

Final Evaluation report on development of the informal advocacy network of civil society organizations We Care

Junction Bulgaria

CONTENTS

1. Executive summary.....	4
2. Introduction and background	9
3. Evaluation purpose and scope.....	11
4. Evaluation Framework and Methodology	14
5. Findings.....	16
5.1. Effectiveness	16
5.1.1. Degree to which the network has achieved its goals	16
5.1.2. Degree to which the advocacy initiatives achieved their goals	22
5.2. Efficiency	37
5.2.1. Invested resources and achieved outcomes of the advocacy network development.....	37
5.2.2. Degree to which the leadership and managements ensures a smooth functioning of the network	40
5.3. Sustainability	41
5.4. Impact	45
6. Lessons learned	47
7. Conclusions and recommendations.....	48
8. Annex 1 Evaluation Framework for outcome Evaluation	50
9. Annex 2 Observation protocol.....	53
10. Annex 3 Interview guide.....	57
11. Annex 4 Feedback survey	59

Abbreviations

CCU - Campaign coordination unit

ECD - Early Childhood Development

ET – Evaluation team

NAB – National advisory body

NGO – Non-governmental organisation

NNC - National Network for Children

OECD – DAC – Organization of economic cooperation and development – Development assistance committee

TSA - Trust for Social Achievement

1. EXECUTIVE SUMMARY

This Final Report on Advocacy Network is developed by the evaluation team of Junction Bulgaria at the final phase of the ‘We care project’, commissioned by TSA. The aim of this report is to present the main findings of this outcome evaluation in terms of results and sustainability of advocacy network, as well as achievement of the advocacy grants’ short-term and long-term outcomes.

The project ‘We care’ aims to improve the maternal and infant health outcomes among Roma communities in Bulgaria through advocacy for system changes so that access to quality health and health-related services of infants and mothers is improved. In order to achieve this goal, the project invests efforts into creating a network of 11 NGOs working on five advocacy initiatives:

- “Access to healthcare services for children aged to 3, pregnant women and mothers”;
- “Access to services in support of early learning and responsive caregiving”;
- “Security and Safety”;
- “Adequate Nutrition”;
- “Universal access to free medication”.

The social change that is expected to be achieved is based on the effort of the organisations to work together as a network, which is a specific process of empowering civil organisations which would represent the interests of the most vulnerable groups.

The **object of this outcome evaluation** are the advocacy network and the 5 advocacy initiatives implemented within the project. The main purpose is to evaluate the extent to which the 11 NGOs are working as a network and to what extent the activities implemented by TSA and its support for the NGOs is helping to build the network, in order to analyse the level of achievement of the results from advocacy network development, as well as achievement of the advocacy grants’ short-term and long-term outcomes.

Taking into account the complexity of the object of the evaluation and different phases of realisation, its conduction was realised in **two stages**. The first one was a process evaluation which examined the nature and quality of implementation of an intervention (development of the advocacy network) and was conducted at the mid-term phase of the advocacy network stage of the project implementation. This report is a result of the subsequent outcome evaluation, which examines the results of an intervention (advocacy network and advocacy grants). This evaluation identifies lessons learned based on the documented process of coalition building and joint advocacy for replication in other contexts.

The **evaluation framework** is developed at the inception phase of this assignment and contains key questions in the main evaluation areas effectiveness, efficiency, sustainability and impact, indicators, and sources of information, as well as data collection methods. The methods for data collection have been chosen in order to be able to measure the developed indicators and track the progress in the implementation of the activities.

The **methodological design** includes the following qualitative and quantitative methods: desk review/secondary data analysis; observation of the methods of facilitation and conduction of the meetings interviews with key representatives of some of the organization; feedback survey with participants in advocacy network meetings. A total of three observations of two quarterly meetings and one meeting of the network are conducted for the outcome evaluation. Additionally, three meetings with an external advocacy expert present were observed. A total of 6 interviews with representatives of 5 NGOs were conducted; a minimum one representative of each of the 5 advocacy initiatives was interviewed. Three surveys were sent to participants and were filled out by 14, 12 and 9 participants, respectively.

The main findings in the area of **effectiveness** are related to the degree to which the network functions and achieves the goals of the network and the different advocacy initiatives. At the end of the project, the network was created and went through different stages of its creation and development, related to developing capacity, planning advocacy initiatives and the road to sustainability.

The functioning of the NGOs as a network and their work together was a supporting factor in the achievement of the goals. All of these organisations united their efforts in a difficult challenging period, in order to keep the topic in the focus of public attention and to change policy and practice. An impressive number of advocacy groups, forums, meetings and communication were realized in order to change attitudes and raise awareness toward the importance of access to quality health related services. The different initiatives achieve a different level of realization of the outcomes, but all of them, up to some degree lead to raising awareness of the topics among stakeholders and attract like-minded partners to continue working on the topics.

The most significant result was achieved in terms of increasing the number of medical and medico-diagnostic activities paid for under Ordinance 26 in the advocacy initiative “Access to healthcare services for children aged to 3, pregnant women and mothers”. In all the other initiatives proposals or statements have been developed, related to the advocacy problem and presented to the stakeholders.



Draft a programme for healthy nutrition of pregnant women and children up to 3 years old



Draft a proposal for the introduction of elements of the programme in support to early learning and the provision of responsive care for the child in a family environment through the currently operating services in the community.



Increasing the number of medical and medico-diagnostic activities paid for under Ordinance 26 - 4 examinations and an extended package of laboratory tests, as well as inclusion of activities provided for risky pregnancies up to two hospitalizations for the period of pregnancy



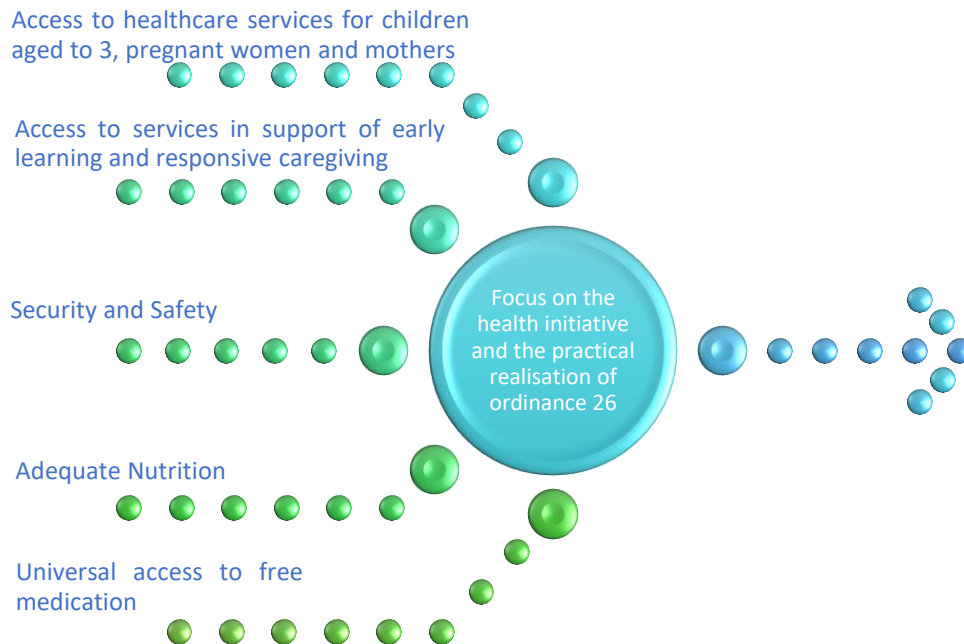
Presented proposal for a normative change in the drug policy - provision of free medications for all children from 0 to 3 years.



Developed and presented statement based on legal practice, it was presented to five ministries, which the group identified as having a stake in the matter.

The main findings in the area of **efficiency** are related to the invested resources and achieved results and in view of the leadership and management allowing the functioning of the network. Resources have been invested for the five projects under the initiatives and in each project there are different budget items, ensuring the realisation of all the project activities. The analysis of the financial resources shows that they have been invested efficiently to reach a very big number of stakeholders and disseminate the importance of the topic to reach engagement. In view of the leadership and management, the support of TSA was of key importance in the period of creation and development of the network and it contributed to facilitate its functioning and uniting the organisations in a network in a period of realisation of five different advocacy initiatives.

The main findings in the area of **sustainability** are related to the continuation of the activities after the project's end. The organisations unite their efforts to continue working together around a common topic – implementation of the changes in ordinance 26. It should be noted, however, that this continuation is supported and financed and is not a separate effort. Skills, knowledge, and experience and created partnerships are also of key importance.



The findings in the area of impact are related towards the analysis of topics and approaches, generated in the network itself and the way the organisations are changing as a result of their participation in the project. The organisations entered in the project with a different level of knowledge and experience related to the topics of advocacy initiatives. At the end, they all feel more related to these topics much more than in the beginning in a sustainable way as organisations and teams and with ideas how to continue specifically on the topics, on which they worked. They don't change their missions and visions but complement them with new elements related to the topics. It is expected that all of the policies and programmes, towards which the advocacy efforts are oriented, will contribute to improvement of the lives of beneficiaries. At this stage of realisation of the project, this effort is still at an initial stage.

The **lessons learned** on the network are the following:

- The development of the network is a process that goes through different stages and starts with the common understanding of its main goal, it continues with a clear division of roles and responsibilities coordination and clear relations between network participants.
- At the same time, the network should have a common leader which would take up the responsibilities for its development and plan for moving ahead in the future.
- The sustainability of the network is related to the common idea but also to the efforts that are made for its functioning and development. This means that the availability of resources makes it possible for a network to exist and be developed but also this depends on the motivation of its participants and the connection between the aims of the network and the profile of the organizations in it. It is natural that the organizations would have different roles and level of

participation which makes it possible for them to complement each other and enter into different roles which would allow them to learn new things.

The lessons learned on the content of the advocacy initiatives are the following:

- The advocacy initiatives require a clear and concrete definition of the problem at hand and developing realistic solutions related to the context.
- It is important to know the context and the type of beneficiaries and stakeholders in order to build a network of supporters who will not only declare their engagement but actually change their attitudes and make efforts to support the aims.
- You should be flexible and active and whenever there is a change in the context you should react to it and grasp the opportunities you have, which could lead to success.
- The inclusion of beneficiaries using their real stories and concrete examples of good practices are important to make your case and achieve your goals. Honesty and integrity is important to make beneficiaries trust you and feel empowered to participate and be willing to be a part of the change you want to cause.

The **recommendations** that could be formulated at this stage will be oriented towards future initiatives related to the work of advocacy networks. The first recommendation would be to ensure that the goal is identified in the beginning, a common understanding is reached and there is a clear division of roles and responsibilities related to this common goal. Another recommendation could be to carefully set the indicators in the monitoring system from the beginning so that there is clarity on the expected results and the different levels of achievement are more clearly defined, while the system for monitoring them would be similar for the sub-projects on the different advocacy initiatives that are a part of the big network. The third recommendation would be to summarize in a single document (practically oriented handbook) the development of the network including the steps and stages of analyzing needs and the continuous process from support up to independent development of the network. Also, it is important to include beneficiaries actively and invest efforts into this, so that they would make use of any changes to legislation or new integrated services.

2. INTRODUCTION AND BACKGROUND

This Final Report on Advocacy Network is developed by the evaluation team (ET) of Junction Bulgaria at the final phase of the ‘We care project’, commissioned by TSA (Trust for social achievement). The aim of this report is to present the main findings of this outcome evaluation in terms of results and sustainability of advocacy network, as well as achievement of the advocacy grants’ short-term and long-term outcomes. This evaluation will identify lessons learned based on the documented process of coalition-building and joint advocacy for replication in other contexts.

Recognition of the importance of Early Childhood development (ECD) programs has grown in recent years, with Bulgaria's public sector is showing a higher commitment toward early prevention programs. The efforts in the country to work on the topic of ECD include different initiatives by different non-governmental organisations (NGOs) and networks such as the Alliance for Early Childhood Development and National Network for Children (NNC). The efforts of these networks are oriented towards development of policies (National Strategy for Children, National Strategy for Early Childhood Development and Care, Quality Framework for Services for Early Childhood Development and Care), development of new integrated services and projects. The network of NGOs working on the ‘We care’ project has been created and functions within the goals of the project. It has specific tasks, related to planning and realization of advocacy initiatives, connected with ECD and its innovative in view of combining NGOs working directly with beneficiaries in the field, therefore having knowledge regarding the vulnerable communities, their needs, way of living, etc. In this sense, it is expected it could have a big impact on social change in view of vulnerable communities’ lives

The project ‘We care’ aims to improve the maternal and infant health outcomes among Roma communities in Bulgaria through advocacy for system changes so that access to quality health and health-related services of infants and mothers is improved. To achieve this, the project brings together the advocacy efforts of 11 NGOs and supports the development of their capacity building by:

- Provision of tailored trainings for advocacy and nurturing care of the child, aged to 3;
- Funding opportunities for implementation of local advocacy initiatives so that needs and barriers of vulnerable families with young children are registered and addressed;
- Fostering collaboration among NGOs to define and agree on common advocacy goals for system changes with direct impact on infant and maternal health;
- Development of joint advocacy framework, based on the agreed advocacy goals under four policy areas: healthcare, adequate nutrition, security and safety, opportunities for early learning and responsive caregiving for the child, aged to 3;

- Funding opportunities for national advocacy initiatives for system changes so that the goals of the joint advocacy framework are achieved.

The overall goal of the project is to ensure the long-term sustainability of a network of NGOs that was developed under the first 'We Care' project, so that this network becomes an important driver for system changes in the field of policies related to maternal and infant health outcomes in the Roma community. The project aims to support the advancement of a joint framework of advocacy objectives to sustainably improve the health of young children in excluded Roma families.

The specific objectives of the project are the following:

- Building sustainable advocacy capacities and forming a governing structure for the NGO network to advance on Roma young children health and care beyond OSF support.
- Developing joint actions in support of coherency and coordination of the implementation of the specific advocacy objectives identified by the organizations to achieve a long-lasting positive impact on young children in excluded Roma families.
- Documenting the process of capacity-building, coalition-building and joint advocacy to easily extract lessons learned for replication in other contexts.

Given the multiple stages of the We care project, the evaluation was conducted in several stages. This allowed the project team to both monitor ongoing progress and support within the project in order to make any necessary adjustments, and provide support as needed, in the (1) project plan, related to the implementation of the joint advocacy framework, and to (2) evaluate outcomes at the end of each of the following stages: capacity building (from April 2019 to March 2020), network formation and sustainability (from January 2020 to September 2022), and advocacy project implementation (from September 2020 to November 2022).

Taking into account the complexity of the object of the evaluation and different phases of realisation, its conduction required two stages. The first one was a process evaluation which examined the nature and quality of implementation of an intervention (development of the advocacy network) and was conducted at the mid-term phase of the advocacy network stage of the project implementation. The object of the process (mid-term) evaluation was the advocacy network, its development and sustainability. The main purpose was to evaluate the extent to which the 11 NGOs were working as a network and to what extent the activities implemented by TSA and its support for the NGOs was helping to build the network.

The main findings from the mid-term process evaluation in the area of **relevance** show that the approach of creation and development of the network was relevant to the needs of the organisations, as well as to the achievement of the goals, but the level of relevance was moderate due to the different degree of competence of the organisations, their different roles and

responsibilities. The network seems to be a combination of four smaller networks based on the five advocacy initiatives. In the area of **effectiveness**, communication between NGOs was realised mostly online, through meetings and exchange of emails. The relationships between organisations were realised more in the smaller teams, while in the big network, they were more dependent on the efforts of TSA. Additional efforts were required to support and initiate communication between them like a common advocacy strategy and events for the big network in order to increase the level of effectiveness. In the area of **efficiency**, the development of the network demonstrated a high level of efficiency as ratio between the invested resources and achieved results. This efficiency was determined by the high level of engagement of organisations in the small groups at the individual advocacy project level.

This report is a result of the subsequent outcome evaluation, which examines the results of an intervention (advocacy network and advocacy grants). It provides information about achieved results from advocacy network development, as well as achievement of the advocacy grants' short-term and long-term outcomes. This evaluation identifies lessons learned based on the documented process of coalition building and joint advocacy for replication in other contexts.

3. EVALUATION PURPOSE AND SCOPE

The object of this outcome evaluation are the advocacy network and the 5 advocacy initiatives implemented within the project. The main purpose is to evaluate the extent to which the 11 NGOs are working as a network and to what extent the activities implemented by TSA and its support for the NGOs is helping to build the network.

In contemporary society, the number of issues open to change, as well as the diverse opinions of stakeholders makes it increasingly complex to govern or to bring about change. Products and services cannot be developed without looking at the wishes of the beneficiaries, regulations from the government and social movements. Similarly, governments cannot formulate laws, rules and regulations without a thorough knowledge of the issue and the respective needs of the people and the interest of different stakeholders in society. Civil society organisations cannot bring about change by just demanding or claiming their rights without the empowered voices of the people bringing about the change, the knowledge of laws and regulations, the interests of different stakeholders and the proof or evidence of the implications on their beneficiaries.¹

In this process of change, networks have a significant influence and impact, having in mind their specifics and process of creation, but also more concretely, networks oriented towards fulfilment of advocacy goals are key. Therefore, the following definition of a network is relevant for the specifics of the object of this evaluation:

¹ Roebeling, G., & de Vries, J. (2011). Advocacy and Policy Influencing for Social Change.

‘Networking is simply a process for initiating and maintaining contact with individuals and organizations that share or support common goals and agree to work together to achieve those goals. Advocacy is a set of targeted actions directed at decision-makers in support of a specific policy issue. Advocacy Networks are groups of organizations and individuals working together to achieve changes in policy, law, or programs for a particular issue.’²

The main goal of the evaluation is to analyse the level of achievement of the results from advocacy network development, as well as achievement of the advocacy grants’ short-term and long-term outcomes. Additionally, the evaluation will make conclusions about development of the advocacy network and its sustainability.

The creation and development of a network of organisations includes different stages/steps, forming the approach to its creation and development: application and taking a decision for participation in the project activities; needs assessment and capacity building component; choosing an area of advocacy; development of an advocacy strategy; consultation and support in the process of implementation of this strategy, including internal communication events, coordination meetings and incessant exchange of information.

Five groups of NGOs were formed and started working in main advocacy areas through implementing advocacy strategies. These five core areas are in line with the five domains of nurturing care: good health, adequate nutrition, safety and security, responsive caregiving and opportunities for learning. Each of the identified advocacy initiatives corresponds to important and urgent issues faced by Roma women and infants in the respective policy area. The respective organisations working on them are the following:

- “Access to healthcare services for children aged to 3, pregnant women and mothers” – LARGO, National Network of health mediators, Thirst for life, Club of NGOs;
- “Access to services in support of early learning and responsive caregiving” Future, LARGO, Crime Prevention Fund IGA;
- “Security and Safety” Crime Prevention Fund IGA, Initiative for equal opportunities, HAYACI;
- “Adequate Nutrition” HESED, “Future for Children” Association, “Knowledge” Association.
- “Universal access to free medication”, Crime Prevention Fund IGA, Club of NGOs, LARGO, HAYACI, Thirst for life, Initiative for equal opportunities

² Loganathan, R., Sonneveldt, E., Arnett, S., Getahun, H., Futures, C., & World Health Organization. (2007). *Networking for policy change: an advocacy training manual* (No. WHO/HTM/TB/2007.384 a). World Health Organization.

The process of formation of the working groups is participatory and goes through analysis of the concrete situation and identifying the specific barriers for families with children at an early age related to health and development. All organisations went through a process of inclusion in the network, which facilitated the understanding of the content and the goals of the networks and at the same time created a new level of relationships between organisations. This means that they had a previous experience in working together, but they had reached a new level of communication, particularly on the topic.

After the formation of the working groups, advocacy strategies related to mid-term advocacy issues were developed, which contained analysis of the current situation, vision for change, goals and expected results, Theory of change development, stakeholder analysis, indicators, etc. Each of the project has a common aim and work packages, for which are responsible the different organisations in the initiative. The work packages are management; collecting an evidence base, and/or analysis of available evidence, related to the advocacy problem and its solution; communication strategy; advocacy, building coalitions and partnerships. Each project has a system of indicators at the different levels and short-term and long-term outcomes and expected impact. Each organisation is responsible for a certain work package, but its actions should contribute to the achievement of the initiative, which in itself should lead to the achievement of the goals of the project.

It should be noted that the fifth advocacy initiative on ‘Universal access to free medication’ was developed later and almost all organisations were included and the organisation of the project was different, since the working packages were not divided among the organisations and one organisation took the leading role of the project. The process started directly with a development of a Theory of change (while the other processes started with selection of topics and issues) and planning of the way to achieve the goals. The main issues and aims of the advocacy initiatives could be seen in table 1 below.

Table 1 Advocacy issues and goals per each of the initiatives

Advocacy initiative	Advocacy issue	Advocacy goal
Access to healthcare services for children aged to 3, pregnant women and mothers	Uninsured pregnant women living in poverty without access to prenatal care	To achieve an equal and effective access of uninsured pregnant women to healthcare
Access to services in support of early	Lack of adequate and accessible services,	To regulate services – integrated health-social

learning and responsive caregiving	providing a favorable environment to support responsive caregiving and improvement the quality of childcare 0 3 years	services, oriented mainly towards families with children between 0 and 3 years old
Universal access to free medication	Lack of universal access and policy on free medication for children outside of hospital care	Adoption of normative and legislative changes to ensure universal access to free medication for all children at the age 0 to 3 years
Safety and security	High number of pregnant women and mothers with children from 0 to 3 years from Roma origin without residential registration and identity documents	To increase the opportunities for pregnant women and mothers with children under 3 years old from the affected groups to obtain address registration and identity documents
Adequate nutrition	Lack of supportive services for healthy nutrition of children from families, living below the poverty line	To increase the possibility for ensuring equal access to healthy nutrition for all children, irrespective of the distance of their place of living and the socio-economic situation of their parents.

All the advocacy initiatives address issues related to the access of children 0 to 3 years old and their mothers to basic services related to child development in all the areas of nurturing care. These issues lead to serious barriers towards the health and development of children, ensuring adequate support by parents and safety and security. Often these issues are due to lack of services or access in the main social and health sectors, as well as lack of policies and programmes, which would guarantee equal access. All of these efforts in the five projects are a part of the evaluation purpose and scope.

4. EVALUATION FRAMEWORK AND METHODOLOGY

The proposed approach and methodology is based on the evaluation criteria, having in mind the specifics of the evaluation and the object - the advocacy network and advocacy initiatives.

The evaluation criteria are based on the updated OECD-DAC standards, covering **effectiveness** (to what extent have the objectives been achieved; have the projects and events produced the expected effects; could more effects be obtained by using a different approach), **efficiency** (have the planned results been achieved at the lowest level of invested resources); **impact** (what difference does the network approach make; what is the extent to which the network has generated or is expected to generate significant positive or negative impact) and **sustainability** (are the results durable over time)³

The evaluation framework is developed at the inception phase of this assignment and contains key questions in the main evaluation areas, indicators, and sources of information, as well as data collection methods. It is related to the advocacy network building, development, and support, and is presented in Annex 1.

The methods for data collection have been chosen in order to be able to measure the developed indicators and track the progress in the implementation of the activities. The methodological design includes the following qualitative and quantitative methods:

- **Desk review/secondary data analysis** of documentation and agenda, related to: project proposal and planned activities; documents and available information about advocacy network development; plans for the coordination meetings and events, agenda, minutes of the meetings, presentations; interim reports of the campaigns, incl. monitoring reports of each working group; final reports of the organisations.
- **Observation** of the methods of facilitation and conduction of the meetings, which will provide information about different indicators related to: number of participants, level of presence at the meetings, way of conduction and organisation of the meetings, how is communication achieved, different roles and responsibilities of the participants and their levels of participation; this information will be reflected in an observation protocol (Annex 3); a total of three observations of two quarterly meetings and one meeting of the network are conducted for the outcome evaluation. Additionally, three meetings with an external advocacy expert present were observed.
- **Interviews** with key representatives of some of the organizations, which will provide information on their opinions in terms of level of relevance of the approach, level of satisfaction

³ OECD, Evaluation Criteria, retrieved from: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>
EVALSED (2013). Evaluation of Socio-Economic Development, retrieved from: http://ec.europa.eu/regional_policy/en/information/publications/evaluations-guidance-documents/2013/evalsed-the-resource-for-the-evaluation-of-socio-economic-development-evaluation-guide

from the functioning of the network, the achieved results, etc.; a total of 6 interviews with representatives of 5 NGOs; the interviews are conducted using the guide in Annex 4; a minimum one representative of each of the 5 advocacy initiatives is interviewed.

- **Feedback survey** with participants in advocacy network meetings, which provides information on participants' opinions on the organisation and conduction of the meetings, as well as the level of satisfaction of the achieved results; the survey is programmed online and sent to participants right after each of the three observed meetings, in order to capture their point of view immediately after conduction of the meeting, their first impressions after each separate meeting; three surveys were sent to participants and were filled out by 14, 12 and 9 participants, respectively; feedback surveys are anonymous and disseminated to all the participants after each of the meetings; the survey is presented in Annex 5.

5. FINDINGS

The evaluation framework is oriented towards evaluation of two interconnected objects – the advocacy initiatives themselves, on one hand, as well as the advocacy network, on the other. The suggested areas of evaluation are in compliance with the type of evaluation and the stage of realisation. The findings are organised in view of the areas of evaluation: effectiveness, efficiency, sustainability, and impact.

5.1. EFFECTIVENESS

The effectiveness of the network will be analysed in terms of the degree to which the network has achieved its goal – improvement of maternal and child health, which is possible only if services and policies supporting the access to high quality health care, adequate nutrition, safe and secure environment, as well as if services in support of responsive caregiving and early learning function well and work in cooperation - regarding the network and the advocacy initiatives themselves.

5.1.1. Degree to which the network has achieved its goals

The network that is the object of this evaluation consists of 11 NGOs which take part in the implementation of five advocacy initiatives together. The network structure is based on five working groups. Each of them has a commitment and responsibility for successful implementation of its concrete initiative.

The 11 organisations taking part in the network work on different initiatives, but at the same time these are a part of a bigger picture and network goal, bringing all of the five initiatives together. Therefore, there are common network events, meetings, etc. initiated by the TSA and taking place at network level with involvement of its member organizations and/ or external organizations.

At organizational level, each of the organisations, members of the network does have its own organizational goals, mission, and vision for development. For some of them, this vision is related directly with ECD, while others see ECD as a rather new topic. At the beginning of the development of the network there wasn't a formally defined common goal of the network, instead, most participants were indirectly aware of it. In the following period of network development, an effort has been made to make this common goal more visible and clearer and to reach a common understanding. TSA is in the centre of this effort since the network doesn't have a formal leader and structure. It should be pointed out that this central role has different dimensions and solves different tasks in the process of realisation of the project. At the first stage of formation of the network, when it is created and its capacity is built, TSA has a key role in uniting the organisations. It is also important to bear in mind that some of these NGOs already had a previous interaction or worked together on projects and activities before the creation of the network, so they knew each other and this had an effect at the start, serving as an enabling factor for the network formation. At the next stage, when the projects are developed and NGOs start working together, TSA takes on more of an organising and coordinating role. At the last stage, when the network is built, it could start working on its own and has its own leader and is working separately (please see the part on sustainability) (figure 1).

Figure 1 Process of network development



The level of achievement of the goals of the network is commented in different ways by the different respondents in the qualitative research and a few things need to be pointed out (figure

2). From the data it is evident that some respondents feel more like their organisation is a part of a network than others. This could be a result from a lower level of participation (in less initiatives), as well as a different mission and orientation of the organisations in view of the type of work and activities they take part in (some are rather oriented towards direct work with clients, instead of advocacy) or not enough staff capacity. Additionally, a factor could be whether the organisations know each other from before the start of the project and whether they have worked on different other initiatives together. Overall, it is evident that most of the organisations understand the common goal of the network, express a readiness to work together in the future and are happy with the partnerships created. In comparison with the intermediate report findings, when most of the participants shared, they didn't understand the goal and lacked a clear idea of belonging to a network, now most of them feel they are a part of a community with common goals and tasks. The common efforts and achieved results, the emphasis on talking about a common goal led to the feeling of being a part of a network.

Figure 2 Perceptions of belonging to a network

"I don't know if it's because of the project or since we work together on other initiatives and causes as well, but I personally believe that there is a network, I feel that we are a part of something, the colleagues we work with. There isn't such an exact network for this period of a child's development."

"It is a very good idea for the functioning of such an informal network, I will be happy if it continues to function. Always when writing the next projects, partners are necessary to cooperate and be more aware of a certain topic, as an organisation or individual experts."

"I don't have a very strong feeling of connection with the other organisations, for different reasons for some of them. Let's call it a network, we rather are staying, because I like all the initiatives..."

The degree of achievement of the goals depends on the process and stage of development of the network, since at the intermediate stage the goal was still not clear and the road to it was not concrete, now at the end of the project it seems that the network has gotten closer to achievement of the goals and sets new goals for the future stage. The degree of achievement of the goals also depends on external contextual factors in the country, including the pandemic and

the political situation. Any situation of crisis is at the same time a negative factor, making the process of achievement of the goals more challenging, but also could serve as a motivator and bring together the different organisations around these common goals to look for alternative solutions to achieve them.

It is important to also keep in mind the following aspects when analysing the network and the achievement of its goals - level of participation of the organisations in the planning and conduction of the meetings and level of satisfaction of the exchanged information.

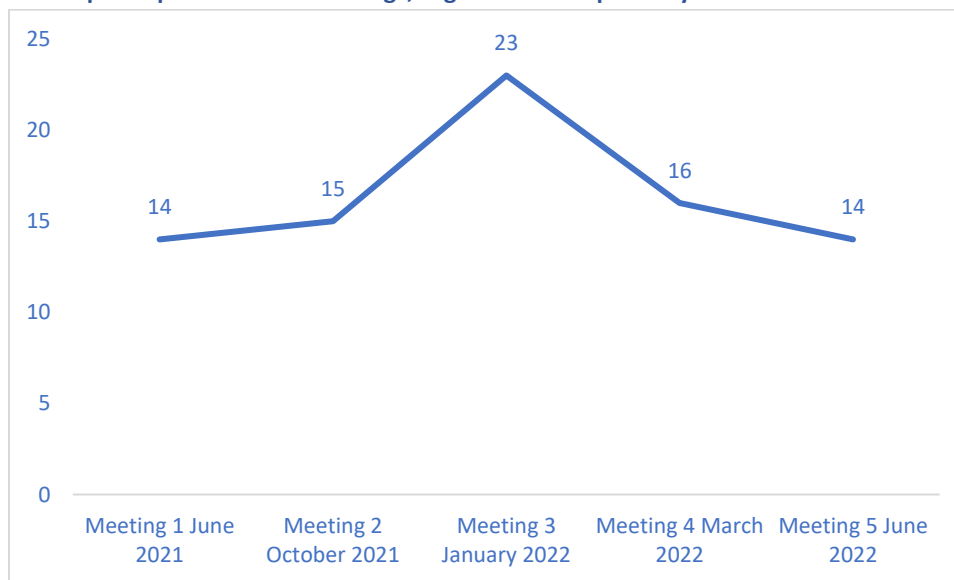
The main form of communication in the network are work meetings, either conducted online or in-person. There are different types of meetings with different units established. A campaign coordination unit (CCU) was established with representatives of each working group, in order to provide feedback on questions or doubts faced in the go of the campaigns. The CCU met on a quarterly basis to exchange information on the progress made under each initiative and to plan together activities at network level. There is also a national advisory body (NAB) with external experts in support of the network. The CCU members on a rotation had the leading role for the different types of meetings: quarterly meetings of the CCU; meetings of the CCU together with network representatives; meetings of the CCU together with network representatives and the NAB members. In the meetings of the network each organisation had the chance to share and learn about the progress made and exchange common ideas, so that the different NGOs could be useful to each other. This mutual process that happened through the meetings helped the network to function as one whole instead of a combination of five initiatives.

Each meeting was planned beforehand and had an agenda and materials sent out with different representatives having the leading role and sometimes an external moderator leading the meetings. The first meeting in 2020 was conducted online and was a meeting of the CCU, network representatives and NAB representatives. All representatives of participating (11) NGOs and the CCU took part. The topics were related to discussion of the progress of the advocacy initiatives so far, future meetings, mutual work and form of support. The main findings from the intermediate report were presented, as well as the vision and mission of the advocacy network. The meeting had an external facilitator that led and organised all discussions, gave the word to participants, etc. The level of participation of all NGO representatives was high, since they were active in discussing, they worked in small groups and afterwards presented to the big group and made decisions together. The goals of the meeting were clear to participants, since they were stated in the programme and emails for communication. All of the goals of the meeting were reached, but there was a complication in terms of the work in groups, since two initiatives were discussed in the small group and time for discussion was rather limited. The second meeting was held online as a meeting of the network representatives from each of the initiatives. It was led by representatives of one of the NGOs and advocacy initiative. The topics discussed were

organising video clips of the campaign, appropriate social networks for the campaign, communication with external media and stakeholders, communication efforts and common message of the advocacy network, need for cooperation in next months, planning a study visit for learning more about a good practice established abroad, common advocacy report and infographic. The third meeting was held online and was a meeting of the CCU, network representatives and NAB representatives. It was led by a representative of one of the NGOs and advocacy initiative. Representatives of all the advocacy initiatives took part and presented the progress in all the initiatives. A common report with recommendations on the five advocacy initiatives was discussed.

The level of participation in the meetings seems to be high overall and quite steady in time (graph 1). Even though the exact number of participants varies in some instances, all the advocacy initiatives were always represented in the meetings with one or two representatives per initiative, most likely due to the aim to present the progress per initiative. However, not always all of the organisations in the network were represented. Additionally, it should be noted that some of these meetings were divided in parts and there was a difference in the number of participants between these parts, since not all organisations were expected to join all parts of the meetings and it depended on the types of meetings, for instance in the meetings with CCU and NAB there were more participants than in the rest, so an average number was taken. Most of the meetings were conducted online. Meeting 3 notably had more participants; it included a bigger variety of tasks and it was generally longer based on its programme.

Graph 1 Level of participation in the meetings, organized on a quarterly basis



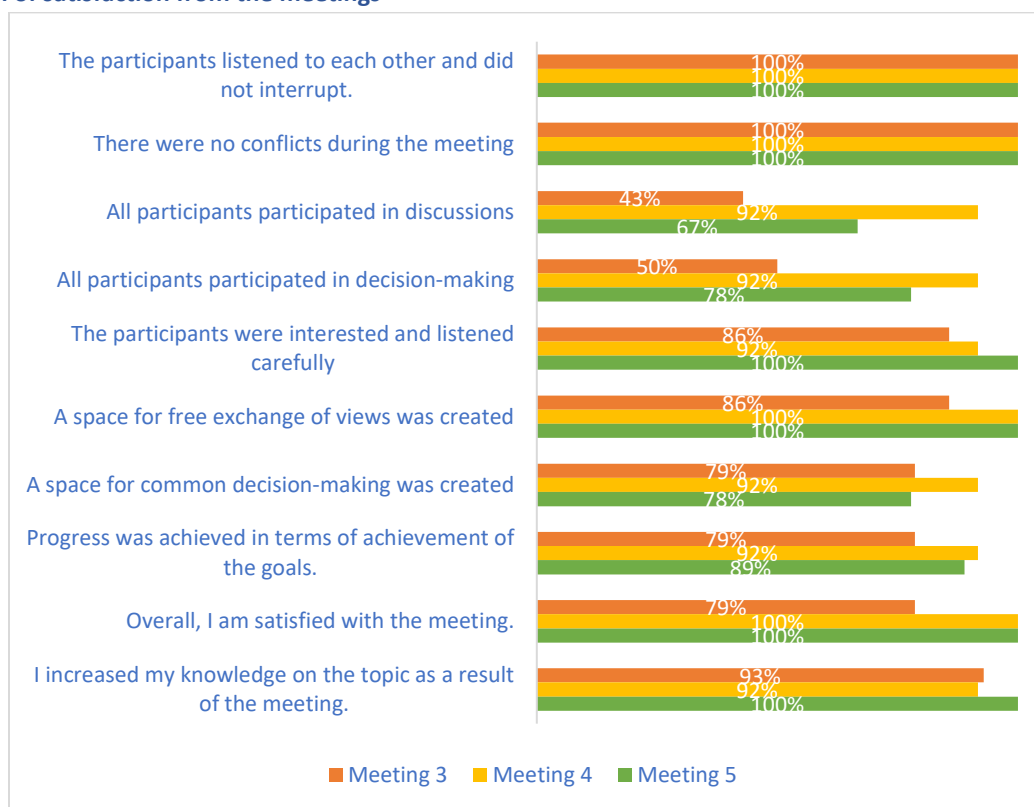
Source: Observation protocols from the meetings

The data for the two meetings from the feedback surveys from the previous intermediate report pointed to an overall high level of satisfaction with the way the meetings were organised and

held. They were well prepared according to the planned agenda, organised, led by the facilitator, started and ended on time with topics discussed sequentially, common decisions reached, and progress made towards achieving the objectives.

The level of satisfaction from the meetings 3-5 is shown on graph 2 based on sentences expressing the different aspects of satisfaction and the share of participants who agreed with them from each of the three meetings, for which the survey was conducted. It could be seen that the level of satisfaction is quite high, maybe a bit lower for meeting 3, which was more particular, as is commented above as well, due to its longer duration and programme with different topics and aims, as well as more participants, which could explain a bigger variety in opinions. Mostly, those who didn't say they agree with the sentences, chose the option 'Neither agree, nor disagree' instead.

Graph 2 Level of satisfaction from the meetings



Source: Feedback survey with participants in the meetings

On the whole, the work meetings and communication are evaluated as an effective way for support and development of the network and the main way to exchange and present information regarding the progress of the initiatives.

Apart from the common network meetings, each working group also held their own internal meetings, mostly conducted online, for planning and communication of activities. The meetings

were conducted on average once a month and were related with the progress on each advocacy initiative. The meetings were organized internally, most often by the organization responsible for the work package on management of the initiative. This main form of communication allowed better planning and monitoring of the progress. There was a significant impact on the network level communication and collaboration for joint actions since these meetings allowed for working with a focus on certain initiatives and was the basis for presenting progress in the subsequent network meetings. Roles and responsibilities were also allocated during the meetings, which is an important aspect. In some of these meetings, external experts were also invited like communication experts, and a few were also held face-to-face. All the meetings were documented with protocols. It should be noted that in some of the meetings, not all participants were present.

5.1.2. Degree to which the advocacy initiatives achieved their goals

The degree to which the advocacy initiatives have achieved their goals is presented and analysed based on the reports made by representatives of advocacy initiatives themselves as main sources of information, as well as data from the qualitative interviews. Each of the initiatives has its own developed system of expected results at four levels: outputs, short-term outcomes, long-term outcomes, impact. The monitoring and evaluation of the achievement of these results is realized by an internal expert or external expert (for the advocacy initiative) and the systems for data collection are different for every initiative.

The initiative 'Adequate nutrition' has developed a report on the satisfaction from the participation in the project. For this purpose, a survey was developed and filled out by each organisation. Such reports were developed periodically and containing mainly data showing a high satisfaction with the activities. This research on satisfaction is not monitoring in itself.

The initiative 'Security and safety' make an analysis in a report named Common report for monitoring and evaluation. This report makes an analysis of the issue and conducted activities. The monitoring indicators have been defined through the management of the different components of the project as time, resources, communication, etc. A descriptive overview is made based on these indicators. There are main conclusions regarding the level of satisfaction of participants.

The initiative 'Access to services in support of early learning and responsive caregiving' has developed a monitoring and evaluation report and makes an overview of the indicators in the project and regulatory base. There is an overview of all the work packages, following their logic and their method of implementation.

The initiative 'Access to healthcare services for children aged to 3, pregnant women and mothers' has a developed evaluation report following the main areas of evaluation with an effort to

present an evidence-base regarding the findings, but they are rather descriptive regarding the conducted activities. Recommendations and conclusions are made.

The initiative ‘Universal access to free medication’ has a monitoring and evaluation report, which follows and monitors the activities conducted. The report makes an overview of the project indicators and work packages.

To this report, an analysis has been made of the achieved outcome indicators in two levels – short-term and long-term. All the reported data were summarised and serve as evidence for evaluation of the level of achievement of the outcomes planned in the We care project.

The We care project has three **short-term outcomes** – raised awareness of stakeholders on advocacy problem and possible solutions, change in the attitudes of the stakeholders towards the advocacy problem and possible solutions, as well as increased engagement of stakeholders.

In terms of *the raised awareness of stakeholders on advocacy problems and possible solutions* (Table 2), the data from the reports shows that they have set and achieved results in terms of raising awareness on the issues at hand. It is evident that the groups of stakeholders, towards which are directed the activities leading to the achievement of these results, are journalists, media, NGOs, as well as beneficiaries and institutional representatives. The reports show a big share of implemented activities to achieve the results like evidence-based analysis, attracting like-minded stakeholders, organizing meetings and public speeches, and making communication materials. As it could be seen from the information presented in table 1, most results have been planned and some of them are over the set targets. The two results, which are partially achieved, in the area of health and security, are related to the inclusion of beneficiaries and raising their awareness regarding the issue. It should be noted that most of the indicators on short-term results are rather formulated as monitoring ones and some of them are not clearly defined like ensured support and also some of the indicators are not aligned with the outcomes like number of publications as an indicator for ensured support from key stakeholders (Early learning and Medications initiatives). Also, some indicators contain different numbers and aspects.

Table 2 Raised awareness of stakeholders on advocacy problem and possible solutions⁴

Outcomes	Indicators	Target	Achieved results	Level of achievement ⁵

⁴ It should be noted that there are two short-term outcomes in the Safety and security initiative without set targets related to the number of consulted beneficiaries without personal documents – 50.

⁵ The level of achievement (for tables 2, 3 and 4) is determined in the following way: ‘Achieved over the target’ if indicators are achieved over the indicated targets; ‘Achieved’ if all or more than 80% of indicators are achieved according to the target; ‘Partially achieved’ if 50% to 79% of indicators are achieved; ‘Not achieved’ if less than 50% of indicators are achieved.

Access to health services for children aged to 3, pregnant women and mothers	Women attracted from the community in advocacy and information activities	Number of locations	3	4	Partially achieved
		Number of meetings in the community	18	0	
		Number of participations in regional meetings	3	3	
	Evidence-based analysis	Number of analyses	1	1	Achieved
	Attracted journalists with publications, related to the project	Number of attracted journalists	2	12	Achieved (over the target)
		Number of publications	2	39	
	Public speeches of stakeholders who support the advocacy initiative	Number of public speeches	5	5	Achieved
	Attracted ambassadors for the advocacy initiative	Number of attracted ambassadors	3	10	Achieved (over the target)
		Number of speeches of ambassadors	6	22	

		Number of advocacy events	1	2	
Access to services in support of early learning and responsive caregiving	Evidence-based analysis	Number of analyses	3	4	Achieved
		Number of statements	3	4	
	Attracted journalists with publications, related to the project	Number of attracted journalists	2	3	Achieved (over the target)
		Number of publications	5	68	
Universal access to free medications	Raised awareness of stakeholders on advocacy problem	There are 14 indicators related to number of publications, likes and shares in social networks; events, video clips, media coverage.	2-1 200	2-10 817 ⁶	Achieved
Safety and Security	Increased awareness of mothers with children 0-3 years old	Increased number of mothers who are informed/number of consulted mothers	25	17	Partially achieved
	Attracted journalists with at least	Number of attracted journalists	2	3	Achieved

⁶ The target and achieved results are related to the 14 indicators and vary from 2 to 1 200 and from 2 to 10 817

	2 publications, related to the project				
	Attracted media with at least 2 publications, related to the project	Number of media attracted	2	6	Achieved (over the target)
	Public speeches of stakeholders who support the advocacy initiative	Number of public speeches	5	4	Partially achieved
	Developed additional guidelines for the work of Local committees	Number of guidelines developed	1	1	Achieved
Adequate Nutrition	Attracted key stakeholders who support the advocacy initiative	Number of attracted ambassadors	3	6	Achieved (over the target)

According to the data from in-depth interviews, a big challenge towards raising awareness of stakeholders, is the unstable political situation. Actions taken by the working groups to address this challenge are for instance analysis of the political parties to determine the meetings, following results from sociological studies, conducting meetings to reach people who are possibly politically sustainable, etc.

“We analyse the political parties to know who to make a meeting with, we followed sociological studies regarding which political parties will enter the next parliament to focus our efforts on them...We conduct meetings ‘blindly’...the idea of the meetings was to reach people, who are politically sustainable so that we could know somehow they will be kept in the next parliament, we thought of such strategies, so we don’t just sit and wait...”⁷

This unstable political situation, together with the issue regarding the lack of experts or the lack of willingness of some of the experts to take part in meetings or activities, specifically in the health sector, are some of the key challenges shared by respondents. Actions taken by the working groups to address this challenge are for instance attracting experts who understands the topic.

“Maybe to attract an expert who understands the topic...it is more difficult with medication; it was hard and very new in the beginning. From this point of view, to look for a person who has this information from the very beginning...it was very difficult when we looked for paediatricians.”⁸

As it could be seen from table 2, apart from the challenges that are shared, it could be stated that according to the available data, the awareness has been generally raised among key stakeholders with more difficulty regarding beneficiaries. Most indicators are achieved, some of them over the target, especially regarding public speeches, publications and events but raising the awareness of beneficiaries is rather partially achieved.

In view of the *change in attitudes of stakeholders towards the advocacy problem and the possible solutions*, it should be noted that not all of the advocacy initiatives contain outcomes in this area (table 3). Since change in the attitudes could be a longer process requiring more efforts, for some of the topics the project teams decided not to set outcomes and indicators on changing attitudes. The report data shows that all of the outcomes have been achieved, some of which over the target, which is likely due to the fact that there were changing key stakeholders in view of the unstable political situation and each time, new ones were involved. Attracted organisations and institutional partners recognize the topic and take part actively by sharing opinions in public forums and meetings and also the work at the level of work group and network has improved through different work meetings.

⁷ Interview with NGO representative

⁸ Ibid

Table 3 Change in the attitudes of the stakeholders towards the advocacy problem and possible solutions⁹

Outcomes		Indicators	Target	Achieved results	Level of achievement
Access to health services for children aged to 3, pregnant women and mothers	Improved work at the level of work group and network	Number of meetings	10	20	Achieved (over the target)
	Improved work at the level of work group and network	Number of meetings	10	11	Achieved
	Attracted organisations recognize the importance of the topic and express a readiness to support activities	Number of organisations attracted	44	92	Achieved (over the target)
Access to services in support of early learning and responsive caregiving	Attracted institutional partners recognize the	Number of public speeches of institutional partners	5	15	Achieved (over the target)

⁹ The outcomes across the reports are divided in the three areas in the three tables related to three main goals of the project. There are no outcomes planned from the reports of the Safety and security initiative regarding change in the attitudes of the stakeholders towards the advocacy problems and possible solutions.

	importance of the topic	Ensured support by institutions	3	3	
Universal access to free medications	Improved work at the level of work group and network	Number of meetings	6	6	Achieved
		Number of reports submitted	2	2	
	Attracted organisations recognize the importance of the topic and express a readiness to support activities	Number of organisations attracted	25	51	Achieved (over the target)
		Number of public speeches of institutional partners	5	2	
Adequate Nutrition	Experts participating in the visit for the exchange of	Number of public speeches	5	0	Not achieved
		Ensured support by institutions	4	6	

	experience begin to work actively for the advocacy cause	Number of publications on the websites	10	3	
	Attracted institutional partners recognize the importance of the topic	Number of public speeches	5	7	Achieved (over the target)
		Ensured support by institutional partners	5	11	
	Increased cooperation between NGOs and institutions in the development of new programs and services for people in need	Number of organisations and experts taking part in the expert group	20	24	Achieved
		Number of meetings of the expert group	6	3	
		Number of specialised programmes supporting nutrition of vulnerable children	1	1	

Some of the representatives of advocacy initiatives like for early learning share they face difficulties to recognise the topic, despite the efforts in this regard.

“Only the Ombudsman recognized the project and started to disseminate the vision and all of the messages, which needed to be understood and recognized by other stakeholders on a political level.”¹⁰

However, overall, it could be stated that there has been an change in the attitudes of stakeholders in view of improved work and recognition of the topics.

The outcome related to *engagement of stakeholders* seems to have been the most difficult to achieve due to more possible challenges and bottlenecks (table 3). This is valid for most of the advocacy initiatives, but for some of them like security, engagement has not been planned as a stage to reach. In view of the health initiative, the ensured support to the opinion on the amendment of ordinance 26 was achieved, but the planned increased implementation of the ordinance was not achieved. It is a similar situation regarding the engagement of stakeholders in support of early learning, while experts have participated in advocacy group and support is ensured from key stakeholders, services have not been created and increased cooperation between civil organisations and institutions still remains to be achieved.

Table 4 Increased engagement of stakeholders¹¹

Outcome		Indicators	Target	Achieved results	Level of achievement
Access to health services for children aged to 3, pregnant women and mothers	Ensured support to the opinion on amendment of the ordinance 26	Number of collected signatures	5000	5650	Achieved (over the target)
		Number of filled petitions	1	1	
	Influential people from key institutions supporting the	Number of feedback and recommendations by institutions received	1	1	Achieved

¹⁰ Ibid

¹¹ The outcomes across the reports are divided in the three areas in the three tables related to three main goals of the project. There are no outcomes planned from the reports of the Safety and security initiative regarding increased engagement of stakeholders.

	advocacy initiative	Number of submitted proposals after the feedback received	1	0	
		Number of meetings with representatives of institutions	2	2	
	Increased implementation of ordinance 26 ¹²	Number of check-ups conducted in ordinance 26	*13	0	Not achieved
	Attracted support for the opinion on the change of ordinance 26 by national and local organisations	Number of national organisations attracted	8	32	Achieved (over the target)
		Number of local organisations attracted	2	8	
Access to services in support of early learning and responsive caregiving	Ensured support from key stakeholders	Number of publications	10	17	Achieved (over the target)
	Experts participating in advocacy groups start to work actively on the advocacy cause	Public speeches on the topic	5	6	Achieved (over the target)
		Number of publications on the website of partner	10	75	

¹² According to the Ordinance that was in force until the end of 2022, prior to the policy change.

¹³ The indicator is divided across implementation in 18 locations with a different target for the different locations and presented differently as a number or % by the diverse organizations that should contribute to its achievement. This number varies from 5 to 502, sometimes also expressed as a %.

		organisations and departments			
	NGOs and CSOs actively take part in creating services as a result of identified needs of the communities they work with	Number of organisations and experts taking part in expert groups	20	1	Not achieved
	Increased cooperation between civil organisations and institutions	Number of organisations and experts taking part in expert groups	10	0	Not achieved ¹⁴
		Number of meetings of the advocacy group	6	0	
Universal access to free medications	Experts participating in advocacy groups start to work actively on the advocacy cause	Number of public speeches	7	2	Partially achieved
		Number of publications	8	9	
	Increased cooperation between civil organisations and experts	Number of organisations and experts	4	14	Partially achieved

¹⁴ The activity has been replaced with another form of activities to engage stakeholders.

	organisations and institutions	Number of meetings of the advocacy group	6	2	
	NGOs and CSOs actively take part in creating services as a result of identified needs of the communities they work with	Number of organisations and experts taking part in expert groups	30	51	Achieved (over the target)
Adequate Nutrition	Involved organizations recognize the importance of the topic and express their willingness to support the program	Number of organisations interested in providing the program	15	0	Not achieved
	NGOs and CSOs actively take part in creating services as a result of identified needs of the communities they work with	Number of organisations and experts involved	20	24	Achieved (over the target)

Respondents share that there has been an engagement reached in view of key stakeholders, but it is rather dependent on the people at these positions, instead of the institutions themselves. This is why the level of engagement is not stable enough and the actual results from it are still pending.

“We gathered ideas based on our experience and visit, we discussed with the Ministry of health at an expert level, and they said they support us, they developed and redacted everything and made this program to look even better without changing our idea.”¹⁵

“Work started in a focused way on the part regarding personal documents by the administration on effective management with the idea to solve these issues with lack of addresses and personal documents in line with the suggestions we had made. But this didn’t happen due to the change in government.”¹⁶

In terms of the level of engagement of stakeholders, it could be summarized that the network of NGOs has managed to attract support for changing ordinances and participation in work meetings, so engagement was declared, but services and increased cooperation remains to be achieved.

In addition to the short-term outcomes, as mentioned above, three **long-term outcomes** have been set in the project. The first one is *number of policies and practices adopted at national level aimed at elimination of financial, legal or administrative barriers for access to existing services*. There is one key change into policy as a result of the project in view of ordinance 26 which has been changed as of August 2022, thus increasing the number of check-ups and lab tests for uninsured pregnant women (from 1 to 4).

‘Remarkable and with the greatest effect was the acceptance of our initiative at the political and institutional level! An indicator of this was the meetings held with the deputy. The Minister of Health. The active cooperation and support we received from a health expert- a temporary deputy in the National Assembly, and subsequently - an expert in the Ministry of Health - thanks to her, the meeting at the Ministry of Health passed in a spirit of tolerance and understanding of the problem. The pinnacle of positive changes was the inter-institutional working meeting held in the hall of the National Assembly under the patronage of the Chairman of the Parliamentary Committee on Health and in which there were representatives of the Ministry of Health, the Ombudsman, the World Bank, UNICEF, National Center for Public Health and Environment, other NGOs. At the meeting, both the introduction to the topic by Associate Professor and the other speeches were extremely supportive, with specific recommendations and messages. All these positive changes influenced the achievement of the best possible result of the project - a change in Ordinance 26.’¹⁷

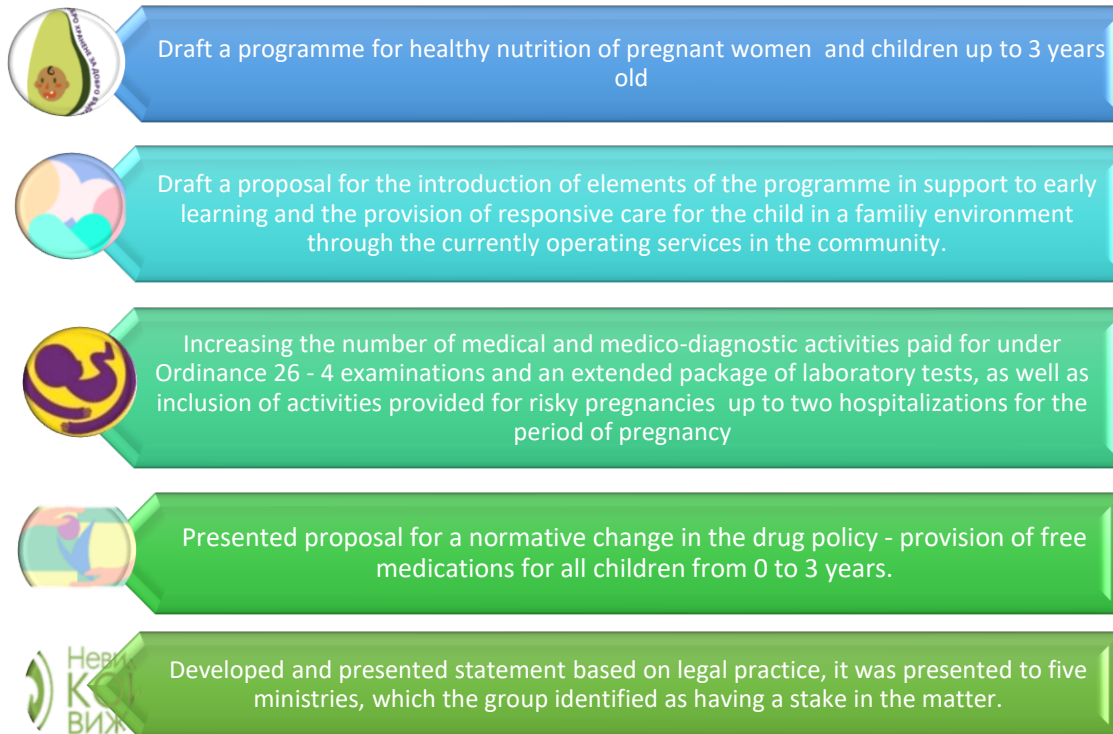
¹⁵ Ibid

¹⁶ Ibid

¹⁷ Internal monitoring report, Health initiative

This is a part of the health advocacy initiative. The rest of the initiatives have suggestions or opinions on certain policies which were presented to responsible institutions, which still haven't led to a change in policy as the long-term goal that is set (figure 2).

Figure 3 Long-term goals achieved



The second long-term outcome in the project is *adopted governmental decisions for opening and financing of new services as a result of the advocacy work*. This result has not been achieved for none of the advocacy initiatives, except for health, since ordinance 26 is financially ensured by the state budget. It should be noted that in some of the initiatives, efforts have been made in this direction. For instance, in some of them there have been financial analysis regarding the introduction of certain changes in laws like in free medications. In other initiatives like early learning a proposition was made to increase the scope of existing state-delegated services whose financing would continue to be from the state, which means that it is not necessary to open new services, only to upgrade the existing ones. Additionally, it should be noted that topic of nutrition is included in the action plan on Child Guarantee which means there is a country engagement to provide resources for similar services in the future.

The third long-term outcome is related to *adopted decisions for upgrading social and health services in order to provide integrated and targeted support aimed at equalizing the access of vulnerable pregnant women, mothers and children up to 3 years to existing services*. It hasn't been achieved either in terms of officially adopted decisions. However, mostly regarding early

learning, there has been declared support, efforts made and proposals, which means the first steps towards the achievement of the goal have been made.

Among participants in the qualitative research, there is a certain level of dissatisfaction from the non-achievement of the final goal, but still a determination that the efforts they made are the only way to go and more steps in the same direction would lead to a result. External factors were what led to certain challenges in view of the change of ministers, governments and the generally unstable political situation. An additional factor was that some of the topics were rather new in the country or require more fundamental change in policy like regarding medications, integrated services, early childhood development or other. NGO representatives share that, in spite of the non-achievement of some long-term goals, they achieved more than they expected and there was a good response by institutional representatives. They also count as a positive result that they learned the inner mechanisms of making new policies and worked on advocacy.

In summary, the network is functioning with an understanding of the aim and a desire to continue working. The roles of the different organisations vary and how active they are would depend on their vision for development. The functioning of the NGOs as a network and their work together was a supporting factor in the achievement of the goals. A big part of the short-term outcomes have been achieved, especially in terms of raising awareness and changes in attitudes of stakeholders, so there is a higher level of understanding of the content and importance of these topics.. Beneficiaries were included in regional forums and there were activities with their direct involvement like self-support groups for women in the health initiative and consultations regarding ID issuance in the Safety and security initiative. This has increased their level of awareness up to a certain point, but more needs to be done in terms of reaching engagement of beneficiaries. There is more to be done in terms of reaching an engagement of key stakeholders as well. Also, most long-term goals remain to be achieved, except for changes in the ordinance 26, but still activities remain to be done in view of women having more check-ups as per the new ordinance.

5.2. EFFICIENCY

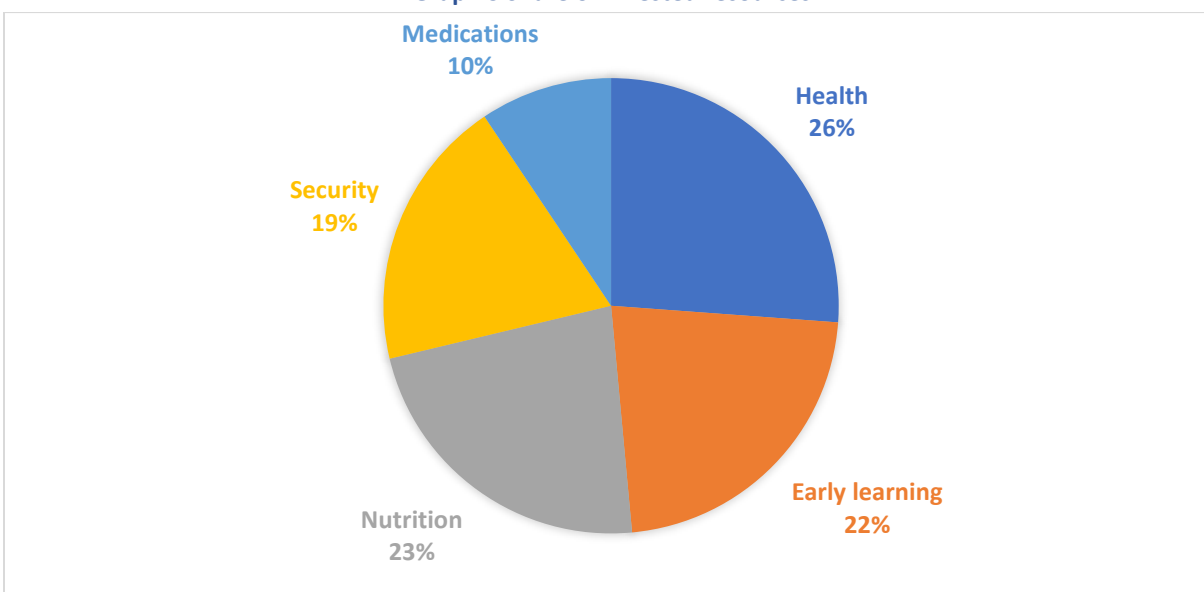
The efficiency of the network will be analysed in terms of ratio between invested resources and achieved outputs and outcomes of the advocacy network development, degree to which the leadership and management ensures a smooth functioning of the network.

5.2.1. Invested resources and achieved outcomes of the advocacy network development

Different types of resources have been invested in the project in order to achieve five advocacy initiatives. 11 NGOs took part in the realisation of these initiatives with an average of two experts from each organisations and hiring additional external experts. The external experts took part in the analysis, monitoring and evaluation and communication, while management and advocacy

were mainly a task of the organisations in the network. There were also monitoring visits organised by TSA – 6 for the Medications initiative, 27 for the Health initiative, 13 for the Early learning initiative, 16 for the Nutrition initiative and 19 for the Safety and security initiative. Among the topics discussed were progress on the project, proposals for regulatory changes, visits of regional forums, review of developed monitoring and evaluation methodology, national advocacy events, etc. The period of realization of the project is 23 months from November 2020 to September 2022. However, the medications initiative has a shorter period of realization, it has started from August 2021. Also, the early learning initiative had a later start due to change in the organizations, implementing the initiative. The share of invested **financial resources** from the total project budget varies across the five initiatives according to data from the technical reports (graph 3). The financial resources of the budgets have been spread out among the organisations managing the respective working packages, except for the Medication initiative. The items from the budget are Direct Project costs (incl. sub-contracting); Labour Costs; Utilities; Travel and subsistence; Advertising; Administrative/ Indirect Costs. This means that the budgets have set items to achieve all the possible activities. The level of efficiency of the project is related to the degree to which these financial resources have contributed to achievement of the planned results. Data shows that there isn't a big difference between the shares of invested resources, but some initiatives have achieved bigger results than others. Slightly more resources have been invested in the health initiative and, apart from additional factors such as experience in working on the topic, this is directly proportional with the achieved outcomes since the most short-term and long-term outcomes have been achieved in this initiative. This initiative appears to be the most efficient in investing resources towards achievement of the results. After that come early learning and nutrition and the rest of the resources are spread across the rest of the initiatives.

Graph 3 Share of invested resources



On table 5 below are presented the number and types of advocacy events (local/national/regional) per each advocacy initiative, as well as the profile of participants in these events. It could be seen that for most initiatives, different level authorities responded positively and joined the events. Additionally, there are three advocacy events organised by the central team of TSA with national and local authorities, NGO representatives, health experts, academia representatives, municipality representatives.

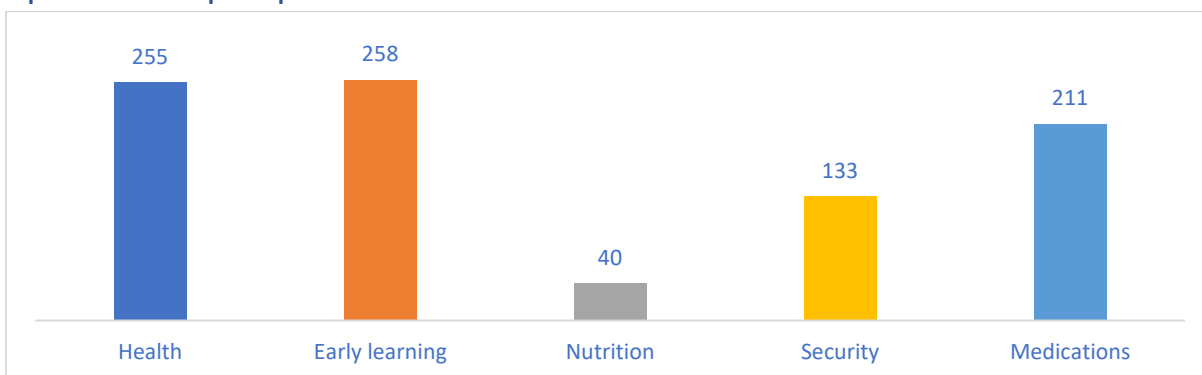
Table 5 Advocacy events

Advocacy initiatives	Number of events at local level	Number of events at regional level	Number of events at national level	Profile of participants
Health		14	3	Representatives of regional structures of the Ministry of health and Ministry of labour and social policy, local authority representatives, staff in the social services, health mediators
Early learning and responsive caregiving		8		Representatives of national and local authorities, social and health regional structures, health mediators and social service providers, NGO representatives
Safety and security	5		3	NGO representatives, local and national authorities, municipality representatives
Medications		6	1	National and local institutions, NGO representatives, academia representatives, media representatives

The number of **reached stakeholders in the advocacy events varies in a similar way to that of invested financial resources (graph 4)**. It should be noted, however, that the data shown below

is from technical reports, so it might not always be 100% exact. In spite of this, it could be seen that in the initiatives health and early learning there is the highest number of participants, followed by medications. This number is quite smaller for the nutrition and security initiatives. These two initiatives choose another approach to involve participants such as focus on the establishment of a wider advocacy expert group in the case of nutrition that is mentioned below. In some cases, participants could have been repetitive as a profile and number. In the case of the security initiative initially events were planned, but then the approach was changed towards working more with a focus with certain experts, working groups and ministries, as well as external organisation participants and other institutional representatives.

Graph 4 Number of participants in events across initiatives



In addition to the advocacy events and stakeholders reached, wider advocacy groups were established for each initiative and these included key stakeholders and experts having significant role and contribution to each topic and who supported the achievement of the goals of the initiatives. These groups have a serious role regarding posing the right topics in the right team. Their expert position has a big contribution in view of the political situation as well. It could be stated that different types of invested resources are key for the possibility for achievement of the outcomes, and it is necessary to invest more resources whenever possible.

5.2.2. Degree to which the leadership and managements ensures a smooth functioning of the network

As it was pointed out above, the network does not have a formal leader and its functioning depends on the efforts of the project team of TSA. The participants share that the need to create the network, take care for its development, divide responsibilities, and set meetings are all serious tasks and require a lot of time and efforts. The NGO representatives appreciate these efforts and the need for someone to be in a leading role as an organisation.

“I think the work of the TSA team is quite a lot, but not always seen. It’s not a little logistics to make a meeting at the same time for so many people with different engagements. I think they manage this very well.”¹⁸

“Our main concern was that TSA would get out of the project and how would it continue, we were surprised.”¹⁹

“Such a network definitely requires an organisation to be in a leading role. We are discussing how to be equal and keep moving forward. I believe we need someone in a coordinating and leading role to move things ahead, since we are a part of many networks and I know how they could break down when everyone does everything.”²⁰

“Regarding the network, I don’t think there is trouble in communication, rather in the beginning it was very difficult in our group because it was second/third choice for others and they were not active enough, we had to remind them about everything many times.”²¹

The planning of activities was also a difficult task since it depended on the advocacy initiatives, the environment in which they were implemented. A national advisory board was created which supported the engagement of additional external stakeholders interested in the advocacy initiatives. Although it wasn’t widely discussed in the interviews, it should be noted at one of the meetings of the network one of the aims was to create the NAB and identify participants through a process of discussion. It was decided that they would rather be individual independent experts with interest in the topics. After that, the NAB and CCU members took part in some of the meetings together with other network representatives (these meetings are outlined in the effectiveness part).

In summary, the project has invested resources efficiently to reach a very big number of stakeholders and disseminate the importance of the topic to reach engagement. There is a compliance and direct proportionality between the invested resources and achieved outcomes, which are also related to the number of reached stakeholders.

5.3. SUSTAINABILITY

The sustainability of the network will be analysed in terms of *presence of common ideas for projects and initiatives and activities after the project’s end.*

¹⁸ Ibid

¹⁹ Ibid

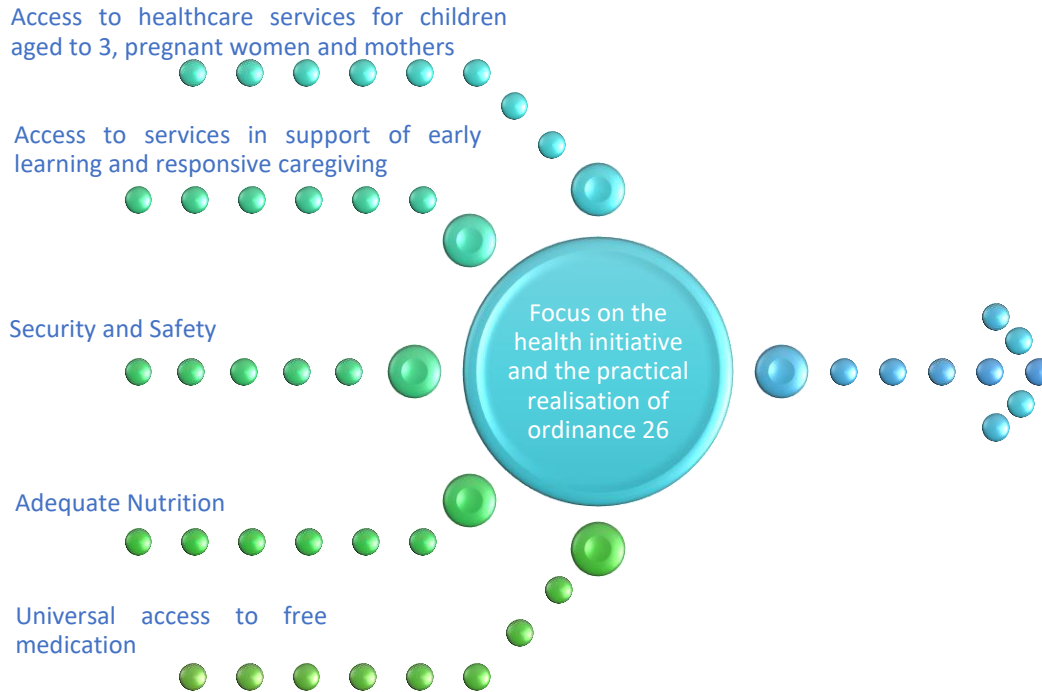
²⁰ Ibid

²¹ Ibid

The factors for development and sustainability of the network of NGOs are related to the change of experts in the organisation and the different roles they enter in, the NGOs that are in several initiatives. Some of these turn out to be challenges regarding the management process. For some of the organisations, the topics of the advocacy initiatives are interesting, but not related to previous activities or projects they had, while for others the network's vision and aims are directly connected with their own mission and vision. This is probably related to whether they would continue to work in the network in the future.

In terms of the sustainability of the network, it should be noted that an in-person meeting took place to discuss different scenarios for the network's way of work after the end of the project. It was discussed whether to focus on one initiative or to keep working in all five topics, whether there will be extended funding from the donor. The roles and responsibilities of the organisations were discussed and clarified, and it was decided whether to keep them as they are at the moment or to generate new roles with some organisations taking more central roles in the network. Key activities in the continuing work of the organisations in the advocacy initiatives were also discussed, as well as the relationships with other networks. At this stage it seems guaranteed by funding from the project donors through ensured support and resources for continuing the work of the network in the next calendar year. The focus and common topic is expected to be on the implementation of the changed ordinance 26. This means that the most successful initiative and concrete outcome is chosen as a uniting topic to focus the work of the network (figure 3). Additional resources are also allocated for the continuation of work on the other initiatives and for concrete specific tasks that have not been achieved as a part of the projects.

Figure 4 Future plans for development of the network



The future one-year project will be led by one NGO, while the other organisations from the network will participate in direct project activities without sub-granting. The one-year project will take place in 2023. The degree of participation of the 11 organisations in would be different according to what they declare and depend on the level of achievement of the goals as well the likelihood to achieve them. This also depends on the share of resources invested for the different activities which are proportional to how central they are to the future plans, as well as the capacity for advocacy of the organisations. In addition, other influencing factors are the organizational priorities/areas of work. Some of the organisations are experienced in service delivery or community work in the field instead of advocacy and they prefer to take up the aspects of the work in which they have more knowledge and experience. Another factor is whether the advocacy initiative is recognized as priority one for the organisation prior to working on the We Care project, since for some organisations their top priority was also the topic of the advocacy initiative they took part in, but for others – not, which could determine their desire to participate sustainably in the future. The concentration of efforts on the successful initiative seems logical to the research participants and the next step is to work in practice so that there are results from the change of the ordinance. It is also necessary to develop financial standards for the package of services in some of the other advocacy initiatives in order to make them more sustainable and representative to be ready for introduction into the legislation.

For some of the organisations it is a key factor that there will be **financing** for all of the initiatives and the degree to which there will be a focus on each one is determined by the allocation of

these resources. The amount allocated for each initiative and the decision up to what degree to focus on each one of them was a decision generated by the network. The continuation of the project and prospective resources determine the level of sustainability.

“We focused on how we would continue, there will be a meeting for development of the network itself, I don’t know if all the organisations could come together around one idea actually. We have five ideas here that we work on. It is difficult to fit them sometimes, although they are related to early childhood development, it was clear when we started thinking about which will be the leading organisation.”

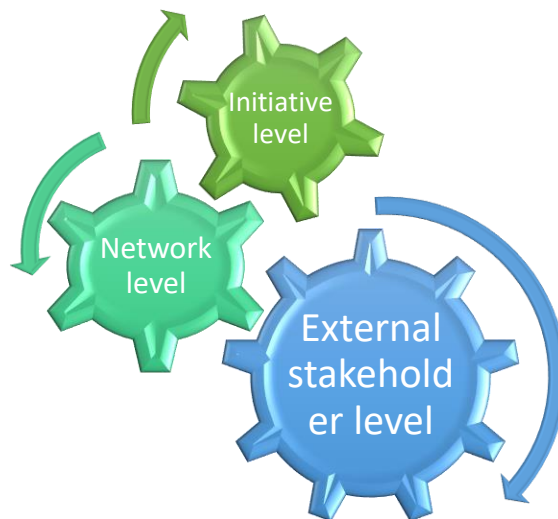
“This is a successful and recognized initiative, which, if we manage to develop it further, we could say something concrete is an advancement of the network, something visible.”

“We talked about this in previous meetings on how we will continue the network and initiatives, it is necessary to have a resource that is stable for development of the network and writing projects, because in reality the we see the network as functioning, while there is continuous financing, but after that...it is very difficult for an NGO to survive without finances nowadays and to work voluntarily, especially for a longer period of time.”

“Frankly, if there isn’t a way to continue financing, even not for all the 11 organisations in the informal network...it won’t continue existing for much longer.”

The **developed skills** of the organisation, the **knowledge and experience** in advocacy, the different created **partnerships** with distinct level stakeholders in the respective sectors are the other important factors for sustainability of the created network. In terms of created partnerships in the network, they are one of the most influential factors and especially in the project and network, respectively, they are a factor at different levels since the partnerships are created at different levels (figure 5). Firstly, at the working group level, these are partnerships between organisations in the advocacy initiatives. At the initiative level also other stakeholders working on the same initiative were included as partners. At the network level the different organisation and working group representatives created partnerships across the five initiatives at the network level, although not everyone had the same contribution, the common goal united them. At the highest level, the network created partnerships with external stakeholders, active participants in policy-making and interested in the topic of early childhood development and care and they somehow also become a part of the network, although non-officially.

Figure 5 Partnerships created by the network



When it comes to the advocacy topics, it is notable that sustainability is a process that has started and there is progress made in this regard, for continuing work on the advocacy initiatives in terms of the creation of a future project concept plan. . The aim in this plan is to continue advocacy work in three main directions. The first one is related to making a national information campaign for the implementation of ordinance 26 among doctors, beneficiaries, and the wider community. The second direction includes activities for updating the four causes in the other four initiatives, each of which has planned activities for upgrading the achievements of the project until now. The third direction is oriented towards ensuring sustainable development of the network. Concrete advocacy activities have been planned.

In **summary**, there are ideas for a common project and continuation of the work, as well as activities, in which will be included all the organisations in a certain degree. Financing is considered a key factor for sustainability, but it is uncertain how it is achieved outside of the availability of project resources. Skills, knowledge, and experience and created partnerships are also of key importance.

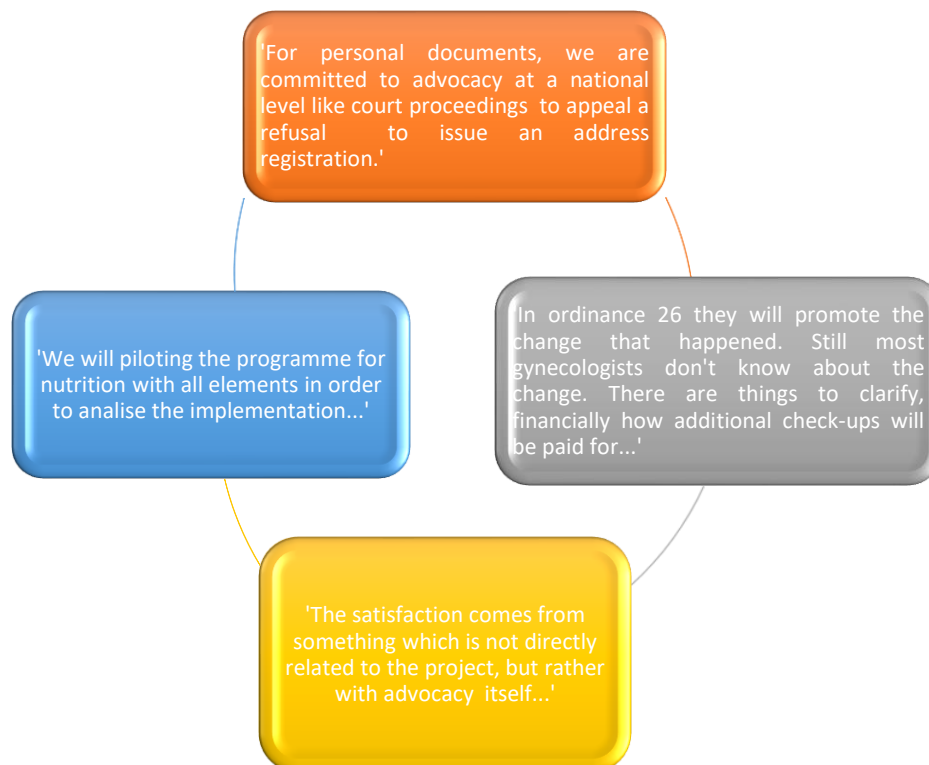
5.4. IMPACT

The impact of the network will be analysed in terms of *availability of additional topics or approaches, which are generated in the network, as well as degree of change and development in the mission and vision of the organization as a result of the project.*

As it was indicated on the part of sustainability, the participation of all the organisations in the network brought ideas for development and new partnerships. For some, this is related to certain topics they would continue to develop, while for others, the skills they acquired in the different project areas are key. These are connected with the lessons learned or identifying other needs.

For example, in regard to personal documents, there is an idea to conduct legal proceedings to appeal a refusal to issue an address registration. In other initiatives, advocacy at a national level will be a focus, while others focus on practice and development of services for implementation of changes when directly working with beneficiaries. The initiatives like in the nutrition area have concrete ideas for implementation of the programme in certain locations to see how it works in practice.

Figure 6 Additional topic or approaches generated from the network



Degree of change and development in the mission and vision of the organization as a result of the project

There is a development in the mission and vision of the organisation as a result of the project, instead of a change, since they were oriented towards goals related to the network goals from the very beginning. It is their idea to continue working in a similar way in the future – for early childhood development and vulnerable groups. They find it very valuable that they have met like-minded partners and they could continue cooperating in the future at different points of time. Respondents think the organisations in the network complement each other in the different types of activities and have acquired skills for advocacy.

It should also be noted that a website of the project (<https://we-care.bg/>) was created with information on each advocacy initiative, as well as pages in social media, video clips, logos and

campaigns and opportunities to reach out to the general population about the topics at hand were created.

In summary, the impact from the realisation of the project could be viewed in two directions. On one hand, this is in relation to the network itself and its development with all the knowledge and skills gained by participants while on the other hand, there will likely be an impact on beneficiaries if activities continue in the future, due to acquired skills for advocacy and partnerships created.

6. LESSONS LEARNED

At the final stage of realization of the project the lessons learned are related to the sustainability of the network as well as to the effectiveness of the achieved results. These lessons learned will be divided into two groups one of which will be related to the development of the network and the other rather to the content of the advocacy initiatives.

The lessons learned on the network are the following:

- The development of the network is a process that goes through different stages and starts with the common understanding of its main goal, it continues with a clear division of roles and responsibilities coordination and clear relations between network participants.
- At the same time, the network should have a common leader which would take up the responsibilities for its development and make a plan for moving ahead in the future.
- The sustainability of the network is related to the common idea but also to the efforts that are made for its functioning and development. This means that the availability of resources makes it possible for a network to exist and be developed but also this depends on the motivation of its participants and the connection between the aims of the network and the profile of the organizations in it. It is natural that the organizations would have different roles and level of participation which makes it possible for them to complement each other and enter into different roles which would allow them to learn new things.

The lessons learned on the content of the advocacy initiatives are the following:

- The advocacy initiatives require a clear and concrete definition of the problem at hand and developing realistic solutions related to the context.
- It is important to know the context and the type of beneficiaries and stakeholders in order to build a network of supporters who will not only declare their engagement but actually change their attitudes and make efforts to support the aims.
- You should be flexible and active and whenever there is a change in the context you should react to it and grasp the opportunities you have, which could lead to success.

- The inclusion of beneficiaries using their real stories and concrete examples of good practices are important to make your case and achieve your goals. Honesty and integrity is important to make beneficiaries trust you and feel empowered to participate and be willing to be a part of the change you want to cause.

7. CONCLUSIONS AND RECOMMENDATIONS

In the area of **effectiveness**, the conclusions are the following:

- The network is functioning with a common understanding of the aim and a desire to continue working, but the roles of the different organisations vary depending on their vision for development.
- The functioning of the NGOs as a network and their work together was a supporting factor in the achievement of the goals.
- A majority of the short-term outcomes were achieved, mostly at the level of raising awareness and changes in attitudes of stakeholders, so there is now a better understanding of the content and importance of these topics.
- The long-term outcomes were partially achieved and still more effort is necessary, since all advocacy initiatives developed their statements or proposals, but only one reached a concrete decision for change into legislation.
- The organisations which take part in the implementation of the projects and initiatives are the voice of beneficiaries and plan their activities based on analysis of policy gaps that are negatively impacting the life of the beneficiaries. However, the projects are more focused on policies instead of involvement of beneficiaries, so it is necessary to do more in terms of this aim.

In the area of **efficiency**, the conclusions are the following:

- The project has invested resources efficiently to reach stakeholders and disseminate the importance of the topic to reach engagement.
- The management of the project has faced some challenges and changes in the people in different positions, but it has sustained the turbulences.

In the area of **sustainability**, the conclusions are the following:

- The sustainability is achieved since work will continue in the next year.
- There are ideas for a common project and continuation of the work, as well as activities, in which will be included all the organisations up to a certain degree.
- Financing is considered a key factor for sustainability, but it is uncertain how it is achieved outside of the availability of project resources.
- Skills, knowledge, and experience and created partnerships are also of key importance.

In the area **of impact**, the conclusions are the following:

- The impact could be seen in relation to the network itself and its development with all the knowledge and skills gained by participants
- There will likely be an impact on beneficiaries if activities continue in the future, due to acquired skills for advocacy and partnerships created.

The recommendations that could be formulated at this stage will be oriented towards future initiatives related to the work of advocacy networks.

The first recommendation would be to ensure that the goal is identified in the beginning, a common understanding is reached and there is a clear division of roles and responsibilities related to this common goal.

Another recommendation could be to carefully set the indicators in the monitoring system from the beginning so that there is clarity on the expected results and the different levels of achievement are more clearly defined, while the system for monitoring them would be similar for the sub-projects on the different advocacy initiatives that are a part of the big network.

The third recommendation would be to summarize in a single document (practically oriented handbook) the development of the network including the steps and stages of analyzing needs and the continuous process from support up to independent development of the network.

Also, it is important to include beneficiaries actively and invest efforts into this, so that they would make use of any changes to legislation or new integrated services.

8. ANNEX 1 EVALUATION FRAMEWORK FOR OUTCOME EVALUATION

Table 6 Evaluation Framework for Outcome Evaluation

Evaluation criteria	Key evaluation questions	Indicators	Methods for data collection
Effectiveness	<p><i>In terms of advocacy network development:</i></p> <ul style="list-style-type: none"> - What is the level of achievement of the goals of the network in terms of: <ul style="list-style-type: none"> o Network development; o Advocacy purpose. - What is the degree up to which the goals of the meetings contribute to the achievement of the network's goal at the final stage of the evaluation? - What is the level of satisfaction of the participants? - What are the utilities and contributions of these meetings? - Are there differences in the level of participation, satisfaction and achieved goals at the levels advocacy group and advocacy network? - To what extent the capacity of the network is developed? - What is the level of achievement of the goals and expected outcomes of the different advocacy projects? Are there differences and what are the factors that influence this? <p><i>In terms of advocacy projects:</i></p> <ul style="list-style-type: none"> - What are the results of the advocacy work in terms of: 	<p>Degree to which the network achieves its goals</p> <p>Level of participation of the organisations in the planning and conduction of the meetings (type of participation in the meetings such as engaging in discussions, presentations, identifying new topics, reaching common decisions, engagement with specific tasks)</p> <p>Level of satisfaction of the exchanged information</p> <p>Degree up to which the network contributes to the achievement of the advocacy goal</p> <p>Outcomes planed in the project:</p> <ul style="list-style-type: none"> • <i>Short-term outcomes:</i> <ul style="list-style-type: none"> o Raised awareness of stakeholders on advocacy problem and possible solutions. o Change in the attitudes of the stakeholders towards the advocacy problem and possible solutions. o Increased engagement of stakeholders. • <i>Long-term outcomes:</i> <ul style="list-style-type: none"> o Number of policies and practices adopted at national level aimed at elimination of financial, legal or administrative barriers for access to existing services. 	<p>Observations of the coordination meetings</p> <p>Interviews with key representatives of the organizations</p> <p>Feedback survey after each meeting</p> <p>Review and analysis of interim reports of the campaigns, incl. monitoring reports of each working group</p> <p>Review and analysis of the final reports of the organisations</p>

	<ul style="list-style-type: none"> ○ policies and practices adopted at national level aimed at elimination of financial, legal or administrative barriers for access to existing services; ○ adopted governmental decisions for opening and financing of new services as a result of the advocacy work; ○ adopted decisions for upgrading social and health services in order to provide integrated and targeted support aimed at equalizing the access of vulnerable pregnant women, mothers, and children up to 3 years to existing services. <p>- To what degree is the level of participation and engagement of stakeholders on advocacy problems and possible solutions increased?</p>	<ul style="list-style-type: none"> ○ Number of adopted governmental decisions for opening and financing of new services as a result of the advocacy work. ○ Number of adopted decisions for upgrading social and health services in order to provide integrated and targeted support aimed at equalizing the access of vulnerable pregnant women, mothers and children up to 3 years to existing services. 	
Efficiency	<ul style="list-style-type: none"> - Up to what degree does the level of invested resources, time and efforts lead to the achievement of the planned goals? - Is there a system for monitoring and evaluation of the work of the network (number of meetings, participants, invested time, preliminary preparation)? - How is leadership and management of the advocacy network implemented? - To what extent the invested time and human resources have led to the achievement of the goals? 	<p>Ratio between invested resources and achieved outputs and outcomes of the advocacy network development</p> <p>Degree to which the leadership and managements ensures a smooth functioning of the network</p>	<p>Desk review</p> <p>Interviews with key representatives of the organizations</p>
Sustainability	<ul style="list-style-type: none"> - To what extent is it likely that the advocacy network will continue its work beyond the timeframe of the project in terms of: <ul style="list-style-type: none"> ○ Common goals and activities ○ Common projects ○ Regular communication and exchange of information 	<p>Presence of common ideas for projects and initiatives and activities after the project's end</p>	<p>Interviews with key representatives of the organizations</p>

	- Up to what degree are the results of the project sustainable and are expected to ensure changes in the lives of families in the long-term?		
Impact	<ul style="list-style-type: none"> - What is the impact of the network on the whole advocacy process in the project? - To what extent has the network generated positive impact in terms of inclusion of advocacy components as an essential part of the organizational priorities of the organisations? 	<ul style="list-style-type: none"> Availability of additional topics or approaches, which are generated in the network Degree of change and development in the mission and vision of the organization as a result of the project 	<ul style="list-style-type: none"> Interviews with key representatives of the organizations

9. ANNEX 2 OBSERVATION PROTOCOL

Type of meeting.....

Date

Start of the meeting at

End of the meeting at

Participants in the meeting

Total number

Number of participants in this meeting

Leader/host of the meeting

Organisation that the host of the meeting is from.....

Meeting format

Description of the form of the meeting in relation to the number of facilitators, who and how facilitates, are there any presenters, how much time there is for discussion, etc.

.....

.....

.....

.....

Goals of the meeting

Goals/tasks	Achievement Yes/No

Topics

Topics	Has an agreement been reached? Yes/No	Are specific next steps planned? Yes/No

Meeting flow and participation

Questions	Comments
Are the participants involved in discussions?	
Do the participants take on different roles and responsibilities in the meeting?	
Do the participants give each other feedback?	
Are different points of view presented?	
Does the host encourage participation and communication between participants?	
Are different facilitation approaches used to ensure discussion?	
Are there conflicts that interfere with work?	
Are participants willing to take on tasks?	
Is the discussion in this meeting related to discussion from previous meetings?	
Do all participants actively support decisions made?	
Other comments	

Organisation and structure

Questions	Comments

Does the meeting start on time?	
Are common, clear and agreed upon rules accepted for conduction of the meeting?	
Is there a clear plan for conduction of the meeting?	
Is the plan for conduction of the meeting followed?	
Does the meeting have clear goals?	
Are the goals appropriate in view of the time dedicated to them?	
Are clear results achieved?	
If the meeting is online, are all participants equipped with microphone and camera?	
If the meeting is held online, can participants use/are they supported to use the options in the platform?	
Does the meeting end on time?	
Additional comments	

Communication during the meeting

Questions	Comments
Are questions asked to the whole group or only to separate participants?	
Has an environment for free exchange of views been created?	
Do the participants interrupt each other or do they listen to each other?	
Do the participants encourage each other and support each other?	
Additional comments	

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Results and actions

Questions	Comments
Are the participants notified on what actions are planned in view of issues, discussed at the previous meetings?	
What are the methods for making decisions?	
Up to what degree do results correspond to the goals of the meeting?	
Are clear steps and actions planned?	
Additional comments	

10. ANNEX 3 INTERVIEW GUIDE

1. Presentation

- Presentation of the goals and tasks of the interview, the way of collecting and processing information.
- Presentation of the participant:
 - What is your professional experience?
 - How long have you been working in this organization?
 - What are your roles and responsibilities?

2. Advocacy initiative and capacity development

- What advocacy initiative do you participate in as an organization?
- How did you make this decision? What provoked your interest in the topic?
- What are the goals of the advocacy project, in the planning and implementation of which you participated?
- What is your role in the organisation and in the project?
- Do you think that the planned activities in the project contribute to the achievement of the goals?
- How do you assess the activities carried out for the development of the capacity of your organization in connection with increasing the knowledge and skills regarding planning, advocacy, communication campaign, partnership, etc.?

3. Relevance of the chosen approach for creation and development of an advocacy network

- How would you define the basic approach for creating and developing an advocacy network? For example, creating a group of organizations working on a common theme, organizing meetings and events on agreed topics, planning, and implementing the common activities.
- How is this approach implemented? Please tell us in how many meetings you participated, in what role, for what purpose? Were there any changes in the way of implementation and what are they due to?
- Would you give examples of how a meeting is planned, in what format, who sends invitations, how the topic is identified, whether there is a common goal and what it is, are you obliged to participate, do you make presentations and preparation on the topic and others?
- Do you think that the meetings achieve their goals? If so, how? If not, why not?
- Do you think that the approach is relevant to the needs of your organization in relation to your capacity and the initiatives in which you participate?
- Do you think that the meetings have a significant contribution to the development of the network and the advocacy initiative? Do you feel part of a network of organizations?
- What do you think is the purpose of the network?

4. Organization and conduction of meetings

- What do you do during the meeting, please tell us what topics you are discussing?
- What decisions do you reach as a result of the meetings?
- Who plays what roles during the meeting?
- How is the meeting facilitated (through an external facilitator or by the organizations)?
- Is there a rotational principle of meeting leadership?

- Is it convenient to implement meetings online?
- Does each meeting have its own agenda? Do they explain the result of the previous meetings to you in advance?
- Do you have the opportunity to ask questions?
- Is there a feedback mechanism and what is it?

5. Communication and participation

- Are you satisfied with the way meetings are held?
- Do you have the opportunity to express your opinion freely?
- Are there conflicts during the meetings and are decisions made easily, if any are made?
- Is there a space for free exchange of opinions and common decision-making?
- How is communication carried out (are there interruptions or is everyone heard, are they encouraged to participate)?

6. Sustainability of the network

- Do you think that the network is sustainable? What evidence do you have of this?
- Can you continue working on these initiatives without the support of TSA or other projects?
- With which organizations do you plan to continue working together and in what way?

7. Impact

- Do you think that your participation in this project has changed the mission and the vision of your organization?
- Have new topics and ideas been generated in the implementation of the project?

8. Recommendations

- If you have a chance to create and organize an advocacy network, how would you do it?

11. ANNEX 4 FEEDBACK SURVEY

	1	2	3	4	5
	Totally disagree	Rather disagree	Neither agree, nor disagree	Rather agree	Totally agree
There was a plan for the meeting, which I was familiar with					
The meeting starts on time					
The goals of the meeting were explained at the beginning					
There was a link with the previous meeting					
The facilitator was well prepared					
The topics were discussed sequentially					
The participants listened to each other and did not interrupt					
There were no conflicts during the meeting					
All participants participated in discussions					
All participants participated in decision-making					
The participants were interested and listened carefully					
A space for free exchange of views was created					
A space for common decision-making was created					
Progress has been made towards achieving the objectives					
The meeting was held according to the planned agenda					
At the end of the meeting a summary was made by the facilitator					
At the end, plans were made for the next meeting					
The meeting ended on time					
Overall, I am satisfied with the meeting					
I increased my knowledge on the topic as a result of the meeting					
The presentations were interesting					
The meeting achieved its goals					
I plan to participate in future meetings					