ROAD MAP FOR IMPLEMENTING AND MONITORING POLICY AND ADVOCACY INTERVENTIONS

This suite of tools was designed to strengthen the capacity of key stakeholders to engage in and monitor health policy development and advocacy interventions. The Road Map consists of eight different tools that can be used separately or together to help stakeholders systematically review the policy process and take steps toward full implementation. Each tool is meant for a different stage of the policy process and helps users fully view the different actions necessary to move the policy process forward from development to implementation and evaluation.

The Road Map Includes:

- *Current Status of Policy Interventions*
- *Priority Setting Worksheet*
- *Policy Monitoring Stakeholder Analysis*
- *Pathway to Change*
- *Policy Monitoring Logic Model*
- *Action Plan for Implementing and Monitoring Policy and Advocacy Interventions*
- *Action Plan for Implementing and Monitoring*
- *Self-Assessment of Policy and Advocacy Monitoring*

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HEALTH POLICY PROJECT

Current Status of Implementing Policy Interventions—Monitoring the Policy and Advocacy Process

The first step in completing the Road Map is assessing the status of the policy intervention by documenting what has been accomplished according to the following Policy Stages.

These questions can help members of the group think through the process and guide discussions:

- Which policy interventions are priorities for your country/organization? Are any of these policy interventions interlinked?
- Which policy interventions are on track and why (what factors have helped to move these along)?
- Which policy interventions are stalled or moving slowly and why?

Policy Intervention	Responsible Party (or parties)	Stage 1: Identify Baseline Policy Issue(s)/Problem(s)	Stage 2: Develop Policy Intervention and Document	Stage 3: Official Government Endorsement	Stage 4: Implementation of Policy	Stage 5: Evaluation of Policy Impact on Health
1. ***Example**: Gender Equity in Health Systems*						
2. ***Example**: Anti-Discrimination Policy in Prison*						
3.						
4.						

Priority Setting Worksheet

Organizations can apply this priority-setting sheet to facilitate a discussion of which policy interventions to address. The worksheet can be used to analyze which policies should be prioritized for monitoring. Each criterion should be given a letter grade: "A" represents the most ideal for that criterion and "D" represents the least ideal. After grading each criterion, your organization should enter an overall priority grade and explain why you assigned that overall grade.

Before completing the worksheet, teams should answer the following questions:

- Are any of the criteria more important than others? Why?
- Should any additional criteria be considered when prioritizing policies for monitoring?
- Has your country already established a list of priority policies? Is that list reflected in your mission/objectives?
- What other stakeholders should be consulted when deciding which policies should be prioritized for monitoring?

Policy	**Cost of Policy Implementation** Funding already allocated?	**Likelihood of Political Progress** Political window? Government champion?	**Magnitude of Health Impact** Evidence base? Scale of intervention?	**Cost of Monitoring** Indicators already being tracked? Could indicators be added to the existing monitoring and evaluation system?	**Monitoring findings likely to be used?** By civil society? By policymakers? By funders?	**Overall Grade** Why did you give this grade?
Enter name of policy in this column	Low Cost = A Medium Cost = B Cost Uncertain = C High Cost = D	Progress Very Likely = A Progress Likely = B Progress Uncertain = C Progress Unlikely = D	High Impact = A Medium Impact = B Uncertain Impact = C Low Impact = D	Low Cost = A Medium Cost = B Cost Uncertain = C High Cost = D	High Likelihood = A Medium Likelihood = B Uncertain = C Low Likelihood = D	High Priority = A Medium Priority = B Low Priority = C Very Low Priority = D
1.						

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2.						
3.						
4.						
5.						
6.						

Policy Monitoring Stakeholder Analysis

After identifying a key policy intervention, it is important to understand the stakeholders interested in that particular policy intervention. The *Stakeholder Analysis Matrix* can be applied to each selected policy intervention.

1. Who are the key stakeholders for your policy interventions? Which technical groups and key stakeholders need to be engaged to help move policy interventions forward?

2. How are you currently engaging your key stakeholders or how will you engage these groups/stakeholders?

3. How do you communicate your progress on policy development and implementation to these stakeholders?

Policy Intervention _____

Name of Stakeholder Organization, Group, or Individual *National, regional or local?*	**Stakeholder Description** *Primary purpose, affiliation, funding*	**Potential Role in the Policy Process** *Vested interest, role, responsibility*	**Level of Knowledge of the Issue** *Specific areas of expertise*	**Level of Commitment** *Support or oppose the activity, to what extent, and why?*	**Available Resources** *Staff, volunteers, money, technology, information, influence*	**Constraints** *Limitations: need funds to participate, lack of personnel, political or other barriers*
Government Sector						

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Political Sector						
Commercial Sector						
Nongovernmental Sector						

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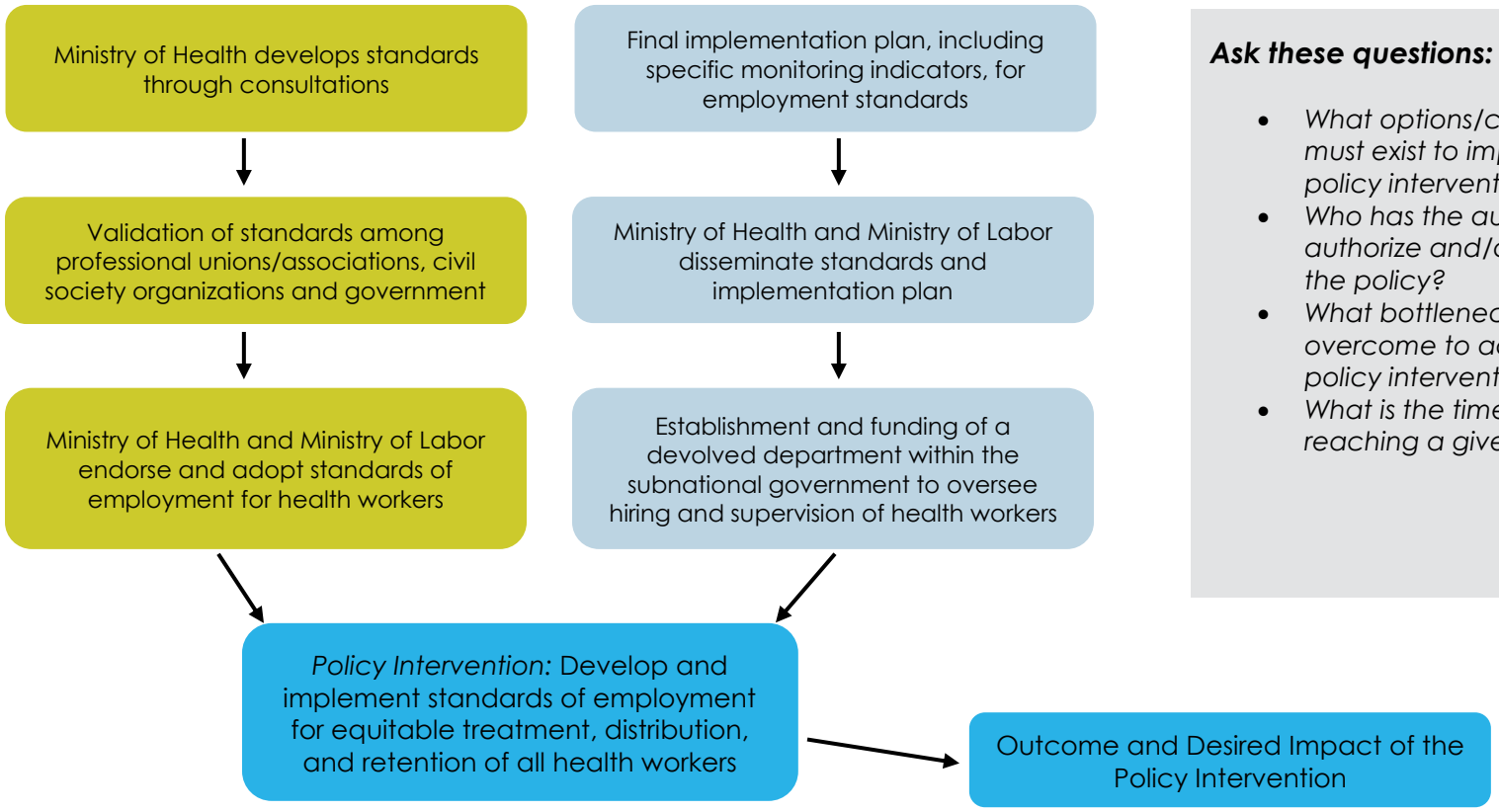
Other Civil Society Target Audiences						
International Donors						

Pathway to Policy Change—Identifying Key Indicators to Monitor Policy Process

The Pathway approach allows organizations to identify the different steps involved in implementing a policy intervention so they can identify specific interventions/actions and the process and output indicators that would be used to monitor the policy process. The highlighted boxes in the example presented below show points where an organization may wish to monitor the process.

The Pathway may take any route or shape, and may include arrows in many different directions. The example below is only an illustration. Teams should consider their own particular context and policy intervention in crafting the Pathway to Policy Change.

Example Only



Ask these questions:

- *What options/conditions must exist to implement the policy intervention?*
- *Who has the authority to authorize and/or implement the policy?*
- *What bottlenecks must be overcome to achieve the policy intervention?*
- *What is the timeframe for reaching a given point?*

Policy Monitoring Logic Model

The logic model captures the information needed to monitor and evaluate the policy process and, ultimately, the success of policy implementation. The policy development and implementation process will feed into the logic model's process and output indicators. The importance of evaluating policy implementation is highlighted by indicators related to outcome and desired impact, and evaluation questions.

	Inputs	**Processes**	**Outputs**	**Outcomes** (i.e., overall goal or purpose of the policy intervention)	**Impact**
Indicators	*Examples:* funding, staff, material resources	*Examples*: trainings, consultative forum	*Examples*: Number of policies and plans developed, implementation plans	*Examples*: Health status intervention, improved service quality or effectiveness	
Data source					
Evidence and/or assumptions					

Action Plan for Implementing and Monitoring Policy and Advocacy Interventions

Teams use the tools and questions provided to develop a plan for each of the policy interventions. The plan will clearly reflect the process toward implementing and monitoring the policy process and achieving the policy intervention.

Policy Intervention Title:

Policy Stage:

Actions/Steps	**Responsible party(ies)**	**Indicator(s)** *(derived from pathway and logic model)*	**Data Source:** *Existing? Frequency of collection & reporting?*	**Interested Stakeholders**	**Communication Methods:** *What form and frequency are most appropriate for key audience(s)?*	**Timeline**
1. ***Example:*** *Convene consultative forum to discuss evidence base for developing and adopting new employment standards*	*Intervention:*					
	Monitoring:					
2. ***Example:*** *Develop employment standards policy document*	*Intervention:*					
	Monitoring:					
3.	*Intervention:*					
	Monitoring:					

Policy Intervention Title:

Policy Stage:

Actions/Steps	**Responsible party(ies)**	**Indicator(s)** *(derived from pathway and logic model)*	**Data Source:** *Existing? Frequency of collection & reporting?*	**Interested Stakeholders**	**Communication Methods:** *What form and frequency are most appropriate for key audience(s)?*	**Timeline**
4.	*Intervention*:					
	Monitoring:					
5.	*Intervention*:					
	Monitoring:					
6.	*Intervention*:					
	Monitoring:					
7.	*Intervention*:					
	Monitoring:					

Action Plan for Monitoring Policy Interventions

This tool allows organizations to consolidate action steps into a brief and concise plan with immediate commitments for monitoring policy interventions.

Commitments and Immediate Actions	Who?	When?
Example 1: Convene a policy monitoring committee		
Example 2: Identify a coordinator for the policy monitoring committee		
Example 3: Finalize an action plan for priority policy interventions		
Example 4: Meet with the Ministry of Health to discuss the addition of policy monitoring indicators to the national health management information system (HMIS)		

Self-Assessment of Policy and Advocacy Monitoring

Responses to these questions can help guide the development of policy and advocacy monitoring action plans.

1. ***Policy Interventions***
   These questions can be used to discuss the "Current Status of Policy Interventions" and "Priority Scoring Sheet" tools.

   a. Which policy interventions, as they relate to your organization, are priorities for your country? Are any of these policy interventions interlinked?

   b. Which policy interventions are on track and why (that is, what factors have helped to move these along)?

   c. Which policy interventions are stalled or moving slowly and why?

   d. Which policy intervention(s) does your organization wish to apply first?

2. ***Stakeholders***
   These questions can be used to discuss the "Stakeholder Analysis" tool.

   a. Who are the key stakeholders for your policy intervention? Which technical groups and key stakeholders need to be engaged to help move the policy intervention forward?

   b. How are you currently engaging your key stakeholders, or how will you engage these groups/stakeholders?

   c. How do you communicate your progress on policy development and implementation to these stakeholders?

3. *Data and Evidence*

These questions can be used to discuss the "Logic Model" tool.

a. What indicators do you currently use to monitor policy development and implementation?

b. What challenges and successes have you encountered relating to these indicators?

c. What data sources do you use to monitor policy development and implementation?

d. What challenges and successes have you encountered relating to these data sources?

e. Are these data used to communicate the importance of policy? Are they used to inform and overcome policy changes or bottlenecks?

4. *Policy Monitoring Process and Responsibilities*

These questions can be used to develop the "Action Plan for Implementing and Monitoring Individual Policy Interventions" and "Action Plan for Monitoring Policy Interventions."

a. Who monitors progress on policy interventions? Are policy indicators currently monitored in the national health management information system (HMIS) or other information systems?

    i. Are the responsibilities for monitoring clear? If not, what would make them clearer?

b. Would the inclusion of other parties strengthen this process? If so, who?

c. Does your country have any other health policy monitoring processes in place?

i. If so, do these other processes overlap with any policy and advocacy monitoring process(es) you currently use? Could these other processes be used to help monitor policy interventions that you are actively tracking.

5. *Resources/Capacity Needs*

a. Who provides or supports technical, staffing, and financial resources for monitoring policy interventions? Have these resources been adequate?

b. What tools and technical competencies has your country used to monitor policy development and implementation?

c. What other tools or technical competencies would strengthen policy and advocacy monitoring activities?

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