

Step 3. Determine the desired outcomes

Focus of this chapter: Illustrate how the long-term goals and campaign finance problems to be addressed should determine the desired outcomes of a CFM project, and how these desired outcomes, in turn, should determine the CFM project's design.

Content of this chapter:

- What is meant by “desired outcomes” and how the term relates to developing a CFM methodology, both in the steps previously outlined and those subsequent
- Examples of desired outcomes in CFM projects

Once you have identified your long-term goals or the role that you want money to play in the electoral process in question, as well as the existing campaign finance problems that the project should address, you need to consider what changes may help remove these problems and further the achievement of these goals. We refer to these changes as “desired outcomes.” The term does not refer to the activities or output of the actual project. Rather, it denotes the measurable actions you hope others will take following your monitoring. Some common desired outcomes are shown in Figure 8.

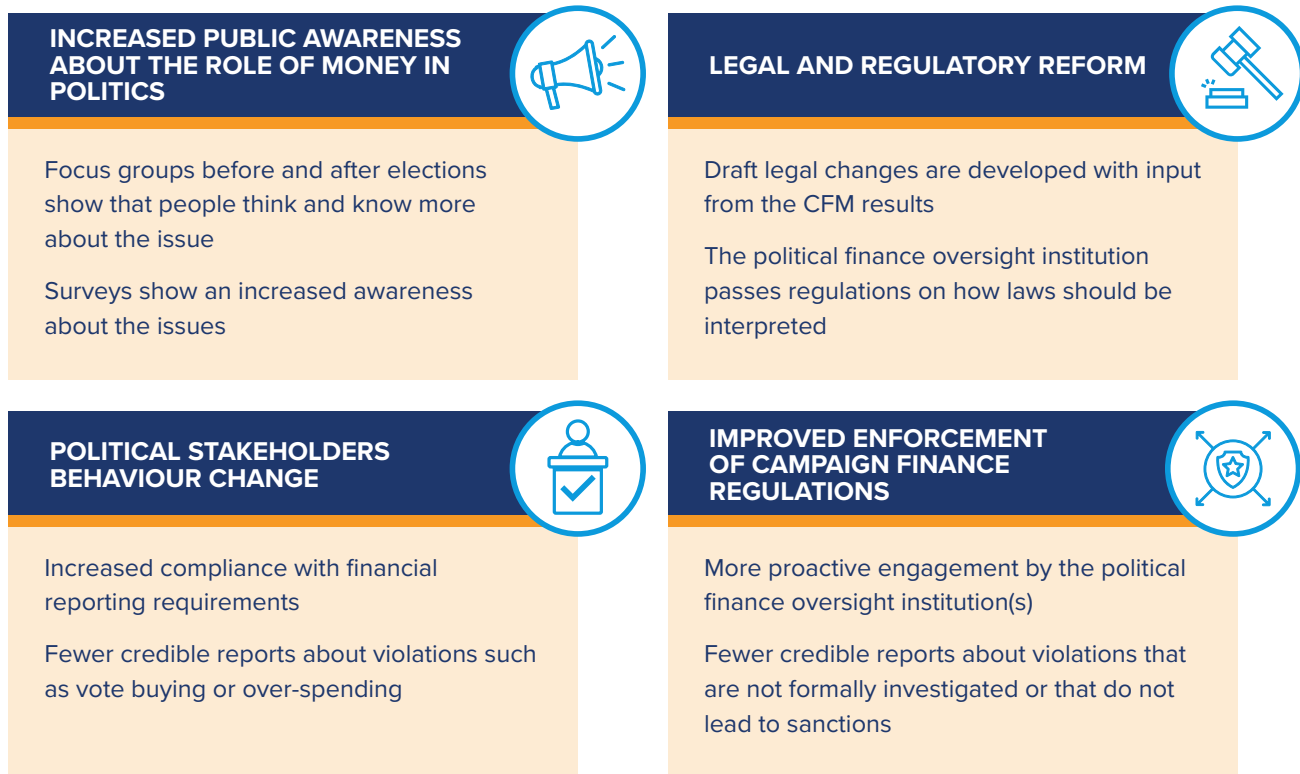
The desired outcome(s) that a CFM project should focus on depends on what was decided in the preceding two steps. If the long-term goal is full transparency in the raising and spending of money in election campaigns, and addressing the problem of political actors violating the rules with impunity, the desired outcome may be increased enforcement by the political finance oversight institution or behavioral change on behalf of the political actors in question, or a combination of both.

If the focus is more on the integrity of the state administration and the fact that legislation is not addressing many areas of abuse of state resources, a desired outcome may be legal reform that tightens the rules regarding such abuses.

Identifying the desired outcomes of the project will help you determine the activities that should be carried out. If you wish to increase public awareness concerning the role of money in politics, a legal analysis may be less valuable, while finding cases of how campaign finance violations influence ordinary people's everyday life could be far more pertinent (and is far too often overlooked). The collected data can be used for social media campaigns with clear messaging, or a report written in easy-to-understand language.

If, on the other hand, the main desired outcome is to inspire legal changes, the main focus of the monitoring should perhaps be on pinpointing gaps in the current legal framework, highlighting regulations that are unclear or that cannot be implemented. Or focusing on identifying behavior that, though in compliance with the formal provisions in existing

FIGURE 8. COMMON DESIRED OUTCOMES FOR CFM PROJECTS



legislation, undermines the purpose of the legislation, or the democratic process itself. The collected data therefore would mainly be used to write a legally focused report and to lobby parliamentarians and legal professionals.¹²

The desired outcomes of a CFM project can be identified through a number of ways. Combining in-house discussion on this issue with the debate outside the organizations amongst stakeholders, for example, could be beneficial. Reviewing the experience and recommendations of others who have studied campaign finance in earlier elections can also be valuable.¹³

As you may decide on multiple long-term goals and campaign finance problems to address, you may also have multiple outcomes you would like to see from the monitoring project. Indeed, some outcomes may significantly increase the chances of other outcomes; increased awareness may increase the risk for legal reform, or increased regulation enforcement may lead to behavioral changes in political actors. As is the case with the preceding steps however, identifying a realistic and manageable number of desired outcomes is key to increase your project's chances of success. Partnering with another organization may allow you to focus on a smaller number of desired outcomes, as the other organization might be focused on different complementary outcomes. Together, the two may alleviate the identified campaign finance problem(s) and lead toward your long-term goal(s).

Once you have addressed these first three steps, the major task of deciding what to actually monitor and how to do so can begin. This can be daunting. This in mind, the experiences, lessons learned and tips on what to consider when deciding on monitoring approaches are all collected in the next chapter.

¹² For a discussion about different desired types of change in counteracting corruption, see also Transparency International (2015).

¹³ The type of Scoping Study discussed in the OSI 2005 handbook can also be useful in identifying the most relevant focus of a CFM initiative. OSI (2005) chapter 2.