW Italian coalition has been following the evolution of all three referenda campaigns from the very beginning and calling attention on the issues at stake in its previous national reports.

Finally, active engagement of the Italian Social Watch Coalition in the Social Watch Network contributed to analysis of rights in an international context and use of international standards for direct advocacy. For example, according to the national report in 2010 includes the following, "The right to access to water is covered by a number of international commitments. MDG 7 calls for reducing the proportion of people without sustainable access to safe drinking water and basic sanitation. The United Nations Economic Commission for Europe Convention on the Protection and Use of Transboundary Watercourses and International Lakes promotes public participation in relevant decision-making processes, and the EU Water Framework Directive states, "water is not a commercial product like any other but, rather, a heritage which must be protected, defended and treated as such."

This outcome indicates progress toward the following objectives:

Capacity Building Objectives
CB 1: Effective engagement of SW groups in national policy debates through direct advocacy and use of SW tools
CB 2: Effective engagement of SW groups in international policy debates through direct advocacy and use of SW tools
CB 3: Inclusion of gender justice and women's right analysis in work of SW national coalitions
CB 5: Renewed engagement of existing partnerships and the creation of new coalitions
CB 6: Increased participation in Social Watch network activities including the General Assembly and workshops
CB 9: Expansion in membership of SW coalitions at the national level (Breadth)
CB 10: Improved quality and consistency in reporting of national groups (Depth)
CB 11: Strengthened use and credibility of common SW identity

State Actor Objectives
SA 5: New and more ambitious state actor commitments to eradicate poverty, reduce inequalities and promote women's equality; (aspirational)

Writers:
Evaluator: Juliette Majot
Additional sources: Jason Nardi, Social Watch Coalition, Italy, in consultation with others
Request for additional substantiation unanswered.

Outcome 10: The Philippines applies the BCI

In 2010, Action for Economic Reforms (AER) and SW Philippines (SWP) align the sub-national Basic Capabilities Index (BCI) in the Philippines with the BCI used to gauge progress in social indicators on the national level and identifies the interchangeability of three indicators: nutrition for children under 5: child mortality under 5: and infant mortality.

Description

Since 2004, Social Watch has calculated and disseminated a Basic Capabilities Index (BCI). The BCI uses an alternative methodology to gauge progress on key social indicators on national levels. It is a summary index that compares and classifies countries according to their distance in achieving a set of minimum basic capabilities. In addition to calculating the BCI at the national level, SW Philippines and SW Brazil developed indicators and methodologies for calculating the BCI at sub-national levels. In the case of the Philippines, the BCI was calculated for 79 provinces based on data disaggregated at the provincial level. The sub-national, however, was not thought to be directly aligned with, and therefore comparable to the national BCI, because it relied on slightly different indicators related to children. While the national BCI calculation relied on child mortality under the age of 5 as its sole indicator, the sub-national calculation used a combination of 3 indicators; nutrition for children under age 5; infant mortality; and child mortality under age 5. SW Philippines decided to test the indicators through a ranking process and found them to be virtually interchangeable. This meant that the national and sub-national indexes could be compared with high level of confidence, when using any of the three indicators.

Significance

The alignment of sub-national with national BCI, allows comparison with BCI at the national and provincial levels in the Philippines. When tracked over time, the comparison can show which provinces are lagging behind the national BCI, as well as how provinces rank in relation to each other. The disaggregation can make clear, for example, that progress on the national level is unequally distributed when viewed province to province. Characteristics of poor performers can then be assessed, and advocacy strengthened for government attention more clearly targeted to areas such as those where disadvantaged populations are high, where there is political instability, or where there are high levels of conflict.

The discovery of the interchangeability of some indicators strengthens the ability of research to obtain valid data for index calculation. Since all three types of data are rarely available, researchers can rely on any set that IS available with a high degree of confidence in the validity of the indicator, and the comparability of the resulting sub-national BCI with the national BCI.

Contribution of Social Watch

The contribution of SW Philippines appears in the "Description" section above. The international network has explicitly identified development of sub-national calculation and use of the BCI as an objective to enhance the usefulness of the BCI to national and sub-national groups in to their ability to monitor and influence policy at the lowest level possible. In 2010, A workshop was then organized by INESC (Instituto de Estudos Socioeconômicos Instituto), a Brazilian member of Social Watch, to discuss the results of the research.

Given the extensive expertise of Action for Economic Reforms (AER) and Social Watch Philippines in this line of research, the task of computing the Social Watch BCI, as well as the Gender Equity Index[41] was transferred from Montevideo (where the Social Watch secretariat is located) to Manila, in 2011.

Note:
Action for Economic Reforms, a policy research and advocacy group, is one of the convenors of Social Watch Philippines along with the Philippine Rural Reconstruction Movement (PRRM). AER initiated and cooperated with Social Watch for the development of the Quality of Life Index which later was adopted and transformed into the BCI to monitor progress of countries in social development.

This outcome indicates progress toward the following objectives:

Capacity Building Objectives
CB 1: Effective engagement of SW groups in national policy debates through direct advocacy and use of SW tools
CB 3: Inclusion of gender justice and women's right analysis in work of SW national coalitions
CB 6: Increased participation in Social Watch network activities including the General Assembly and workshops

Conceptual Development Objectives
CD 1: Development of methodologies and indicators useful for direct engagement with state actors and advocacy for implementation of progressive social policies.
This outcome indicates one emergent objective:
Direct exchange of experience between SW coalition members across regions.

Writers;
Evaluator: Juliette Majot
Additional sources: Rene Raya, Social Watch, Philippines

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[41] Further conceptual development of Gender Equity Index indicators at the national level are on-going. Attempts to calculate the GEI at the sub-national level are stymied by a chronic lack of gender disaggregated data at the sub-national level.

Outcome 11: Reflection Group Launched

On 15 November 2010, Social Watch, Third World Network, DAWN, Friedrich-Ebert-Foundation, Global Policy Forum, terre des hommes and the Dag Hammarskjöld Foundation launch the Reflection Group on Global Development Perspectives[42] made up of leading civil society activists, experts and academics from around the globe, to reconsider development goals and indicators, including the Millennium Development Goals (MDGs).

Description

The Reflection Group on Global Development Perspectives was formed to draw lessons from the economic and financial crisis, the food crisis, and the intensifying climate crisis. The group's intention was to engage in dialogue moving beyond conventional development concepts and goals and to fundamentally rethink the models and measures of development and social progress – in North and South.

The group was formed following the September 2010 UN General Assembly convening a High-level Plenary Meeting on the Millennium Development Goals (MDGs), known as the MDG Summit. The summit reviewed the successes, obstacles and gaps in the implementation of the goals and adopted an "Action Agenda for Achieving the MDGs by 2015". At the same time, the summit provoked a more fundamental debate at a political level on the future of the MDGs beyond 2015.

The Reflection Group on Global Development Perspectives met four times during 2011 (January, Berlin; March, New York City; July, Manila; September, Uppsala, Sweden) and ir will meet once more in 2012 with the goal of producing a concise report on the future of development policies in general and the elaboration of statistical tools to measure that development – in line with or as an alternative to the debate around the future of the MDGs beyond 2015. It has produced a submission to the preparatory process of the United Nations Conference on Sustainable Development in Rio de Janeiro 2012.43 The Social Watch Report 2012 contains background papers by members of the Group as well as a consensus statement of the Reflection Group.

Significance

The formation of the Reflection Group built capacity in the conceptual development of future development policies based on an approach built upon ESC Rights and the principles of the world conferences of the 1990s as well as of useful and meaningful indicators of well-being by bringing together a diverse and highly experienced group of individuals in a committed dialogue over a specified period of time and for this specific purpose.

The forum is a unique one. Members of the group include: Barbara Adams, Board Member, Global Policy Forum, USA, and member of the Social Watch Coordinating Committee; Beryl d'Almeida, Director, Abandoned Babies Committee (ABC), Zimbabwe; Alejandro Chanona Burguete Professor, National Autonomous University of México (UNAM), Mexico; Chee Yoke Ling, Director of Programmes, Third World Network (TWN), Malaysia; Ernst Ulrich von Weizsäcker, an economist and a former Member of the German Parliament; Filomeno Santa Ana III Coordinator, Action for Economic Reforms, Philippines; George Chira Regional Coordinator, terre des hommes, India; Gigi Francisco Southeast Coordinator, Development Alternatives with Women for the New Era (DAWN), Philippines; Henning Melber Executive

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[42] http://www.reflectiongroup.org
[43] http://www.reflectiongroup.org/stuff/input-rio-2012

Director, Dag Hammarskjöld Foundation, Sweden; Jorge Ishizawa, Coordinator, PRATEC (Proyecto Andino de Tecnologias Campesinas), and founding member of the Peruvian National Academy of Science and Technology; Karma Ura, President, Centre for Bhutan Studies, Bhutan; Roberto Bissio, Executive Director, Third World Institute, Coordinator, Social Watch, Uruguay; Victoria Tauli-Corpuz; Executive Director, Tebtebba Foundation, Philippines; Yao Graham, Executive Director, Third World Network Africa, Ghana; Jens Martens (Secretary), Director, Global Policy Forum Europe, Germany (and member of the Coordinating Committee of Social Watch (2003-2009); Hubert Schillinger (Supporter) Coordinator, Friedrich Ebert Stiftung - Dialogue on Globalization, Germany; and, Danuta Sacher (Supporter) Executive Director, terre des hommes, Germany.

Meetings of the Reflection Group have been scheduled to correspond with other international gatherings to make the most of these opportunities. Members of the group also work together to organise and participate in forums to further the objectives of the group. For example, at the upcoming (January 2012) World Social Forum in Porto Alegre, the Friedrich-Ebert Stiftung together with the Global Policy Forum Europe, Social Watch and Third World Network Africa have organized a workshop entitled "Do we need Sustainable Development Goals?" Also, a presentation of the Group's report is scheduled at the AWID International Forum in Istanbul in March 2012.[44]

The input paper to the Rio+20 conference was presented during the UNCSD intersessional meeting in December 2011 as well as at an informal retreat under the presence of the Secretary General of the UN and other high-ranking officials.

During the meeting in New York City in March, the Group interacted with the participants of the Prepcom for the Rio+20 summit, meeting at the same time. At the July 2011 meeting in Manila, the Group reached out to the participating members of the Social Watch Global Assembly in various workshops. At its meeting in September 2011, members of the group including Social Watch coordinator Roberto Bissio (Uruguay), Chee Yoke Ling (Malaysia), Jorge Ishizawa (Peru), and Victoria Tauli-Corpuz (Philippines) participated in a public panel debate on "20 Years After Rio – Global Development Perspectives" at Uppsala University.

At the very beginning of the Group's work, members of the group used the occasion of the World Social Forum 2011 at Dakar, Senegal to collect and share ideas with experts from around the globe at a workshop co-sponsored by Social Watch and the Friedrich-Ebert-Stiftung as well as the Global Policy Forum.

Contribution of Social Watch

Social Watch was among the founders of the Reflection Group. Other founders are: Third World Network, DAWN, Friedrich-Ebert-Foundation, Global Policy Forum, terre des hommes and Dag Hammarskjöld Foundation. Social Watch coordinator Roberto Bissio is a member of the group, as are other individuals closely associated with Social Watch, including Barbara Adams, a member of the Social Watch Coordinating Committee, and Jens Martens, who was a member of the Social Watch coordinating committee from 2003-2009. As initial input to the debate within the Reflection Group, the Friedrich-Ebert-Foundation and Global Policy Forum published a paper entitled "Thinking Ahead -Development Models and Indicators of Well-being Beyond the MDGs", written by Jens Martens.[45]

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[44] http://www.forum.awid.org/forum12/

[45] Jens Martens: Thinking Ahead - Development Models and Indicators of Well-being Beyond the MDGs. Berlin/Bonn 2010: Friedrich-Ebert-Foundation/Global Policy Forum Europe.

Members of the Reflection Group who are also active in the Social Watch network bring to the reflection group their experience and knowledge of the development and application of indicators as practiced in the Social Watch methodologies including the Basic Capabilities Index, and the Gender Equity Index.

The 2012 Social Watch Report brought the preliminary findings of the Reflection Group to a wider public, featuring no less than six pieces by members of the group and demonstrating the relevance of the debate.

This outcome indicates progress toward the following objectives:

Capacity Building Objectives
CB 2: Effective engagement of SW groups in international policy debates through direct advocacy and use of SW tools
CB 3: Inclusion of gender justice and women's right analysis in work of SW national coalitions
Conceptual Development Objectives
CD 1: Development of methodologies and indicators useful for direct engagement with state actors and advocacy for implementation of progressive social policies.
CD 2: Adoption and use of SW metrics and indicators by other non-state actors, or state actors.

State Actor Objectives
SA 4: Genuine progress by governments toward fulfilling the commitments of the UN conferences and summits, particularly the Copenhagen Summit and the Millennium Summits and associated follow-up summits, including but not restricted to progress toward meeting MDGs; (Aspirational)
SA 5: New and more ambitious state actor commitments to eradicate poverty, reduce inequalities and promote women's equality; (Aspirational)
SA 6: Policy coherence at national and international levels in accordance with international development goals and human rights standards; (Aspirational)
SA 7: Mobilization of new and additional domestic and international financial resources for provision of global goods and essential services; (Aspirational)

Writers
Evaluator: Juliette Majot
Additional Sources: Wolfgang Obenland, Global Policy Forum Europe, Bonn, Germany

Outcome 12: The New York Times cites the GEI

On March 8, 2010, The New York Times blog "Economix" employs Social Watch's Gender Equity Index to demonstrate that unlike other gender indices, GEI ranks some less-developed countries (such as Rwanda) in the top category shared with Scandinavian countries among those best for women.

Description

The difference in ranking is made apparent by the Gender Equity Index appeared in the article "The World's Best Countries for Women" written by Nancy Folbre, an economics professor at the University of Massachusetts, Amherst. In it, Ms Folbre surveys rankings based on four different indices, including the United Nations Human Development Report's Gender- Related Development Index (GDI): The UN's Gender Empowerment Measure (GEM); and the World Economic Forum's Gender Gap Index (GGI), and Social Watch's Gender Equity Index.

Significance

The distinction in ranking showed that the Gender Equity Index demonstrates qualities unique among gender focused indices, and its appearance in a New York Times blog indicates a high level of credibility of the author's findings.

The GEI selects indicators relevant to gender inequity relying on relative measures, and using selection of indicators relevant to gender inequity in three dimensions: education, participation in the economy and empowerment. The GEI is the only index of those considered whose measures rank some developing countries in the highest categories.

The GDI takes its starting point a Human Development Index based on life expectancy at birth, enrolment at schools, adult literacy and per capita gross domestic product. The GEM focuses more narrowly on political participation, economic participation and earnings: the GGI is based on a survey of 9,000 business leaders in 104 countries.

This outcome is presented as an example of GEI citation. Social Watch media tracking has identified more than 100 media mentions of the GEI, including an analysis appearing on January 12, 2012, in The Atlantic Cities blog, in which Richard Florida, and the Martin Prosperity Institute's Charlotta Mellander include the GEI in an exercise combining five leading measures into a meta-index covering 18 nations. The other four indexes used were the United Nations Gender Inequality Index and the Gender Empowerment Index, the World Economic Forum's Gender Gap Index, and the Economist Intelligence Unit's Women's Opportunity Index.

Contribution of Social Watch

The GEI was created by Social Watch to make gender inequities more visible, and show that women's levels of empowerment do not depend on a country's level of wealth, by clearly showing the gaps that exist between men and women in the areas of education, economic activity and empowerment and then considering countries' gaps relative to each other.

The GEI's application is not restricted to mainstream media. It is also used in academia. For example, in 2008, the prestigious International Institute of Social Studies (ISS) in the Hague, the Gender Economic Policy Analysis – Short Course (3 weeks) instructed its students a series of Gender indexes (UNDP, OECD etc.) and ultimately (verbally) referred to the Social Watch GEI as the preferred index of choice relevant to gender equity, according to student Lonneke Mensink. The Index continues to be used by ISS, along with others depending on the area of research being undertaken by the students, according to Dr. Amrita Chhachi, of ISS's Women, Gender and Development Department.

NOTE: Another important outcome occurred in January 2012. While outside the time period for this evaluation, it is worth reporting, as it reflects on work undertaken during the period. In Zambia, in a meeting attended by Emily Sikazwe from the Social Watch Zambia focal point organization, Women for Change, the Gender and Development Division of the cabinet agreed to consider adapting the GEI methodology for use in a Pan-African "Africa Gender and Development Index" now under development. Prior to the meeting, the officials were not aware of the GEI methodology.

This outcome indicates progress toward the following objectives:

Capacity Building Objectives
CB 1: Effective engagement of SW groups in national policy debates through direct advocacy and use of SW tools

CB 2: Effective engagement of SW groups in international policy debates through direct advocacy and use of SW tools

CB 3: Inclusion of gender justice and women's right analysis in work of SW national coalitions

Conceptual Development Objectives

CD 1: Development of methodologies and indicators useful for direct engagement with state actors and advocacy for implementation of progressive social policies.

CD 2: Adoption and use of SW metrics and indicators by other non-state actors, or state actors.

State Actor Objectives

SA 1: Strengthened participatory and democratic national governance structures.

Writers:

Evaluator: Juliette Majot

Additional sources: Ana Claudia Zeballos and Roberto Bissio (SW secretariat); Emily Sikazwe, Women for Change, Zambia

V. Evaluation Methodology

Evaluators[46]**:**

Team Leader: Juliette Majot, Majot Consulting, Berkeley, California, U.S.
Associate: Sophia Murphy, Independent Consultant, Squamish, BC, Canada

Evaluation Philosophy

The evaluators strongly believe that evaluative thinking can actually *work for the work* (that work being social change for the public good). Though never easy, odds of success are high if evaluation questions are limited, clear and answerable; methodologies are sound and provide a flexible process that is at least as useful as the report that is finally produced; and, if those who will actually put the evaluation findings to use are closely engaged in the evaluation's design and implementation.

With all of this in mind, we approached the evaluation committed to remaining flexible, prepared with a mix of methodologies and ready to discuss preliminary findings with Social Watch as they took shape, so as to feed directly and immediately into the strategic planning work that SW was engaged in during the evaluation. Social Watch and Oxfam Novib encouraged us in the process, helping ensure that instead of an evaluation that looked only backwards, we were able to produce an evaluation that could contribute to current organizational and strategic development.

Evaluation Questions, Primary Users and Uses, and Methodology

The 2011 evaluation was jointly overseen and paid for by Oxfam Novib and Social Watch. A SW/ON Evaluation Committee engaged evaluators throughout the process in order to ensure that the process made sense and served the interests of all primary users. The team also helped ensure that the evaluation was both culturally and politically sensitive.

Amended Terms of Reference and Evaluation Design drew on the original TOR produced by Social Watch (April 2011); the Majot/Murphy evaluation proposal (May 2011); discussions with members of the Social Watch Coordinating Committee (CC), Secretariat, and EC Project Management Committee (PMC) (July 2011). M

On-going identification of TOR priorities and evaluation design were subject to agreement of the evaluators and Social Watch/Oxfam Novib Evaluation Team.

Consistent with Social Watch and Oxfam Novib's commitment to transparency, this evaluation will be publicly available.

Evaluation Team Members
Roberto Bissio with Ana Zeballos (SW Secretariat)
Imad Sabi (Oxfam Novib)
Prof Leonor Briones (Social Watch Philippines, and Co-Chair, CC)
Mirjam van Reisen (EEPA and CC member)

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[46] CVs appear in the final annex.

Primary Users and Uses

Social Watch
Primary Users:
- Members of the EC Project Management Committee (PMC), Members of the SW Coordinating Committee (CC).

Primary Uses:
- To increase the effectiveness of SW through reflection and further consideration of adaptation to on-going contextual change
- To fulfill SW's obligation to Oxfam Novib to carry out an evaluation
- To fulfil SW's obligation to the European Commission to carry out an independent evaluation
- To increase internal evaluative capacity

Secondary Users[47]:
- Active members of the Social Watch network[48]

Oxfam Novib
Primary Use:
- To strengthen ON's understanding of Social Watch's effectiveness and likely adaptations to contextual change.
- To compliment and assist with the final report to the EC through an independent assessment of the EC/ON project

European Commission
Primary Use:
- To strengthen the EC's understanding of Social Watch and inform its on-going decision making regarding Social Watch and Oxfam Novib

Evaluation Design and Methodology

Evaluation Questions

The general aim of this evaluation is to assess the functioning, management and impact of Social Watch in the period 2009-2011.

Overarching Evaluation Questions and Sub-Questions
1. How effective is Social Watch in contributing to outcomes that show progress towards holding governments accountable for implementing policies and practices that promote social and economic justice?

2. How is Social Watch's way of working – at the level of the secretariat; in its governance structure; as a dynamic network; through regional affiliation; and through individual watchers --– contributing to achieving outcomes?

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[47] Secondary users are likely to participate in generating data and to find value in the evaluation findings, though they were not directly involved in evaluation design.
[48] SW uses a number of different terms to describe its individuals and organizations active in its network, including *Watchers*, *National Coalitions*, *National Platforms*, and *Focal Points*.

3. What contextual changes, over which Social Watch has no control, are key factors influencing Social Watch's strategic adaptations?

Sub-questions the evaluators will use to find answers to the overarching questions are:

1. What is the quality and value of the annual report's (including national reports and contributions to the international report) contribution to realized *national level advocacy strategies and objectives?* As a process (preparation); and, as a product (publication).

2. What is the quality and value of the annual report's (including national reports and contributions to the international report) contribution to *global level advocacy strategies and objectives?* As a process (preparation); and, as a product (publication).

3. What other Social Watch tools (including on-going development of indicators) and publications contributed to realised national and global level strategies and objectives?

4. What is the quality and value of collaboration and cooperation between and among Social Watch member groups and with the Secretariat?

5. How do Social Watch's structure and way of working contribute to the realization of Social Watch's objectives? How do they distract from their realization?

6. How has the EC project contributed to strengthening the capacity of SW members?

7. How have Social Watch's realized strategies and objectives demonstrated adaptation to contextual change?
8. What are key considerations for future priorities and sustainability?

Methodology

Findings are based on triangulation of data collected through the following methods:

1. **Evaluator observation of the SW Global Assembly (Manila, July 2011)** including observation of the Project Management Committee and the Coordinating Committee at work.

2. **Post-meeting evaluations submitted by delegates to the 2011 Global Assembly** (provided by SW)

3. **General Survey of active members of the Social Watch Network** (on-line and undertaken by evaluators). The evaluators worked closely with the Social Watch secretariat to compose the questionnaire. Surveys were prepared in English, French, and Spanish. 42 responded in English, 11 in French, and 10 in Spanish. A complete list of respondents appears in Annex 1. Most responses were received electronically, using on-line software, "SurveyMonkey". The original questionnaire request was followed with several reminder messages, and the opportunity to submit a questionnaire as a word document for those for whom the on-line software was a problem. The evaluators looked at overall results, as well as the non-English responses as a group; at the Spanish and French responses separately; and, for individual questions, at some other regional and economic groups (for example, at the LDCs).

4. **Interviews of Social Watch staff, members of its CC and individuals from active members of the Social Watch network**. Interview questions were intended to elicit responses that would further substantiate outcome descriptions as well as inform answers to the full array of evaluation questions.

5. **Desk Review of relevant Social Watch literature and documents**, including but not limited to: Relevant Social Watch strategic plans, mission statements, etc.

   - Written reports to funders
   - Relevant Social Watch program policy statements or related policy papers
   - Internal documents related to Social Watch organizational development and staffing
   - Documents recommended by SW as relevant to contextual change

6. **Desk review reports of data compiled by Social Watch** in adherence to EC reporting requirements. The extent of analysis of these many sources of data was limited by time and resource constraints. A selection of relevant data reports is provided as annexes to this evaluation.

7. **Identification and exposition of a purposeful sampling of *outcomes*** to which the Social Watch secretariat and active members of the Social Watch network contributed in some way. Outcomes were defined as *changes in attitudes, actions of social actors or policies, to which Social Watch contributed in some way.* Outcomes included changes marking progress in capacity building, conceptual development, and at the state actor level.

   The evaluators identified an initial list of potential outcomes based on SW materials. The working list of outcomes was then continually adjusted. As the evaluators continued to collect more information through interviews, and completed outcome drafts that were then sent to Watchers in the field, as well as the Social Watch secretariat, for corrections, comments and additions. Capacity building outcomes did not require substantiation from those outside SW. These initiatives were directed at Watchers, who are best placed to judge the outcome. When appropriate, outside substantiation was provided through direct engagement in writing or editing of the outcome statement, or through providing answers to set of multiple-choice questions. Outcome case studies also benefited from triangulation of information gained through interviews.

Planned Objectives, Indicators, and Evidence

The overarching goal of Social Watch's work is the on-going development and implementation of local, national and multilateral government commitments to gender equity and poverty reduction. To achieve this requires the direct engagement of civil society in governance at all levels.

The Social Watch Network represents a process of democratic influence through a program of activities. Social Watch sets out to *strengthen the ability* of civil society to influence state-actors at multiple levels, as well as to *actually influence these state actor*s. Like all muscles, civil society muscles are strengthened when appropriately exercised. Strengthening civil society's capacity to influence state-actors is, therefore, both a strategy and an objective in itself.

Social Watch strategic plans and proposals set forth a wide range of objectives, some implied and others explicitly stated, and some aspirational in nature. Individual objectives are not necessarily mutually exclusive; progress toward one or more objectives can imply progress toward other objectives. All the

objectives tend toward the overarching goal described above. For the purpose of evaluation, they fall into three categories:

Capacity Building Objectives: Outcomes that strengthen the ability of non-state actors to influence state actors on the national, regional or international level, including outcomes that mark progress toward network capacity and collective work.

CB 1: Effective engagement of SW groups in national policy debates through direct advocacy and use of SW tools
CB 2: Effective engagement of SW groups in international policy debates through direct advocacy and use of SW tools
CB 3: Inclusion of gender justice and women's right analysis in work of SW national coalitions
CB 4: Engagement of SW groups in national budgeting and budget oversight through direct advocacy and use of SW tools
CB 5: Renewed engagement of existing partnerships and the creation of new coalitions
CB 6: Increased participation in Social Watch network activities including the General Assembly and workshops
CB 7: Expanded regional cooperation and exchanges of best practices
CB 8: Strengthened network governance (transparency and accountability)
CB 9: Expansion in membership of SW coalitions at the national level (Breadth)
CB 10: Improved quality and consistency in reporting of national groups (Depth)
CB 11: Strengthened use and credibility of common SW identity
CB 12: Strengthened participation of francophone Africa and Arabic speaking countries

Capacity Building Objective indicators and evidence of used for this evaluation:

- Demonstrated participation in monitoring, research and analysis
- Demonstrated engagement in advocacy, including policy dialogue, public education, or public protest at national, regional, and multilateral levels
- The addition of new coalitions to the Social Watch Network
- The expansion or renewed engagement of Social Watch coalitions
- The introduction of consolidated network within the network, for example, regional and sub-regional groupings
- Level of engagement and satisfaction of member groups in network governance

Conceptual Development Objectives: Outcomes that mark the development of new indicators or methodologies for analysis and advocacy; and, outcomes that mark new ways of applying existing indicators or methodologies.

CD 1: Development of methodologies and indicators useful for direct engagement with state actors and advocacy for implementation of progressive social policies.
CD 2: Adoption and use of SW metrics and indicators by other non-state actors, or state actors.

Conceptual Development Objectives indicators and evidence used for this evaluation:

- Demonstrated engagement of SW members and others in conceptualization of new indicators or methods of calculation of the Basic Capabilities Index and Gender Equity Index

- Demonstrated interest in or application of the Basic Capabilities Index and Gender Equity index by actors outside of the Social Watch Network

State Actor Objectives: Outcomes that show a change in the actions of government actors, changes in government policy, or the creation of new formal policy instruments at one or more levels of government. Objectives that are further downstream should be considered aspirational.

SA 1: Strengthened participatory and democratic national governance structures;

SA 2: Strengthened participatory and democratic global and multilateral governance structures;

SA 3. Decreased dominance of corporate interests in the development agenda at national and international levels; (Aspirational objective)

SA 4: Genuine progress by governments toward fulfilling the commitments of the UN conferences and summits, particularly the Copenhagen Summit and the Millennium Summits and associated follow-up summits, including but not restricted to progress toward meeting MDGs;

SA 5: New and more ambitious state actor commitments to eradicate poverty, reduce inequalities and promote women's equality;

SA 6: Policy coherence at national and international levels in accordance with international development goals and human rights standards; (Aspirational objective)

SA 7: Mobilization of new and additional domestic and international financial resources for provision of global goods and essential services; (Aspirational objective)

SA 8: National budgets based on economic, social and cultural rights and supportive of environmental and gender perspectives.

State Actor Objectives indicators and evidence used for this evaluation
- Newly initiated engagement between state actors and civil society in formal and informal dialogue
- Actual policy changes to which SW's contribution was of value
- The invitation for Social Watch participation at multilateral levels of policy dialogue processes

Analysis, Synthesis, and Presentation

The evaluators analysed the data and submitted preliminary findings to the SW/ON Evaluation Committee for comments. A final draft was circulated to SW for factual corrections, and then submitted to ON for final comments before the final report was completed.

Methodological Challenges And Limitations

1. Not all outputs and activities necessarily lead to outcomes. Furthermore, while some activities may lead to very immediate short-term outcomes, (such as changes in the level of knowledge of a social actor benefiting from an SW capacity building workshop), other outcomes, such as adoption of new policies at an international finance institution, are likely to take much more time to achieve. Therefore, some activities and outputs can be relevant to objectives but may not have yielded outcomes yet; and outcomes reported in 2009-2011 are likely to have benefited from work undertaken prior to that period.

2. This outcome method is intended to define the *quality and value of SWs contribution* to each given outcome, rather than sole attribution. Even given this focus on contribution rather than attribution, Social Watch itself was reticent to report policy outcomes at the level of state actors on the multilateral level. In their view, state actor outcomes at that level are the outcomes are the results of complex

systems, unpredictable events and at times, unknowable actions of actors in multiple circumstances. The methodology for work a the multilateral state actor level, therefore was adjusted to survey and report on various experiences and the importance of those experiences, without direct reference to identifiable outcomes on the state actor level.

3. Outcomes characterized by a social actor deciding NOT to take a specified action (thereby avoiding something undesirable from happening) while legitimate, are awkward to formulate as a change statement and tend to be under-reported.

4. The method has a positive and limiting bias because the basis for comparison is made up of a set of preconceived objectives and outcomes set forth by SW and Oxfam Novib. It should be noted that there is on-going debate in the evaluation community regarding the advantages that can be gained from an entirely different evaluation approach in which preconceived goals and objectives are seen as limiting, and therefore not used as an evaluative starting point.

5. Though not all outcomes are positive, negative outcomes are rarely reported. SW could have inadvertently contributed to outcomes that detract from or undermine a desired result. While

SW has been asked to consider and report negative outcomes, the experience of this evaluator suggests that such reporting will be minimal, because subjects of evaluation believe, consciously or unconsciously, that their work itself will be viewed negatively if they report negative outcomes.

7. The amount of information contained in a single outcome write-up is necessarily limited by time, resources, even availability of data. While statements are intended to be both precise and concise, they can also be lacking in important nuance.

8. Language and cultural considerations: the approach and methodology of outcome reporting is better suited to some cultures than to others and to some work methodologies more than others. Though one evaluator was able to work in French and Spanish, resource constraints require all data to be in English at the point of analysis.

9. Capacity building outcomes did not require substantiation from those outside SW, because it is people inside the Social Watch network who are the most knowledgeable about such outcomes. For some outcomes, outside substantiation was sought and provided either by direct engagement in writing or editing the outcome, or though answering a set of multiple-choice questions. While selected peer review is institutionalized and practiced in academic circles, there is no clear history of such practice between and among civil society organizations and other target audiences dedicated to social change, particularly in the area of evaluation. Substantiators from other civil society organizations (CSOs) will come to it with their own set of positive or negative biases. Substantiators outside of civil society organizations might include those inside the institutions that are the subject of SW's advocacy for change. Again, there could be both positive and negative biases that come to bear. Because substantiators are asked to go on the record, and because this report will be a public document, they are likely to consider internal and external political ramifications of their comments and act accordingly. Still, it is not unreasonable to presume that people who agree to provide attributed substantiations do so honourably and with an appreciation for the value of critical thinking.

10. Time and resource constraints necessarily limit the number of outcomes documented by SW and presented here for analysis. Each outcome statement is part of a data stream that must be documented, organized, analysed, interpreted, and synthesized. Documented outcomes are chosen as a purposeful example to clearly reflect objectives consistent with SWs stated mission. Outcomes can and should be considered as representing a purposeful sample and not the totality of actual outcomes achieved by SW from 2009-2011.

11 Because the questionnaire was conducted in three languages, the survey software provided three separate summaries rather than a single combined summary. This made analysis somewhat more difficult. Survey responses were sometimes incomplete, with respondents skipping some questions without apparent reasons, or ignoring instructions and providing multiple answers on questions that asked for a single choice response. The questions were no doubt interpreted differently by respondents, who were influenced by everything from language (some were answering in their second or third language) to cultural bias.

12. The extent of analysis of many sources of Social Watch-compiled data was limited by time and resource constraints. A selection of relevant data reports is provided as annexes to this evaluation, and general SW conclusions regarding that data are contained in formal Social Watch reports to its funders.

13. The capacity of individual members of the evaluation committee to actively engage with the evaluation process was limited. Unfortunately, the evaluation process was not as rounded as it might have been, had the evaluation committee met for discussions at key points during the process, including to discuss the preliminary findings, and to discuss comments on the draft final evaluation report. Another time, Social Watch might wish to consider in advance the resources needed (mostly in terms of time) for an evaluation committee to support the process so as to maximize the learning opportunities that an evaluation creates.

Annex 1: List of Evaluation Questionnaire Respondents

1. Noor Muhammed
Civil Society Support Programme (CSSP)
Pakistan

2. Thida C. Khus
SILAKA
Cambodia

3. (no name given)
Network for Women's Rights in Ghana (NETRIGHT)
Ghana

4. Abdul Sami Zhman
Watch on Basic Rights Afghanistan Organization
(WBRAO)
Afghanistan

5. Karolína Silná
Ecumenical Academy Prague (EAP)
Czech Republic

6. Martina M. Kabisama
SAHRiNGON Tanzania Chapter
Tanzania

7. Catarina Cordas
Oikos
Portugal

8. David Obot
Development Network of Indigeneous Voluntary
Associations (DENIVA)
Uganda

9. Klaus Schilder
Terre des Hommes Germany
Germany

10. Rezaul Karim Chowhdury
Equity and Justice Working Group Bangladesh
(equitybd)
Bangladesh

11. Jean Mballa Mballa
Centre Régional Africain pour le Développement
Endogène et Communautaire (CRADEC)
Republic of Cameroon

12. Custódio Duma
Social Watch Mozambique
Mozambique

13. Gitanyali Girjasing
Women's Rights Center
Suriname

14. Ahmad Rashid Watanpahl
Sanayee Development Organization (SDO)
Afghanistan

15. Afaf Marie
The Egyptian Association for Community
Participation Enhancement
Egypt

16. Undral Gombodorj
Democracy Education Center (DEMO)
Mongolia

17. Mudassir Rasuli
CHA
Afghanistan

18. Ranee Hassarungsee
Social Agenda Working Group
Thailand

19. Som Rai
Rural Reconstruction Nepal (RRN)
Nepal

20. Jason Nardi
Fondazione culturale responsabilità etica
Italy

21. Md. Zahidur Rahman
Unnyan Shamanny
Bangladesh

22. Daniel Mekonnen
Eritrean Movement for Democracy and Human
Rights (EMDHR)
Eritrea (in exile in South Africa)

23. Kate McInturff
Canadian Feminist Alliance for International Action

Canada

24. Mirjam van Reisen
EEPA
Belgium

25. Marko Lovrekovic
VUFO-NGO Resource Centre (VUFO = Vietnam Union
of Friendship Organizations)
Vietnam

26. Svetlana Aslanyan
Center for the Development of Civil Society
Armenia

27. Kenan Aslanli
PFMC
Azerbaijan

28. Matyas BENYIK
ATTAC Hungary as part of the Hungarian Social
Watch Coalition
Hungary

29. Ana Bustinduy
Plataforma 2015 y más (2015 and beyond)
Spain

30. Malgorzata Tarasiewicz
Network of East-West Women
Poland

31. Abdulnabi Alekry
Bahrain Transparency
Bahrain

32. Taurai Chiraerae
African Forum and Network On Debt And
Development (AFRODAD)
Zimbabwe

33. Pepo Hofstetter
Alliance Sud (Swiss Alliance of Development
Organisations)
Switzerland

34. Sotiris Themistokleous
CARDET
Cyprus

35. Barbara Adams
Global Policy Forum
USA

36. El Hadji Yamadou Karim Ndiaye
Association pour le Developpement Economique
Social Environnemental du Nord (ADESEN)
Sénégal

37. Ba Mamadou Moctar
Association pour la Promotion de la Démocratie et
l'Education Citoyenne (APDEC)
Mauritania

38. Yaba Tamboura
Plate- Forme DESC du Mali (PF-DESC)
Mali
39. Sophie Havyarimana
ACORD Burundi
Burundi

40. Tbel Said
ESPACE ASSOCIATIF
Morocco

41. Assah Gustave
Réseau Glegbenu
Bénin

42. Ganiyou Latifou
Mouvement Ivoirien des Droits Humains (MIDH)
Côte d'Ivoire

43. Rodonne Siribi Clotaire
GAPAFOT
Central African Republic

44. Rhali Aziz
Espace Associatif
Morocco

45. Jean-Pierre Degue
Social Watch Bénin
Bénin

46. Syaouty
Espace Associatif
Morocco

47. Rafael Uzcátegui
Programa Venezolano de Educación - Acción en
Derechos Humanos (Provea)
Venezuela

48. Jorge Carpio
FOCO Foro Ciudadano de Participación por la Jusicia
y los Derechos Humanos.

Argentina

49. Héctor Béjar Rivera
CEDEP CONADES
Peru

50. Aura Elizabeth Rodríguez Bonilla
Corporación Cactus, en representación de la
Plataforma Colombiana de Derechos Humanos,
Democracia y Desarrollo.
Colombia

51. Scarlett Cortez
Asociación Intersectorial Para El Desarrollo
Económico Y El Progreso Social- CIDEP
El Salvador

52. Alma Espino
CIEDUR
Uruguay

53. Ruth Helen Paniagua
Fundación Étnica Integral, Inc. LA FEI
Republica Dominicana

54. Susana Aldana Amabile
DECIDAMOS, Campaña por la Expresion ciudadana
Paraguay

55. Gustavo Luna
Centro de Estudios para el Desarrollo Laboral y
Agrario (CEDLA)
Bolivia

56. Cecilia Moreno Rojas
Centro De La Mujer Panameña
Panama

57. Abdikarim Nor Kulane
Somali Organization for Community Development
Activities (SOCDA)
Somalia

58. Philip Thigo
Social Development Network (SODNET)
Kenya

59. Ziad Abdel Samad
Arab NGO Network for Development
Lebanon

60. Ana Maria Ferrera Chavez
Centro De Estudios De La Mujer-Honduras (CEM-H)
Honduras

61. Janet R. Carandang
Social Watch Philippines
Philippines

62. Himanshu Jha
Social Watch India
India

63. Tanya Dawkins
Director, Global-Local Links Project & Social Watch
Coordinating Committee Co-Chair
Miami, Florida, US

Annex 2 : List of Interviews

Interviewed by Juliette Majot

Director Olivier Consolo
CONCORD Secretariat aisbl
Brussels

Mr Bernd Nilles
General Secretary of CIDSE
Brussels

Mr Rob van Drimmelen
General Secretary of Aprodev
Brussels

Mr Fintan Farrell
European Anti Poverty Network
Brussels

Mr. Guido van Hecken
Secretariat of the Committee on Development
Brussels

Mr. Atila Roque (interview with Juliette Majot and Sophia Murphy)
Amnesty International
Brazil

Ms. Marijke Torfs
Coordinator, Friends of the Earth International
Amsterdam, Netherlands

Social Watch members:

Mr.Simon Stocker
Eurostep (Social Watch)
Brussels

Mirjam van Reisen
EEPA (Social Watch)
Brussels

Mr. Himanshu Jha
Social Watch India

Ms. Thida Khus
Silaka, (Social Watch)
Cambodia

Ms. Emily Sikaswe
Women for Change (Social Watch Coalition member)
Zambia

Mr. Rene Raya
Social Watch Philippines

Ms. Tanya Dawkins
Social Watch Coordinating Committee Co-Chair
Florida, US

Interviewed by Sophia Murphy

Mr Said Tbel
Coordination, Espace Asssociatif
Egypt

Ms Iara Pietricovsky
Colegiado de Gestão do INESC
Brazil

Mr Gustavo Luna
General Secretary of (Social Watch)
Bolivia

Mr. Jiří Silný
Director, Ecumenical Academy Prague
Czech Republic

Janet Carandang
Social Watch Philippines

Barbara Adams
Global Policy Forum and member at large of the
coordinating committee
USA

Yao Graham
Third World Network Africa
Ghana

Annex Three: Capacity Building Workshops

From 2009-20111 capacity building workshops were held to develop and improve the strength of Social Watch members and to provide a space to share experiences. These activities also serve to consolidate existing partnerships and networks and to promote -- through information sharing and capacity building -- the creation of new coalitions.

In 2009 Social Watch started a three-year capacity building programme comprised of a series of workshops in Africa, Asia, Latin America and Europe. The host organizations and participants, assisted by the Social Watch Secretariat, defined the workshop content and methodology.

In 2009 a Social Watch Capacity Building Regional Seminar for the Latin American region was held in Rio de Janeiro, Brazil from August 24 to 26. Twenty-six participants from 14 Latin American countries participated in the workshop. Later in 2009, a Social Watch Capacity Building Regional Seminar for Francophone Africa and the Maghreb region was held in Morocco from October 16 to 18. Civil Society activists from 13 countries in the region participated.

In addition to the 2009 Capacity Building Regional seminars, a qualitative study of successful factors and best practices of four different Social Watch coalitions was carried out as part of the European Union funded project, "Promoting Social Development – Building Capacities of Social Watch Coalitions", with the multiple aims of facilitating experience sharing, know-how transfer, and capacity-building of national groups within the global Social Watch network. In particular, the study analyses the history, structure, and initiatives of the Social Watch coalitions in Benin, Brazil, Germany and the Philippines, taking into account five key aspects (relevance, efficiency and sustainability, effectiveness, strategy and impact, and coherence) of these coalitions and their work. The report's findings concluded that trust, flexibility, mutual respect, and a strong commitment to common objectives are important factors related to the success and sustainability of Social Watch national coalitions, and that these coalitions work best when they do not duplicate the work of the member organizations, but instead provide a broad-based platform for the shaping of new initiatives related to the promotion of public policy aimed at ending poverty and gender discrimination. The publication was posted on the Social Watch website in English, French and Spanish at http://www.socialwatch.org/node/68

The Pan Asia Workshop titled "Who Pays? The Global Crises and What Needs to be Done, An Asian Perspective", took place in New Delhi, India, from February 22 to 24, 2010. The workshop was organized by the Social Watch India coalition in coordination with the Social Watch Secretariat. The aim of the workshop was to provide regional coalitions with efficient tools to analyse and monitor public policy, and to forge greater cooperation between organizations to build a common advocacy campaign in the region. The workshop included participants from Azerbaijan, Afghanistan, Bangladesh, Cambodia, Burma, Mongolia, Thailand, Indonesia, China, Nepal and India.[49]

From August 13 to 14, 2010, the African Regional Social Watch Workshop took place in Nairobi, Kenya. It was organized by SODNET in coordination with the Social Watch Secretariat. The workshop focused on methodologies for evidence-based advocacy on the critical areas of poverty alleviation and gender equality, expanding issues related to governance and transparency, use of new technologies (ICTs) for citizen's agency, and best practices sharing by grassroots activists.[50] From October 20 to 22, the Social Watch International Secretariat, together with the Centre for Research on Labour and Agrarian Development (CEDLA) from Bolivia, co-organized a Social Watch regional workshop for Latin America that took place in Santa Cruz de la Sierra, Bolivia. The purpose of this event was to strengthen the

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[49] Further information is available at: http://www.socialwatch.org/node/11851
[50] Further information is available at http://www.socialwatch.org/node/12221

capacities of national Social Watch coalitions by analysing and monitoring public policies and strengthening relationships among Social Watch members in Latin America and the Caribbean. The event also aimed to build a common agenda for advocacy in the region.

Another Pan Asia Workshop titled, "Pathways to Regional Development: Setback, Alternative and Citizens' Participation", was held from October 25 to 27, 2010 in Manila, Philippines, and was organized by Social Watch Philippines and the Social Watch Secretariat.

The third Pan Asia Workshop was titled "Opportunities in the Current World Crisis" and took place in March 2011 in Phnom Penh, Cambodia. Held immediately after a meeting of the Coordinating Committee, this workshop benefitted from the presence of extra-regional resource persons and was also an occasion to have a high level debate with authorities from the government and parliamentarians from the opposition.

From September 7-8, 2011, a regional SW Capacity Building Workshop was held in Accra, Ghana. The goals of the workshop were to strengthen the capacity of the SW coalitions in the African region and enable them to actively monitor government implementation of social policies. From October 26-28, Social Watch held the Regional Workshop for Latin America in San Salvador, El Salvador. This workshop focused on sharing experiences and building a common advocacy position.

Annex Four: Elements of the Implicit Advocacy Framework

The terms advocacy, policy dialogue, and public education are carry a range of meaning and application among Social Watchers. Based on the evaluator's observations and evaluation findings, four elements of a Social Watch advocacy framework emerge.

1. Research and analysis

Monitoring and analysing the substance and implementation of government commitments to social conditions; analysis of the ability of people to exercise their economic social and cultural rights, particularly as they are reflected in poverty alleviation, women's rights and gender justice.

On-going conceptual development of indicators and analytical approaches.

Engaging the public in analysis of social conditions and in this analysis advocating for specific changes that mark improvements in these conditions in terms of upholding and strengthening Economic, Social, and Cultural Rights, including women's rights and gender justice.

2. Public Protest

Public displays of protest against existing social conditions, government inaction, or government actions which perpetuate or worsen social conditions, particularly when undermining ESCR, including women's rights and gender justice.

Protest is expressed in multiple ways:

- Through the mainstream and alternative media
- In direct communication with decision makers: (petitions, sign-on letters etc.)
- In the streets: marches, non violent civil disobedience, occupations
- Through Social Networking: building communities and movements, on line

3. Engaging in governance through formal political processes

- Elections
- Referenda
- Direct engagement in electoral debates and commentary

4. Engagement in Policy dialogue (local through international)

This is both formal and informal…

- Informal: involving small numbers of participants, personal and diplomatic in nature, not necessarily requiring transparency
- Formal: involving small or large numbers of participants, with an aspiration to ensure transparent processes

… and occurs at different levels of frequency and intensity

- Initial Introductory Dialogue: introducing a new combination of actors or specific subject matter
- Developmental Dialogue: beyond introductory in nature, and clearly building and expanding on shared understandings among participants regarding on-going processes geared toward possible policy outcome goals, including definition of shared values

- Established policy dialogue: participation in both formal and informal processes in which on-going participation and influence is presumed by all parties and all parties influence the nature of the dialogue, including the process itself

Annex 5: Social Watch Impact Analysis

Social Watch tracks the work of its members in extensive detail. This includes any references to Social Watch in the media. Each year, the data is compiled and made available at the Social Watch website. For the years that concern this evaluation (2009 – 2011), those documents can be accessed at the URLs below. The information includes data on website use and lists of activities undertaken by Social Watch members and platforms.

N.B. The three impact reports are large files that will launch directly if you click on the link. They will take a little time to download, even on a fast Internet connection:

Impact Reports

January – December 2009: http://tinyurl.com/swimpact09

January – December 2010: http://www.socialwatch.org/varios/Impact_Information-2010.zip

January – December 2011: http://www.socialwatch.org/varios/ec2011/annex7-impact-information.zip

Press coverage can also be seen on the website at this URL:
 http://www.socialwatch.org/taxonomy/term/14

A list of all the organizations involved in Social Watch, organized by country, can be viewed here:
http://www.socialwatch.org/orgpart

Annex Six: The Social Network Structure and Participation in Annual Reports of Network Members[51]

The Social Watch network is promoted and developed by 1423 organizations organisations in more than 85 countries. It is committed to a democratic and non-hierarchical form of organization; its operation and decision-making processes are based on egalitarian principles and a high degree of respect for the autonomy of its members. To better serve the changing needs of the national coalitions, flexibility is considered key to its structure.

The Assembly, where each national Social Watch group has one vote, is the main decision-making body of the network. It has met in Rome (2000), Beirut (2003), Sofia (2006), Accra (2009) and in Manila (2011).

The Social Watch Coordinating Committee (CC) has 12 members elected by the Assembly and can recruit ("co-opt") up to three more members to add specific expertise or balance.

The Social Watch Coordinating Committee (CC) has 12 members elected by the Assembly and can recruit ("co-opt") up to three more members to add specific expertise or balance. The members FOR 2009/2010 were: Emily Joy Sikazwe (Zambia, co-chair), Tanya Dawkins (USA, co-chair), Magdy Abdelhamid Farag Belal (Egypt), Barbara Adams (New York), Yao Graham (Ghana), Yasmin Ismail (Egypt), Alam Jarrar (Palestine), Himanshu Jha (India), Gustavo Luna (Bolivia), Kate McInturff (Canada), Edward Oyugi (Kenya), Norayda Ponce Sosa (Guatemala), Maria Victoria Raquiza (Philippines), Mirjam van Reisen (Brussels), Genoveva Tisheva (Bulgaria) and Roberto Bissio (Uruguay, ex officio as head of the International Secretariat).

The current CC members, elected in 2011, are: Leonor Briones (Philippines) and Tanya Dawkins (USA), co-chairs. Barbara Adams (New York), Abdulnabi h. Alekry (Bahrain), Gustave Benjamin Assah (Benin), Susan Eróstegui (Bolivia), Yao Graham (Ghana), Himanshu Jha (India), Martina Mnenegwa Kabisama (Tanzania), Milena Kadieva (Bulgaria), Kate McInturff (Canada), Kinda Mohamadieh (Lebanon), Norayda Arabella Ponce Sosa (Guatemala), Mirjam van Reisen (Brussels) and Roberto Bissio (Uruguay, *ex officio*).

The CC is the key political body between Assemblies. It oversees the daily work of the Secretariat and takes decisions on the functioning of the network. Since the Accra Assembly, the CC has met in Dar es Salaam (March 2010) [52], Mexico (September 2010)[53] and Phnom Penh (March 2011) and it has held conference calls and discussions via e-mail. Each of these meetings was organized by the local Social Watch member (Sahringon, Equipo Pueblo and Silaka), and in the case of Dar es Salaam with support also from SODNET, Kenya.

The Social Watch international network is not formally incorporated and its Secretariat is hosted by ITeM (Instituto del Tercer Mundo), a non-profit organization based in Montevideo, Uruguay, in special consultative status with the United Nations.

In order to manage the implementation of EU grant that has supported a substantial part of the Social Watch activities during 2009, 2010 and 2011, an ad hoc Project Management Committee (PMC) was created, with representatives from the CC, the Secretariat and OxfamNovib, which is the applicant organization for the European funds.
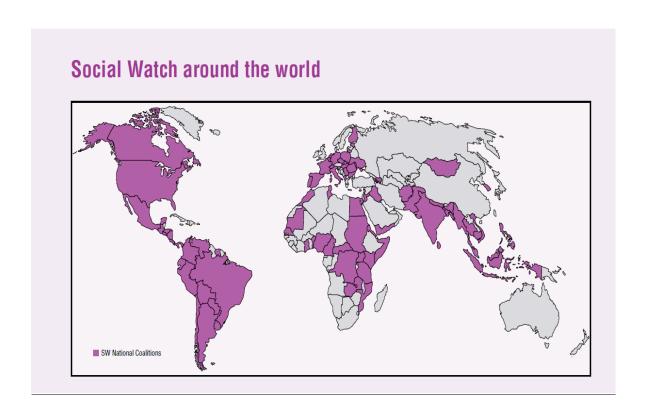
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[51] This information, including the map and tables is sourced directly from Social Watch materials.
[52] See more information at www.socialwatch.org/node/11844
[53] See more information at www.socialwatch.org/es/node/12246

Both the number of countries participating in Social Watch and the number of organizations forming part of national groups have grown over the last three years. A total of 1,423 organizations in 85 countries have participated in Social Watch activities over the last three years.

Social Watch around the world

■ SW National Coalitions

Number of organisations that promote and develop the Social Watch Initiative: Social Watch Reports 2005-2012

NB Countries are listed in alphabetical order. Information from SW reports 2005 – 2012.

Number of organisations that promote and develop the Social Watch Initiative	2012	2010	2009	2008	2007	2006	2005
	1422	1424	1184	1164	719	591	527
Number of countries	86	87	85	86	84	82	79
1 AFGHANISTAN	3	2					
2 ALBANIA	1	1	1	1	1	1	1
3 ALGERIA		1	2	2	1	1	1
4 ANGOLA			1	1	1	1	1
5 ARGENTINA	7	7	2	1	1	1	1
6 ARMENIA	3	1	1	1	1		
7 AUSTRIA						1	
8 AZERBAIJAN	3	1	1	1	1		
9 BAHRAIN	6	5	2	4	4	1	1
10 BANGLADESH	12	11	8	10	2	2	2
11 BELGIUM	2	1	1	2	1		
12 BENIN	63	55	62	61	39	1	1
13 BOLIVIA	28	56	57	40	41	41	41
14 BRAZIL	47	46	48	49	57	52	32
15 BULGARIA	9	5	5	5	5	4	4
16 BURMA (MYANMAR)	1	1	1	1	1	1	1
17 CAMBODIA	11	11	8	4	21	21	21
18 CAMEROON	27	23	7	1	1		
19 CANADA	4	4	3	3	2	2	2
20 CENTRAL AFRICAN REPUBLIC	1	1					
21 CHILE	2	2	1			13	13
22 CHINA						1	1
23 COLOMBIA	1	1	2	6	6	2	2
24 CONGO, DEM. REP.				1			
25 COSTA RICA	25	23	25	26	26	13	13
26 CYPRUS	3	3	1	1			
27 CZECH REPUBLIC	7	7	5	5	1	1	1
28 DOMINICAN REPUBLIC							
29 ECUADOR	1	1	1	1	1	1	1
30 EGYPT	4	4	4	4	1	1	1
31 EL SALVADOR	4	4	4	5	7	5	5
32 ERITREA	1	1					
33 ESTONIA	1	1	1	1	1		
34 EUROPEAN UNION	1	1	1	1	1	1	1
35 FINLAND	1	1					
36 FRANCE	2	2	2	2	2		
37 GERMANY	16	15	19	31	31	31	12
38 GHANA	26	26	23	22	19	19	19
39 GUATEMALA	18	18	19	3	3	3	3
40 HONDURAS	11	12	12	6	5	3	3
41 HUNGARY	5	5	5	2	1		
42 INDIA	38	42	39	33	33	16	3

43	INDONESIA	20	20	21	3	3	3	3
44	IRAQ	4	4	4	4	1	1	1
45	ITALY	11	11	10	10	10	9	7
46	JAPAN						1	1
47	JORDAN	2	2	2	2	1	1	1
48	KAZAKHSTAN					1	1	1
49	KENYA	25	25	10	13	23	19	19
50	KOREA, REPUBLIC OF	1	1	1	1	2	2	2
51	KOSOVO						1	1
52	LATVIA			1	1	1	1	1
53	LEBANON	7	7	6	6	5	7	4
54	LITHUANIA	1	1	1	1	1	1	1
55	MALAYSIA	6	6	6	6	6	6	6
56	MALTA	1	1	1	1	1	1	1
57	MAURITANIA	2	1					
58	MEXICO	18	18	13	13	13	15	16
59	MOLDOVA	1	1	1	1	1		
60	MONGOLIA	3	3	1	1	1		
61	MOROCCO	18	18	17	10	10	1	1
62	MOZAMBIQUE	6	6	6	6	1	1	1
63	NEPAL	11	9	9	7	7	8	6
64	NETHERLANDS	2	1	2	2	3	3	3
65	NICARAGUA	16	16	15	16	16	1	1
66	NIGERIA	44	44	43	43	15	11	11
67	NORWAY						1	
68	PAKISTAN	2	2	2	2	1	1	1
69	PALESTINE	3	3	3	3	1	2	2
70	PANAMA				2	2	2	2
71	PARAGUAY	9	9	9	12	12	12	12
72	PERU	8	8	7	9	8	8	8
73	PHILIPPINES	119	118	119	123	130	129	129
74	POLAND	11	18	2	2	1	1	
75	PORTUGAL	3	3	3	2	1	1	1
76	ROMANIA	4	3	4	4	1	1	1
77	SENEGAL	8	8	3	3	2	2	2
78	SERBIA	2	2	2	2	2	1	
79	SLOVAKIA	2	2	2	2			
80	SLOVENIA	1	1	1	3	2	1	1
81	SOMALIA	58	59	62	62	2		
82	SOUTH AFRICA							1
83	SPAIN	18	18	17	17	16	3	3
84	SRI LANKA	2	2	2	2	1	1	1
85	SUDAN	2	2	2	2	1	1	1
86	SURINAME	8	8			2	2	2
87	SWITZERLAND	7	7	7	6	6	7	6
88	SYRIAN ARAB REPUBLIC		1	1	1			1
89	TANZANIA	98	88	51	80	48	44	44
90	TAJIKISTAN					1		
91	THAILAND	12	11	12	13	10	9	9
92	TUNISIA	2	2	2	2	2	1	1
93	UGANDA	308	310	308	306	14	14	14
94	UKRANIA	1	1	1	1	1		
95	UNITED KINGDOM			6	6	1		
96	UNITED STATES OF AMERICA	5	5	5	5	5	5	5
96	URUGUAY	6	6	3	4	1	1	1
97	VENEZUELA	1	1	1	1	3	3	
98	VIETNAM	121	123	1	1		2	2
99	YEMEN	1	1	1	1	1	1	1
100	ZAMBIA	6	6	1	1	1	1	1

Annex 7: Contacts For Outcomes

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Final Annex: Amended Terms of Reference and Evaluator CVs

Originally dated: 26 July 2011
Further amended: January 2012

Introduction

This amended Terms of Reference and Evaluation Design draws on the original TOR produced by Social Watch (April 2011); the Majot/Murphy evaluation proposal (May 2011); discussions with members of the Social Watch Coordinating Committee (CC), Secretariat, and EC Project Management Committee (PMC) (July 2011).

Further amendments to the TOR and evaluation design are subject to agreement of the evaluators and Social Watch/Oxfam Novib Evaluation Team.

Background

Social Watch (SW) was created in 1995 as a "meeting place for non-governmental organizations concerned about social development and gender discrimination, and engaged in monitoring the policies which have an impact on inequality and on people who live in poverty." [54]

The basic methodology of Social Watch is to produce reports on how governments meet their commitments, as a way to make them accountable and to promote the political will to implement them.

These commitments include:
- The 1995 "Copenhagen Declaration" of the UN Social Summit, that promised to eradicate poverty, create jobs and achieve social integration,
- The 1995 Beijing Conference on Women, that produced a Plan of Action towards gender justice,
- The Millennium Declaration (2000) on which the Millennium Development Goals are based,
- The 1992 Rio Summit commitments on sustainable development,
- The Human Rights framework, which includes Economic, Social and Cultural rights, labour rights, women rights, environmental rights, rights of indigenous peoples and of migrants and the right to development, and,
- National commitments, as formulated in national constitutions, government plans, budgets and laws, including in particular social, economic and cultural rights.

Social Watch believes that poverty eradication, gender equality and social justice happen primarily at local and national level and, therefore, its international activities and structures should be accountable and at the service of national and local constituencies, and not the other way around.

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54 More information about Social Watch, including membership lists, the resolutions of the Assembly and the evaluations can be found in the "about" section of the Social Watch website: www.socialwatch.org. For more information the pre-history of Social Watch: http://www.socialwatch.org/node/79.

SW demands accountability from governments, the United Nations system and international institutions about the extent to which national, regional and international commitments to eradicate poverty and achieve gender equity have been met.

The main instrument in Social Watch's strategy is its Annual Report,[55] compiling national reports by civil society organizations. The Social Watch report has been published every year since 1996 in several languages[56] and is published by the International SW Secretariat in Montevideo, Uruguay, hosted by the Third World Institute (ITeM).

National Social Watch coalitions[57] in different countries have their own strategies that they run directly and autonomously and which complement global action and benefit from it.

Fifteen years after SW was founded, there are currently member coalitions in over 80 countries and the network faces new challenges. An external evaluation is required by the major donors and necessary for the own self-assessment of the network.

The first evaluation[58] was done by Leila Hessini and Anita Nayar in 2000. It was based on an analysis of different aspects of SW activity: a) The prehistory of SW, b) national, regional and international activities, c) the Secretariat's role, d) the SW Annual Report, e) the role of Novib, and f) thematic and geographical assessments. This evaluation provided a profile of how SW was functioning and served as a basis for the resolutions made at the First Social Watch General Assembly held in Rome in 2000 and also at the Second General Assembly held in Beirut in 2003.

The second external evaluation[59] was done by Barbara Adams and Eva Friedlander in 2006. The general aim of this evaluation was to assess the functioning, management and impact of SW in the period 2000-2005. The network itself was evaluated, including the functioning of the policy decision body (the Coordinating Committee - CC)[60] and the International Secretariat.

The 2006 evaluation allowed identifying and systematizing visions of the future of SW and made recommendations. Many of them were incorporated in a proposal to strengthen democratic forces and engagement of civil society with authorities in developing countries funded by the European Union. The year 2011 is the final one of this three-year project.'

The 2011 Evaluation

The 2011 evaluation is jointly overseen and paid for by Oxfam Novib and Social Watch.

A SW/ON Evaluation Team will engage with evaluators throughout the process in order to ensure that the process makes sense and is serving the interests of all primary users. The team will also help ensure that the evaluation is both culturally and politically sensitive.

Evaluation Team Members

Roberto Bissio with Ana Zeballos (SW Secretariat)

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[55] The 2010 Annual Report is available at: http://www.socialwatch.org.
[56] The Annual Report is currently published in Spanish, English, German, Arabic, French, Italian, Polish, Czech and Portuguese.
[57] All the national coalitions have a focal point. Information about these focal points is available in English at: http://www.socialwatch.org/focal_points.
[58] Further information: http://old.socialwatch.org/en/acercaDe/evaluacion.htm
[59] Further information: http://www.socialwatch.org/node/9384
[60] The CC mandate is available at: http://www.socialwatch.org/node/14

Imad Sabi (Oxfam Novib)
Prof Leonor Briones (Social Watch Philippines, and Co-Chair, CC)
Mirjam van Reisen (EEPA and CC member)

Primary Users and Uses

Social Watch
Primary Users:
- Members of the EC Project Management Committee (PMC), Members of the SW Coordinating Committee (CC).

Primary Uses:
- To increase the effectiveness of SW through reflection and further consideration of adaptation to on-going contextual change
- To fulfill SW's obligation to Oxfam Novib to carry out an evaluation
- To increase internal evaluative capacity

Secondary Users[61]:
- Active members of the Social Watch network[62]

Oxfam Novib

Primary Use:
- To strengthen ON's understanding of Social Watch's effectiveness and likely adaptations to contextual change.
- To compliment and assist with the final report to the EC through an independent assessment of the EC/ON project.

European Commission

Primary Use:
- To strengthen the EC's understanding of Social Watch and inform its on-going decision making regarding Social Watch and Oxfam Novib.

Evaluation Design and Methodology

Evaluation Questions

The general aim of this evaluation is to assess the functioning, management and impact of Social Watch in the period 2009-2011.

Overarching Evaluation Questions and Sub-Questions

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[61] Secondary users are likely to participate in generating data as well as find value in the evaluation findings, though they were not directly envolved in evaluation design.
[62] SW uses a number of different terms to describe its individuals and organizations active in its network, including Watchers, National Coalitions, National Platforms, and Focal Points. This terminology will be more clearly defined in the final evaluation.

I. How effective is Social Watch in contributing to outcomes that show progress towards holding governments accountable for implementing policies and practices that promote social and economic justice?

II. How is Social Watch's **way of working** – at the level of the secretariat; in its governance structure; as a dynamic network; through regional affiliation; and through individual watchers --– contributing to achieving outcomes?

III. What contextual changes, over which Social Watch has no control, are key factors influencing Social Watch's strategic adaptations?

Sub-questions the evaluators will use to find answers to the overarching questions are:

9. What is the quality and value of the annual report's (including national reports and contributions to the international report) contribution to realized *national level advocacy strategies and objectives?* As a process (preparation); and, as a product (publication).

10. What is the quality and value of the annual report's (including national reports and contributions to the international report) contribution to *global level advocacy strategies and objectives?* As a process (preparation); and, as a product (publication).

11. What other Social Watch tools (including on-going development of indicators) and publications contributed to realised national and global level strategies and objectives?

12. What is the quality and value of collaboration and cooperation between and among Social Watch member groups and with the Secretariat?

13. How do Social Watch's structure and way of working contribute to the realization of Social Watch's objectives? How do they distract from their realization?
a. What has been the quality and value of cooperation and collaboration between SW and ON? (Note: This sub-question was dropped in consultation with the evaluation committee, January 2011, due to time and resource constraints of the evaluation.)

14. How has the EC project contributed to strengthening the capacity of SW members?

15. How have Social Watch's realized strategies and objectives demonstrated adaptation to contextual change?

16. What are key considerations for future priorities and sustainability? [63]

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[63] With regard to future scenarios, the evaluators will work closely with the SW/ON evaluation team to determine the most useful and appropriate role of the evaluation. The heavy lifting of strategic developmental thinking is rarely well placed with an outside evaluator. Retrospective evaluations focus on the past, while real time, contextually relevant strategic thinking is not limited in this way. The evaluators will help provide analysis throughout the process, bringing to light important contextual developments and what those changes might mean for Social Watch's future strategies and organizational structures. But the strategies themselves must come from the people doing the work.

Methodology

Findings will be based on triangulation of data collected through the following methods:

1. Evaluator observation of the SW Global Assembly (Manila, July 2011) including observation of the PMC and CC at work.

2. Survey of experiences of delegates to the 2011 Global Assembly (provided by SW)

3. General Survey of active members of the Social Watch Network (on-line and undertaken by evaluators). The Social Watch secretariat will provide French and Spanish translations of the survey instrument.)

4. Interviews of Social Watch staff, members of its CC and individuals from active members of the Social Watch network. Interview questions will aim to substantiate outcome descriptions as well as inform answers to the full array of evaluation questions.[64]

5. Desk Review of relevant Social Watch literature and documents, including but not limited to: Relevant Social Watch strategic plans, mission statements, etc.

   - Written program evaluations completed over past 5 years
   - Relevant funder reports
   - Relevant Social Watch program policy statements or related policy papers
   - Internal documents related to Social Watch organizational development and staffing
   - Documents recommended by SW as relevant to contextual change

6. Identification and exposition of a purposeful sampling of *outcomes* to which the Social Watch secretariat and active members of the Social Watch network contributed in some way. (Outcomes will be harvested by the evaluators and further substantiated by Social Watch as well as knowledgeable individuals outside the Social Watch network. The SW evalution team will help select the array of sample outcomes to be fully developed).

Organization of Data, Analysis, Synthesis, and Presentation

The evaluators will analyse the data and present findings, conclusions and recommendations in the form of questions for further consideration. The evaluation report will include:

- Executive Summary, presenting concise ANSWERS to the overarching evaluation questions.
- Review of methodology, including methodological limitations
- Presentation of findings
- Conclusions and recommendations for questions for further consideration

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[64] The evaluators will use surveys and interviews to gather the data necessary to assess the extent to which the Social Watch publications and advocacy represents excellence in the field; serves the interests of those being interviewed; lends credibility to Social Watch more generally; serves directly or indirectly to strengthen joint or autonomous advocacy of other Social Watch member groups; strengthens the Social Watch network; and makes good use of resources

- Annexes

A draft report will first be made available to Social Watch for any factual corrections; identification of potential misuse of data; and spotting any gaps or relevant missing material. A draft will then be circulated to the Social Watch/Novib evaluation team as a whole, for the same purpose. Social Watch and the evaluators will agree on the value and desirability of any further draft circulation.

The report will be presented to appropriate representatives at Social Watch, Oxfam Novib, and the EC. Details of when and where these presentations will take place are yet to be determined (July 2011).

Timeline (July 2011)

August 3 (Possibly earlier)
Completion of ToR and Evaluation Design

August 3
Outcome Harvesting process beginning

August 10
Desk review underway
Selected Interviewing process on-going
Survey design underway

September 1
Survey sent to all member groups

September 15
Surveys response deadline
Survey analysis and interpretation begins

October 1
Outcomes harvest completed
Outcome Analysis and Interpretation begin

October (Sometime in first week, as is helpful)
Evaluators informally brief SW/ON Evaluation Team (on line or conference call) on preliminary findings, for purposes of informing EC Concept Paper.

December 1
Draft evaluation report complete: Two stage comment process. Submission to Social Watch: One week turn-around

December 7
Submission to full Social Watch evaluation team

December 15

Comments returned to evaluators

Presentation and post report support to be determined: Not later than January 15, 2011
Final Deadline amended in consultation with evaluation committee, to February 15, 2012.

Estimated Consultant Days and Fee Structure

See Annex I.

Contracting For The Evaluation

Draft terms of reference were approved by the Coordinating Committee of Social Watch and by Oxfam Novib. Various possible evaluation teams were asked to submit the following:

- A methodological proposal and work plan
- Description of the team conducting the evaluation and its members
- Budget (including all direct and indirect expenses such as travel costs to the secretariat offices in Montevideo and, as needed, to countries/events where personal observation and interviews are deemed necessary)

At least three potential evaluation teams were invited to submit proposals. Any further information needed by any of the teams in the preparation of their offers was requested writing and the answers circulated to the other candidates so that each had the same information. The Coordinating Committee reviewed the different plans and selected the evaluation team.

Evaluators
Team Leader: Juliette Majot, Majot Consulting, Berkeley, California, U.S. (jmmajot@gmail.com)
Associate: Sophia Murphy, Independent Consultant, Squamish, BC, Canada (sophia.iatp@gmail.com)
CVs for both evaluators appear below.

Disclosure

Sophia Murphy was a contributor to the US national report to SW for several years between 1998 and 2003. She was also an alternate representative on the CC for two years, representing North America (2001 – 2003). In 2009 she wrote a short article for the 2009 report on the global food crisis.

Juliette Majot
2203 McGee
Berkeley CA 94703
510 649 7766/ (cell) 510 684 1834
jmmajot@gmail.com
skype: jmajot

Summary

Professional Focus: Useful evaluation focused on the needs of the evaluation's primary users and recognizing the value of the evaluation process itself to on-going learning and strategic development. I'm committed to serving the broader community of organizations and individuals that use research, advocacy and activism as means to achieve social change; and to helping develop the field of advocacy, activism and social change evaluation. My approach relies on rich experience within the advocacy and activist community itself as well as practical independent evaluator experience.

I have 25 years of advocacy experience serving the broader community of organizations and individuals dedicated to social justice, human rights, women's rights and gender justice, environmental justice, indigenous rights, cultural integrity and economic justice. I have expertise in international campaigns involving wide ranging coalitions, requiring strategic and tactical diversity from the grassroots level to the international NGO level; advocacy journalism; NGO executive management and development; grant making; evaluation and strategic development.

Professional Background

March 2005 - present: Independent consultant to non-profit organizations, and individual donors and foundations working in areas relevant to the protection of environmental integrity, human rights, women's rights and gender justice, public health and the active role of civil society in global, regional, and national governance arrangements.

Clients Include:

Social Watch, Montevideo, Uruguay, 2012 Developmental mixed method evaluation using evidence-based outcome analysis to shed light on quality and value of this international network's contribution to movement building and social justice from 2009-2011. The evaluation is aimed at helping Social Watch strengthen its ability to monitor and advocate for progress toward multiple development goals set forth in a range of regional and multilateral agreements. The evaluation will also fulfill summative evaluation requirements for the program's funders, Oxfam Novib and EC.

Friends of the Earth International, Amsterdam, Netherlands, 2011. Outcome evaluation, 2009-2011, currently underway Formative evaluation serving Friends of the Earth International learning, while providing summative requirements for program funders, DGIS (Dutch Ministry). Methodology focused on evidence-based outcomes, contextual change, apparent quality and value of emergent objectives and strategies.

Bank Information Center, Washington DC, USA 2011. Developmental evaluation focusing on changes in context, emergent strategies and objectives, and outcomes of BIC efforts to influence the policies and practices of the World Bank and other international finance institutions. By design, this evaluation employed a high level of staff engagement with the explicit goal of developing internal capacity for on-going developmental evaluation.

The Institute for Agriculture and Trade Policy, Minneapolis, Minnesota USA, 2010. Outcome evaluation of work undertaken with the support of Oxfam Novib Global Programme 2006- 2010. The evaluation is utilization-focused, intentionally designed for optimal use by the primary users, (Oxfam Novib, and IATP), and paying particular attention to the usefulness of the process as a whole. The evaluation considers outcomes and the extent to which they contribute to objectives related to trade policy reform, food and water security, human rights and gender justice.

Oxfam Novib, Global Programme, Den Haag, Netherlands, 2009/2010. Member of 3-person team responsible for evaluating Oxfam Novib's Global Programme's strategic positioning and outcomes. This was a mixed-method qualitative evaluation of the programme's portfolio. It was summative in its consideration of outcomes over a fixed period of time, and formative in its intention to help inform on-going strategic planning. The evaluation centered on grantee-generated outcomes of 34 individual Global Programme counterparts (grantees) and the extent of cooperation and role of the client in a broader international federation of organizations against a background of contextual change.

The Ford Foundation, Peace and Justice Program, Governance and Civil Society Unit, The Ford Foundation, New York New York, USA, 2008. Phase One Strategy Evaluation: Research and evaluation of the evolution and application of strategies in the Strengthening Global Civil Society Portfolio (under Lisa Jordan), from 2001 – 2007. Responsibilities included design of the evaluation process; internal and external interviews with Ford staff, select grantees, and other experts in the field; oversight and advisor for quantitative analysis; analysis of both qualitative and quantitative data; organization and facilitation of convening of selected grantees for in-depth investigation of contextual evolution; and recommendations for outcome evaluation and strategic development.

Phase Two Outcome Evaluation: Member of two-member team (with Ricardo Wilson Grau) to undertake outcome mapping and evaluation of the Strengthening Global Civil Society Portfolio. Responsibilities included refinement and customization of methodology to field, one-on-one written evaluative exercise with grantees, organization of data, generation of analysis and findings, design and facilitation of two-day meeting to report findings back to select grantees, as well as to select group of additional Ford Foundation program and management staff.

Other consultancies and clients:

The Ford Foundation (Tom Kruse) and the Growald Family Fund (Joanna Messing), January 2011. Agenda planning and co-facilitation of 2-day international strategy session, *Taking on Coal/Following the Money: A Strategic Dialogue Among Advocates*, Washington DC, USA

The Working Group on Philanthropy for Social Justice and Peace, (Northern Ireland): served as one of two community organizers responsible for interviewing and evaluating the input of representatives of 100 foundations regarding their approaches to social justice philanthropy. Directly contributed to the design and implementation of a four-day convening in Cairo, Egypt, February 2009 to further develop the field of philanthropy for social justice and peace.

The Bloomberg Initiative on Tobacco Control, Tobacco Free Kids Action Fund, 2007/8: advised the director of the Tobacco Free Kids Action Fund (TFKAF) on its first round Call for Proposals, initial design of the grant making and evaluation processes, and processes for evaluating learning; CS Mott Foundation, direct grantee negotiations evaluation and recommendations for grant renewals; The Wallace Global Foundation, prepared internal strategic environmental grant making options paper for board consideration.

Activist, advocacy and organizing experience:

Executive Director, International Rivers Network (IRN) [65], Berkeley, California, 1999-March, 2005: (In 2008, IRN's name was shortened to "International Rivers" (IR))

Responsibilities included all aspects of NGO advocacy organizational management including: organizational development; human resources management; strategic development; program implementation and evaluation; board development; financial management; operations; communications (internal/external); and fundraising (individual donor/foundation/event planning). The work required deep experience with and respect for the hypersensitive dynamics and intricacies of international programs and advocacy campaigns.

Campaigner and Editor, International Rivers Network (IRN), 1989-1999: Position required high level competency in all aspects of strategic planning and implementation of collaborative campaigns to protect river systems and promote social justice in many parts of the world. Work was instrumental in the early analysis, development and implementation of international campaigns (including leadership and participation in international multi-issue coalitions) to reform policies and practices of international bi- and multilateral finance institutions, chief among them the World Bank, the International Monetary Fund, and regional development banks.

1985-86
Energy Campaigner, Friends of the Earth, UK

1981-1985
Administrator, Friends of the Earth, US (Headquarters, San Francisco)

Reports and publications include:
Author, "Evaluation of the Effectiveness of work supported by the Oxfam Novib Global Programme by the Institute for Agriculture and Trade Policy 2006- 2010", prepared for IATP and Oxfam Novib, August, 2010

Co-Author, with W. Richert and R. Wilson-Grau, Evaluation of Oxfam Novib's Global Programme 2005-2008 for Aim 1 and Aim 4. GloPro's Strategic Positioning and Counterpart's Outcomes", March 2010

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[65] IR works with communities outside the US in their efforts to protect both cultural and environmental integrity through the protection of river systems and watersheds and promotion of locally and regionally appropriate water and energy supply systems. Ultimately, IR's goal is to support the legitimacy and effectiveness of the voices of many different communities whose lives and cultures depend on healthy and vibrant living river systems. IR's work aims to address myriad aspects of social justice, particularly environmental justice, human rights, women's rights, economic justice, as well as the application of democratic principles in global governance arrangements.

Author, "Strategies as Reflected in the Strengthening Global Civil Society Portfolio 2001 – 2007", internal report prepared for Lisa Jordan, Deputy Director, Governance and Civil Society Unit, Peace and Justice Program, The Ford Foundation, January, 2008

Author, "On Trying to Do Good Well: Practicing Participatory Democracy through International Advocacy Campaigns," concluding chapter in "NGO Accountability: Politics, Principles, and Innovations," Lisa Jordan and Peter van Tuijl, Eds, Earthscan Publications, London, Sterling VA, 2006

Editor, contributing author, *Restructured Rivers*, International Rivers Network, 164 pp., 2001

Editor, contributing author, *Beyond Big Dams*, International Rivers Network, 134 pp., 1995

Founding editor, contributing writer, *BankCheck Quarterly*, Development Group for Alternative Policies, International Rivers Network, 16 to 24 pp., 1994-1999

Editor, contributing writer, *World Rivers Review* (bimonthly), International Rivers Network, 16 pp., 1989-1994. Contributing writer, 1994-2005.

Editor, *The Political Economy of Rural Poverty: The Case for Land Reform*, M. Riad El-Ghonemy, Routledge, New York and London, 337 pp., 1990

Editor, contributing author, *Critical Decision: Should Britain Buy the Pressurized Water Reactor: A Report on the Sizewell Inquiry*, Friends of the Earth, UK, 99pp., 1986

Current Board Memberships
The Bank Information Center, Washington DC

Former Board Memberships
1999-2005	Global Advisory Board, Global Greengrant Fund, Boulder, CO
2003-2005	International Finance Institution Grantmaking Board, Global Greengrants Fund, Boulder, CO
2009	Fellowship Selection Committee Member, Compton Mentor Fellowships, The Compton Foundation

Advisory Board Memberships
Blue Frontier, Washington DC, Richmond, CA
International Rivers, Berkeley, CA

Education
B.S., Management, Purdue University

Professional Development
Active Member: American Evaluators' Association

S O P H I A   M . E .   M U R P H Y

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PROFILE

I have twenty years experience as a political economist, focused primarily on food, agriculture and international trade. I have managed staff, developed programmes, and successfully advocated for changes to public policy. I have lectured extensively, contributed to dozens of international meetings, dealt with a broad range of media and published numerous research papers. I am fully bilingual in English and French and am conversant in Spanish. I am a Canadian and British dual national.

PROFESSIONAL EXPERIENCE

Overview
* **Analyst**: widely published writer on a portfolio of issues linked to food policy, food security, international investment and trade.
* **Advocate:** public speaker; blog contributor; media relations
* **Advisor:** policy advice to governments, civil society and inter-governmental organizations.
* **Educator**: teach short courses related to food, international development, and political engagement by civil society; and, guest lecture in university courses.

Policy Analysis
* Independent free-lance consultant and researcher in on international food policy, including trade, investment, the human right to food, and development economics for clients including the UN FAO; UK Department for International Development (DFID); ActionAid International; Oxfam; and, the Heinrich Böll Foundation.
* Project member of the UN High Level Panel of Experts for UN Committee on World Food Security

Policy Advocate
* Media: live interviews on CTV, CNN, BBC World Service (radio) and ABC (Australia) (television and radio). Op-ed Commentary, "Feeding More for Less in Niger," published by the *New York Times*, 19 August 2005 and the *International Herald Tribune*, 20 August 2005. Press quotes including *Los Angeles Times*, *Mother Jones*, Reuters, Bloomberg, Agence France Press and Inter-Press Service. Regular contributor to IATP's blog *Think Forward* (http://iatp.typepad.com/).
* Twenty years of public speaking. In last 5 years, engagements have included events organized by the OECD/Sahel and West Africa Club (Accra); UN FAO (Rome); UN Special Rapporteur on the Right to Food (Berlin); Canadian Food Security Policy Group (Ottawa); ICTSD (Geneva); Civil Society Mechanism for the UN Committee on Food Security (Cordoba, Spain); World Vision (Adelaide).

Policy Advisor
* Capacity-building with government agricultural trade negotiators, including Pacific Island negotiators for the Institute for International Trade (Adelaide); African countries for SEATINI (Harare); and for a variety of developing countries' trade negotiators in collaboration with the South Centre and IATP's Trade Information Project (Geneva). Advisor to numerous NGOs and civil society networks.

Educator
* "Speaking Up ... and Being Heard: Citizen Advocacy" Course offered with Stuart Clark for the Canadian University of Peacebuilding. Winnipeg. June 2012.
* Invited lecturer at Quest University (Squamish, BC), the University of Minnesota, the University of Adelaide; the University of New South Wales; the University of Auckland; Isara-Lyon, Ecole d'ingénieurs en

alimentation, agriculture, environnement et développement rural; and the Institut national agronomique Paris-Grignon.

EMPLOYMENT

Policy consultant   Jan 2004–present
    Clients include UN FAO, DFID (UK government), ActionAid, the Canadian Foodgrains Bank, Oxfam, Hivos, the International Institute for Environment and Development (UK), the International Institute for Sustainable Development (Geneva), the Heinrich Böll Foundation (Germany), and the International Institute for Trade at the University of Adelaide.

Institute for Agriculture and Trade Policy (IATP), Minneapolis
    Senior Advisor, Trade & Global Governance Program   Jan 2004–present
    Program Director, Trade & Agriculture Program   Jan 2000–Dec 2003
    Senior Associate   1997–1999

UN Non-Governmental Liaison Service, Geneva
    Policy Officer   1995–1997

Canadian Council for International Co-operation, Ottawa
    Policy Officer   1991–1994

EDUCATION

London School of Economics   1990–1991
    MSc (with Distinction), Social Policy, Planning and Participation in Developing Countries
Oxford University   1986–1989
    BA, Politics, Philosophy and Economics.

SELECTED RECENT PUBLICATIONS

Book Chapters

"Biofuels: Finding a Sustainable Balance for Food and Energy," in Lawrence, G., Lyons, K. and Wallington, T. (ed.s), *Food Security, Nutrition and Sustainability*, Earthscan. London /Sterling VA. 2010.
"Agriculture and Market Power," Essay 2 in *Globalization of Food and Agriculture and the Poor*, edited by Joachim von Braun and Eugenio Díaz-Bonilla. International Food Policy Research Institute & Oxford University Press. 2008. New Delhi.

Journal Articles

"Free Trade in Agriculture: A Bad Idea Whose Time is Done," article for *Monthly Review*, July-August 2009, Volume 61, No. 3. USA. (now a book chapter).
"Globalization and Corporate Concentration in the Food and Agriculture Sector," article for *Development* special issue on the Future of Agriculture. Vol. 51:4. December 2008.

Research Papers

"Resolving the Food Crisis: Assessing Global Policy Reforms Since 2007," with Tim Wise, GDAE & IATP. USA. January 2012.
"Changing Perspectives: small-scale farmers, markets and globalization," International Institute for Environment and Development (UK) and Hivos (Netherlands). 2010.

Other

Price Volatility and Food Security. A Report by the High Level Panel of Experts on Food Security and Nutrition. With Benoit Daviron, Niama Nango Dembele and Shahid Rashid. HLPE/CFS/FAO. July 2011.

"Assessment Of FAO Project On The Impact Of OECD Countries' Agriculture And Trade Policies On Developing Countries," prepared with Tim Ruffer (Oxford Policy Management) for the UK Department of International Development. May 2007.