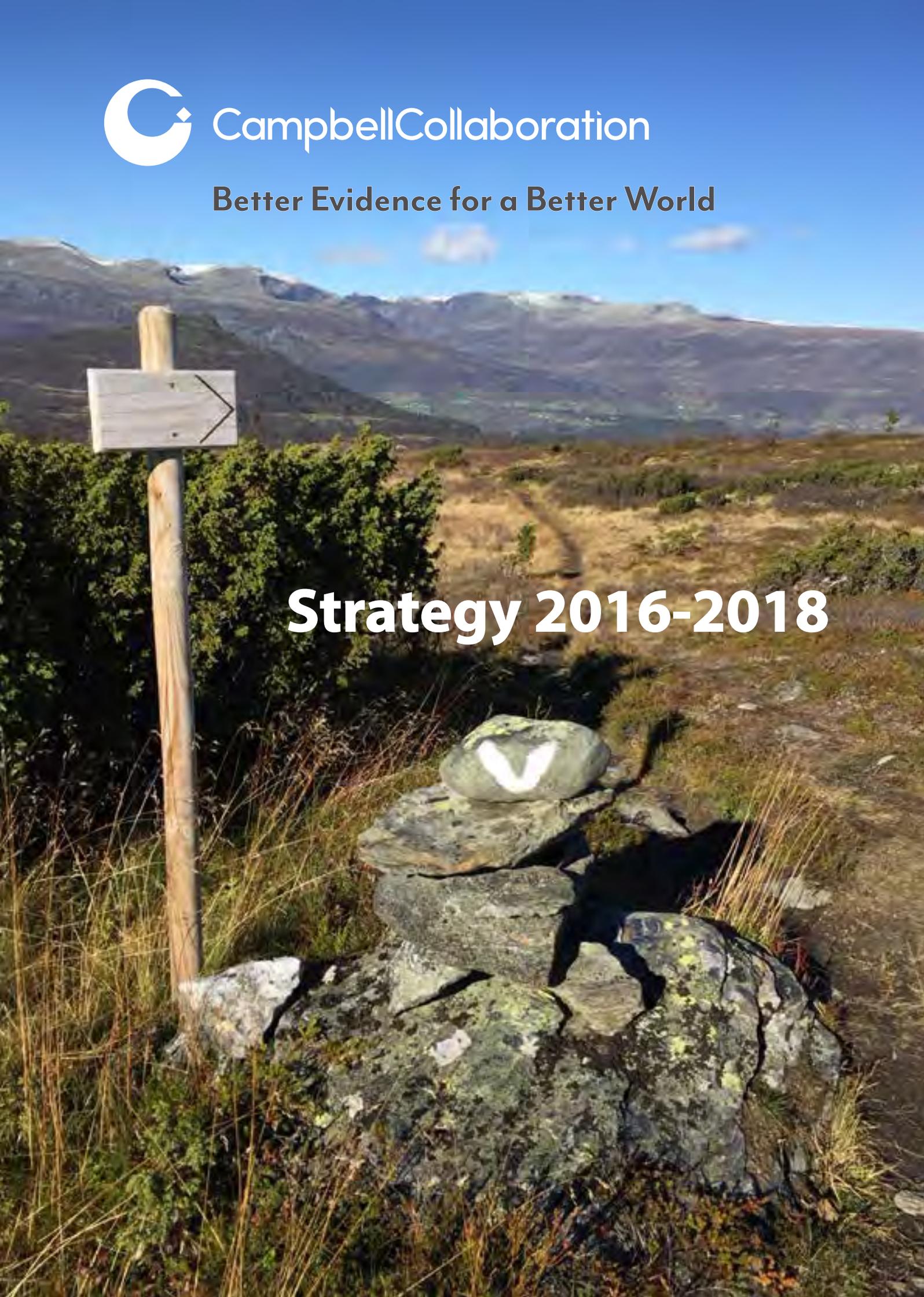




CampbellCollaboration

Better Evidence for a Better World



Strategy 2016-2018

Modern nations should be ready for an experimental approach to social reform, an approach in which we try out new programs designed to cure specific social problems, in which we learn whether or not these programs are effective, and in which we retain, imitate, modify or discard them on the basis of apparent effectiveness on the multiple criteria available.

Donald T. Campbell, Reforms as Experiments, 1969

Better Evidence for a Better World

Campbell Collaboration vision statement

The Campbell Collaboration promotes positive social and economic change through the production and use of systematic reviews and other evidence synthesis for evidence-based policy and practice.

Campbell Collaboration mission statement

About this strategy

This strategy has been produced by the Campbell Collaboration Secretariat with a multi-layered consultation process. Several key elements of the strategy, such as governance reforms and plans for creating new Coordinating Groups, have been discussed throughout 2015 with the Campbell Steering Group, including a number of strategy discussion notes. Drafts of the strategy have been reviewed by researchers in Campbell's network, key stakeholders and a public consultation with comments received from 3ie, Cochrane, DFID, EPPI-Centre, the Jacobs Foundation, RBUP, and the William and Flora Hewlett Foundation.

1 STRATEGY OVERVIEW

Background

Founded in 2000, the Campbell Collaboration is an international network which publishes high quality systematic reviews of social and economic interventions around the world.

The Collaboration is based on a network of Coordinating Groups (CGs) supported by a small Secretariat. As of the end of 2015, there were four sector Coordinating Groups covering crime and justice, education, international development and social welfare. Two further CGs are responsible for methods, and knowledge transfer and implementation. The CGs are responsible for managing the editorial process for reviews registered with the Campbell Collaboration.

As of the end of 2015, 121 reviews have been published in the Campbell Library.

Building on what has already been achieved, this strategy marks the start of a new period of growth for Campbell with increased review production and promoting greater policy engagement with the evidence in Campbell reviews.

The new strategy

At the core of this strategy are three central goals:

- To raise the profile of systematic reviews in general and specifically Campbell's reputation for relevance and quality amongst the global policy community, including building strategic partnerships with organizations which are funders, producers or users of evidence
- To expand the production of reviews in policy-relevant areas,

which includes expanding the range of Campbell's academic engagement and making publication in the Campbell Library more appealing to review authors. Expanded production will give sufficient coverage to make Campbell an essential resource for policy-makers, programme managers and practitioners.

- To develop a demand-driven approach of policy engagement to increase policy uptake of evidence from Campbell reviews. More proactive engagement with policy makers and practitioners will drive the demand for reviews. To support policy uptake Campbell will work with intermediaries to reach the target audience for the evidence in Campbell reviews.

These goals are to be achieved through five strategy components:

1. Building the evidence base
2. Developing and using better methods for more robust evidence
3. Supporting the use of evidence
4. Increasing the capacity to produce reviews
5. Building a sustainable institutional base and collaborative network.

Figure 1 is an overview of the theory of change, showing how these strategy components fit together.

The vision of a better world from better policy and practice requires both building the evidence base and working to increase policy uptake.

Building the evidence base, that is producing more evidence-synthesis products will remain Campbell's core business with an emphasis on scaling up production of policy-relevant evidence synthesis products. Production is supported by methods development, and the production and dissemination of clear methods guidelines. It is also supported by training to increase the capacity to produce reviews.

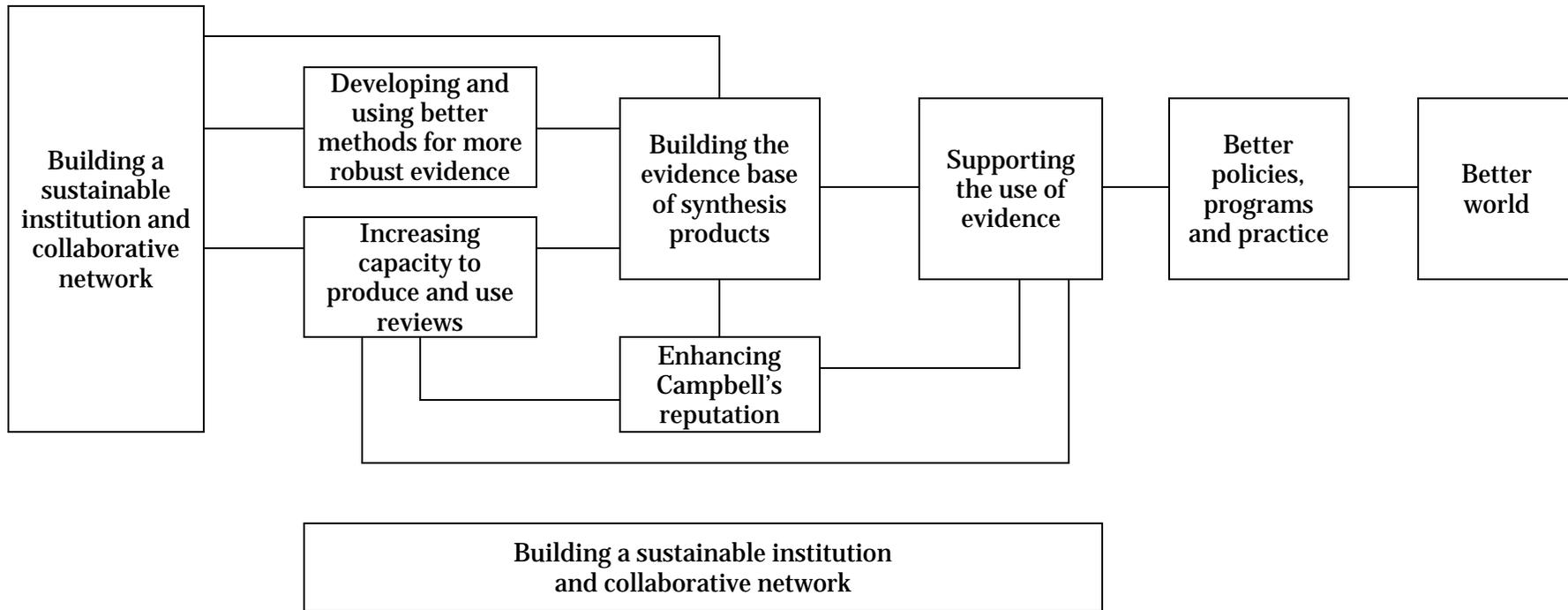
A suite of activities is being developed to support use of the evidence to inform policy, programs and practice.

Many of these activities will raise Campbell's reputation for relevance and quality which further supports the main strategy components.

All of this is underpinned by building the institutional base.

The next section of this strategy outlines the activities under each strategy component.

Figure 1 Overview of the theory of change



2 STRATEGY COMPONENTS

1 Building the evidence base: expanding the production of demand-based evidence synthesis

What do we want to achieve?

The Campbell Library will become recognized as the global encyclopaedia of knowledge, or international repository, of what works, what doesn't and why in social and economic policy. We also publish evidence synthesis of analysis of social and economic trends and underlying correlates and causes of those trends.

Reviews will address policy-relevant questions - such as in what contexts does this intervention work, and what factors may cause the intervention to fail? - with user engagement in setting review questions.

This expansion will be demand-driven. We will engage with policy makers and practitioners to prioritize review questions. Study teams are required to work with advisory panels which include policy makers.

Campbell will expand the production of reviews, more than doubling the current size of the Library during this strategy period, i.e. December 2018.

How will we achieve it?

Expanding the number of reviews

Building the Campbell Library to be a global encyclopaedia, or international repository, of knowledge for social and economic policy is one of the main objectives of this strategy. Increasing the

number of reviews published in the Library is a central task.

The number of reviews published in the Campbell Library is to be increased by:

- Engaging with policy makers and practitioners to commission reviews to answer questions of interest
- Attracting a greater proportion of on-going reviews to be registered with Campbell and published in the Library.
- Raising additional funding for reviews.
- Expanding the scope of reviews beyond effectiveness reviews, and the type of product beyond systematic reviews.
- Encouraging suites of reviews by a single team on a topic.

To attract more reviews requires that Campbell addresses the cost and benefit calculation authors face in deciding whether to register with Campbell. On the cost side, the CGs are working to streamline their procedures so the peer review process involves fewer iterations and is generally less onerous for authors whilst adhering to Campbell's principles for high quality systematic reviews. On the benefit side: (1) the Campbell Library will seek to obtain an impact factor, (2) authors may publish shorter journal-length versions of the paper elsewhere, to support which Campbell will increase the number of journals with agreements to accept the Campbell review process rather than subject submitted papers to further peer review, and (3) authors will be made aware of the greater efforts being made by

Campbell to disseminate reviews and promote policy uptake. We are also exploring additional author support, such as running searches on their behalf.

Funds will be raised to finance review production. The grants will be managed by the Secretariat, the donor, or the CGs if they have grant management capacity. CG officers will be involved in the peer review process for grant awards. The editorial process will be managed by the relevant CG. Funded reviews should include a budget line to pay for the Secretariat's costs for the production of reviews.

Expanding the number of reviews will also require an expansion of Campbell's editorial capacity.

Expanding the infrastructure for review production

The editorial process for Campbell reviews is managed by the Coordinating Groups. Expanding Campbell's editorial capacity is to be achieved through a process of both

- **Intensive growth:** increasing the number of reviews published by each group each year. During the strategy period each CG should be publishing at least ten reviews a year. To attain this goal CGs will need to increase editorial capacity, mainly by recruiting additional editors. New CGs should aim to attain this figure within three years of the group starting.
- **Extensive growth:** increasing the number of CGs. New CGs may be formed both within existing areas with large scope, or in new subject matter areas not covered by existing CGs. It is expected to form 4 new groups in the first year and a further 10 groups for the remainder of the strategy period.

New Coordinating Groups will be identified in important policy areas, and for which there is a proven policy demand for the reviews in that area.

The new CGs are expected to be financially self-sufficient, raising their own funds for editorial functions and their role within Campbell. The Secretariat will assist with raising funds for review production, some of which may be for reviews by specific CGs.

Models for developing new CGs are addressed under the strategy component to build a sustainable institution and collaborative network.

Expanding the focus and content of reviews

The core focus of the Campbell Library is effectiveness reviews. Reviews synthesizing evidence on correlates and trends will also be published.

Effectiveness reviews will incorporate a logic model (theory of change). Where possible evidence will be synthesized on questions along the causal chain. Study teams should use moderator analysis to unpack factors in programme design, implementation and context which affect effectiveness.

We shall explore the extent to which synthesis of both quantitative and qualitative evidence on causal processes and mechanisms, can be incorporated into Campbell reviews as a standard requirement.

Review teams are encouraged to include evidence on cost effectiveness.

Other evidence products

Campbell will explore the production of other evidence products produced in a manner consistent with systematic review principles of systematic search, screening, coding, synthesis and reporting. For example, evidence and gap maps conduct a full search based on clearly specified criteria. The included studies are presented in matrix form, rather than further synthesized - that is they say what evidence there is, not what that evidence says. Evidence and gap maps have proved

popular with policy makers in determining their evidence needs.

Campbell will also support research on rapid review methods and qualitative synthesis, as to whether and how these approaches may be tailored to give accurate findings.

Expanding the network of Campbell review authors

There are a large number of authors who have previously produced Campbell reviews who no longer do so. The Secretariat will work directly, and with CGs, to bring these authors 'back into the fold' so that they register new reviews with Campbell.

We will also use external representation, training, and partnerships to extend the network of review authors.

The work mentioned above to streamline editorial processes is intended to make registration with Campbell more attractive and efficient. To address concerns of both authors and funders regarding review times, Campbell has instituted a Fast Track, which will be more actively promoted in the future.

Periodic author surveys will be undertaken to assess how well we serve authors and how to improve.

What resources do we need?

Funds are required for Coordinating Groups, the Secretariat, the production of reviews, and publication of reports and derivative products. Staffing is required for CG officers, and the Secretariat to manage grants and publication of reviews.

Support for these functions will come from an expanded secretariat, which is part of the strategy component for institutional strengthening. Within the Secretariat these tasks lay within the Evidence Synthesis section headed by the Editor-in-Chief, assisted by a technical officer located in Campbell's Delhi office. Grant management for grants managed by the

Secretariat will be handled by the Grants, Administration and Finance (GAF) Section in Campbell's Delhi office

Coordinating Groups are expected to raise their own funds to manage the editorial processes. They are also expected to raise funds for the production of reviews. Fundraising activities will be supported by the Secretariat through the provision of promotional materials and contacts.

The target for funding for reviews is a minimum of US\$1 million per year during the strategy period, which includes funds raised by or passed through Campbell CGs.

2 Developing and using better methods for more robust evidence: methods development and guidelines

What do we want to achieve?

The Campbell Collaboration will be recognized as a leading organization in the development and application systematic review methods, as well as a major provider of methods training.

Campbell will support methods development and the production and promotion of guidelines for the production of high quality systematic reviews. Guidelines will also be developed for other evidence products such as reviews of reviews and evidence and gap maps. It will also promote academic recognition of systematic review methodology.

How will we achieve it?

As the leading international organization for systematic reviews in social and economic policy, Campbell has important roles to play in pushing the methods

frontier, promoting the identification and use of innovative, rigorous methods, and in promoting guidelines for the proper conduct of reviews and other evidence synthesis products. This role includes setting standards for emerging products such as evidence and gap maps.

From early 2016, the Campbell Library will be extended to include three types of papers, each with its own ISSN:

- Campbell systematic reviews (titles, protocols and reviews)
- Campbell Policies and Guidelines, which is mainly concerned with operational guidelines
- Campbell Methods Series

The Campbell Library Methods Series will support the production of high quality systematic reviews by providing a policy and guidance on methods to authors and editors, as well space for discussion of new and emerging methods. The series comprises three sub-series:

- Methods Discussion Papers: New or innovative ideas currently in development in the field of methodology. These papers are intended for discussion and do not represent official C2 policy or guidance.
- Methods Policy Notes: Current Campbell Collaboration policy on specific methods for use in Campbell systematic reviews and other evidence synthesis products.
- Methods Guides: Guides on how to implement specific systematic review methods.

The Methods Series is the location of guidance expected to act as a key resource for researchers wanting to conduct reviews. The Policies and Guidelines section of the Library relates to Campbell-specific issues, such as the steps to be followed when producing a Campbell

review, and the format for the Plain Language Summary.

Methods development will be supported by a small grants program for the preparation of methods papers.

Working toward common standards with partner organizations

Campbell will actively engage with a number of agencies, such as Cochrane, the EPPI Centre and the Society for Research Synthesis Methods (SRSM) for methods development. Researches associated with these groups are expected to be a primary source for methods work, although Campbell will also seek to expand the network of researchers engaged in systematic review methods work.

Whilst each organization may have their own specific requirements for different evidence products, we will seek to establish a common core of standards, including where possible common guidelines.

What resources do we need?

Campbell will provide grants of US\$50-120,000 a year for methods development.

Methods work in the Campbell Collaboration is overseen by the co-Chairs of the Methods Group, working with the Editor-in-Chief. Staff are also needed for publications in the Campbell Library.

The Grants, Administration and Finance (GAF) Section in Campbell's Delhi office will manage methods grants.

3 Supporting the use of evidence

What do we want to achieve?

As captured in Campbell's vision statement 'Better Evidence for a Better World', the production of evidence synthesis products is not an end in itself.

It is a means to the end of better policies, programs and practice, and so better lives.

Our vision is that policy, programmes and practice are informed by rigorous evidence. During the coming strategy period the Campbell Collaboration will become more proactive in supporting the use of evidence. Our goal is to build the Campbell Library as an internationally-known and trusted source of knowledge on what works and why in social and economic policy around the world, and analysis of social and economic trends and underlying correlates and causes of those trends.

This strategy lays out key elements for increasing policy engagement around Campbell reviews. These elements will be elaborated in a Policy and communication strategy to be developed during this strategy period.

How will we achieve it?

Creating awareness and generating demand

Campbell will work with policy makers and practitioners, both directly and through intermediaries, to increase awareness about different types of evidence and the importance of rigorous systematic reviews.

Through these engagements we will increase the policy demand for rigorous evidence synthesis.

Publishing demand-driven reviews

Campbell will enhance our procedures to ensure that the reviews we publish in the Campbell Library respond to the evidence needs of policy makers and practitioners.

Title registrations and protocols will clearly identify the evidence gap being filled by the review and the intended policy users of the evidence.

Campbell Coordinating Groups have an Advisory Board which includes policy makers and practitioners, as do individual

studies. We shall ensure that these roles are being used as best possible so that Campbell reviews respond to evidence needs. For example, the theory of change should be validated with intended users.

Policy-friendly derivative products

Campbell reviews are technical studies written to a prescribed format which presents full information with respect to the study protocol (e.g. the search strategy and full details of all included studies). Few of the intended end-users of the evidence from Campbell reviews will read these documents. One channel for reaching these audiences will be policy-friendly derivative products, which will include:

- Plain language summaries (PLS): short (600-750 words) two page summaries of the main findings from a review. PLS will be published as free-standing documents and at the front of Campbell reviews. During 2016 and 2017 we shall produce PLS for all existing reviews. New reviews are required to have a PLS. Selected PLS will be translated into other languages, focusing on French, Spanish and Chinese.
- Policy briefs: four page (1,500-2,000 word) summaries of a single review or set of reviews on a specific topic. Policy briefs will be produced where we identify clusters of reviews on a similar theme, or targeting specific policy-relevant issues in a timely manner. Selected briefs will be translated into other languages.
- Policy-friendly summary reports: reports of approximately 20 pages which present the main review in abbreviated form. The audience for these reports is professional staff with technical sector knowledge.

It is important to publish the full reviews as the scientific basis for the above-mentioned products. The reviews are published online in the Campbell Library. In future Campbell will publish hard copies of selected, high-profile reviews (excluding annexes).

Campbell will seek co-publishing arrangements with other agencies, such as UNICEF and WHO.

Raising Campbell's reputation for relevance and quality through external representation

Several channels for external representation will be used to raise the profile of systematic reviews as a primary source of evidence and Campbell reviews in particular. These channels include:

- **Making external presentations:** Campbell staff will engage in a more active program of presenting at workshops and conferences, as well as stand-alone events.
- **High-profile branded events:** Campbell will partner with other agencies for at least one high-profile event a year, which will have clear Campbell branding. The events will target policy makers, program managers, and practitioners, as well as researchers. Venues and themes will be selected so as to reach different groups each year.
- **Building a subscriber base:** Campbell produces a bi-monthly newsletter with the latest review findings, RFPs and other relevant information. Campbell will work to build the subscriber base for the newsletter.
- **Placing pieces in high profile media,** such as op-eds and letters to the editor.

- **Active social media engagement:** Campbell will also build its base of followers in social media (twitter, Facebook and LinkedIn).
- **An active blog site publishing blogs** from review authors, Campbell officers and the Secretariat.

Making evidence more accessible

A number of activities will be undertaken to make evidence more accessible. These activities include the production of policy-friendly derivative products, and increasing discoverability of evidence from Campbell reviews through a new website and the active dissemination activities discussed above including publishing hard copies of all Campbell products.

Of particular importance in making evidence more discoverable and accessible is the redesign of the Campbell website. The redesign will feature evidence from Campbell studies more strongly.

The website will be developed to serve as a key resource for both researchers and policy and practice audiences. It will be easy to navigate to find the content relevant to different user groups.

The new site will be launched by mid-2016.

Building an evidence cascade network of evidence intermediaries

The intended end users of the evidence from Campbell reviews number in their millions. End users comprise not only policy makers and program managers, but also practitioners (social workers, police chiefs, teachers and so on), and the general public to inform their own practice and the services they demand. It is not feasible that study team authors, Coordinating Groups or the Campbell Secretariat build direct relationships with all of these groups. Campbell will build a network of evidence intermediaries who will be the conduits through which evidence is disseminated. The focus will be

on high level agencies who disseminate to agencies who then disseminate to other agencies, and so to the general public, and on dissemination through channels which are trusted sources of knowledge by their target audiences.

Examples of evidence intermediaries are:

- **Knowledge brokers:** agencies who distil evidence to communicate to policy makers, program managers, practitioners and the public. Examples are the Alliance for Useful Evidence (UK), Sense about Science (UK and US), Centre for Evidence and Implementation (Australia), Results for America (US), the UK What Works Centres and the multilateral development banks (MDBs).
- **Knowledge generators with active policy engagement:** Campbell will build partnerships with knowledge generators who engage with policy audiences on evidence. Through these partnerships evidence from partners will be featured on websites and disseminated through other channels on a reciprocal basis.
- **Professional associations and trade unions:** practitioners are reached through professional associations including newsletters, websites and training events. Press releases of review findings will be provided for publication in newsletters, as well as web articles and blogs.
- **Media:** Campbell will build its exposure to the media. The first task is building the brand with the media so that stories are likely to attract attention. Second is to provide a steady flow of stories through press releases. Press releases will typically be based on new reviews. Press releases and op-eds can be released when there

are newsworthy events such as International Days.

Campbell will build partnerships with evidence intermediaries to develop a network of regional and national Campbell Centres who will play a role in the above activities.

In addition, Campbell will work with agencies such as Sense about Science who promote critical appraisal of evidence to ensure that high quality Campbell reviews are featured in their material.

The relationships listed above will be managed by the Secretariat, or CGs where an intermediary has a relevant sector focus. The Secretariat will support the CGs in this role through the preparation of materials such as press releases.

Other activities are necessary to ensure that Campbell itself is a trusted source of knowledge by the higher-level agencies. These activities are included in the other activity areas in this strategy component.

What resources do we need?

The activities under this strategy component require competent high-level staff to both undertake and manage the tasks. These staff make up the Communications and Policy section located in Campbell's Oslo office, with the oversight and participation of the CEO. We will also continue partnerships with the Centre for Evidence and Implementation (Australia) and RBUP (Norway) who provide in kind contributions for the production of PLS and Library publication respectively.

Funds are required for publication of Campbell products, participation in and organization of events, and for website design and maintenance.

4 Increasing capacity to produce reviews

What do we want to achieve?

It is necessary to increase the academic profile and acceptability of evidence synthesis. This will be achieved through (i) engagement with researchers at academic events, (ii) working with journals to publish systematic reviews and (iii) Campbell training to increase familiarity with rigorous evidence synthesis.

During the strategy period the Campbell Collaboration will build the base of active authors producing reviews. This will be done both by bringing back experienced authors who are no longer producing Campbell reviews and developing capacity of inexperienced authors through training and the provision of guidelines.

How will we achieve it?

The production of systematic reviews follows strict procedures, many of which are not familiar to researchers who have not previously produced reviews. Methods of both quantitative and qualitative synthesis need to be properly understood before teams embark on undertaking reviews.

Campbell Training

The Campbell Collaboration will embark on an expanded program of training, based on the formalization of its accreditation procedures for Campbell trainers, and development of standardized training modules and other written materials.

The process of expanding the number of Campbell trainers will work with existing institutions with experience of producing reviews and providing review training, including our partner organizations.

In addition, Campbell methods policies and guidelines will be promoted to assist study teams undertaking reviews.

A Campbell Training Coordinating Group will be formally constituted, which will work in close collaboration with the Methods Group.

Campbell will more actively promote training as a part of its business model. Other review organizations may be approached to partner with Campbell in providing training, especially in areas in which Campbell does not currently have a strong presence.

Online and other resources

Campbell will support the development of training resources for training sessions and self-directed learning through an interactive learning platform.

The online resources section of the Campbell website will be expanded. This will include a curated selection of resources for authors, and training materials such as videos.

Mentoring

Mentoring is an important part of capacity development and will take place at two levels. First, new CGs will be mentored by an existing CG. Second, novice study teams will be mentored by CG editorial staff or technical staff in the Secretariat. Where necessary an additional, experienced author will be assigned to the review team. Campbell may also play a role in matchmaking more experienced study authors with those seeking to gain experience, e.g. through a web-based clearing house.

Building capacity in low- and middle-income countries

As an international network producing reviews of global relevance, Campbell is committed to building capacity in low- and middle-income countries. To this end, Campbell is a member of the Global Evidence Synthesis Initiative.

We shall also work with government agencies in low- and middle income countries who have a mandate to use evidence, such as with Coneval in Mexico, and the Department for Performance Monitoring and Evaluation in the Presidency in South Africa.

We will also seek to establish at least three national or regional Campbell Centres in a low- or middle-income country during this strategy period.

What resources do we need?

The profile of training within Campbell will be raised through the establishment of a Training Coordinating Group.

The Campbell Collaboration already has an established roster of trainers which will be expanded. Training is currently offered at cost or subsidized by the Secretariat. In future, opportunities will be identified for operating training as a revenue-raising operation.

5 Building a sustainable institution and collaborative network

What do we want to achieve?

The Campbell Collaboration needs to reform its governance and secretariat in order to rise to the challenge of the new strategy. The secretariat will remain small, but needs to expand beyond its current size to manage the larger work program implied by this strategy.

How will we achieve it?

Governance

At the start of the strategy period the Campbell Collaboration is reforming its governance structure to be better aligned with achieving its goals.

A new Board will be constituted including people with international experience in evidence synthesis and policy uptake as well as experience in management and non-profit governance. The Board will be elected by the Members, which comprise both the Coordinating Groups and funders.

The role of Coordinating Groups

The Campbell Collaboration is a collaboration in which a major portion of the substantive work of the organization is conducted by the coordinating groups.

The number of CGs will be expanded as part of Campbell's growing institutional base.

New CGs will be supported by mentoring from existing groups and access to Campbell training. New CGs may start as sub-groups of an existing CG.

Partnerships

Building strategic partnerships is central to achieving Campbell's vision at the global level. We will identify partners for which there will be mutual benefits for Campbell and the partner.

Partnerships with other producing agencies will promote consistency in standards and expand the scope of Campbell's reach amongst researchers. Partnerships with knowledge brokers, professional associations and other evidence intermediaries will both enhance Campbell's reputation for relevance and quality and support the use of evidence. Campbell will partner with other organizations in areas such as training and dissemination.

Establishing an expanded secretariat

The role of the secretariat will be expanded to support Campbell's new strategy. To date the secretariat has been responsible for the organization of Steering Group meetings, maintaining the website, and processing payments to editors and reviewers. The Campbell Library is maintained through the in-kind contribution from RBUP.

In addition to these tasks the secretariat will:

- Establish the Editor-in-Chief as a part time staff position, as head of the Evidence Synthesis Office. This office will have responsibility for development and implementation

of policies and guidelines, overall quality control for the Collaboration through technical oversight of review production and, with input from the Methods Editors, manage the resources section of the website.

- Develop capacity to support enhanced dissemination of reviews to support policy uptake.
- Establish a grant management function.
- Develop financial reporting capacity.
- Provide greater support to CGs by assuming some management tasks, such as monitoring when review updates are due.

The secretariat will continue to be located in Oslo, hosted by the Norwegian Institute of Public Health. A second secretariat office will be established in New Delhi, India. Delhi has been selected both for reasons of establishing a presence in one of the world's largest and most rapidly growing countries, and the lower costs in that location. It is hoped that the Delhi office will also raise funds for a Campbell South Asia Centre.

Figure 2 provides an overview of the organization.

What resources do we need?

Funding is required to support the larger scale of editorial work as review production increases and the expanded role of the secretariat. Funding for Campbell will be both direct and indirect.

Campbell has both direct funding and indirect funding. Direct funding are those funds provided to support the secretariat and activities undertaken by the secretariat. Indirect funding is funding for reviews or other papers published in the Campbell Library, or for other activities

carried out under the auspices of Campbell e.g. training. Indirect funds may be managed by the donor or one of the CGs.

The secretariat also receives in-kind support from RBUP (Norway) in managing the Campbell Library and CIE (Australia) in the production of Plain Language Summaries.

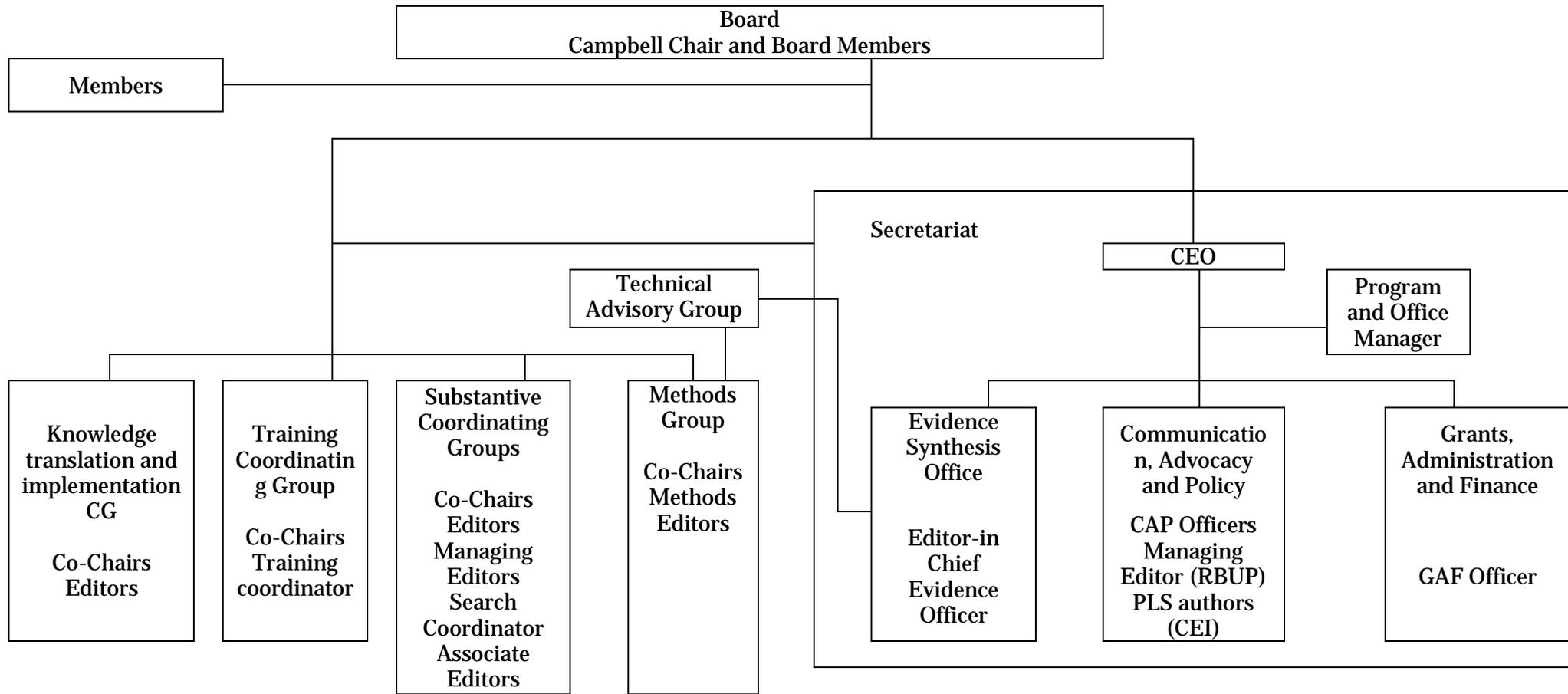
Indirect funding is that for CGs, both for editorial functions and funding reviews where grants are managed by the CG. CGs raising funds for review production should include in those grants the cost of review publication and dissemination to be passed to the secretariat, which are estimated at 5-10% of the grant amount.

Financial resources

During this strategy period the initial focus is on raising direct funding to strengthen the secretariat. The secretariat will also support raising indirect funding for CGs. By the end of the strategy period it is planned to have US\$2.5 million per annum in each of direct and indirect funding (Table 1).

It is anticipated that beyond this strategy period the share of indirect funding will increase as the number of CGs grows and CGs become financially self-sufficient.

Figure 2 Overview of Campbell organization



3 MEASURING SUCCESS

Measuring success

Table 1 lists the monitoring indicators listed by strategy component. Data for 2015 are included for comparative purposes. Figure 3 shows these indicators in the theory of change.

The highest level indicator is the outcome of documented cases of Campbell evidence-synthesis products being used to inform policies, programs or practice. The system for monitoring this indicator will be put in place during this strategy period.

The main outputs are reviews and derivative products published. Derivative products include both journal papers and policy-oriented products such as the PLS. We shall also start to track citations and downloads of all Campbell Library publications.

Other outputs relate to external representation and training.

Intermediate outcomes are social media followers and citations.

Inputs are measured as the quality of governance, financial resources available and staffing levels.

Table 1 Measuring success: strategy performance indicators

		2015	2016	2017	2018	
Goal	Better evidence for a Better World					
	No. of new 'policy influence stories'	n.a.	5	10	15	
	No. of agencies consulted in setting review questions	n.a.	20	50	100	
	No. of new titles registered with Campbell	15	30	40	50	
	No. of new reviews published in Library*	20	25	35	50	
	Building the evidence base	No. of new updates published in the Campbell Library*		2	5	5
		No. of derivative papers published from reviews in Campbell Library	n.a.			
		No. of downloads of reviews*				
		Total scholar google citations per review and derivative papers	n.a.			
	No. of new papers published in methods series	0	6	10	10	
Better methods for better evidence	No. of derivative papers published from method papers in Campbell Library					
	No. of downloads of methods papers					
	Total scholar google citations per methods papers and derivative papers					
Strategy components	No. of people reached through external representation activities*	n.a.	1,000	2,000	3,000	
	No. of active partnerships (o/w evidence intermediaries)	1(0)	4(1)	8(3)	12(5)	
	No. of PLS published*	4	50	50	50	
	No. of policy briefs published*	0	10	15	20	
	Supporting the use of evidence	No. of newsletters published*	4	6	6	6
		No. of unique web visits (daily average)*				
		Total no. of newsletter subscribers*	4,000	6,000	8,000	10,000
		Total no. of twitter followers*	1250	2500	3500	5,000
	Total no. of Facebook likes/followers*	500	1,000	2,000	3,000	
	No. in Campbell LinkedIn group*	50	200	500	1,000	
No. of training events held	1	6	6	6		

Increasing capacity to produce and use reviews	No. of potential producers trained	12	100	100	100
	No. of potential users trained	n.a.	50	75	100
	Percent of Board members attending Board meetings	n.a.	80	80	80
Building a sustainable institution	Percent of Board resolutions acted upon by subsequent Board meeting	n.a.	n.a.	100	100
	Number of substantive coordinating groups	4	8	14	20
	Total direct budget (including in kind) (US\$m)	0.6	1.2	2.0	2.5
	Total indirect budget	n.a.	0.5	1.5	2.5
	Total staff in secretariat (end of year)	3	6.5	7.5	7.5

Note: * Monitored on quarterly basis

Figure 3 Mapping indicators onto the theory of change

INPUTS

ACTIVITIES AND OUTPUTS

OUTCOMES

