# Volume 2: Using the Advocacy Strategy Matrix for Collective Impact

**Strengthening Advocacy and Civic Engagement (SACE) Program in Nigeria**

**December 2018**

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# Summary

This volume is the second in a series of papers about systems approaches in complex environments, which includes the use of the collective impact model to address large-scale social problems, and the application of participant-driven MEL techniques across 17 networks of civil society organizations. It is based on the experiences of Root Change and Chemonics, two development partners working on a USAID civic engagement project in Nigeria (2013-2018), as well as hundreds of Nigerian civil society organization partners. This is the second volume and aims to address the innovative use of the advocacy strategy matrix, adapted from work by the Center for Evaluation Innovation, for collective impact and the Collective Impact Model, an approach that engages multiple players in working together to solve complex social problems.  The first paper in the series presented a brief introduction to systems approaches in advocacy settings, the SACE theory of change, and the scope of Root Change's work as technical lead on capacity building and measurement. The final volume in the series highlights how the adaptation of participatory monitoring, evaluation, and learning techniques (e.g., most significant change, outcome mapping, and outcome harvesting) evolved and ultimately empowered change agents.

# Partners

Since 1975, Chemonics has worked in more than 150 countries to help clients, partners and beneficiaries take on the world's toughest challenges. Their global network of more than 5,000 specialists share an unwavering resolve to work better, driven by a conviction that the world must be better. Chemonics embraces project management as a discipline, not an afterthought, so their clients get maximum impact for minimum risk. They are one of the world's leading partners in international development, with a mission to promote meaningful change around the world to help people live healthier, more productive, and more independent lives.

Root Change is an internationally recognized NGO that works with civil society organizations in over 14 countries to develop and test practical methods for local systems development, systematic feedback, learning, and agile performance management to support locally driven development. Root Change designs products, technologies and interactive experiences that help people discover their own solutions and has helped over 200 local and international organizations test, pilot and launch local solutions. Root Change is the creator of Pando, an online tool with real-time mapping capability for promoting systems level change, and the pioneers behind Capacity 2.0, a growing international movement to rethink what constitutes effective development practice.

# Context

In an effort to distill lessons learned and highlights from its work on a USAID-funded project in Nigeria, Root Change and Chemonics are publishing a three-part series on their experience with capacity building and measurement in democratic reform efforts. The Strengthening Advocacy and Civic Engagement (SACE) project in Nigeria worked to build a stronger, more resilient, and more nimble civil society by strengthening the capacities of civil society actors to form common agendas, coordinate strategies, share outcome measurements, and share knowledge.

# I. SACE Nigeria: Relationship-Focused Capacity Building in a Complex Setting

Organized Nigerian civil society serves as a source of pressure on parties and leaders for better governance, improved performance, and attention to citizens' rights, entitlements, and public needs. SACE was designed as an initiative to strengthen civil society organizations' approaches and perspectives to navigate and influence the complex systems they work to change. Because of the complexity built into, and expected from, the SACE project, relationship and network development were central to the success of the initiative.[1]

To help organizations challenge their assumptions and develop new ways of working, the SACE project introduced the concept of organizational clusters working around a clearly defined thematic issue-area, with a shared vision for change, and 'anchored' by an organization that supported collaboration and collective impact. This approach operated with two underlying premises: that no single organization can create large-scale, lasting social change alone, and that an anchor organization serving as a catalyst, convener, and broker would enable cluster members to add value to the issue most effectively. Cluster are comprised of diverse actors, including civil society organizations, business, media, unions, and community groups. Through working in clusters, organizations came to recognize and value the unique combinations of skills, services, and influence each organization brings to the group. Clusters collaborated around problem-solving using the tools introduced by Chemonics and Root Change, which were adapted to the needs and context of the clusters.

Anchors with credibility, connections, and sector expertise served as the backbones loosely maintaining the cluster structure. Their responsibilities included convening the cluster, building and maintaining trust with cluster members, facilitating continuous communication, and coordinating individual roles and responsibilities when appropriate. Anchors were expected to "lead from behind," which required facilitation rather than supervision, allowing for cluster behavior and strategies to evolve naturally.

SACE introduced several tools and methodologies to support these new behaviors and relationships, including MEL approaches to measure and visualize relationships, monitor capacity change, and align advocacy strategies. While all of the MEL approaches in SACE were designed to serve both evaluative and cluster learning objectives, in developing tools to align strategy the project introduced a potentially revolutionary tool to directly facilitate cluster work. SACE adapted an existing tool developed to support advocacy theories of change into an *advocacy strategy matrix*, which helped clusters to organize the various strands of their

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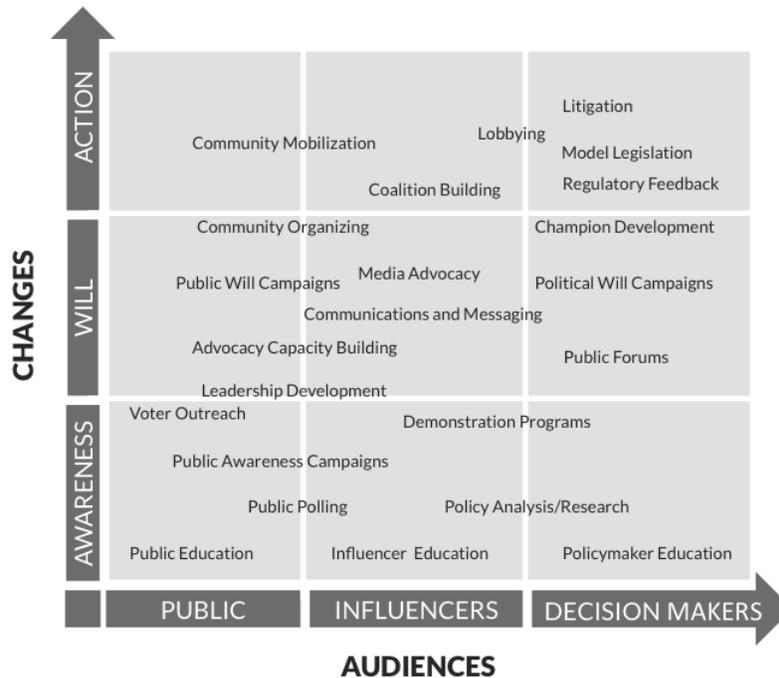[1] See Volume 1 for a discussion of complexity and complex systems.

advocacy strategies and resulting outcomes.[2] It serves as a master framework to facilitate discussion, planning, and outcome tracking.

# II.   Advocacy Strategy Matrix: A Multi-Faceted Tool

## A. Advocacy Strategy Framework: A Tool for Developing Advocacy Theories of Change

The advocacy strategy framework is a concept originally proposed by the Center for Evaluation Innovation (CEI), which provides a heuristic for considering theories of change that moves beyond the standard log-frame model. It is intended to help advocacy practitioners think about the theories of change that underlie public policy advocacy strategies. The tool provides a simple matrix organized around two main dimensions: the target audiences (x-axis) and the desired changes (y-axis) expected of those audiences.

*Figure 1: Advocacy Strategy Framework[3]*



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[3] Coffman, J. & Beer, T. 2015. The Advocacy Strategy Framework: A tool for articulating an advocacy theory of change: Center for Evaluation Innovation

Drawing on CEI's work, **Audiences** are the diverse actors advocacy clusters work to mobilize, influence, or persuade. At Coffman and Beer explain, they "represent the main actors in the policy process and include the public (or specific segments of it), policy influencers (e.g., media, community leaders, the business community, thought leaders, political advisors, other advocacy organizations, etc.), and decision makers (e.g., elected officials, administrators, judges, etc.)". The *public* is the general public affected by a cluster's issue and often includes the intended population of a policy or legislative change. An example strategy targeting public action includes use of social media to organize youth mobilizations. *Influencers* are those who have the ability to spread messages and get others on board, or those who sit between the public and decision makers. Townhalls and teach-ins are common strategies to target influencers. *Decision Makers* are those who have power to enact change at a large-scale, and they are often targeted with model legislation and legislative advocacy.

**Changes** refers to the type of engagement expected from the audience to make progress on a specific advocacy or policy goal. These changes are divided along a continuum of engagement expected or hoped for from the different audiences. The first phase starts with raising *awareness*, which aims to change the audiences' understanding or attitude toward a specific problem or that a potential solution exists. Strategies in this phase are targeted toward education and dissemination of perspectives and knowledge on the issue. The next phase is *commitment* or *will*. This is an important step needed to motivate an actor to take action. Here strategies aim to convince the audience the issue warrants action and their action will actually make a difference. Within the will stage, activities work to convince actors to demonstrate their support toward an issue through making a formal commitment, publicly speaking out, participating in an event, or other expressions of their intent. The last phase on the continuum *action*. Here strategies support or lobby the targeted audience to take direct action on the issue. This could include changing a policy, voting for a candidate, signing a petition, or changing the quality or quantity of services provided.

## B. Adapting the Framework: Planning, Monitoring, Refining

Root Change adapted the framework into an *advocacy strategy matrix* (ASM), which was introduced to clusters as a way to organize the various strands of cluster advocacy strategies and resulting outcomes. The advocacy strategy matrix additionally served as a collective impact capacity development tool by facilitating the knowledge exchange and common visioning required for systemic change.[4] A clear visualization of the tactics of the backbone organization and cluster members created a realistic and timely representation of their advocacy strategies and helped more easily identify gaps or duplication of efforts in their

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[4] See Volume 3 for discussion of how the advocacy strategy matrix functioned in a participatory MEL approach.

tactics. This allowed the contributions of diverse members across geographies and issues to flourish and created regular opportunities for better alignment and coordination. Tracking interim outcomes also revealed next steps, for example if a commitment was made by the Ministry of Environment to support a cluster campaign, another organization or organizations may need to follow-up to see that promises are realized.

Complexity-aware strategies incorporate as many of the stakeholders and individual actions (or "actors and factors") that are needed to build to significant change. To help organize these actors and factors, the ASM lays out three *levels* of stakeholders on the x-axis of the matrix: public, influencers, and decision-makers. The y-axis of the matrix organizes individual actions into three *levels* of change: awareness, commitment, and action. The framework allows clusters to visualize and plan around the diversity of changes and efforts taking place around their issue. When used as a tool to facilitate cluster strategy, the framework helps inform how cluster members communicate their advocacy message to their different audiences. A message that excites women farmers to organize around an issue won't be the exact same tactic that inspires policy makers to support legislation. The advocacy strategy matrix provides a space for cluster members to visualize those different tactics as complementary pieces of the same strategy.

The advocacy strategy matrix supports collective impact at multiple levels. It is a tool to help set a common agenda, ensure shared measurement and reporting, and create space for mutual reinforcement of the activities and outcomes of a cluster. It serves as a master framework to facilitate discussion, plan complexity-aware advocacy strategies, and track a range of intermediate and impact-level outcomes. Root Change introduced the advocacy strategy matrix to clusters as a tool to help map cluster members' diverse activities targeting different audiences, regions, and outcomes. The tool was first introduced in the 2016 Annual Learning Summit and through refinement during cluster coaching led by the SACE team, the advocacy strategy matrix developed into the tool clusters routinely use to review their strategies and tactics in as close to real time as possible.

*Figure 2: CENSOJ Cluster meeting: working with the advocacy strategy matrix, 2017[5]*



Through learning and feedback from those cluster coaching sessions, the matrix was further adapted for the SACE cluster context through the addition of a fourth column: Cluster. This column gave anchors and cluster members a space to better organize their own internal activities. Most clusters actively use the Cluster column to coordinate their cluster work and reflect its evolution. Because this column is so unique and particular to the internal dynamics and relationships of a cluster at a given point in time, each cluster interprets changes in the Cluster column in their own way. This column also adds a new element to the strategy framework in tracking self-change, not the change sought and achieved in others.

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[5] In the photo, red notes contain past activities, blue notes contain outcomes, and yellow notes denote strategies devised in response to outcomes.

# III.   A Collective Impact Model for Advocacy

Collective Impact (CI) refers to the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem at scale. The CI approach engages multiple players in working together to solve complex social problems and actively coordinate and learn from each other's work. John Kania and Mark Kramer proposed this deceptively simple collective impact framework[6] in a 2011 article proposing five conditions for successful CI initiatives.

*Figure 3: Five collective impact conditions[7]*



The cluster model and supporting capacities introduced in the SACE model were developed independently of CI, yet all of the framework's five core conditions resonate closely with clusters' work. While most of the CI clusters in SACE focused primarily on advocacy as a lever of change, they all incorporated allies with diverse missions and tactics that ultimately built up to the passage of legislation. In implementing the five conditions of CI in an advocacy-specific context, the SACE project made slight customizations to the conditions as described by Kania and Kramer.

***Common Agenda.*** Successful collective impact initiatives rally around a common agenda or shared goal. This agenda articles an ambitious vision for change that fits within a broad range of organizational missions and that inspires a committed group to build trust and share solutions. This common agenda in SACE took the form of cluster declarations, wherein cluster anchors and members articulated their uniting cause in one sentence. This statement was specific enough to clearly represent an issue in a particular context while being general enough for different stakeholders to identify with it. Throughout the SACE initiative these declarations and the shared agendas they inspired served as clusters' compasses through shifting and fast-paced environments.

***Shared Measurement Systems.*** To sustain collective work and ensure clarity among actors who are often speaking, sometimes literally, different languages, the group needs to agree

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[6] Kania and Kramer 2011, SSIR, Collective Impact. For more information on innovations to the collective impact model, including the introduction of the advocacy strategy matrix, see Volume 2.

[7] ORS Impact and Spark Policy Institute. 2018. When Collective Impact Has an Impact: A cross-site study of 25 collective impact initiatives.

upon a set of shared measures to understand their impact in the same way. These shared measures represent the population or systems level changes CI initiatives aim to achieve but that may not be actively considered by some if not all members individually. Shared measurement isn't only important for the initiative to clearly evaluate results but as shown in the SACE clusters' use of the advocacy strategy matrix, shared measurement should also guide collective strategy and help CI members understand the bigger picture of their work and impact. The data used to evaluate shared measures should be shared and analyzed with CI members and participants to learn from the collective experience of the group:[8]

***Mutually Reinforcing Activities.*** The theory of change of CI initiatives rests on the idea that the sum of actions toward shared goals is greater than any of those actions alone. And that through the intentional alignment and reinforcement of those activities a group of civil society organizations and allies can accelerate social change. Our research has found complementarity in cluster activities can help avoid unnecessarily duplicative activities while helping identify where duplication and reinforcement may help. In SACE, the successful and regular alignment of cluster activities was closely related to the use of a shared measurement system to track policy successes and collectively adjust strategies as needed.

***Continuous Communication.*** Overcoming strong and entrenched disincentives keeping organizations apart takes the creation of spaces, both virtual and in-person, where new possibilities can emerge. Cluster members bring shared personal and professional histories, and many harbor valid doubts based on past experience. Building relationships to the point where organizations can productively collaboration requires continuous communication of individual actions and collective decisions, as well as committed trust and relationship building. Throughout the SACE project, clusters maintained contact through regular in-person cluster reviews, in-person annual learning events, and continuous texting using WhatsApp and social media. Over the course of the five-year program, communication habits among organizations had solidified relationships to the point where several cluster members continued collaborating outside the boundaries of the SACE project.

***Backbone Support Organizations.*** In order to convene and facilitate the kind of safe and neutral spaces where cluster members can be honest and let down some of their barriers, CI proposes backbone, or anchor, organizations to serve that convener function. These organizations may be created specifically to support a CI initiative or, as is more often the case, existing organizations or network secretariats adapt their strategy to serve an anchor function.

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[8] For more information measurement and data in the SACE project see Volume 3.

## A. Collective Impact: The SACE Approach

As an initiative pioneering the combination of Collective Impact (CI) and systems thinking principles in practice (particularly outside the US and Canada),[9] the SACE program required a wide range of constantly evolving tools and approaches to support anchors and clusters in their complex work. These methods evolved over the course of the program and drew from several methodologies and theories; in the following sections these tools and approaches are organized by the CI condition they most directly supported.

*Figure 4: Collective Impact Model as it emerged in the SACE project*

**Common Agenda**
Agree to the group's "greatest common factor"

**Shared Measurement**
Agree on what success looks like and share progress

**Mutually Reinforcing Activities**
Align strategies with diverse allies

**Continuous Communication**
Keep everyone in the loop

**Anchor Support**
Lead from behind

**Acknowledgement and Trust**
Maintain a safe space to convene and coordinate

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[9] See Volume 1 for background on systems approaches and the SACE theory of change.

## A. Common Agenda

At the outset of the SACE program, cluster issues were selected based on a rigorous but organic selection process for anchor organizations. These issues set the parameters of the cluster's scope, including social and geographic focus, and formed the basis of their shared cluster identities.

In the first cluster meetings, clusters defined their declarations, or their shared vision and uniting issue. These written statements established the common purpose of the cluster and guided the future growth and development of the clusters. Navigating and maintaining this shared agenda required regular check-ins on the declarations, several of which evolved over the course of the clusters' work. Coaching visits always included a review of the decoration and an opportunity to make changes based on the policy and advocacy environment. This resulted in a revision-based consensus, and might be followed by political economic analysis and discussion of insights on windows of opportunity.
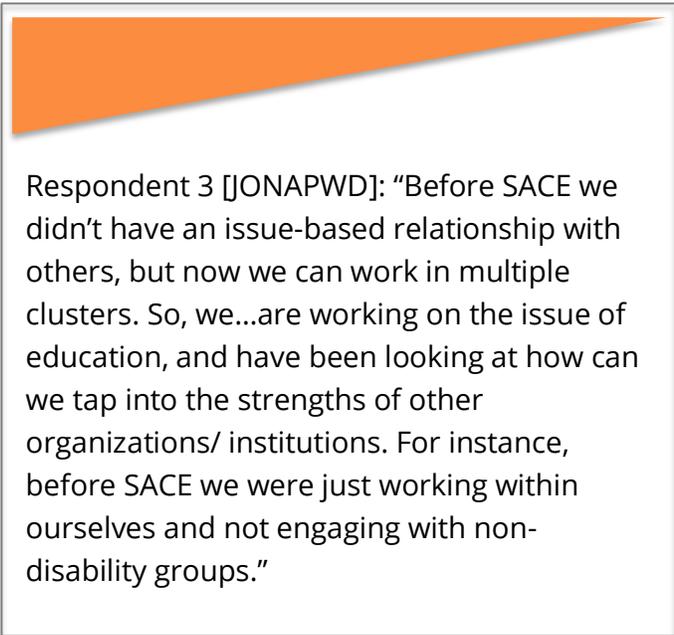
Respondent 3 [JONAPWD]: "Before SACE we didn't have an issue-based relationship with others, but now we can work in multiple clusters. So, we…are working on the issue of education, and have been looking at how can we tap into the strengths of other organizations/ institutions. For instance, before SACE we were just working within ourselves and not engaging with non-disability groups."

## B. Shared Measurement

In 2015 Root Change introduced outcome harvesting as an evaluative methodology to help clusters begin to see their organizations' individual work as contributions to their overarching goal rather than attributing outcomes to organizational activities. Outcome harvesting inverts the traditional linear thinking of development log-frames to work backward from the objective outcomes observed to understand how actors contributed *post facto*. SACE first introduced outcome harvesting as part of the first annual learning summit, in which partners shared a story reflecting the most significant change they had witnessed in their social issue since the start of the project. Partners brought their stories with evidence supporting their claims to the summit, where the stories and evidence were peer reviewed by panels of partners.

*Figure 5: Example cluster declaration for WARDC*

**Women Lead Agriculture Cluster Campaign Declaration: No Woman-No Food, No Food- No Nation**

Small holder women farmers constitute a majority of domestic food producers in Nigeria, but government policy on Agriculture has failed to recognize their contributions. We believe that government policy on Agriculture should give special recognition to the women who account for at least 70 percent of domestic food production.

Promoted by community leaders in Kwara, Enugu, Osun and Benue states as well as national level NGO leaders, the Women Leading Agriculture Cluster was launched to target the problems faced by small holder women farmers and to proactively engage government, grass roots partners and local development actors in a coordinated, multi-organizational effort to ensure that women have
- Access to land for sustainable long-term farming
- Access to credit, with favorable interest rates and collateral terms
- Equal access to fertilizer, improved seeds and pesticides/herbicides as men
- Access to appropriate gender friendly technologies
- Opportunity for capacity building, and increased economic livelihoods
- An equal voice in agricultural policy making

This introduced a process of collaborative outcome harvesting that continued throughout the SACE program. While "outcome harvesting" denotes a formal evaluative technique with a large body of supporting literature, following the first annual learning summit clusters used a variety of participatory MEL techniques as a way of thinking about their combined contributions and sharing the diverse and disparate changes cluster members experienced.[10] Root Change and Chemonics systematized clusters' outcome harvesting-inspired thinking with the introduction of the advocacy strategy matrix to help organize the range of outcomes and activities clusters were reporting. The matrix thus served dual roles as both planning framework and outcome tracker. Stories reported on tactics and achievements were added to the advocacy strategy matrix throughout the life of collaborative initiatives. This allows backbone organizations to monitor on a regular basis how their initiative was progressing towards their advocacy and public awareness goals. Inserting achievements into the framework in cluster review sessions allowed clusters to reflect on their progress to date, and to share their most significant accomplishments and the stories behind them.

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[10] See Volume 3 for more details on the ways participatory MEL was used in the SACE project.

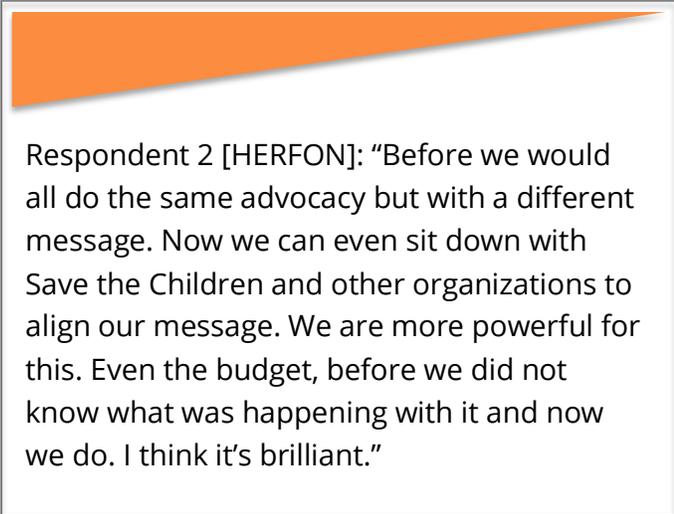*Figure 6: Advocacy Strategy Matrix as outcome harvester, YAF*



**Outcome Harvest Process Example: Youth Advocacy (YAF)**
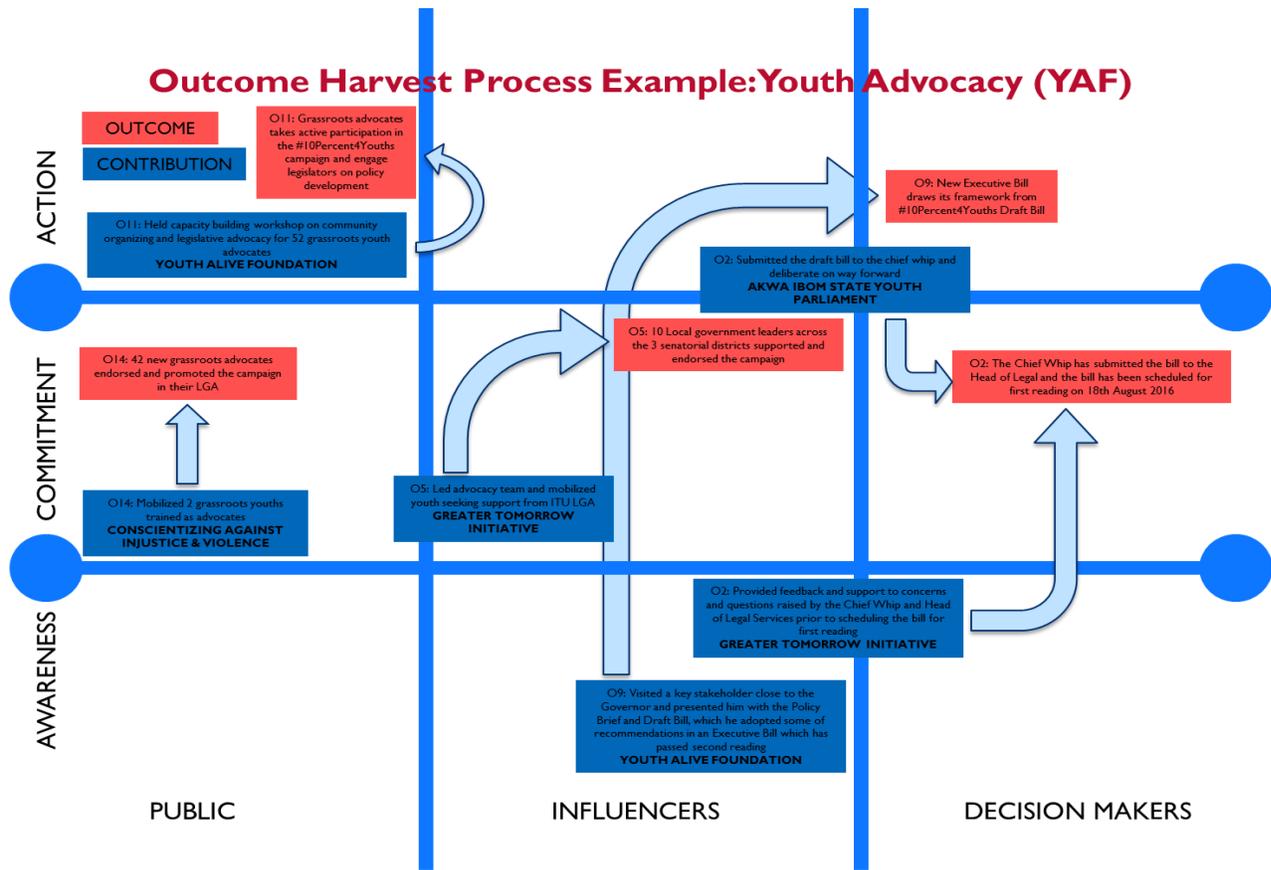
By visualizing reported stories within the framework, project groups were able to track how changes have moved from awareness, to commitment, to action and how their individual and collective activities lead to interim outcomes that support their more ambitious advocacy objectives. It was important to monitor the links between activities and how they related to the reported interim and achieved outcomes. This provided further insights on which tactics have produced what types of results, and allowed clusters to plan their future activities based on past tactics and the outcomes they produced.

## C. Mutually-Reinforcing Activities

The advocacy strategy matrix has helped clusters identify gaps in their advocacy strategies and points to areas where the cluster may need to diversify its membership or seek allies who complement existing priorities. The tool became a snapshot of cluster activities at a given point in time and allowed clusters and anchors to monitor the evolution of their advocacy issues over time.

Respondent 2 [HERFON]: "Before we would all do the same advocacy but with a different message. Now we can even sit down with Save the Children and other organizations to align our message. We are more powerful for this. Even the budget, before we did not know what was happening with it and now we do. I think it's brilliant."

The matrix also provides opportunities for knowledge sharing and strategy alignment across organizations and regions Clusters used both the matrix and the network analysis platform to find new actors working on their issue, or similar issues, and to identify new resources and connections to leverage.

*Figure 7: Use of advocacy strategy matrix to strengthen collective impact approach*

During the SACE project, the advocacy strategy matrix was used as an integral part of cluster coaching sessions and health check visits. Root Change and SACE conducted cluster coaching sessions with the Representation of Women in Agriculture cluster, led by WARD-C, and the Access to Health for the cluster, led by DRAC. In both sessions, the ASM was presented, along with the reported stories captured on the cluster's progress from the previous Annual Learning Summit and weekly reports. The cluster validated and revised these stories and added new activities and interim outcomes. This quickly produced a rich understanding of the cluster's collective impact. In both cases, the Anchor learned about activities and successes from members that they were not aware of previously. Members learned, in some cases for the first time, what others were doing in their respective states. All of the activities and outcomes were color coded by geography, which added an additional layer of analysis. This process opened a deeper discussion around the collective strategy of the clusters.

# D. Continuous Communication

The role of continuous communication grew over the course of SACE as cluster members' relationships and strategies became more complex. At the beginning of SACE, clusters met most regularly in SACE events, including the Annual Learning Summits, and maintained contact through cluster WhatsApp groups and other media. Eventually, clusters maintained regular formal communication through cluster reviews. These reviews utilized the suite of tools SACE introduced to clusters, including the advocacy strategy matrix and STARNET, to facilitate open and constructive cluster dialogue and planning.

Cluster coaching sessions by SACE project officers eventually evolved into cluster review sessions with open dialogue centered on the advocacy strategy matrix, and project managers functioned as audience and sounding board, rather than structured presenters. The ASM encouraged regular acknowledgement of contribution, rather than attribution, thus replacing competition with collaboration.

In these cluster reviews clusters updated their strategy matrices and reflected on their work since the previous session. Embedding the strategy matrix in the cluster reviews made the tool an active support for cluster alignment, allowing cluster members to quickly understand how their tactics fit together and where they needed to be communicated better. The matrix has also served as an external communication tool to help clusters tell the story of their evolution and successes.
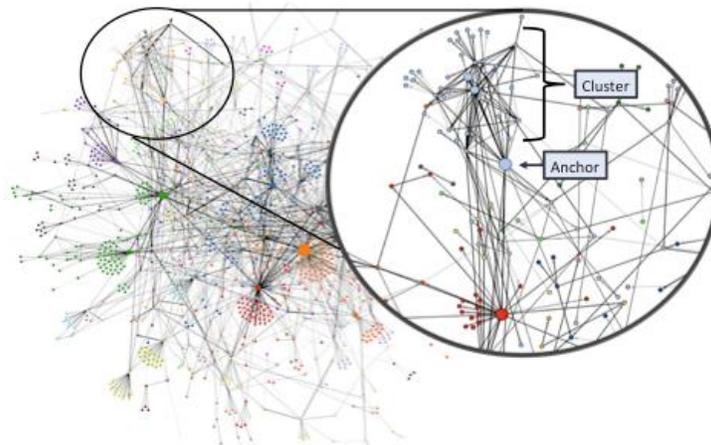
*Figure 8: Cluster Coaching Agenda addresses several collective impact conditions*

## E. Anchor Support

In the SACE program anchors were selected for their legitimacy and respect in their sectors as well as their demonstrated interest in developing as leaders from behind. The neutral convening role of anchor organizations runs counter the traditional view of leader organizations as frontline, visible network secretariats. Rather, anchor leadership calls for leadership from behind, focused as much on developing cluster relationships and facilitating knowledge exchange as pushing a particular agenda. The role of the anchor introduced challenging concepts of shared leadership and facilitation to the partner organizations, both anchors and cluster members. Just as anchor organizations needed to develop coaching and convening skills to mobilize clusters, cluster members worked to build collaborative mentalities and learn to lead their own initiatives rather than wait for anchor direction. Over the course of the project the anchor organizations assumed more and more ownership and responsibility of cluster convening and the sustained use of the advocacy strategy matrix.

*Figure 9: Nigeria Network map highlighting one advocacy cluster*

## F. Acknowledgement and Trust

Over the course of the program, SACE recognized the essential contribution of another condition for CI: mutual trust and acknowledgement. At its heart, Collective Impact and advocacy work is based on relationships among people and institutions. Facilitating and convening safe spaces for partners to genuinely express themselves and their feelings about their clusters and work was indispensable. These spaces created an environment where imagination and collaboration were possible, breaking down many of the disincentives and habits that keep organizations apart. Clusters were encouraged to celebrate their successes along their journey with the knowledge that small successes can grow into larger expectations with the right support. The advocacy strategy matrix was key to the trust-building within and across clusters, which emerged naturally from the sharing of outcomes and activities, particularly successes and failures.

In enabling and normalizing transparency of strategies and relationships, the advocacy strategy matrix ensured all cluster members were acknowledged and celebrated for their work, regardless of its proximity to high level outcomes. The repeated sharing of organizational strategies in the matrix also built trust among the cluster members as they became more familiar with and understanding of each other's perspectives, missions, and capacities. In this way the advocacy strategy matrix could have accelerating returns for clusters as their continued use of the matrix increases trust, thereby making all collaborative tasks simpler and faster.

*Figure 10: YAF Cluster Coaching Session using ASM, 2017 in Akwa Ibom State*

# IV.   Final Thoughts

Openness to prototyping new approaches and participant-led experimentation is essential in complex systems. Because there is no pre-determined outcome, or a clear, linear path towards progress, system actors and the organizations supporting them must be flexible with their strategies. To successfully navigate this development reality however, civil society organizations need tools as adaptive as they are. The advocacy strategy matrix is a powerful tool to empower collective impact clusters to become their own facilitators and conveners in leading collective advocacy work. Over time, the matrix builds a shared capacity for critical thinking, inter-organizational communication, and establishes a space for empathy and understanding. When civil society organizations apply this comprehensive understanding to concrete advocacy efforts over the course of months and years, their strategies improve and grow alongside those of their peers and allies.

# VI. Glossary of Terms

AKYDF          Akwa Ibom Youth Development Fund

ALS            Annual learning summit

ASM            Advocacy strategy matrix

CBO            Community-based organization

CEI            Center for Evaluation Innovation

CI             Collective Impact

CENSOJ         Centre for Social Justice

CISLAC         Civil Society and Legislative Action Centre

CSO            Civil society organization

FCT            Federal Capital Territory

HERFON         Health Reform Foundation

IDRC           International Development Research Centre

JONAPWD        Joint Association for People with Disabilities

MEL            Monitoring, evaluation, and learning

MSC            Most significant change

NDI            Niger Delta Institutions

ODI            Overseas Development Institute

OH             Outcome harvesting

OM             Outcome mapping

PDIA           Problem-driven iterative adaptation

PEA            Political economy analysis

PHCUOR         Primary Healthcare Under One Roof

SACE           Strengthening Advocacy and Civic Engagement Program

SSIR           Stanford Social Innovation Review

STAR           System for Transformation and Results

USAID          United States Agency for International Development

WARDC          Women Advocates Research and Documentation Centre