

# Evaluation of IKEA Foundation-funded Purpose Climate Lab (PCL) Projects

**Final Version**  
July 31, 2023



Austringum, G., Betts, H., Pertiwi, C., Myers, R., Bhuana, A., Octifanny, Y., Gebara Fernanda, M., Tirupathi, V., Conlon, S., Krakowiak, K., Chandran, A., Braga Brito, R.. 2023. Evaluation of IKEA Foundation-funded Purpose Climate Lab (PCL) Projects. Dala Institute.

Evaluation of IKEA Foundation-funded Purpose Climate Lab (PCL) Projects © 2023 by Dala Institute is licensed under CC BY-SA 4.0.

To view a copy of this licence, visit <http://creativecommons.org/licenses/by-sa/4.0/>.

This content contains information that is accurate to the best knowledge of the Dala Institute. It is intended to be used solely for informing the client and any assigned parties based on the scope of work, however before making any decision or taking any action based on this report, additional due diligence is recommended. The Dala Institute shall not (i) have any responsibility or owe any duty to any person or entity in respect of this content; or (ii) be responsible for any loss whatsoever sustained by any person or entity who relies on it.

# Contents

<b>1. Background</b>	<b>1</b>
1.1. Brief overview of PCL	1
1.2. Contextualising PCL’s work within the broader climate action space	1
1.3. PCL’s recent shift towards a Global Logic Model	2
<b>2. Evaluation scope</b>	<b>4</b>
<b>3. Approach and methodology</b>	<b>4</b>
3.1. Evaluation questions	4
3.2. Overall approach and methods	5
3.3. Data analysis	12
3.4. Digital media analysis	12
3.5. Limitations	13
<b>4. Findings and discussion</b>	<b>14</b>
4.1. Relevance	14
4.2. Effectiveness	30
4.3. Sustainability	54
<b>5. Conclusions</b>	<b>63</b>
5.1. Relevance	63
5.2. Effectiveness	64
5.3. Sustainability	66
<b>6. Key strategic considerations and ways forward</b>	<b>67</b>
6.1. Relevance	67
6.2. Effectiveness	68
6.3. Sustainability	69
<b>Annex A: References</b>	<b>71</b>
<b>Annex B: Geographic level outcomes by country, 2019 – 2022</b>	<b>73</b>
<b>Annex C: Evaluation team members</b>	<b>73</b>
<b>Annex D: List of stakeholders consulted</b>	<b>75</b>
<b>Annex E: List of documents consulted</b>	<b>79</b>
<b>Annex F: Full approach and methodology</b>	<b>85</b>
<b>Annex G: PCL’s Global Logic Model (GLM)</b>	<b>98</b>
<b>Annex H: Distribution of projects by duration, completion status, and GLM goals</b>	<b>99</b>
<b>Annex I: Survey responses on what PCL projects should do to sustain efforts</b>	<b>101</b>

# Executive summary

Purpose Climate Lab (PCL) works to accelerate and build the ambitions of climate solutions around the globe. It executes this mission through dynamic public mobilisation campaigns that result in the deployment of critically needed climate solutions. PCL has pioneered an innovative model of climate campaigning that is rooted in an ability to remain highly flexible and responsive and to move at the optimum moment and on those issues that can create the maximum change. Through the use of new technology and data, new narratives, and a host of creative engagement tactics, PCL leans into a culture of experimentation, focusing on tested as well as novel ways to motivate the public to take action, create the politics of the possible, and share the outcomes of their learnings with peers in the sector. Since 2014, the IKEA Foundation has supported PCL to build momentum around climate action through inherently people-centred campaigns. With IKEA Foundation's current grant (2019–2023) support for PCL, the focus is on the key geographies of Europe, India, Indonesia, and Brazil.

In late 2022, the IKEA Foundation tasked the Dala Institute to conduct an independent evaluation of their grant to PCL. The evaluation took place from the end of 2022 to June 2023 and focused on the relevance, effectiveness, and sustainability of PCL's work, based on either the four Global Logic Model (GLM)-based goals: (1) narrative change, (2) capacity building, (3) diversity and inclusion, and (4) action and policy, or the project-based Theories of Change and country/geography-specific outcomes from 2019 to 2022 inclusive. Which approach was utilised depended on the timelines for the cases as the GLM is a new initiative that was not in place at the grant project outset.

The evaluation approach consisted of a portfolio review, case studies, an online survey, and digital media analysis. The portfolio review was based on PCL projects datasets. The portfolio review assisted in the identification of the projects to be included as case studies. Case studies were used as a tool of analysis to provide in-depth insights and to show the nuances of the various types of PCL projects. Case comprised one or more campaigns. Together, the portfolio review and the case studies provided both the broad perspectives and the specific in-depth experiences of the actors affected by and adjacent to the IKEA Foundation-funded PCL projects. Cases for the case studies were randomly selected from the entire portfolio of IKEA Foundation-funded PCL projects spanning the years 2019 to 2023. Over 200 interviews were conducted related to 12 cases with PCL staff, IKEA Foundation, PCL partners, specific audiences, and independent observers. Overall, 147 partners from across the portfolio responded to an online survey set up to collect data and provided information to help generalise the case data. Digital media analysis was used to examine social media and to search for additional data on the selected cases.

PCL's projects are designed to be relevant to the specific audiences they target. They use a data-informed approach to map and test different audiences' responses to climate information and messages. PCL also creates open fora to bring together individuals with different perspectives and attitudes, with an aim to reduce polarisation and stimulate debate. By incorporating relatable and engaging content, PCL makes climate action more accessible to a wider and more diverse audience.

Overall, PCL's projects are relevant to their target audiences and have been effective in raising awareness of climate issues. However, there is a need for PCL to improve their long-term planning and evaluation, a process which is already underway.

PCL has been effective at raising awareness of climate issues across all countries. However, there remains a "missing middle" between logic and behaviour change, particularly at the global level. This means that while PCL has been effective at raising awareness, there is less evidence of their impact on capacity and action.

PCL has been effective at building relationships and increasing participation. The hyperlocal approach they promote has been particularly effective in this regard. However, PCL's short-term projects have not met the desired long-term outcomes as prescribed in the logic model. This suggests that PCL needs to improve their long-term planning and evaluation.

The following are the key recommendations for improving the relevance, effectiveness, and sustainability of PCL's campaigns:

- Better balance the resources applied for longer-term engagement with privileged audiences while also supporting frontline marginalised communities. This means ensuring that PCL's work is inclusive and that it reaches all of the people who are affected by climate change. This means revisiting their expectations, design, and strategy. This is especially important to effectively engage more conservative and right-wing audiences, who are a challenging audience to reach, but it is important to do so in order to build a broad coalition for climate action.
- Apply more resources for monitoring project results, and for evidence generation. This will help PCL to better understand the impact of its work and allow them to make necessary adjustments as they go along.
- Focus implementation on action-oriented goals, with longer-term campaigns targeting shifts towards behavioural change. This means making sure that PCL's campaigns are designed to motivate people to take action on climate change. It also means focusing on campaigns that can have a lasting impact.
- Treat rapid-response projects differently in terms of the goals, impacts, and resources. This means recognising that rapid-response projects may have different goals and objectives than other types of campaigns. It also means ensuring that PCL has the resources it needs to implement these projects effectively.
- Short-term campaigns would be more effective if they were better linked to proof of concept and clearly operated under a 'strategic' or test category to avoid a potential disconnect with the long-term strategy. This means making sure that short-term campaigns are aligned with PCL's long-term goals and that they are designed to test new ideas.
- Ensure sufficient capacity within co-creators (i.e. PCL's partners) is available and that they are aware of the time commitments and capacity required to implement campaigns.
- Consider branding some of the global work to build brand recognition in the climate sphere. This means making PCL's work more visible to the public. It also means building relationships with other organisations working on climate change.
- To address potential intersectionality issues, and those linked to Goal 3, PCL should consider utilising long-term projects that may be able to have a better impact on the cultural shifts that are required to recognise and appreciate intersectionality. This means using long-term projects to address the intersectionality of climate change. It also means working to change the culture around climate change so that it is more inclusive.
- Build on existing relationships to leverage networks to scale-up programming. This means using PCL's existing relationships to reach more people, and also working with other organisations to scale up PCL's work.

# 1. Background

## 1.1. Brief overview of PCL

Purpose Climate Lab (PCL) works to accelerate and build the ambitions of climate solutions around the globe. It executes this mission through dynamic public mobilisation campaigns aimed at the deployment of critically needed climate solutions. PCL has pioneered an innovative model of climate campaigning that is rooted in an ability to remain highly flexible and responsive and to move at the optimum moment and on those issues that can create the maximum change. Through the use of new technology and data, new narratives, and a host of creative engagement tactics, PCL leans into a culture of experimentation, focusing on tested as well as novel ways to motivate the public to take action, create the politics of the possible, and share the outcomes of their learnings with peers in the sector.

Since 2014, the IKEA Foundation has supported PCL to build genuine momentum around climate action through inherently people-centred campaigns. In IKEA Foundation's current grant (2019–2023) support for PCL, the focus is on the key geographies of Europe, India, Indonesia and Brazil.

## 1.2. Contextualising PCL's work within the broader climate action space

Climate change is a complex and multifaceted issue that requires a range of approaches to address it. Social marketing (an approach to changing behaviour through targeted influencing messages) and awareness-raising have been found to be effective in addressing climate change. Social marketing can positively impact behavioural intentions towards climate change (Aryanto, Wismantoro, and Paramitadevi 2020). Effective communication on climate change is capable of motivating changes in consumer behaviour depending on the relevance of climate change to consumers' lives and the relationship to their consumption behaviours being made clear (Peattie, Peattie, and Ponting 2009). Furthermore, studies have found that social media campaigns can raise awareness of climate change mitigation and lead to changes in people's lifestyles that positively affect climate change (Ockwell, Whitmarsh, and O'Neill 2009; Habib et al. 2021).

However, there are also challenges involved in developing effective climate change communications. Shifting from carbon literacy to the carbon capabilities of consumers presents a significant challenge to marketing assumptions about agency and social structure (Hall 2018). There are also marked differences in the extent to which right-wing ideologies reduce the effects of education on climate change beliefs in "more and less (economically) developed countries", especially beyond the currently US-centric theorisation on the topic (Czarnek, Kossowska, and Szwed 2020).

There is also a critique that focusing on public awareness of climate change can inadvertently shift the blame away from corporations and governments, which are the primary drivers of climate change (Stoddart, Tindall, and Greenfield 2012; Wright and



Nyberg 2017; Stern 2011). While individual actions do play a role in reducing carbon emissions, it is important to recognise that the key responsibility lies primarily with the entities that have the power to make significant changes at a systemic level (Stoddart, Tindall, and Greenfield 2012; Wright and Nyberg 2017; Stern 2011).

Corporations and governments can have a much greater impact on climate change due to their ability to influence policies, regulations, and industrial practices (Stoddart, Tindall, and Greenfield 2012; Wright and Nyberg 2017; Stern 2011). They have the power to implement sustainable practices, invest in renewable energy sources, and reduce greenhouse gas emissions on a large scale (Wright and Nyberg 2017; Stern 2011). Whereas, by placing the burden solely on consumers, the focus is shifted away from the need for systemic change and accountability from these entities (Stoddart, Tindall, and Greenfield 2012; Wright and Nyberg 2017).

This shift in blame can be seen in various ways. For example, corporations often engage in greenwashing, whereby they promote themselves as environmentally friendly but without actually making substantial changes to their operations (Wright and Nyberg 2017). This tactic can create the illusion that consumers have the power to make a difference by simply choosing "green" products, while in truth, the responsibility for reducing emissions lies with the corporations themselves (Wright and Nyberg 2017).

Additionally, governments can play a crucial role in setting policies and regulations that can either support or hinder climate change mitigation efforts (Stoddart, Tindall, and Greenfield 2012; Wright and Nyberg 2017; Stern 2011). However, by placing the emphasis on individual actions, governments can deflect attention away from their own lack of action or inadequate policies to address climate change (Stoddart, Tindall, and Greenfield 2012; Wright and Nyberg 2017).

Focusing on consumers also ignores the fact that not everyone has equal access to sustainable options (Kukowski et al. 2023; Tobler, Visschers, and Siegrist 2012). Low-income communities, for example, may not have the financial means to purchase energy-efficient appliances or electric vehicles (Kukowski et al. 2023; Tobler, Visschers, and Siegrist 2012). By solely blaming consumers, we overlook the structural inequalities that contribute to climate change and fail to address the systemic changes needed to create a more sustainable future (Kukowski et al. 2023; Tobler, Visschers, and Siegrist 2012).

Despite these challenges, social marketing and awareness raising can be effective in addressing climate change. For instance, a social development approach can be effective for addressing the social and economic needs related to climate change (Drolet and Sampson 2017). Strategic social marketing can also create a climate of opinion conducive to the successful development and application of health promotion (Griffiths, Blair-Stevens, and Parish 2009).

### **1.3. PCL's recent shift towards a Global Logic Model**

In 2022, PCL began developing, and later disseminating, a PCL-wide Global Logic Model (GLM). This GLM can be thought of as a guide and roadmap for PCL projects, and it replaces the previously used project-based Theory of Change and



country/geography-specific outcomes. Prior to the GLM, PCL projects were designed based on a Theory of Change that was customised to each project. Meanwhile, as an IKEA Foundation grant, projects funded under the grant were designed towards achieving country/geography-specific outcomes. Depending on the timeline for each case, relevant outcomes were considered.

Under the GLM, there are four main goals that PCL strives to accomplish with its projects:

- Goal 1 concerning the Narrative – Aiming for an increased popularisation of people-centred climate narratives to influence more favourable knowledge, attitudes, and perceptions.
- Goal 2 concerning Capacity Building – Aiming for the improved capacity of key actors or stakeholders to shape and implement climate solutions.
- Goal 3 concerning Diversity and Inclusion – Aiming for a more equitable, diversified, and inclusive climate movement that cultivates solidarity and a shared understanding.
- Goal 4 concerning Action – Aiming for an increased frequency and ambition of climate action by governments, organisations, the private sector, and communities.

For each goal, the GLM breaks down the activities and outcomes, together with the associated indicators to assess progress and success. PCL's GLM is provided in [Annex G](#).

With the GLM, PCL intends to streamline and unite its efforts into a shared logic of a set of activities that will lead to a set of outcomes. With each outcome, the GLM also provides a set of indicators with the expectation that project implementers will be able to refer to these indicators as they deliver the project and as they undergo monitoring and assessment of the project's progress. The development of the GLM coincides with the formation of the Impact, Monitoring, and Learning (IML) division within the institution, which is tasked with overseeing and coordinating the monitoring, evaluation, and learning (MEL) of projects, including those under PCL.





## 2. Evaluation scope

In late 2022, IKEA Foundation tasked Dala Institute to conduct an independent evaluation of their grant to the PCL. The evaluation took place from the end of 2022 to June 2023 and focused on the relevance, effectiveness, and sustainability of PCL's four GLM-based goals: (1) narrative change, (2) capacity building, (3) diversity and inclusion, and (4) action and policy from 2019 to 2022 inclusive.

The Dala Institute, as an independent evaluator, has worked collaboratively with IKEA Foundation and PCL on this evaluation, with Dala maintaining independence as a third-party consultant. Dala's role as an external independent evaluator was to elucidate perspectives and make compilations of observations that on their own may not be new to IKEA Foundation–PCL, but together, when collected and analysed independently, may provide new insights to IKEA Foundation–PCL. The overall objective of this evaluation was to understand what outcomes IKEA Foundation-funded PCL campaigns have been able to influence and how. The results will be used by IKEA Foundation to inform the future direction of IKEA Foundation grants and by the Purpose team to learn more about what is working well and which areas need course corrections.

While the evaluation addresses and touches on the GLM and how IKEA Foundation-funded projects may fare against the GLM, we acknowledge that the shift to GLM occurred only at the beginning of 2022 whereas most projects had started (and even ended) prior to 2022. Due to this, in our analysis, we refer to either the GLM, the prior country-specific outcomes, or both depending on which are thought to be the most relevant, viable, and/or appropriate. Moreover, while the evaluation uses the GLM as a reference, assessments and/or critiques of the GLM itself are outside the scope of this evaluation.

This evaluation should also be understood as one of learning, where the objective was not to test the success of PCL programming against a specific standard, but to understand the processes and effects that have happened within PCL programming. One of the major learning objectives is to reflect on the opinions of a wide range of stakeholders within the IKEA Foundation–PCL system for the purposes of understanding how and why things work well or less well.

## 3. Approach and methodology

### 3.1. Evaluation questions

This evaluation was primarily guided by the Evaluation Questions (EQs) shown in Table 1. These EQs were derived from the given evaluation questions in the Terms of Reference (ToR) document, with minor adjustments based on the evaluators assessment of applicability to the evaluation's scope and the feasibility in collecting data to address the questions.



Category of questions	Evaluation Questions (EQs)
1. Relevance (of project design)	1a To what extent is it possible to achieve the relevant long-term outcomes outlined by PCL's logic model through their existing strategy and combination of activities/interventions?
	1b Is there internal consistency in the way the Global Logic Model is described across geographies and projects?
	1c To what extent are PCL's campaigns relevant to the local context and target audience?
	1d To what extent are PCL's campaigns designed to be sufficiently responsive and agile in adapting to emerging issues as they arise during implementation?
2. Effectiveness	2a To what extent has PCL's work been able to achieve long-term outcomes in key geographies and for whom? What are the key reasons for achievement (or not)?
	2b Which approaches, tools, and platforms are most effective in achieving outcomes?
	2c How effective is PCL in influencing the climate movement, as specified in each geography's individual strategy and outcomes?
3. Sustainability	3a To what extent are PCL's outcomes sustainable in key geographies following the campaigns implemented?
	3b To what extent do PCL's campaigns adapt well to new opportunities and issues?
	3c What other influences has PCL had in key geographies, including unintended ones?

**Table 1.** Evaluation questions (EQs)

## 3.2. Overall approach and methods

The evaluation approach consisted of the following:

- **Portfolio review.** This activity was conducted during the discovery or inception phase. The quantitative and qualitative data for the portfolio review were processed from the IKEA Foundation-funded PCL projects dataset. The portfolio review assisted in the identification of projects to be included as (or part of) the case studies (see below).
- **Case studies.** For this evaluation, case studies were used as a unit of analysis to provide in-depth insights and nuances of the varying types of PCL projects. Together, the portfolio review and the case studies provided both broad perspectives and the specific in-depth experiences of the actors affected by and adjacent to the IKEA Foundation-funded PCL projects. Cases for the case studies were selected to represent the entire portfolio of IKEA Foundation-funded PCL projects spanning the years 2019 to 2023. The methods used for primary data collection for the case studies consisted of (i) project document review and (i) key or group informant interviews.
- **Online survey.** An online survey was conducted in English, Indonesian, Hindi, Polish, and Portuguese. The online survey was delivered to all PCL partner organisations, project implementers, and collaborators during the evaluation period to cast a



wider net than could be achieved through case-based interviews alone. It was applied in parallel with the interviews due to time constraints.

The full approach and methodology used for the evaluation are detailed in [Annex E](#).

## **Portfolio review**

During the discovery or inception phase of the evaluation, evaluators were given a dataset listing all the IKEA Foundation-funded PCL projects during the 2019–2023 period. We used the dataset to review the varying types of projects, as well as to generate descriptive statistics based on the characteristics of the projects relevant to our case selection process.

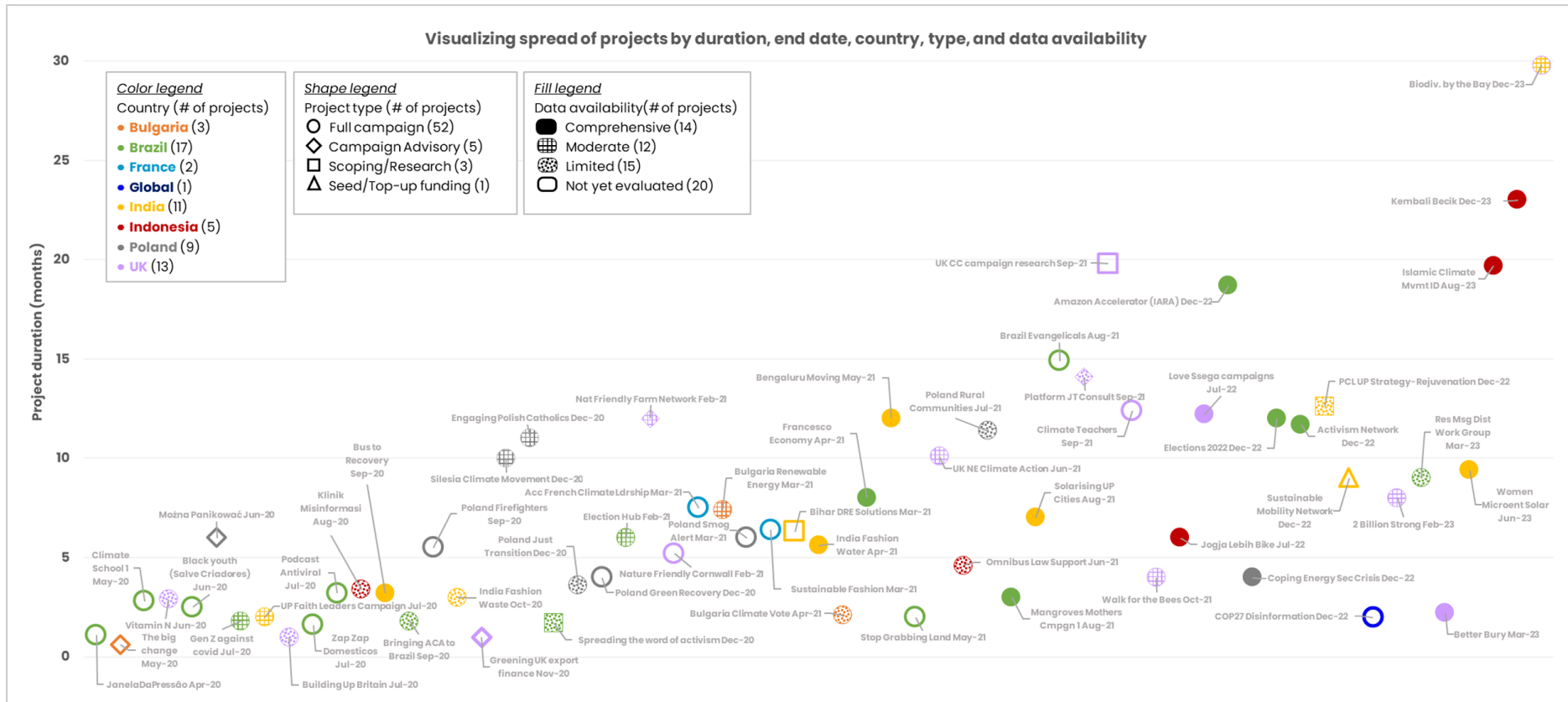
The initial dataset comprised 70 projects, with projects classified as one of four types of projects: Full Campaign, Scoping/Research, Seed/Top-up Funding, and Campaign Advisory for External Orgs. PCL conducted a self-assessment of two-thirds (47) of the 70 projects<sup>1</sup> that had operated during the evaluation period. The assessment rated the data and documentation availability for each project, ranging from limited to moderate to comprehensive. Of these 47 assessed projects, 19 were rated as having ‘comprehensive’ data and documentation, 13 as ‘moderate’, and 15 as ‘limited’.

A second iteration of the dataset was provided after further discussions with the PCL team. The updated dataset comprised 61 projects due to some projects being identified as either a continuation, precursor, or subset of another project and thus they should have been considered as one project. We conducted the formal portfolio review referring to the dataset with 61 projects. Figure 1 shows the distribution of the 61 IKEA Foundation-funded projects by duration, end date, country type, and assessment of data availability.

---

<sup>1</sup> Some projects were related and/or led to the same campaign, and so were considered together.





**Figure 1.** Distribution of the 61 IKEA Foundation-funded PCL projects in the source dataset by duration, end date, country type, and data availability.<sup>2</sup>

<sup>2</sup> For a better view of Fig. 1, follow this link: [Fig 1 Visualizing IKF-funded PCL projects.png](#)



## Case studies

The evaluation identified two to three cases in each country/region. A case was understood as a "phenomenon within its real-life context, especially when the boundaries between the phenomenon and context were not clearly evident". For the purpose of the evaluation, a case was understood as an assemblage of actors and events that led towards an articulated set of goals and that could tell a unique story. This case-based method provided us with the flexibility to understand a series of events that might have been an entire project or a part of a project. Although a case was generally understood as a campaign, it could also have been several campaigns or activities working together (in parallel or succession) towards a common objective, such as a policy change within a country.

Twelve cases were randomly selected from the list of 61 IKEA Foundation-funded PCL projects. Case identification and selection were done jointly by IKEA Foundation-PCL and Dala and involved both (1) identification and (2) verification. Identification was done through random sampling and verification was conducted through a consultation with PCL, and specifically its regional offices, to assess the feasibility of the case. The case selection first suspended questions around the availability of data to ensure that more highly studied campaigns, which may also be the more successful ones, were not favoured over those with fewer documents. However, the documents that were available were also considered in the analysis of the secondary data as part of the evaluation's findings analysis.

The 12 selected cases are listed in Table 2, together with details of the number of campaigns/projects in each case (some have multiple), the total budget, duration, and end date, targeted audience, and PCL-identified alignment to the 2022-developed GLM goals. The distribution of cases was made relative to the budget allocation, also shown in the table.



Geography	Quota of cases	Case name	No. of projects/campaigns	Total budget (USD)	Duration (total active months) and end date <sup>3</sup>	Target audience <sup>4</sup>	GLM goals alignment <sup>5</sup>
Brazil	3	<b>Election Hub - Brazil Municipal Elections</b>	1	235,965	6; Feb 2021	Grassroots orgs/ Community-led organisations (CLOs)	1, 2, 4
		<b>Francesco Economy Phase 1 &amp; 2</b>	2	182,378	8; Apr 2021	Faith communities	1, 4
		<b>Amazon Accelerator (IARA) Phase 1 &amp; 2</b>	2	393,022	18.7; Dec 2022	Affected communities	2
India	3	<b>Biodiversity by the Bay Phase 1, 2, &amp; 3</b>	3	805,932	17.8; Dec 2023	Youth/Students	1, 3, 4
		<b>Bihar DRE Solutions in Agriculture &amp; Healthcare Phase 1</b>	1	223,278	5; Jan 2021	Women	1, 3, 4
		<b>Bus to Recovery</b>	1	N/A <sup>6</sup>	3.3; Sep 2020	City dwellers	1, 3, 4
Indonesia	1	<b>Bali Green Recovery - Kembali Becik</b>	1	236,000	23; Dec 2023	Private sector	4
Poland	1	<b>Poland Green Recovery</b>	1	77,249	4; Dec 2020	Public officials	1, 3
UK	3	<b>Culture and Climate - Live + Breathe</b>	2	423,379	12.1; Jul 2022	Affected communities	1, 2, 3
		<b>Vitamin N</b>	1	48,403	2.9; Mar 2020	City dwellers	1
		<b>Better Bury - UK Climate Accelerator</b>	1	105,600	2.3; Mar 2023	Grassroots orgs/ Community-led organisations (CLOs)	1, 2, 4
Global	1	<b>COP27 Disinformation Monitoring &amp; Analysis</b>	1	249,000	2; Dec 2022	Affected communities	1, 4

**Table 2.** The 12 selected cases for further in-depth exploration of the project processes and results

<sup>3</sup> Duration in terms of active months was obtained by calculating the number of months between the start date and end date of a project as stated in the dataset provided by PCL. For cases consisting of more than 1 project, the calculated active months for each project were summed together. Thus, the duration of cases covers only the periods in which projects were noted to be active, and in cases with more than one project, the time in between projects was excluded.

<sup>4</sup> Categorisation based on 'Standardised Audience' categories as agreed with PCL during the inception phase.

<sup>5</sup> Goal 1: Narrative, Goal 2: Capacity building, Goal 3: Diversity and Inclusion, and Goal 4: Action. The GLM is elaborated more in Section 4.1.

<sup>6</sup> Noted as N/A because the budget numbers for the 'Bus to Recovery' case, consisting of 1 campaign by the same name, was marked as 'not found' in the dataset provided by PCL.



## Primary data collection methods

### Interviews

Within the cases, primary interviews were conducted with IKEA Foundation and PCL personnel, partners, audiences, and observers (i.e. respondents who were familiar with, but not directly involved in implementation). The use of semi-structured interviews enabled the evaluation team to obtain nuanced data from a range of perspectives. The data collection instruments were formulated in the operational guide. Separate instruments were developed in order to capture the perspectives of a wide range of stakeholders, including IKEA Foundation–PCL staff, the project implementers, campaigners, collaborators, government officials, and non-aligned observers (i.e. individuals or groups that were aware of PCL programming but were not formally partnering in the collaboration and/or were familiar with the space in which PCL campaigns existed). The data collection included semi-structured interviews with a selection of the following actors:

1. IKF–PCL respondents
2. Project campaigners and collaborators (from partner and external organisations)
3. External observers

The respondents were selected purposefully and using snowball sampling, with the totals by country and by case shown in Table 3 below.

Country/ Geography	Case	Number of respondents		
		Target	Completed	Target achievement
Brazil	Election Hub – Brazil Municipal Elections	13	13	100%
	Francesco Economy Phase 1 & 2	13	6	46%
	Amazon Accelerator (IARA) Phase 1 & 2	16	20	125%
<b>Subtotal</b>		<b>42</b>	<b>39</b>	<b>93%</b>
India	Biodiversity by the Bay Phase 1, 2, & 3	16	52	325%
	Bihar DRE Solutions in Agriculture & Healthcare Phase 1	8	10	125%
	Bus to Recovery	8	5	63%
<b>Subtotal</b>		<b>32</b>	<b>67</b>	<b>209%</b>
Indonesia	Bali Green Recovery – Kembali Becik	13	17	131%
<b>Subtotal</b>		<b>13</b>	<b>17</b>	<b>131%</b>
Poland	Poland Green Recovery	13	7	54%
<b>Subtotal</b>		<b>13</b>	<b>7</b>	<b>54%</b>
UK	Culture and Climate – Live + Breathe	16	11	69%
	Vitamin N	11	7	88%
	Better Bury	10	30	300%
<b>Subtotal</b>		<b>37</b>	<b>48</b>	<b>130%</b>



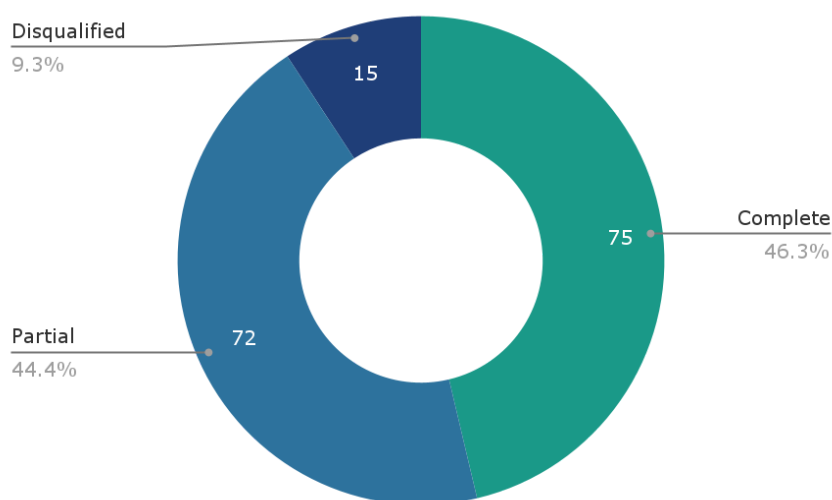
Country/ Geography	Case	Number of respondents		
		Target	Completed	Target achievement
Global	COP27 Disinformation Monitoring & Analysis	13	11	85%
<b>Subtotal</b>		<b>13</b>	<b>11</b>	<b>85%</b>
Non-project specific		3	12	400%
<b>TOTAL</b>		<b>150</b>	<b>201</b>	<b>135%</b>

**Table 3.** The number of respondents per case

### Online survey

Dala also conducted an online survey of project partners and collaborators in English, Indonesian, Hindi, Polish, and Portuguese. This aimed to collect the overall perceptions of stakeholders in the programme and served as an opportunity for them to share their perspectives and specific concerns. The online survey was delivered to all PCL partner organisations, project implementers, and collaborators during the evaluation period. The objective of the instrument was to cast a wider net than could be achieved through case-based interviews alone.

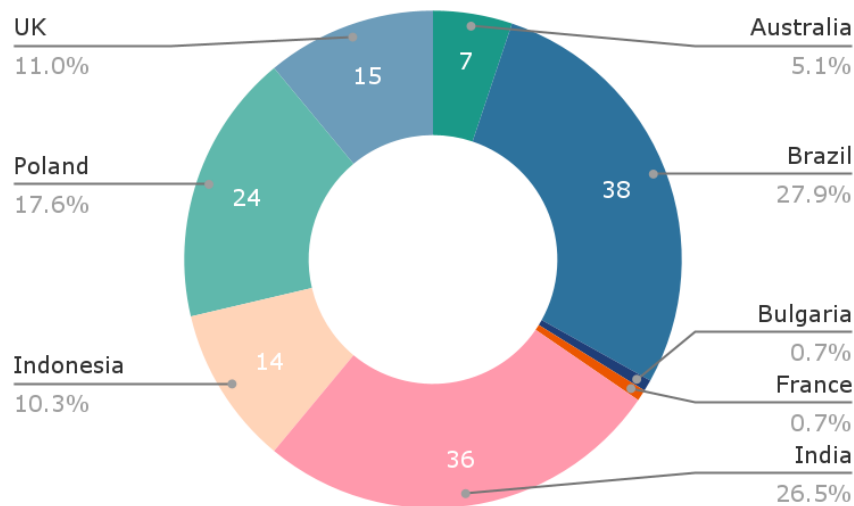
Figure 2 below shows that there were 162 respondents, 15 of whom were ultimately disqualified, and 75 completed and 72 partially completed surveys. Figure 3 shows that there was a fairly representative distribution of responses by country in line with the funding amounts they received.



**Figure 2.** Online survey responses (n: 162)







**Figure 3.** Online survey responses by country/geography

### 3.3. Data analysis

Data analysis consisted of both descriptive statistics at a portfolio-level and for the responses to the online survey; and qualitative content analysis focused on thematic sorting of the case study data with reference to the relevant countries/regions.

For the portfolio review, 61 projects were disaggregated by country and by their duration, completion status, and assigned alignment with the Global Logic Model (GLM). [Annex H](#) lays out these disaggregations.

Qualitative data collected from the interviews and online survey were thematically sorted and aggregated based on their reference to either elements of Relevance (EQ1), Effectiveness (EQ2), or Sustainability (EQ3). Evidence identified from the data were compiled into an evidence table sorted by country, case, and EQ. Where applicable, evidence was tagged with certain thematic codes. Collections of evidence with the same or similar thematic codes were then aggregated to form the overall findings.

As with the portfolio review, descriptive statistics were generated from the online survey's quantitative data and the results were embedded in and/or shaped into findings that were triangulated also with the interview and secondary data, where possible. The online survey and case study-based interviews were analysed in a complementary manner to provide both broad and in-depth perspectives in relation to the projects' relevance, effectiveness, and sustainability.

### 3.4. Digital media analysis

Digital media analysis was conducted by Quilt.AI under contract from the Ikea Foundation. There were three key steps followed to evaluate the PCL campaigns' relevance and effectiveness, with adaptations made to each step to account for differences in PCL's goals within each country:

1. Campaign audit
2. Search and social media analysis



### 3. Report writing and dissemination.

Purpose provided Quilt.AI with the necessary social media components for the data collection, including but not limited to existing campaign hashtags, profiles, and partnerships. They then leveraged their AI analytics to extract the top keywords, hashtags, and topics specific to each campaign, to inform their social media and search data analyses.

Using keywords, both provided and found via their AI analytics, Quilt.AI collected and analysed the search and social media volume, along with the user-generated content and discourse, to determine the correlations between the campaign and changes in the narrative, mobilisation, and information-seeking behaviours related to the climate movement. This included an audit of engagement in addition to the volume to identify the platforms and individual posts that had had the greatest numerical impact.

Moreover, Quilt.AI analysed the search and social volume, as well as social sentiment, beyond the end of the campaign to assess the long-term impact of each campaign at the local, national, and global levels, generating insights on the sustainability of outcomes.

The two main metrics used for the analysis were (1) search and (2) social media. The former used search terms that were used in the campaigns, but could not be traced explicitly to each campaign. They speak of the relevance of the context of the campaigns and in some instances may show a contribution of the campaigns to contextual issues. The latter could be directly linked to the PCL campaigns.

## 3.5. Limitations

There were several limitations of the evaluation to note, which could have influenced the extent to which and the way in which the evaluation questions could be answered.

1. The breadth of geographies, project goals, and audience meant that obtaining a fully representative sample was not practical. Therefore, data from all sources are indicative rather than representative.
2. As a consequence of the random sampling in selecting the cases, some cases had more accessible respondents than others. We had anticipated this at the inception stage. The lack of respondents in several cases (mostly due to the campaigns being short-term and conducted quite long ago) was compensated by there being more respondents in others. Random selection reduced the selection bias, but also prohibited the evaluation team from selecting campaigns that would offer “unique” insights.
3. This evaluation captured a moment in time. Reflections on the past two to three years are shaped by the now. Due to the campaign timeframes, most of the sampled campaigns tended to be still in progress or recently finished. Noting that the GLM was implemented in 2022, and that it is reflective of a greater process of introspection and improvement within PCL, this means that in several instances, the cases that best represent how PCL operates now were still in progress.
4. The Terms of Reference (ToR) for this evaluation specified that management issues and relations among actors within the PCL ecosystem would not be a focus



of the evaluation. This may have limited the breadth of analyses on some of the how and why questions, which may have had something to do with (in)effective management or (un)productive relationships.

5. There was a shift in PCL's work and the development of the GLM, which made assessing directly against the GLM challenging at times since older cases were not designed specifically for the GLM
6. Some respondent groups, such as audiences, had little insights into the campaign effectiveness or sustainability.

## 4. Findings and discussion

The results are discussed here in order of the three evaluation questions that speak of the findings regarding their relevance, effectiveness, and sustainability. The fourth evaluation question refers to recommendations, which are shown in the way forward section of this report. The findings are substantiated by references to evidence, which are formatted in [square brackets] and align with interviews in the format [AA-BBB], where AA refers to the case number and BBB refers to the non-sequential interview number for that case. An anonymised key for the interviews is shown in [Annex D](#) that provides the reader with an indication of the position(s) of the respondent(s) for each interview. Document references are shown by a three-digit code [CCC], in which the document number is referenced to align with the index of the documents reviewed shown in [Annex E](#). Each finding is referenced by a finding number by a two-digit code placed at the beginning of the presentation of that finding as [DEE], in which D corresponds to the evaluation question focus as R, E, or S, and EE is a sequential finding number.

### 4.1. Relevance

The first section of the evaluation is positioned to test some of the assumptions embedded within the GLM and to understand how and why efforts are successful or unsuccessful. The line of inquiry for this was in terms of the relevance of PCL's project design.



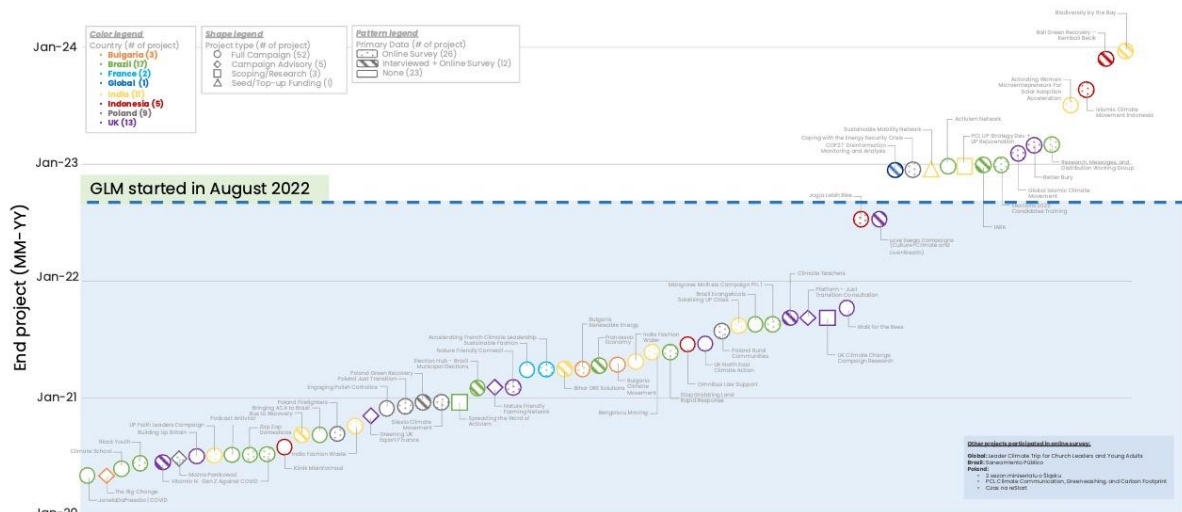
Category of questions	Evaluation Questions (EQs)
1. Relevance (of project design)	<p>1a To what extent is it possible to achieve the <b>relevant long-term outcomes</b> outlined by PCL’s logic model through their existing strategy and combination of activities/interventions?</p> <p>1b Is there <b>internal consistency</b> in the way the Global Logic Model is described <b>across geographies and projects</b>?</p> <p>1c To what extent are PCL’s campaigns <b>relevant to the local context and target audience</b>?</p> <p>1d To what extent are PCL’s campaigns designed to be <b>sufficiently responsive and agile</b> in adapting to emerging issues as they arise during implementation?</p>

**Table 4.** Relevance of the Evaluation Questions (EQs)

As specified in the evaluation’s inception report, the main aspect being observed under this category will mostly speak to gaining a better understanding of PCL’s project designs, particularly through the lens of their Global Logic Model and, to an extent, **how the assumptions hold based on how the outcomes transpired**. Additionally, there will likely also be a layer of understanding of how PCL’s project designs and outcomes aligned with the Global Logic Model. This will require a synthesis of the campaigns included in the evaluation.

PCL underwent an evolution of its Impact, Monitoring, and Learning (IML) logframe. The designs of most projects we evaluated did not refer to the present logframe: the PCL Global Logic Model (GLM). It is only in PCL’s latest efforts (2022) that the four goals of the GLM were retrofitted to the existing projects to allow for an integrated IML across geographies. Figure 4 charts the campaigns by project end date with reference to the GLM implementation date, showing that most campaigns ended before the GLM was implemented.





**Figure 4.** Mapping the primary data based on PCL projects before and after the GLM (August 2022)<sup>7</sup>

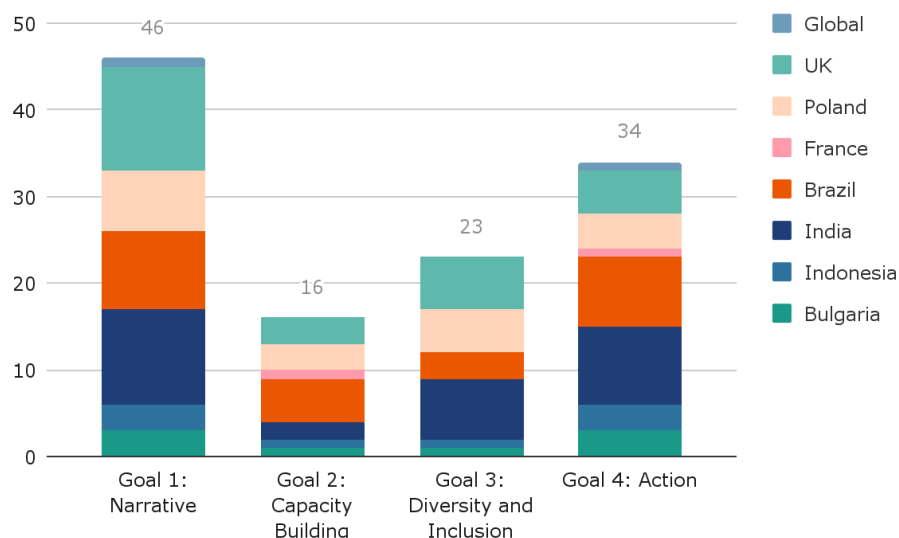
**[R01] As the GLM was developed and then socialised, projects across geographies were retrofitted and mapped in terms of their relevant support and contribution to achieving the four goals laid out in the GLM:**

- **Goal 1** concerning the **Narrative** – Increased popularisation of people-centred climate narratives to influence more favourable knowledge, attitudes, and perceptions.
- **Goal 2** concerning **Capacity Building** – Improved capacity of key actors or stakeholders to shape and implement climate solutions.
- **Goal 3** concerning **Diversity and Inclusion** – A more equitable, diversified, and inclusive climate movement that cultivates solidarity and a shared understanding.
- **Goal 4** concerning **Action** – Increased frequency and ambition of climate action by governments, organisations, the private sector, and communities.

Out of the 61 IKEA Foundation-funded PCL projects we considered, 41 projects were noted by PCL as supporting more than 1 goal, with a varying distribution of the 4 goals across all projects. As shown in Fig. 5 below, from the total of 61 projects, **Goal 1 was the most widely distributed** in the retrofit, with 46 projects referring to it, followed by Goal 4 (34 projects), Goal 3 (23 projects), and Goal 2 (16 projects).

<sup>7</sup> For a better view of Fig. 4, please follow this link: [\[UPDATE\] Mapping Primary Data w GLM .jpg](#)





**Figure 5.** GLM goals distribution across the PCL projects (source PCL project list)

**[R02] Not all campaigns fitted the logic model.** As [R01] mentioned, the Global Logic Model (GLM) employed by PCL came into effect in 2022 following the creation of an Impact Measurement Learning (IML) function within PCL at both the programme and project levels. Importantly, most cases under this study (2019–2022) pre-date the logic model, and as such when discussed in terms of the model they needed to be retrofitted. There are geographic outcomes by country over the 2019 to 2022 period which were followed for reporting to IKEA Foundation, and as such these were utilised for the analysis.

**[R03] The global logic model has a greater influence in countries where PCL has more experience.** The new Global Logic Model has been helpful in centering the focus and attention of PCL staff [31-101], and there has been an effort to try the framework, and to learn from it, as evidenced in some cases and as mentioned in the Relevance findings. This was demonstrated in efforts to retune it for production and applications in different geographical contexts, through a co-creation process. It is relevant as a guiding star for campaigns [31-103], but since most projects started before the GLM was developed, the goals are described by PCL less with reference to the Global Logic Model and more with reference to the specific campaign goals. Therefore, the connections made are more implicit than explicit.

**[R04] The global logic model serves as an important internal monitoring tool, but needs to be digestible for stakeholders to understand long-term project impacts and goals.** There is a disconnect between projects and the global logic model external to PCL, with most respondents outside of PCL staff unaware of what it was. Partners were only given a commission and a project brief, thus they were not aware of the global logic model [31-104; 31-110]. PCL staff commented that because the GLM is still in its early stages they have not yet rolled out an external-facing version of it or implemented orientation to the GLM among their partners. There is also mixed but limited utilisation of the model within PCL itself to date, although it has been credited with helping guide PCL staff in campaign co-creation. Previously, it was felt that without GLM, the staff were working without clear



common agendas [31-101], hence “it is a very useful tool for guidance for campaigns” [31-102]. Another echoed that “before the GLM it was so hard to develop the campaign” [31-103]. The model is also used differently between offices, with either a focus on the main goals or changes to the sub-goals depending on the requirement [21-103].

There was also a concern that the GLM led to favouring more higher-profile projects, as one respondent commented,

Projects like that [...] are made from the relationship built within the field - this action demands time and resources to create new audiences or reinforce the ones that already exist; the GLM chooses more profitable projects, with a public face and clear results. [12-222]

The GLM lends itself well to longer campaigns that have a longer duration to demonstrate their contribution. As a consequence, long-term outcomes fit with the logic model and overall strategy better. On the other hand, rapid-response projects need to be considered carefully, potentially with different indicators that would address the specific experimental or immediate influence objectives they might have. For example, an experimental short-term campaign or research project may have indicators that speak of the extent to which the initiative generated the knowledge required for further action.

**[R05] PCL projects were designed to initiate climate conversations in specific contexts, anchoring them to large-scale events and/or momentum in different geographies.** In Brazil, a campaigner explained that PCL projects were designed to “...respond to the socio-political demands of the country” [12-220]. During the COVID-19 pandemic, Bolsonaro’s popularity and conservative right-wing values were rising. Hence, Election Hub identified opportunities in the momentum of the Brazilian municipal elections [063-068]. The Francesco Economy campaign was also connected to the municipal elections, but particularly leveraged the Pope’s call for the Amazon Synod conference and a fairer economic system to connect with the Catholic audience [072-077].

In India, Bolega Bihar capitalised on opportune moments in the state’s democratic processes and created a wide scale public demand for mainstreaming DRE in public policy [056]. In Biodiversity by the Bay, the campaign started a climate conversation with “hipster” urban elite youth through digital engagement during the pandemic [21-221], aiming to establish a “progressive youth” base for a bigger city-wide climate movement and facilitate an exchange with decision makers who welcomed youth engagement on climate [045-046]. In Bus to Recovery, the COVID-19 pandemic became a starting point to mobilise low and middle-income workers to demand more investment in safe and affordable public transport infrastructure [036-039].

In Indonesia, the Kembali Becik campaign was designed around the pandemic as well; in particular, to create a model for a strong climate positive COVID-19 recovery at the sub-national level [089]. Similarly, in Poland, the Czas na Restart was launched as a rapid response to demand a green post-pandemic recovery [050-052]. “Amid the COVID-19 panic, this was the first project to focus on something else than the pandemic” [41-105]. In the UK, Vitamin N encouraged people to reconnect with nature during the pandemic lock-down. Meanwhile, Live + Breathe saw London’s local and mayoral elections as a



critical moment to bring air pollution and environmental justice issues to public awareness [005].

In a global campaign, PCL used the COP 27 momentum to combat mis/disinformation around climate change. However, one respondent realised that the campaign timing was “wrong” as it was launched “...post-elections, end of the year. People were busy with other topics and issues. The campaign would generate better results if it started before COP and continued towards the new year” [61-301]. His comment resonates with other reflections on the importance of anticipating the contingent contexts in the campaign design, as momentums and topics may come and go, fade, and replace each other. A PCL staff member from India added and clarified, “It is true that the timing could be better planned (starting much ahead and planning/testing the approach). However, for India, we did continue working on the brief till January” [21-111].

**[R06] PCL experiments were co-created with a data-informed approach to map and test different audiences' responses to different climate information and messages.** PCL started with identifying popular events that they could leverage to deliver messages, who are the strategic stakeholders and target audiences, how to engage them, what are their responses to the messages, and what are the challenges. In their studies on climate conversations, Ettinger and Painter (2023) posited that “examining audience responses to information is one of the most common methodological approaches in applied communications research: craft a message, test how audiences respond, apply the feedback, repeat”.

Scoping studies at the start of the co-creation are a substantial element in project design. A former PCL UK staff illustrated a common project design process,

So we scoped a few opportunities; we thought about culture and climate as a kind of more accessible way of engaging the public. And so we were scoping different areas of the UK that had kind of important political areas of the UK, so where there were MPs who were involved in the climate conversation, or where there were kind of marginal seats. And then we would kind of cross reference that with art projects, or artists or institutions that were perhaps thinking a bit more about climate to look for opportunities for partnerships. So as part of that scoping, there was this big conversation happening in London, around air pollution. And that was mainly because of the death of Ella Adoo-Kissi-Debrah. And so I think that really sparked something. And then there was an arts organisation called artsadmin, who was on my radar, and they had a new climate festival that was happening in the lead up to COP. And there was one, there were a few artists there that I kind of thought were quite interesting. And one of them was Ssega. [52-116]

The Better Bury project also served as an example of this, whereby it was used as an accelerator project, to test ideas and assumptions on a target community. A PCL UK creative staff member said that the documentation, materials, and learnings from this project could be utilised as “foundations” for replication elsewhere, with “steps in place to put this into other areas” [53-251].

In Brazil, respondents underscored the importance of PCL’s work in conducting research, effective communication across different actors, and generating data and materials. The initial research was essential for envisioning projects and campaign engagement [12-21];





12-220], for example “...to understand how Catholic groups talked about the themes and to be able to test messages” [12-222]. In India, Biodiversity by the Bay showed that PCL reiterated their data-informed approach across the project phases. A partner respondent commented,

*In one project stage, PCL collaborated with a partner organisation (PO) and co-created an innovative solution to collect plastic waste from creeks. Plastic waste in creeks was threatening the community's livelihoods. In a different project stage, another PO mobilised and engaged the audience offline and successfully collected data on the status of Mumbai open spaces and gardens [21-207; with correction and clarification from PCL staff 23-233<sup>8</sup> in italics].*

Along the way, there was a process of trial and error as PCL discovered their limitations and challenges. In Kembali Becik in Indonesia, a campaign manager said that they targeted businesses “because they have more capital rather than individuals. In addition, mass tourism has been contributing to negative externalities. Hence, engagement with business is a more strategic agenda” [31-103]. Some partner respondents critically commented on the selection and suggested PCL to reconsider “with whom” and “for whom” the campaign engagement was targeted. They reckoned that the campaign often excluded the grassroots, marginalised, local business owners, and low-income communities in Bali in their design [31-107; 31-115]. They stated that there “are some key stakeholders that also need PCL support” [31-107].

Meanwhile, some respondents from Brazil expressed sentiments about the marginalisation of some regions, as some other regions (i.e. the North and the Northeast) had not received as much attention and budget as cities in the Southeast, such as Rio de Janeiro and São Paulo [11-206; 11-217; 11-219]. “The testing and impulse of messages were done only to Rio de Janeiro, São Paulo, and Belo Horizonte (Southeast region)” [11-216]; “The focus on these cities was related to the bonds created with the organisations from these localities” [11-211].

A PCL Brazil staff member clarified that one North and one Northeast city were included in the initial social listening, but campaigning with partners was done only in São Paulo, Rio de Janeiro, and Belo Horizonte (Southeast). “I think it's worth saying that these cities are 3 of the 4 biggest electoral colleges in Brazil and had a huge expansion of Bolsonaroism, which makes them very strategic to do work on” [10-201]. In the following year, PCL Brazil began their Amazon portfolio and the geofocus has changed since. “We actually haven't worked in the Southeast for quite a while now and may get back to it in the 2024 city elections” [*ibid.*]<sup>9</sup>.

**[R07] Campaign results confirmed PCL's hypothesis that connecting with the audiences' concerns, values, and emotions lead to better audience reach and engagement.** In its project design, PCL aimed to translate and humanise climate topics to be relatable and understandable for different audiences.

---

<sup>8</sup> The PCL staff provided the clarification via comments in the draft revision period.

<sup>9</sup> The PCL staff provided clarification via comments in the draft revision period.



Among agricultural and urban workers in Bolega Bihar and in Bus to Recovery in India, the respondents were interested in topics related with their livelihood concerns, such as jobs, economy, education, and healthcare [039; 056]. Agricultural workers mostly engaged with content that showcased practical solutions powered by solar energy or provided ideas that could simplify their lives [056]. Besides engaging commuting workers by speaking to their needs, Bus to Recovery also “engaged the intended members of the public and political establishment and positively influenced opinions on bus-based public transport” [039].

For more conservative audiences, emotional and informational messages were much better received than technical and political ones. In Brazil, PCL learned that the emotional connection was particularly strong among the overall Catholic audience that engages with environmental content. Connections with target audiences were effective when there was a sharing of up-to-date information regarding crises and by relating environmental concerns to their beliefs and the core principles of their faith [072-073].

In Indonesia, the Kembali Becik campaign designed its branding persona to evoke positive emotions of people from the government, local community, as well as domestic and international tourists, to popularise climate narratives, by presenting youthful, cool, not boring, polite, firm, and approachable images [31-104]. This has worked and started conversations around electrical vehicles (EVs). “At the beginning, there was a rejection of this topic. But it eventually got better acceptance and familiarity as people started to talk about using private electric motorcycles” [31-111].

In the UK, PCL designed campaigns to feel personal, emotional, and festive as alternative ways of engaging youth and affected communities during hard times. PCL staff respondents who worked on Live + Breathe said,

Conversations about climate are very dark... A lot of them are really sciency. And so like, how can we do something that plugs in more to emotions and feelings? ... So what is it that young people love? And how can we make it about that? Not the things that are scary, or that they don't like that they'll just switch off, especially after being locked down for so long. [52-106; 52-116]

Respondents from Better Bury commented in a similar way, “it’s hard in the climate change space to get people interested, so (we are) trying to find a way to make it relatable; make it personal” [53-251].

**[R08] In some of the campaigns that reached more conservative and right-wing audiences, PCL experienced contentions and difficulties around climate justice topics,** signalling a need to revisit and specify their expectations, design, and strategy for these particular groups. The experimental approach and message testing that PCL did resulted in some campaigns going as expected (i.e. hitting the right audience with the right messages), while others sometimes did not result in the expected outcomes.

In Francesco Economy, for instance, even though the campaign did not just target conservative and right-wing audience groups, PCL documented in the case study as a learning that ‘controversial’ topics failed to connect with those audience groups, let alone



prompt them to take action [073]. PCL Brazil acknowledged that ‘difficult’ themes for Catholics, for instance, had gained unfavourable, unintended outcomes: “The racial cause is where we had most negative interactions against the theme, as ‘all lives matter’ was a recurrent saying” [072]. These negative comments particularly came from an unintended audience of more right-wing and conservative groups that had founded the campaign [51-103]. While messages that evoked emotions or provided information were much more positively received, the messages that had strong connections to political matters faced the most severe backlash. For example, posts that expressed support for Indigenous communities in the Amazon were met with negative reactions from conservative audiences. Partner respondents acknowledged that there were “negative comments to posts and ads related to climate, gender, and/or race ... in a quantitative sense, PCL reached more people, but it had a negative qualitative gain” [11-216; 11-217].

In Indonesia, PCL staff experienced gender and generation barriers to develop and design campaigns. A PCL Indonesia staff member reflected that with the campaign director being a young woman, it had become apparent that “working with ‘traditional’ patriarchal institutions (was) frustrating” [31-118]. As the campaign director was responsible for PCL strategic planning, preparation, and the campaign concept, she narrated that she was subtly underestimated and could not gain trust as easily (compared to if she had been a senior male): “Our stakeholders are 50–60-year-old men and gaining their trust as a youth (i.e. in the Islamic climate movement project) is challenging. To push for diversity (of bodies and ethnicities) is challenging” [31-101]. She continued to suggest that intersectionality should be woven in the strategy and design, and in a way that is not “too theoretical”; especially “...with the collaborators because there’s already pushback against me being a woman and our campaign contents” [*ibid.*].

In another content-related matter, a programme manager also acknowledged that Kembali Becik has not touched “a more important but more difficult agenda of low carbon zones with electric public transportation shuttle/buses” [31-102].

In a study with climate justice activists in the US that may become a helpful reference for PCL’s future projects, Fine (2022) noted that “weighty” and deeper topics, such as climate justice, needed “relationships of trust” that occurred as part of an ongoing series and increased over time. However, in allocating resources for longer-term engagement with these privileged conservative audiences, a respondent cited in the paper emphasised that it would be helpful to reconsider the social justice implications in overall project proportion, as the same (or some of the) allocated resources could also be given to frontline marginalised communities “who experience environmental injustice impacts in order to support them in developing community-led solutions” (Anselde in Fine 2022).

A respondent from Brazil working on the COP27 Disinformation Monitoring and Analysis campaign also suggested that PCL “needs to better include Indigenous Peoples in the design and dissemination of the campaign” [61-301].

**[R09] Nevertheless, PCL’s contribution lies in creating ‘open fora’ where people from different parts of the political spectrum and with different attitudes can meet in climate conversations.** Conversations about climate change (including on social media) are shaped by social networks, which both enable and restrict the types of conversations that



can occur. Many of these climate conversations tend to take place within siloed groups, creating polarising ‘echo chambers’, where like-minded people reinforce each other’s existing views and values. Messages exchanged among like-minded individuals usually express positive sentiments, whereas messages between different-minded groups, i.e. sceptics and activists, tend to have negative tones. The ‘open fora’ that PCL projects create allows people with different perspectives and attitudes to come together and participate in stimulating debates. Engagement in these open fora are assumed to reduce polarisation. Despite being frequently contentious, interactions across different groups at least provide a chance and pathways for information exchange and potential influence. This practice is in line with a theory that says it is harder for anyone to be influenced by someone with whom they have no interaction at all (Williams et al. 2015).

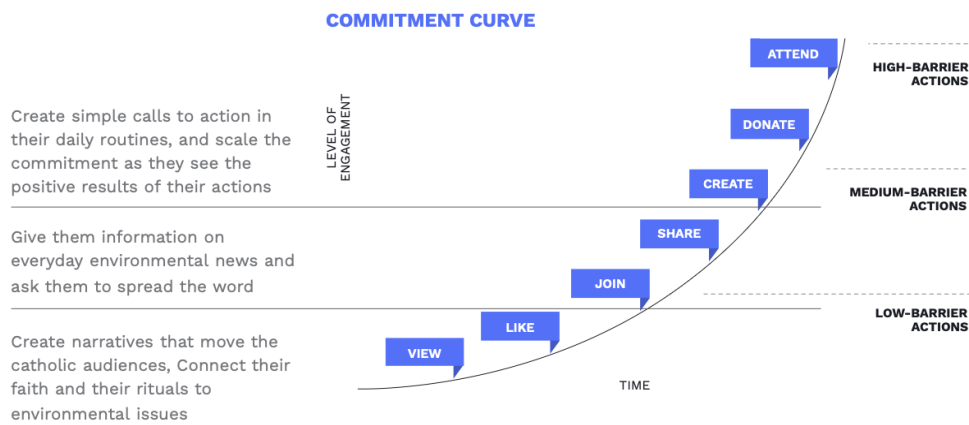
In Indonesia, the Kembali Becik campaign provided a space for diverse stakeholders (who don’t usually connect) to work together for a certain cause [088-090]. The campaign connected the Green Pages diverse community members who come from different business backgrounds, including hotels, restaurants, tours, jewellery, arts and crafts, retail, grocery stores, and more. In addition, Green Pages also provided a space (such as events and coffee hangouts) for a diverse range of actors, including NGOs, tourism businesses owners, and government actors, to meet and collaborate [31-101]. “It has good connections with sustainable actors (even though) it is still limited to exclusive actors” [31-115]. In Poland, a respondent from PCL’s partner organisation said, “I know that back then, it opened the possibility of new conversations with organisations that we could not think of talking to before, such as the Jagiellonian Club (a Polish non-partisan association with conservative republican roots)” [41-106]. The respondent agreed that the campaign had managed to break some stereotypes and misconceptions among organisations.

**[R10] PCL’s vision was to move more disengaged and/or conservative audiences<sup>10</sup> to engage in increasingly higher-barrier but still simple actions.** Besides difficulties such as a lack of free time, economic reasons, and ideological barriers, individuals who have not engaged in activism before may find climate action particularly intimidating. Hence, PCL campaigns directed them to start with simpler, more approachable actions that audiences could fit into their daily routines. Figure 6 shows an example of the expected commitment curve in a campaign design.

---

<sup>10</sup>Conservative audiences may include disengaged audiences. Disengaged audiences may span the political/ideological spectrum.





**Figure 6.** Coalition learnings - Catholics project [073].

Many short-term (usually  $\leq 5$  months) campaigns were designed around this vision, with different levels of intensity. In Vitamin N, for instance, PCL UK “developed a range of fun, engaging content asking people to take small actions to appreciate, or take care of nature”, such as how to take a mindful walk, how to grow food from kitchen waste, upcycling projects, and fun facts about nature [040]. In the Better Bury campaign, PCL combined a capacity building in the co-creation to “have an impact with people not usually associated with climate change activities or who might typically be seen as a ‘dismissive audience’” [082].

In just a short amount of time our local leaders campaigns managed to launch a ‘walk to school day’ to reduce air pollution, create a petition to urge the council to improve public transport in the area, and created a community sharing space to give new voices the confidence to be heard in the climate change movement. [082]

In Poland, PCL designed the Green Recovery campaign to be short-term, inviting people to sign open letters and join online conferences. “It included people from many different environments, like right and left wing, people from smaller towns and cities, religious people. I think it targets people that are often forgotten by such campaigns” [41-102]. In India, Bolega Bihar combined multi-stakeholder and digital engagement. PCL organised the drafting and outreach of the ‘People’s Recommendations for Climate’ as the campaign’s main reference for content creation and for communicating public demands to the candidates of different parties [056].

In Brazil, Election Hub (7 months) and Francesco Economy (13 months) were multiple-phase campaigns with a longer duration, allowing them to do more elaborate audience research, message-testing, and coalition work. For example, through their studies in Francesco Economy, PCL found that the best practice to engage with Catholic audiences would be “to engage them at emotional levels” in spreading climate messages and to “work against fake news, anticipate their upsurge, map the answers, and identify the main spreaders of biased information” [073].

**[R11] Tight duration, external stakeholder factors, and the pandemic affected PCL’s responsiveness and agility to adapt to emerging issues and newfound contexts that**



**arose during implementation.** Many PCL projects were designed as experiments to test assumptions and **sometimes** (in some examples cited below), **some contexts were not fully captured.** In the example of Election Hub, this is exemplified in PCL's assumption about the importance of digital engagement to reach decision-makers and audience groups.<sup>11</sup> Partially influenced by the pandemic contexts, campaigns digitally engaged audiences to influence public policy.<sup>12</sup>

PCL India learned that on-the-ground face-to-face engagement was crucial to enable them to achieve their objectives [056]. A young woman climate activist who volunteered for PCL said that they should acknowledge **language and digital barriers in online campaigning**, especially in rural areas. "Offline training and campaigns are required to reach women in rural areas as they often do not keep mobile phones and have restricted access to the internet and social media" [20-244].

A former PCL employee from India told us that during the campaign period, the team realised that rural women in Bihar had a significant role to play in decision-making. Subsequently, the design was adapted to include women farmers in the campaign. However, this did not take off as **local collaborators had no experience** of working with rural women self-help groups (SHGs) or their higher federation structures to initiate micro-entrepreneurship activities. The project initially aimed to route the activities through the government's BRLPS (State Rural Livelihoods Mission, Bihar), but due to **BRLPS' slow and delayed response**, the project activities could not take off [22-237]. These activities were thus delayed and not deployed immediately as PCL also **needed to find the right partners.** However, now that they have found the right partners, the activities are ongoing [22-240].

In Brazil, two contracted partners for Election Hub commented: "The **pandemic context** and the **low use of the platform** from Impulsa didn't reach the candidates ... it has to be closer to the territories, everyday life, and (provide) concrete examples" [11-214].

To understand the newfound contexts and respond to the arising issues, respondents expressed that **PCL might need more time**, including time to adapt and revisit the designed work plan. In Better Bury, the PCL staff respondents noted, "The (recruited) champions were female heavy, and white. (It) could have been more diverse" [53-251]. However, "the tight timeframes didn't allow more focus on creating a more diverse set of local champions" [53-115].

For comparison, in projects with multiple phases and a longer duration, PCL was able to integrate more in-person interactions, especially as the pandemic restrictions were lifted. In Biodiversity by the Bay, PCL transitioned from digital activations to more offline engagements [069]. Similarly, in IARA, PCL learned that face-to-face meetings made the development of the creative part more agile [023].

---

<sup>11</sup> As clarified by a PCL staff member [23-233] in the revision period, in the case of Bolega Bihar, digital platforms were tested to do some outreach to decision-makers, and not deployed as a primary engagement approach to connect to the end audiences.

<sup>12</sup> On the one hand, the digital engagement also exemplified PCL's agility during the pandemic which restricted in-person interaction.



**[R12] Among projects selected in the case study, those targeting more progressive audiences showed a deeper level of engagement and a greater social justice perspective in the design.** Among the projects we evaluated, campaigns that targeted these audience groups (Live + Breathe, Biodiversity by the Bay, and IARA) spanned longer durations (>10 months) and demonstrated a strong social justice perspective in the design. Among the audiences who were already somewhat concerned about climate change, open to discuss the topic, and/or close to climate activism, the link between the climate conversation and action might have been easier to establish; allowing the participants to delve into the multi-faceted layers of climate change, process their thoughts and emotions, and get motivated to join actions<sup>13</sup>.

In the UK, Live + Breathe (17 months) approached climate action through a lens of intersectionality, creating an alliance with the communities that bear the greater burden of environmental injustice. Commissioning local artists and influencers with a strong sense of climate justice, like Love Ssega, was in line with their campaign goal to

... raise awareness amongst young, local and BPOC audiences on the issue of air pollution in the lead up to the local elections ... creating accessible entry points through culture, centering communities of colour in advocacy and using this platform to amplify local stories from people most impacted by the issue [005].

A PCL UK staff member also reflected that the campaign was designed to be hyperlocal.

It was personal, relational, deeply embedded in a particular place, in a way that none of the (other campaigns) were ... Ssega's video had the Peckham BMX and this particular hairdresser that everyone goes through in this particular bakery, like it was incredibly hyperlocal [51-103].

In India, Biodiversity by the Bay (>30 months) aimed to "mobilise young progressives in the Mumbai Metropolitan Region for climate action and biodiversity protection" [046]. The campaign discussed Mumbai's parks and mangroves as a popular entry point. Similar to Live + Breathe, PCL designed a cultural approach to engage the urban youth audiences through conversations with well-known and popular personalities, such as musicians, artists, comedians, environmentalists" [21-229]. The campaign's creative tactics "helped make this movement more inclusive, as it broke down the actions needed and made them relatable" [046].

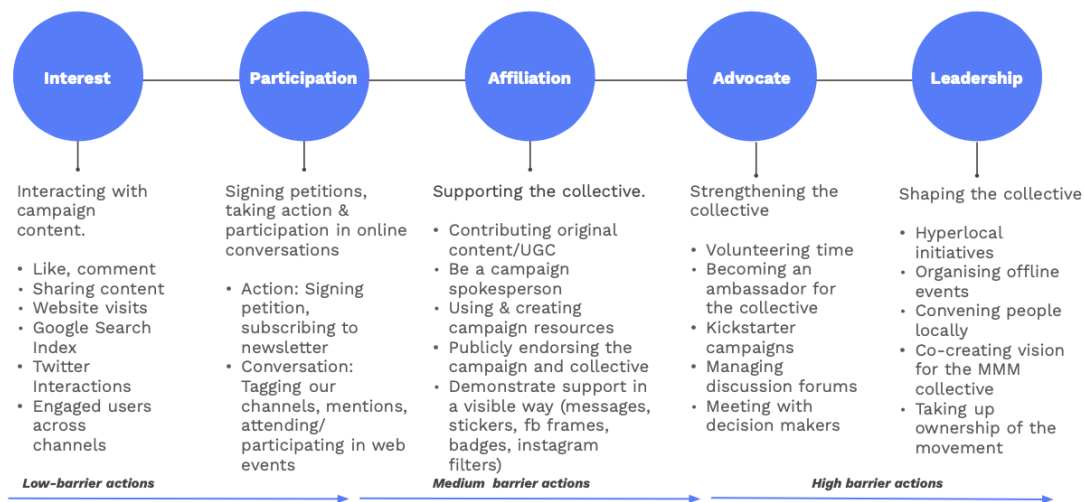
In the first phase of the campaign, PCL acknowledged that Koli Indigenous communities residing in Mumbai's mangrove and coastal areas were impacted by climate change. Despite not being able to engage with the communities at first, the campaign benefited

---

<sup>13</sup> As a comparison, [R08] shows that in the campaigns (selected in the case study) that reached more conservative audiences, although PCL integrated the social justice perspective in their response to the local contexts (i.e. Francesco's Economy's campaign materials for Black and Indigenous communities' in Brazil), they experienced contentions and difficulties around climate justice topics when these topics reached less progressive audiences. This was also related to [R10]'s point that PCL's vision was to move more disengaged and/or conservative audiences to engage in increasingly higher-barrier but still simpler actions.



from its longer duration due to the presence of a second phase, allowing PCL to demonstrate responsiveness and agility by integrating Koli's perspective and promoting the visibility and role of Koli Indigenous communities. "Photo voices in the Koli community were done ... through walks in Koliwada ... engaged the Koli community for Place Making initiative" [21-207]. As with Live + Breathe, the long-term perspective and reiterated hyperlocal engagement gave time for the participants to build a sense of belonging that was more likely to lead to relationships of trust and mutual respect. They also provided spaces for campaigners, collaborators, and participants to navigate and address complex intersectional issues. Figure 7 shows a sample trajectory of engagement from the Biodiversity of the Bay campaign.



**Figure 7.** Stages of movement participation (Source: Biodiversity by the Bay - Phase II Scope [073])

In Brazil, the Amazon Accelerator project (IARA) was designed as a capacity-building project for climate activists "to build a political agenda for the territory, guided by the perspective of climate justice and led by Amazonian voices ... through financial support, and institutional and campaign development" [023]. Compared to another capacity-building project we studied (UK Climate Accelerator - Better Bury), IARA lasted longer (20 months). A respondent highlighted the project's strong sense of social justice,

The projects were mostly led by historically vulnerable groups, which is a priority of IARA's work, in order to strengthen organisations in the Amazon territory, guarantee access to financial and human resources, stimulate this regional ecosystem, act in climate justice campaigns, and guarantee human rights [13-224].

Embracing long-term thinking, a hyperlocal approach, and trust building was important to the project. Respondents noted that the project was "... relevant to reinforce the action of the (participating) organisations ... for empowerment of organisations that already act locally ... (with a) 'non-colonising' view" [13-201; 13-203; 13-230]. The project was designed to empower participants through training, workshops, and mentorship to "translate concepts of climate change into a more palpable language, allowing the development of this critical capacity within the grassroots" [13-213]. IARA also supported the participants by providing a better institutional structure, which they saw as essential to enable work and sustainability in their areas of activity. It taught the participants how to write project





proposals and reports, raise funds, and establish partnerships [13-203; 132-05; 13-210; 13-213; 13-224; 13-232; 13-230; 13-225; 13-226; 13-227; 13-228; 132-29; 13-233].

**[R13] While PCL projects that reached out to disengaged audiences, conservatives, and right-wing groups took into account the audiences' disproportionate political influence in elections, the designs did not consider the projects' influence on the electoral results and post-election policies.** In one project, for instance, PCL considered the state's significant political influence on the national election due to its large population. A PCL staff member explained during the evaluation report draft revision period,

At the onset, [the project] was meant to elevate climate as a priority for state political parties during the political campaigning period. It is, thus, by design that the post-electoral results or policies would not be accounted for. We know from experience that the time before elections are ripe for conversations about climate change. The government machinery in general becomes slower as the new government settles in.

Other staff members also noted that the subsequent scoping and current phase of the project were designed to address this gap but those projects were not included in the evaluation's case study. The original design for the project was to run until the election because the next phase had to be designed with the new government in power. Their comments signalled PCL's acknowledgement that projects' influence on the election results and post-election policies should be well-considered. One of the staff members commented that "... Once the election was over, it became clear that the policy existed, the budget was there and the subsidy was available. But this did not translate to increased uptake, as the community as well as government officers were not adequately aware about utilising the scheme. The original design seems to have not taken that into account".

In Brazil, the Elections Hub and Francesco's Economy campaigns tried to interject Bolsonaro's popularity in the Brazilian municipal elections by engaging diverse target audiences from a more right-wing socio-economical point of view. Predominantly, within the interactions, there was a recognition that the themes PCL was addressing held significance and could have a direct impact on people's lives. However, there was also an indication of some distrust and scepticism towards politics and the proposals put forth by the candidates regarding their ability to effectively resolve problems [067]. There appeared to be a lack of clear direction on how to establish the envisioned economy inspired by Francesco despite the considerable attention and discussion surrounding this subject, both in the online and offline spaces [073].

**[R14] It was considered that the Global Logic Model (GLM) provided helpful guidance for the campaigns, but there were questions around result measurement and its appropriateness for PCL's type of work.** The GLM was aligned with IKEA Foundation's Climate grant-making logic model, particularly under the 'People' pillar, which was meant to address the engagement of people towards climate solutions that they would be affected by. Respondents from IKEA Foundation also acknowledged that the value of PCL's work is that they are present in multiple regions and they have proof-of-concept ways to engage populations in a contextually laden manner [IKEA Foundation-001; IKEA Foundation-002; IKEA Foundation-003]. It is understandable that there were still internal



processes (especially within different project stages) ongoing within PCL, resulting in awkwardness around retrofitting and measuring the results of previous campaigns. For example, Kembali Becik had not yet measured their campaign result according to the new GLM, partly because PCL Indonesia was still working on developing the yearly targets for 2023. “We are still testing different approaches to target different audiences” [31-102]. Another respondent said, “I don’t think we’ve quite hit on how to do that, or we’re just too early in the process” [51-103].

A PCL staff respondent from the UK was confident that PCL would have “hit a whole pile of long-term projects had we had this framework” [51-103]. The respondent mentioned that PCL did a literature review on IML using external academic literature to understand the existing evidence behind a simplified version of the GLM, which showed that many of the impacts of environmental campaign work happened at the intermediate levels.

But the relationship between these two (intermediate and long-term outcomes) is really sketchy in the literature. And it’s because presumably, they haven’t had enough time to do these projects. So I’m kind of excited to do longer projects, because we’re able to tell what, like what the most promising route is to change [51-103].

The respondent thought that PCL would have more chances of success when they invested results over a longer time as they operated on an annual cycle (the longer they have, the more they will be able to demonstrate long-term outcomes). That’s why he preferred to work on longer projects, get more long-term investment, and see more iterations (as illustrated by the Live + Breathe projects).

In Poland, a PCL respondent said, “We were satisfied that finally, we were doing something tangible” [41-102]. Respondents in Indonesia perceived the GLM as “a guiding star for campaigns” [31-103] that “gave PCL an overarching direction” [31-102]. “Before the GLM it was so hard to develop the campaign” [31-103]. In India, the GLM was also perceived as “reflective of what India needs.... Equity and business is coming up. Based on the needs, the PCL team would reflect and deliberate on what changes need to be done” [21-111]. The GLM was relevant as “voices need a platform to be heard and make it to policy and decision-making space” [21-112]. Another respondent appreciated that the GLM validated the campaign’s approach [21-239]. Both PCL staff and collaborators agreed that PCL’s legacy or outcomes were not always clear because there had not been an IML framework in place to measure the outcomes [52-102; 51-103] so they couldn’t “monitor whether the content actually resulted in long-term results” [11-215]. As a consequence, “PCL weren’t able to measure what was reached and transformed ... didn’t measure the political incidence, and lacked moments for reflection and evaluation” [12-220; 12-135].

The process of developing GLM underwent several consultation processes [31-103]. However, there were indications that many respondents were not fully familiar with the GLM. For example, a PCL staff member we interviewed wasn’t aware of the 4 goals even though she knew about the GLM. “Only three staff members understand the GLM. The Country director thinks that it is unnecessary for people to know about the GLM” [31-101]. The UK Evaluators also noted that only one person (a campaign manager) articulated and referred to the GLM without being prompted. Meanwhile, respondents from the Kembali Becik project in Indonesia mentioned that partners were only given a commission



and a brief, and they weren't necessarily aware of the GLM content and its existence [31-104; 31-110]. This is largely because the GLM only came about in 2022 and was only shared internally throughout the second half of the year, and that so far PCL hadn't put out the external-facing version of the GLM.

Other respondents mentioned that PCL needed to work on evidence generation (important for result measurement) [21-239], but that so far there's been a lack of staff resources to collect the data needed to do that [51-103]. When we asked if PCL would need a specialist to monitor the results according to the GLM, one respondent emphasised the importance of local contexts. "You cannot forget about the local context. And during rapid-response campaigns we lose time on trying to explain everything to a foreign specialist" [42-106]. He continued to suggest that the most viable option would be to have a permanent specialist in the team. "Such a person would better understand the local context, what is possible and what is not."

Others pointed out a gap between the GLM and PCL's way of working. "Our work from the laboratory is based on building a relationship in the field ... the current model depends a lot on what you can show ... But our work takes time and can be costly and perhaps bring results that you will not always be able to show" [13-230]. They reckoned that the projects' contributions to the climate movement were not that measurable. "PCL was being generous to small organisations to give them more energy and help" [*ibid.*]. There were difficulties with measuring outcomes and impact, for example through the number of times hashtags were re/tweeted and connected specifically with the content

The pluses were that Vitamin N was following organisations that were already engaged in that space. It's a positive if they can piggyback on that. Though it means that measurement of that is difficult because you don't know how much use of that hashtag actually referred to their content [51-101].

Similarly, a respondent from the global campaign acknowledged that the GLM would be very useful overall, but not necessarily in the case of rapid-response campaigns.

The less time we have, the more difficult it is to use the framework and prepare the framework's structure. In this case, we created a poll used in a staff member's social media stories where we asked them if they liked the format, and did it provide them with positive results. The general answer was yes. But of course, it is not the most reliable way of gathering feedback, but that was available [42-106].



## 4.2. Effectiveness

Exploring and understanding the degree of PCL’s effectiveness was the second line of inquiry in the present evaluation.

Category of questions	Evaluation Questions (EQs)
2. Effectiveness	2a To what extent has PCL’s work been able to <b>achieve long-term outcomes in key geographies</b> and for whom? What are the <b>key reasons for achievement (or not)</b> ?
	2b Which <b>approaches, tools and platforms are most effective</b> in achieving outcomes?
	2c How effective is PCL in <b>influencing the climate movement</b> , as specified in each geography’s individual strategy and outcomes?

**Table 5.** Effectiveness: Evaluation Questions (EQs)

Impact, with relation to effectiveness, can be regarded as the ability to demonstrate change. Long-term effects and attribution are difficult to envision through a set of short-term cases, and therefore when speaking of longer-term impacts, we related these to the respondents’ understanding of the ability to influence change. It is not within the scope of this evaluation to highlight successful cases in a pass/fail sense. The evaluation team also noted that even unsuccessful campaigns still yield successes, and the methods employed and the tools tested still delivered lessons that can be utilised elsewhere. For example, a PCL staff member reflected on the Bus to Recovery in India being “not the most successful campaign” they had, but they still got a lot out of it.

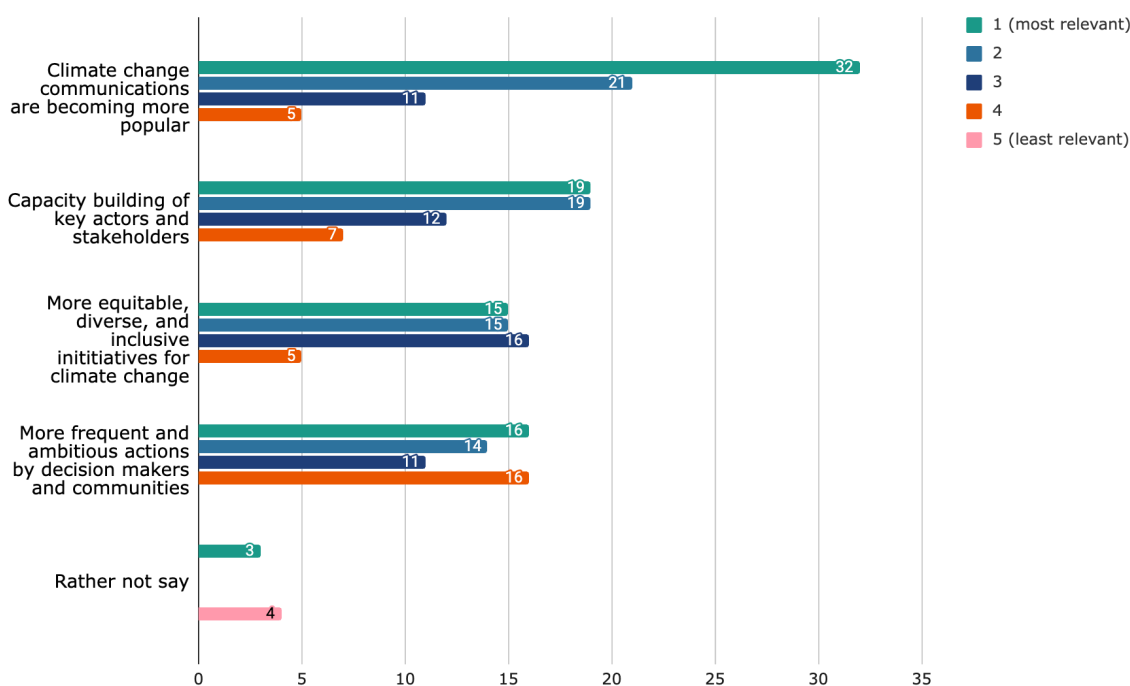
The “Lakh ko Pachas” work does not sit in my most successful set of campaigns, I would say, but it gave us a lot of learning, and has contributed to us creating what we call the Sustainable Mobility Network. I’m not sure if you’re aware of that work, but that has led to us, we are now anchoring 15 plus organisations at different city chapters to push for city level change [23–24].

### Effectiveness in terms of PCL’s intended logic model linked to the realised outcomes

**[E01] There is a missing link, or ‘middle’, between logic and behaviour change, particularly at the global level, with effectiveness demonstrated in raising awareness of climate issues, but less in terms of action.** Goals 1 and 3 of the GLM are universally covered across geographies, whilst goals 2 and 4 are less present. Goal 4, in particular, is mostly demonstrated in the Indian context. In the online survey, “Climate change communications become more popular” (Goal 1) was chosen 32 times as the ‘most relevant’ (Question 19). At the same time, “More frequent and ambitious actions by decision-makers and communities” (Goal 4) – which indicated a progression towards longer-term outcomes in the GLM – was chosen 16 times as the “least relevant” goal of the project. To some extent, this resonates with the respondents’ concerns and questions on to what extent the awareness effectively raised during PCL campaigns would potentially translate to Goal 4 outcomes. Figure 8 below shows the ways that PCL staff and non-PCL staff considered the relevance of the four goals. Goal 1 was the most relevant and Goal 4



the least relevant. There were variations between PCL staff and non-staff respondents, but there was no pattern that nuanced the overall responses.



**Figure 8.** From the following statement, which do you think best reflects the goals of the project? Select all that apply and rank from most to least relevant (Q19–Online Survey)

When linking these goals to geographic outcomes, it can be seen that each geography has a different target, and therefore is striving for the correlating goal in the GLM. PCL had started and/or amplified specific climate conversations in different regional contexts and audiences. However, if the GLM is supposed to cover all geographies, then more detail needs to be paid to linking Goal 4 - Action with outcomes, specifically linking the logic to behavioural change, working from the intermediate to long term. In terms of achieving long-term outcomes in key geographies, the below outcomes are the 2022 updated outcomes. Table 6 demonstrates the geographic level outcomes by country.

The missing ‘middle’ is contextual. There is no absolute middle, and different strategies must be employed in different contexts (Delina, Diesendorf, and Merson 2014; Szolucha 2020). Local and hyperlocal approaches to specific climate issues demonstrate increased awareness, capacity, and narrative, with some cases exploring aspects of diversity and inclusion where applicable, but the interlinking nature of activities needs to encompass a stepwise approach for achieving long-term outcomes and action-based delivery. Smaller scale campaigns excite, motivate, and reach new audiences, but more effort is needed to scale them up so they can be impactful.



Geography	PCL-stated intended outcomes <sup>14</sup>	Evaluator assessment summary of country outcomes from sampled campaigns <sup>15</sup>	GLM Goal alignment
Brazil	<p>Ensure progress on the climate agenda by:</p> <ol style="list-style-type: none"> <li><b>engaging progressive politicians and other leaders (mainly at the subnational level)</b> who don't answer to Bolsonaro (governors, mayors, congressmen, business and CSO leaders) and</li> <li><b>expanding network of climate supporters beyond traditional groups</b> - focusing on Catholic and evangelical populations and Amazon communities</li> <li>Through IARA, organisations developed campaigns that <b>increased action among voters and policymakers</b>. Also, through the Election Hub, PCL <b>influenced action among voters</b>.</li> </ol>	<p><b>PCL demonstrated a commendable ability to engage different stakeholders and facilitate dialogue among them.</b> Nonetheless, communicating about climate change to a wide audience remained a challenge (especially considering the Bolsonaro government – which used to have a climate denial discourse – and the COVID-19 pandemic).</p>	<p><b>Goal 1</b></p> <p><b>Goal 3</b></p>
		<p><b>PCL effectively and innovatively established connections between climate change and different audiences'/organisations' core values.</b> They consistently produced high-quality materials, transforming the content into something appealing and easily understandable. However, the limited timeframe of campaigns (due to the relatively short period of the municipal elections) hindered their overall effectiveness (especially in the case of EH and FE).</p>	<p><b>Goal 1</b></p>
		<p><b>While PCL consistently prioritised intersectionality, its implementation varied</b> depending on partners' involvement. PCL successfully reached out to traditional communities (i.e. Quilombola groups), women, black individuals, youth, and those from marginalised communities in all campaigns, being praised for assisting these groups to institutionalise and strengthen their organisations (especially in IARA).</p>	<p><b>Goal 2</b></p> <p><b>Goal 3</b></p>
		<p><b>PCL displayed flexibility and fostered co-creation</b>, maintaining an innovative mindset and a willingness to test new methodologies and tactics, thereby <b>expanding knowledge and diversifying campaign approaches</b>. The strengthening of Catholic, political, and environmental groups and <b>the generation of knowledge, threaded messages, increased connection among different actors, and social media content</b> were pointed out as PCL's main outcomes in all campaigns.</p>	<p><b>Goal 1</b></p> <p><b>Goal 2</b></p> <p><b>Goal 3</b></p>
Poland	<p><b>Engage new audiences</b> in selected European countries in order to:</p> <ol style="list-style-type: none"> <li><b>expand local climate movements</b>, and</li> <li><b>empower them to influence, pressure, and hold accountable key stakeholders or decision-makers</b>.</li> </ol>	<p>The campaign demonstrated effectiveness and adaptability through <b>collaboration with partners, opening up new conversations, and shifting the focus from individual responsibility to systemic change</b>.</p>	<p><b>Goal 1</b></p> <p><b>Goal 3</b></p>
		<p>The campaign selected in the case study (Poland Green Recovery) achieved its short-term outcomes of reaching key audiences and influenced the climate movement with limited resources. <b>It garnered support from influential signatories, and created connections between organisations</b>. Political polarisation in Poland, however, presents challenges for achieving the long-term outcomes.</p>	<p><b>Goal 3</b></p>

<sup>14</sup> Based on PCL geographic level outcomes 2022, presented in January 2023 [135, s.24].

<sup>15</sup> Summarised by country evaluators based on project documents and interview data synthesis included in the evaluation case studies.



Geography	PCL-stated intended outcomes <sup>14</sup>	Evaluator assessment summary of country outcomes from sampled campaigns <sup>15</sup>	GLM Goal alignment
UK	<p>Our strategy includes:</p> <ol style="list-style-type: none"> <li><b>diversifying</b> the coalitions of civil society organisations who advocate for equitable, ambitious net zero solutions, and</li> <li><b>amplifying their work through training, capacity building, and financial support.</b></li> </ol>	<p>While it's difficult to discuss long-term outcomes in the case of Vitamin N, because it was so tied to the lockdown context of Covid-19, the enthusiasm with which the emails from PCL inviting participation were greeted from the charities involved are testament to the <b>relationships created and the positive feelings and impacts</b> of the Vitamin N campaign <b>on the continuation of their work during the lockdowns.</b></p>	<p><b>Goal 1</b> <b>Goal 3</b></p>
		<p><b>PCL was effective at engaging and assembling groups that hadn't worked together before.</b> In saying that, it appears a certain power dynamic may have developed (i.e. between the small and large organisations) that created some ill feeling about the ability to say no to proposed work or some of the vast amounts of content created, which may have negatively impacted long-term outcomes relating to the narrative (Goal 1), partner engagement and capacity (Goal 2), and shared vision and goals for collective action among partner institutions (Goal 3: A3.3 and B3.3).</p>	<p><b>Goal 1</b> <b>Goal 2</b> <b>Goal 3</b></p>
		<p>There is no evidence that the government was influenced by the Live + Breathe campaign; however, local elections were used to "<b>swell national public debate</b>", and were <b>an opportunity "to frame air pollution as a political issue...and local, environmental injustice"</b>.</p> <p><b>The campaign would have benefitted from a much longer awareness phase</b> to encourage new audiences to take higher barrier action. Though take-up by community groups was limited, there was <b>a desire for alternative forms of advocacy</b>. Consultative and hyperlocal approaches are key to the creation of an ecosystem of partner advocates.</p>	<p><b>Goal 1</b> <b>Goal 3</b></p>
		<p>Young people and youth groups really <b>appreciated creative art and musical entry points as alternative angles to communicating climate change-related topics</b>, as evidenced in their impassioned responses and desire to stay involved. The <b>positivity conveyed in messaging</b> about climate and place appealed to this audience, especially after lockdown. <b>Festival events as a way of building awareness</b> was a key approach among this group.</p>	<p><b>Goal 1</b></p>
		<p>One of the campaigners (in Better Bury) has continued her work on climate this year by holding a "walk to school day". This illustrates <b>the foundations created by PCL for longer-term campaigning through their recruitment and training of a passionate local school teacher as a community champion</b> and that champion's willingness to bring the programme to more children, parents, and fellow teachers. However, to the best of our knowledge, no larger partner had been found or taken on to fund the programme.</p>	<p><b>Goal 1</b> <b>Goal 2</b> <b>Goal 4</b></p>
India	<p>Advance the implementation of programmes that align with India's climate ambitions by <b>promoting the adoption of</b></p>	<p>PCL staff have acknowledged the challenges in achieving long-term outcomes, but are actively working to address them. Short campaign durations, budget limitations, and disjointed campaigns have been significant factors hindering goal attainment. Despite these challenges, the campaigns have yielded</p>	<p><b>Goal 1</b> <b>Goal 3</b></p>



Geography	PCL-stated intended outcomes <sup>14</sup>	Evaluator assessment summary of country outcomes from sampled campaigns <sup>15</sup>	GLM Goal alignment
	<p><b>climate solutions as a way to create more resilient cities and rural practices</b> as a response to the various climate change impacts already affecting millions of Indians.</p>	<p>valuable outcomes that have <b>generated increased awareness and understanding among youth regarding climate policy</b>, particularly at the city level. Collaborations have fostered the emergence of new initiatives. Furthermore, <b>campaigns have facilitated online petition signatures and successfully sparked conversations</b> through digital media channels.</p> <p><b>Digital campaigns primarily engaged young audiences who were already digitally inclined, inadvertently leaving out less privileged youth from climate conversations.</b></p> <p>To bridge this gap, <b>offline tactics, such as narrative story-telling, provided an inclusive space for less privileged youth to share their climate stories.</b> These offline initiatives reached non-climate actors, allowing them to listen and carry the project’s message directly.</p> <p>PCL has been reasonably effective in influencing the climate movement. Although it has faced challenges in leveraging its influence into policy due to a change in power at the state government level, it immediately and <b>successfully aligned itself with local government bodies</b> (i.e. BMC-Garden Department and Ministry of Housing and Urban Affairs). <b>Collaborations with partners allowed PCL to directly engage in on-ground activations and keep the narrative on climate going on.</b></p> <p>PCL has been effective in the crowdsourcing and/or co-creation in the Bolega Bihar case by <b>gathering input from various communities and incorporating their demands</b> to align with a wide range of state level priorities.</p>	<p><b>Goal 4</b></p> <p><b>Goal 1</b></p> <p><b>Goal 3</b></p> <p><b>Goal 1</b></p> <p><b>Goal 3</b></p> <p><b>Goal 4</b></p> <p><b>Goal 3</b></p>
Indonesia	<p>Engage the citizens of the <b>Greater Bali region and Jogja</b> (Yogyakarta) province through campaigns focused on the <b>public health emergency</b> created by extremely high levels of <b>air pollution to create demand for non-polluting technologies</b>, such as EVs, solar rooftops, and the large-scale adoption of renewable energy to replace coal.</p> <p>The campaigns will help <b>promote the adoption of favourable action by local communities and/or policies by local government, supporting Indonesia's efforts to develop and adopt a roadmap to</b></p>	<p><b>The outcomes that are partially achieved are the first outcomes on the “increased awareness of travellers to decarbonise their individual travel and push the industry to change structurally”.</b> KB was struggling to engage with international tourists whose travel patterns are quite itinerant.</p> <p><b>Stakeholders engagement allows PCL to reach the key actors that can be involved in decision-making and can transform the practice in the community, industry, and governing aspects.</b> The success of the KB campaign is attributed not solely to the campaign activities, but also to how the campaign is being managed by PCL staff (i.e. stakeholder engagement, networking, and earning the trust of local leaders) and how it outshines traditional campaign activities (e.g. events, media publication, research, and creative productions).</p>	<p><b>Goal 1</b></p> <p><b>Goal 3</b></p>





Geography	PCL-stated intended outcomes <sup>14</sup>	Evaluator assessment summary of country outcomes from sampled campaigns <sup>15</sup>	GLM Goal alignment
	<p><b>net zero</b> while advancing the consolidation of industries as required to allow for greater ambition in the future and avoid the lock-in of polluting technologies.</p>	<p><b>Stakeholders networking allows the community and diverse groups of people to support each other in the pursuit of sustainable tourism in Bali or to communicate issues that have been troubling their activities to more resourceful actors.</b> Earning the trust of local customary, bureaucrats, and political leaders is key for the campaign to be approved and promoted by the leaders to the community.</p>	<p><b>Goal 3</b></p>

**Table 6.** Geographic level outcomes by country



**[E02] PCL stands out for the effectiveness of its approach to messaging, specifically its ability to deliver complex technical messaging in digestible and user-friendly formats for uptake.** Respondents across cases perceived that the art and culture, including PCL's visual communication design, was interesting and they deemed it a highly relevant tool, but the effectiveness is not clear and it has different effects on different target audiences. Content creation is widely viewed as a core strength for PCL and it has an ability to transform technical content to suit a range of audiences, with campaigns demonstrating "clarity on targeted audience and targeted messaging" [21-208]. PCL has "the ability to transform technical content into beautiful, attractive, and easy-to-understand content" [11-234]. This can be seen in the UK through Climate and Culture and Live + Breathe, whereby air pollution has been communicated through a multi-phase project, working with a locally based musician, arts college, and local community groups to communicate the impacts of air pollution, utilising music, art installations, and roller skaters, as well as targeted in-person events and support for local organisations championing the topic. Different audiences were targeted based on interests (arts, music, and culture vs air pollution and climate) and location (London and Lewisham), with tailored messaging for each audience. Through campaigns such as this, PCL fills a niche between technical organisations and communications organisations.

Campaigns often have multiple angles to their approach, demonstrating a collection of activities under a common goal or theme, with visual communication design a PCL core strength. The campaigns selected all demonstrated multi-faceted approaches, with different communications for a variety of audiences. Digital, visual, and social media (and other media/publication more generally) is an important medium to communicate climate change issues to audiences, especially youth. A content creator partner commented, "digital platforms (Instagram, YouTube, and Facebook) facilitated audience involvement and created engaging content. Educational nature of PCL was noteworthy" [21-117]. However, there is not always a good understanding on the part of the project actors and coordinators of the time required and the inputs needed for this, for example, utilising personal social media accounts [53-115]. More traditional forms of campaigning were also demonstrated, such as the use of petitions (Better Bury) and billboards (Live + Breathe).

This supports Goal 1, narrative change, particularly on the intermediate outcomes B1.1 Understanding needs and narratives and B1.2. Audiences are better informed. *However, the evidence presented does not demonstrate support of the long-term outcomes, which is largely due to the timeframes of the cases studied.*

**[E03] PCL uses a wide range of tools and approaches that vary by local context and target audience. It plays a unique role that enables campaigns to happen when they otherwise might not have.** Using art and culture as a medium for campaigns and engagement (e.g. visual art, murals, music, films, and other creative work) has allowed campaigns to push beyond the 'status quo' and communicate with a variety of stakeholders across different audiences, particularly youth. For example, Better Bury saw engagement through art as a form of competition for walking to school, and through workshops targeting engagement with innovative solutions to wider climate issues. Successful localised campaigning requires a strong emphasis on learning, knowledge, and an understanding of the place/community, which can then be utilised and replicated elsewhere.



The Vitamin N campaign responded to emerging narratives in the charity sector connecting nature, climate, and mental wellbeing utilising online tools. PCL's effectiveness at engaging and assembling a group of charities that hadn't worked together before was reiterated in the interviews, and Vitamin N helped to create collaborations and working practices that continued even after the end of the campaign.

In Live + Breathe, the strategic and opportunistic thinking by PCL employees to use the convergence/intersection of a number of events led to the creation of this campaign in collaboration with Love Ssega. It was important for the partner organisation (Impact on Urban Health) that PCL demonstrated their ability to do a community-led project well. The artistic angle also helped to engage new audiences not normally prioritised in climate change or air quality campaigns. A respondent from the partner organisation said,

I think the creative approach really paid off. One thing that was created throughout the campaign was a really beautiful film. That was shot in bridges and parks in South London, and had all these different groups doing their activities outside and it was overlaid with a poem by one of the young people as part of poetic unity, which was one of the community groups who was involved. The film was about thinking about how air pollution affects your ability to do the things that you do in your life as a young person, that kind of thing and the injustice of it. I think the approach of finding a way to talk about and show this issue that wasn't academic literature or, stats about what makes up harmful particle pollution, all of that stuff, this approach means it's something that's really hard to digest and understand and the film helped. I think we saw that it did resonate. It got lots of traction on social media and people were talking about it at the event [52-109].

In Brazil, PCL effectively and innovatively established connections between climate change actions and different organisations' core values. They consistently produced high-quality materials, transforming the content into something appealing and easily understandable. PCL displayed flexibility and fostered co-creation, maintaining an innovative mindset and a willingness to test new methodologies, thereby expanding knowledge and diversifying the campaign approaches. The strengthening of the Catholic, political, and environmental groups and the generation of knowledge, threaded messages, increased connection among the different actors and social media content were pointed out as PCL's main outcomes in all the Brazil campaigns.

In Poland, a network of partner organisations has been developed and used as a tool for campaigning, with co-creation yielding positive results in short periods of time.

**[E04] PCL is effective at either generating or using existing search terms and hashtags that resonate with its contexts.** For example, in Fig. 9 and Fig. 10 below, social analysis of the Amazon Accelerator and Live + Breathe campaigns shows that spikes in key social media tags escalated to coincide with the related events.



## Demonstrations, festivals & Gueto Hub corresponds with engagement surges

### SOCIAL ANALYSIS

- Highest spike in discourse observed after demonstration**  
The student demonstration against agribusiness expansion in April, 2023 generated the most engagement on Instagram. It also corresponds with a Facebook post celebrating Capacity Building with indigenous groups.
- Second highest spike aligns with Nossa Amazônia Festival**  
The post with the highest engagement in September, 2022 disclosed the emergence of a festival celebrating the cultural and biological diversity of the Amazon & its diverse populations (total likes: 1,337).
- Last but not least: Gueto Hub's impact**  
The third highest spike in search volume corresponds with the inception date of Gueto Hub, culminating in a total of 9,673 post engagements across all platforms, the majority of which were observed on Instagram.

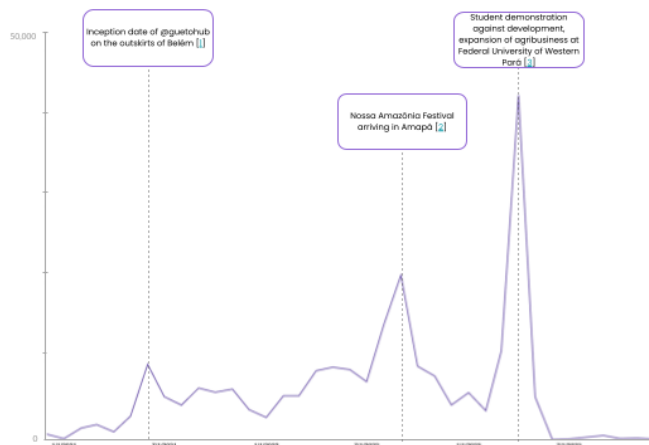


Figure 9. Social analysis: Gueto Hub.

## In alignment with its goal to amplify voices and create awareness online, Live + Breathe generates an impact on socials

### SOCIAL ANALYSIS

- Limited impact on search volume:** While there was only a minimal increase in general search volume, Love Ssega's music and the death of Ella Kissi-Debrah sparked a massive surge in social volume, with an increase of over 1000% after the campaign ended.
- Increase in social volume:** The news of Ella Kissi-Debrah's landmark ruling corresponded with a surge of over 150,000% in social volume, from 17 engagements to 26,284 in just one month, showing the impact lived testimony has on topic interest.
- Impact of other campaigns/movements:** Extinction Rebellion's campaigns corresponded with significant increases in social volume, with an increase of 596% in June 2019 and 362% in July 2021. Clean Air Day and the Live + Breathe event also had a substantial impact, with social volume increasing by over 7,800% and 835%, respectively.

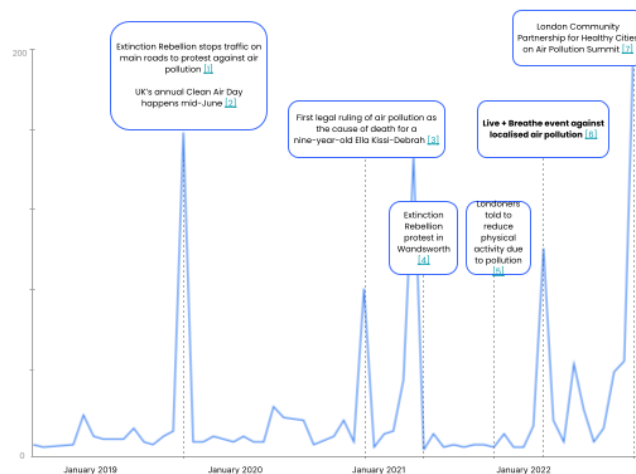


Figure 10. Social analysis: Live + Breathe campaign.

**[E05] PCL demonstrated a proof-of-concept approach for working towards long-term strategies with short-term implementations for serving intermediate outcomes, but long-term outcomes cannot be met through this strategy.** As discussed in the relevance section, the case studies yield examples of short-term cases or pilots to test ideas or gather data for scale up, as can be seen in the Amazon Accelerator program in Brazil and the UK accelerator programme and Better Bury. Whilst those campaigns might be short-term, there was a long-term vision or reason for undertaking them, in line with the strategic geographic outcomes or logic model, they were not simply random. The UK case Live + Breathe is one case example that demonstrated the proof of concept and scale-up/extension potential for working towards long-term goals and objectives, with the initial project working through multiple phases, gaining additional funding, and planning future scaling to new areas. However, there were concerns within other cases that their short timeframes may not lead to lasting relationships or change. In the UK, community



organisations were critical of the ‘stop–start’ nature of campaigns and the short timeframes of the project affecting continuation, citing a lack of clarity about the next steps and long-term strategy [52-108]. The stop–start nature of short-term projects is also considered a factor in their overall effectiveness, while looking for extensions or continuations can create confusion and leave no end point. As a PCL staff member mentioned, “you can’t start something and then just stop, obviously, the funding stops. So I’m saying, so once the funding stops, everything stops. So that’s one thing that I think needs to change” [52-110].

PCL therefore demonstrates clear vision and implementation through short-term projects to meet its intermediate outcomes as per the logic model and geographic outcomes, whilst areas for growth remain in the implementation of long-term outcomes and behaviour change, particularly at the global level. However, this is to be expected with targeted localised work.

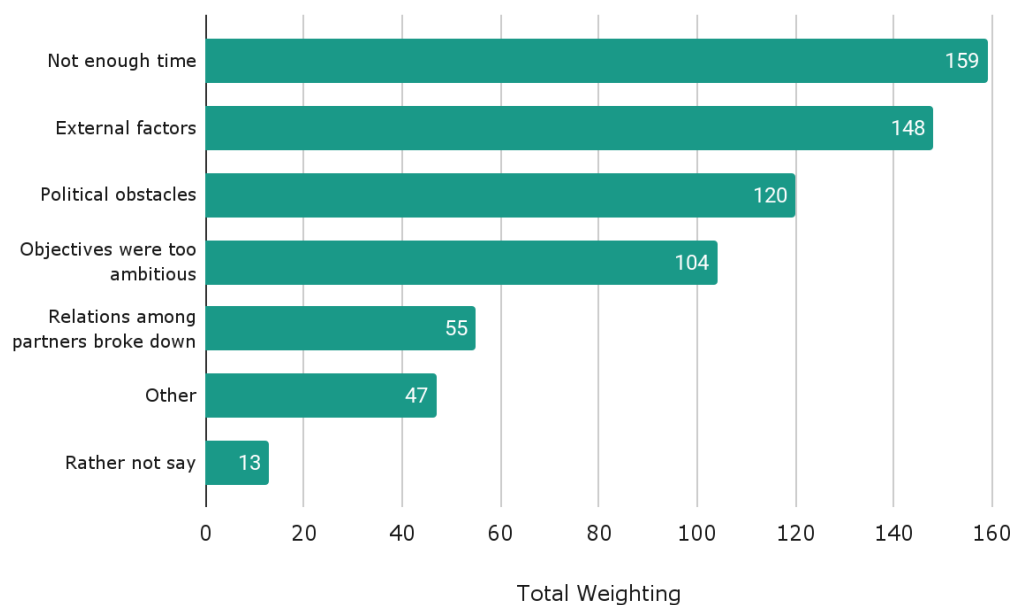
**[E06] Short-term campaigns are effective for experimenting with strategy, tools, and audiences, but still require the same amount of resourcing for PCL and are not targeting long-term outcomes.** The minimum level of resourcing for a campaign within PCL is similar if it is short or long term. However, whilst long-term projects can be covered by a smaller number of concentrated individuals, short-term projects tend to require rapid collaboration and therefore place a larger drain on resources. Longer-term projects demonstrate phases, with different funding cycles, and usually have stemmed from an originally short-term project, demonstrating scale up. Limited-budget and short-term campaigns do not ensure continuous engagement with the community [21-207].

**[E07] The short-term nature of most projects can lead to feelings of a disconnect with the long-term strategy.** PCL’s work has shown success stories in certain localities, but there seems to be a struggle in how to translate these success stories into indications that they are scalable, both in terms of the geographic level and the contribution towards climate solutions. Some respondents reported a ‘stop/start’ or ‘one foot in/one foot out’ nature to project activities, with knock-on impacts for engagement [52-106]. A non-aligned observer respondent from India highlighted that “purpose needs to find its purpose” [20-235, see also 51-103 and 52-109]. A respondent from IKEA Foundation also noted that PCL might have their long-term strategy understood internally within the team, but they need to better communicate that strategy to the partners [IKF-001].

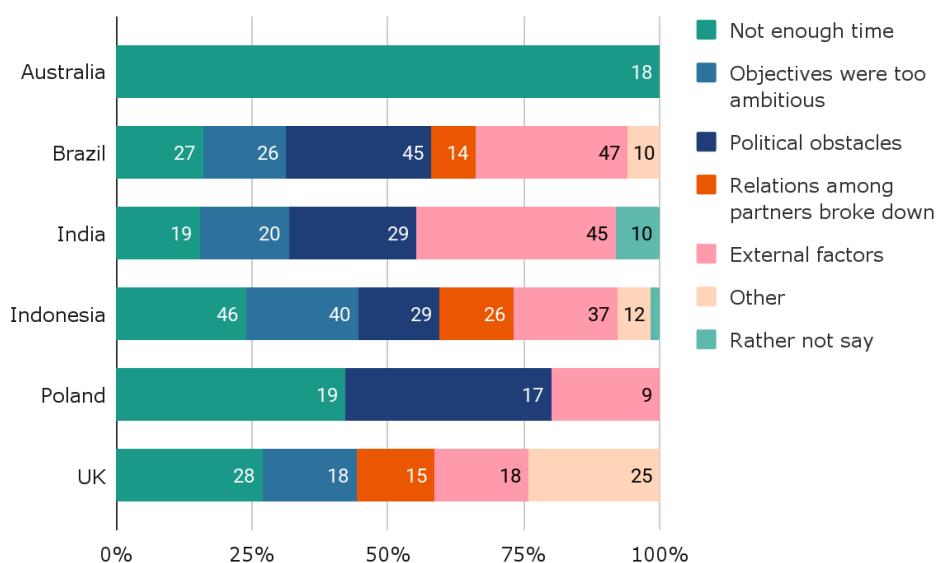
**[E08] Short-term campaigns are not meeting the long-term outcomes as prescribed in the logic model, and the effectiveness of some campaigns are unclear, but largely short-term campaigns are to experiment with the strategy, which does support the development of some intermediate outcomes and lead to the overall long-term impacts.** Short-term projects are often relevant and agile, but have effectiveness and sustainability concerns. The online survey respondents perceived that among the listed challenges to meet projects’ planned objectives, “not enough time” was the response chosen the most, especially in PCL countries conducting many short-term campaigns, as



shown in Figure 11 and Figure 12.<sup>16</sup> Further, Brazil and India often cited external factors related to politics as a significant challenge.



**Figure 11.** Challenges to meet project objectives [Q37-online survey]



**Figure 12.** Challenges to meet project objectives, by country [Q37-online survey]

There are concerns about the short-lived effects of short-term campaigns and there not always being evidence of these cases translating into longer campaigns, like in Biodiversity by the Bay. Indeed, in India, the short-term approach helps in quickly assessing if a project is worth taking forward or not and informs the body of work moving into the long-term plan, whereby “if you design your activities for a short term, you’re forced to think what next. But the view, and the end goal is always with the longer-term

<sup>16</sup> As cited from the respondents’ open text explanations, external factors refer to general challenges perceived to be external to PCL, such as less engagement of publication partners, the COVID-19 pandemic, and the unpopularity of campaign topics in some localities.



perspective” [23-241]. Indonesia exhibited a similar situation, with a “long-term approach or strategies with multiple short-term implementations on the ground” [31-101]. In India, there has been a move towards relatively longer-term projects to deepen the engagements, for example,

In 2020, we used to run shorter projects for some reason. But over the period of time we have evolved into an organisation that is working on slightly longer-term projects, so that we have the time that we need to build the relationship with different stakeholders, be it government or civil society and to be able to achieve the targets. [23-233]

Similarly, there was high variability of effectiveness in terms of digital media engagement, as shown in Table 7 below. As Table 7 shows, there is no correlation between monthly budgets and the level of engagement. Contributing factors to this may be the cost of implementing a campaign in its context and the intensity of social media as part of the campaign strategy; however, there are also no clear correlations among the data. For example, Biodiversity by the Bay showed a high response rate but it had a smaller budget than Bihar DRE solutions, which used digital media for promotion only; whilst Amazon Accelerator targeted a rural audience and therefore had a lower performance despite mid-range costs and a long-term duration, but used digital media incidentally.

AI Rank	Case Study	◆	Goals	Budget USD	Duration (months)	Budget USD/mth	Engagem ent	Avg. Goal ROC	Post Search	Post Social
1	Biodiversity by the Bay	●	1, 3, 4	805,932	17.8	45,277	1,988,017	+1,594% increase	+55% increase	<b>-25% decrease</b>
2	Poland Green Recovery	◐	1, 3	77,249	4	19,312	777	+31% increase	+73% increase	+288% increase
3	Bus to Recovery	●	1, 3, 4	N/A	3.3	N/A	14,507	-9% decrease	+1% increase	+234% increase
4	Live + Breathe	●	1, 2, 3	423,379	12.1	34,990	4,958	-28% decrease	+10% increase	+130 increase
5	COP27 Disinformation Monitoring	●	1, 4	249,000	2	124,500	48,653	+90% increase	+20% increase	<b>-4% decrease</b>
6	Bali Green Recovery	●	4	236,000	23	10,261	1,634,453	+18% increase	+16% increase	+24% increase
7	Election Hub - Brazil Elections	●	1, 2, 4	235,965	6	39,328	241,874	-14% increase	-28% decrease	+90% increase
8	Bihar DRE Solutions	◐	1, 3, 4	223,278	5	44,656	748,923	X	+16% increase	<b>-100% decrease</b>
9	Francesco Economy	●	1, 4	182,378	8	22,797	504,691	+77% increase	+13% increase	<b>-99% decrease</b>
10	Better Bury UK Climate Accel.	◐	1, 2, 4	105,600	2.3	45,913	N/A	-9% decrease	-15% decrease	N/A
11	Amazon Accelerator	○	2	393,022	18.7	21,017	229,995	-61% decrease	-60% decrease	<b>-21% decrease</b>

◆ function of social media as rated by PCL as ● Integral, ◐ Promotional, ○ or Incidental

**Table 7.** Effectiveness of digital media engagement



## Effectiveness of the PCL model and approaches

**[E09] PCL employs a 'white label' approach and maintains a low profile as an organisation, championing partners and operating a partnership approach. Therefore, PCL needs to work with established organisations that can offer something of their brand.** "As with every Purpose campaign, we won't use our brand or name on these activities but will have a branding strategy with our audiences in mind - where possible, utilising brands they trust and already have a relationship with" [008]. The partnership approach goes hand in hand with the 'white label' approach, and is designed to foster meaningful engagement.

"The thing about purpose that is probably obvious, but it's worth saying is that we don't have any supporters. Nobody's heard of purpose, we don't have a public presence, we don't have an email list[.....]. So, if we want to engage the public, we have to do it through partnership. We could just build a brand or buy a list, but people see through it. So we needed to work with established organisations that could offer something of their brand. And so that's why the partnership model emerged. And we almost entirely work in partnership....which I think is one of our great strengths" [51-103].

The PCL white labelling approach has its pros and cons, with differing opinions between stakeholders and offices as to whether there should be more or less of this, meaning that it is context specific and needs to be evaluated on a case-by-case basis. For example, in Indonesia, a respondent commented,

PCL does not talk directly, but their partners coordinate directly with the day-to-day campaign executors including artists, journalists, community members, business owners, tourists, and more. PCL does not want to be present in the public. ... Whenever PCL stumbles upon negative press, they want the community to discuss or any third party to speak on their behalf (for example: customary communities or local government). For Indonesia PCL, any press is good press - even if it is negative discussion. [31-101, see also 31-114]

This sentiment demonstrates that whilst the office follows this policy, it needs to build reputation and presence. Supporting this, a respondent from Brazil noted,

PCL and Purpose should be less 'low profile' and do a more broad accountability - showing what they are doing, disseminating studies and actions through online reports, landing pages, allowing the download of documents and e-books, creating discussion hubs, websites, infographics and maps. [11-204]

On the other hand, this approach showcases partners to "reinforce the action of the organisations [...] empowerment of organisations that already act locally, [giving a] non-colonising view" [13-201, also echoed by 13-203 and 13-230]. The level of visibility of PCL's work differs amongst regions, with some of the most effective seen in Brazil. Partnering is of course not only about branding, but also about accessing audiences.

There is an opportunity to engage more with other organisations in the climate space and extend PCL's profile amongst climate and conservation organisations. The partnership approach and movement generosity are both aspects about which others would like to learn more. PCL "could show and give more information about its campaigns, projects





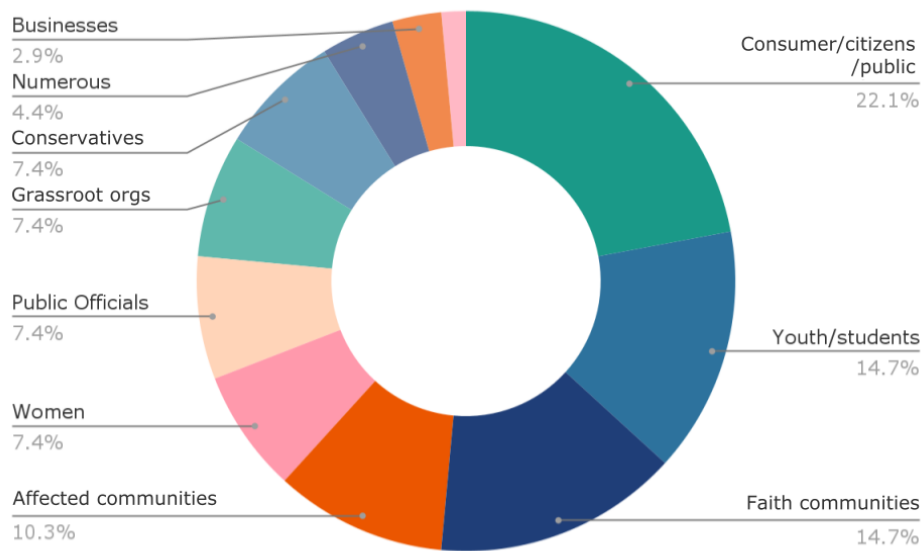
and documents related to climate change” [13-208; see also 13-223; 13-225]. One respondent commented, “PCL and Purpose should be less ‘low profile’ and do more broad accountability - showing what they are doing, disseminating studies” [11-204], whilst another spoke to a desire to understand more about the work undertaken: “I have no idea if it’s down to the model or Purpose making a deliberate decision, but most of what they learn doesn’t make its way to me somehow... I’d love to know more about what they are doing and finding” [52-119]. It was suggested that “...to create more spaces and connections with the organisations could allow Purpose to be known; the organisations could be a reference for Purpose’s work; be more present and the territories and debates” [13-232].

**[E10] Limitations to the approach employed are generally related to time and financial resources – the opportunity cost needs to be established.** Lack of time was a regular theme across all respondents [52-102, 52-124]. Within PCL itself, employees were not clear about the future of certain projects [52-106], highlighting the need for (1) more clarity/expectation setting for stakeholders about the capacity needed from the beginning, (2) recognition of the volunteer nature of some of the partners/local champions, (3) the resources for follow-up, (4) addressing limitations of the impact and scale related to the resources and time specifically, and (5) investment in local level campaigning to be effective in terms of the impact and scalability. There are questions among respondents in terms of the intensive short-term projects deterring time from long-term strategies.

**[E11] Longer-term projects had indications of identifying and addressing intersectionality issues.** While PCL promoted the representation and engagement of diverse social groups (Goal 3), not all projects intentionally identified, documented, and/or addressed intersecting inequalities, power, and marginalisation dynamics experienced by these different groups. Project duration has mattered so far because as the project progressed, the PCL team usually encountered these issues and experimented with ways to address and engage with them.

Beyond diverse representation, intersectionality is about transforming power relations (Colfer, Sijapati Basnett, and Ihalainen 2018). However, PCL **projects didn’t always acknowledge and/or focus on “the outcome of intersections of different social locations, power relations, and experiences”** (Hankivsky 2014, 2) of the campaign audiences and participants. In the way PCL documented and listed their projects, there was no standardised way of grouping the audiences, and the categories could overlap in terms of social locations and identities. As shown in Figure 13 below, PCL targeted and engaged a diverse range of audiences in their projects. They could be marginalised or privileged or mixed, depending on the campaign objectives. For example, women could be found in both conservatives and affected communities. The consumer/citizens/public category includes varied social groups.



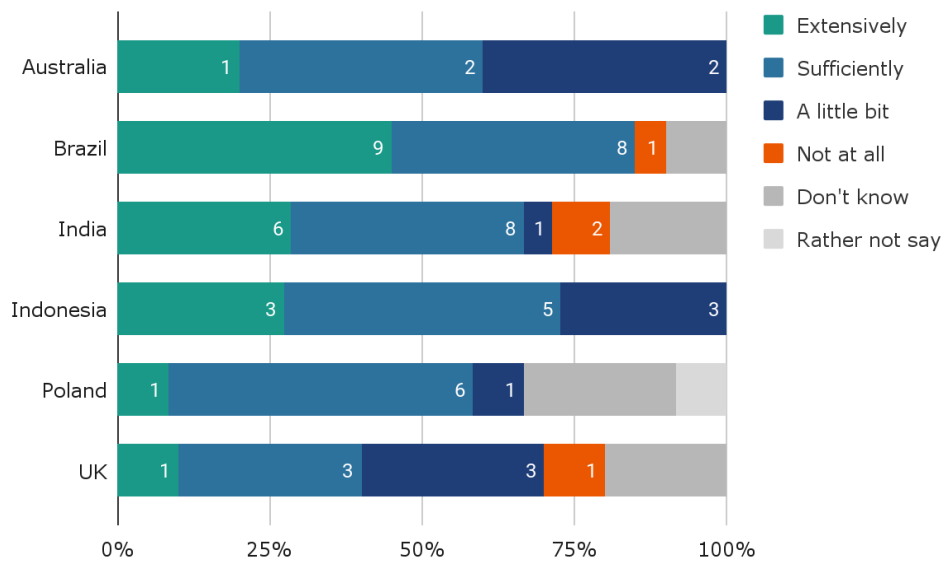


**Figure 13.** PCL project audiences (source: PCL Project List [144])

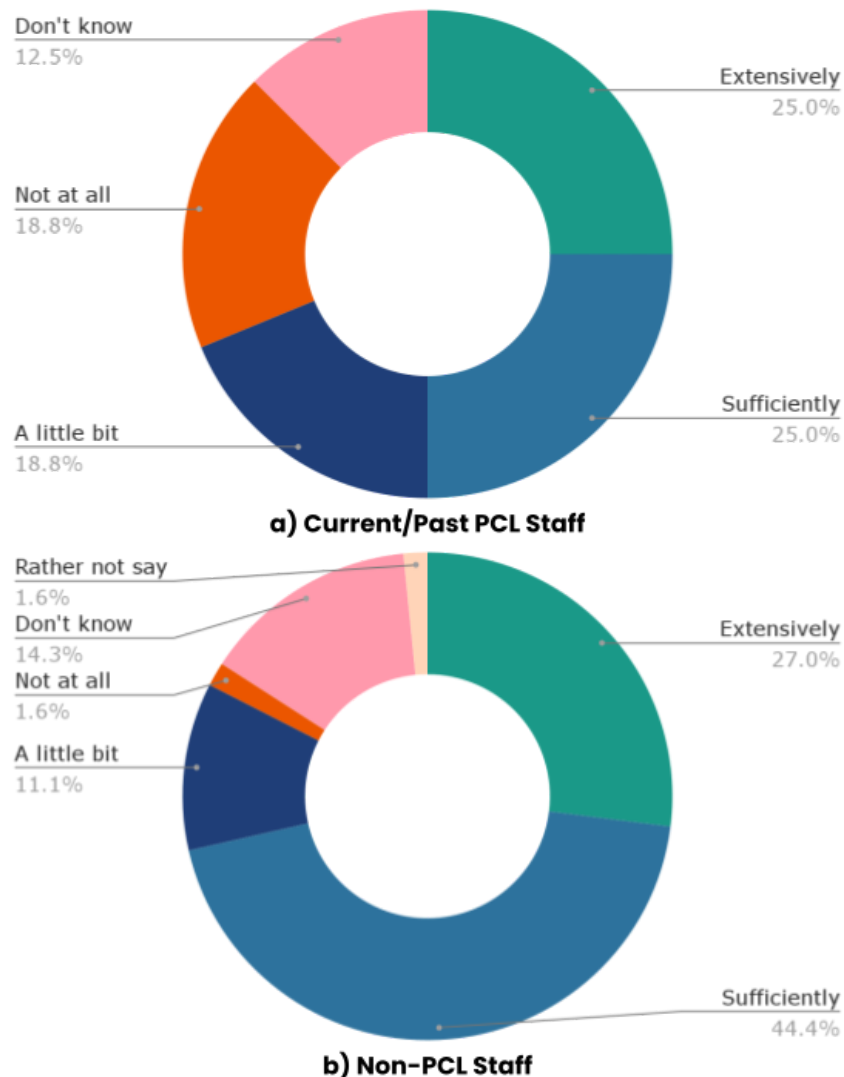
As a consequence, it is difficult to conduct a well-measured analysis of how PCL transformed unequal power structures at a geographical or global level. What we could see at this point are indications of some campaigns addressing some aspects of intersectionality in their activities.

According to the online survey results shown in Figure 14, respondents perceived that overall, PCL projects touched an aspect of intersectionality, which was to make sure that projects sufficiently addressed sociocultural (i.e. gender, generation, disability) and institutional barriers (i.e. discriminatory law and policies) to enable individuals' meaningful participation. Furthermore, looking closer at the perspective between PCL staff and non-PCL staff in regard to intersectionality in Fig. 15, according to the respondents from PCL, most of them equally answered between "extensively" and "sufficiently" for the level of addressing intersectionality in PCL's projects. On the other hand, 44% of respondents from non-PCL staff are effectively saying that PCL's projects are at the level of 'sufficient' to address this issue.





**Figure 14.** The level of addressing sociocultural (based on gender, race, class, dis/ability, generation, etc.) and institutional barriers (i.e. discriminatory law and policies) to enable meaningful participation [Q28-online survey]

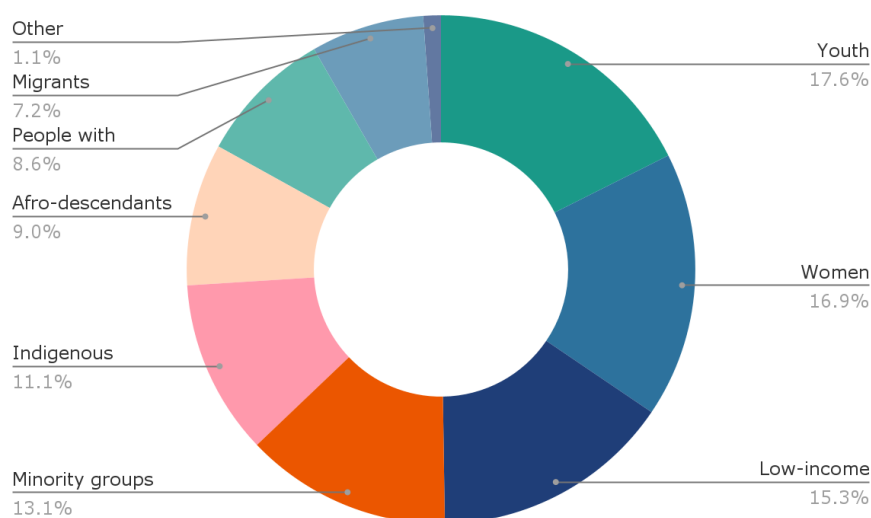


**Figure 15.** The level of addressing sociocultural (based on gender, race, class, dis/ability,

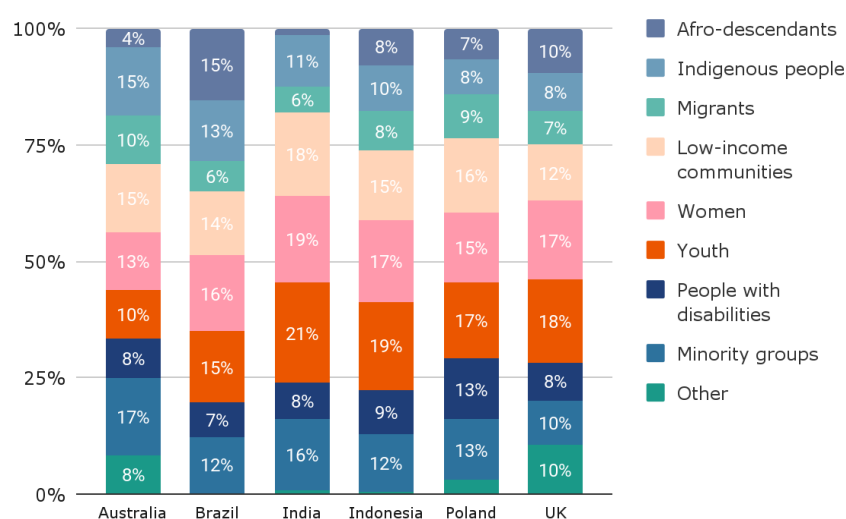


generation, etc.) and institutional barriers (i.e. discriminatory law and policies) to enable your meaningful participation, by non-/PCL staff [Q28-online survey].

Among groups that are historically and usually marginalised, online survey respondents also saw that PCL mostly addressed concerns of women and youth, as shown in Figure 16 and Figure 17. However, their perceptions should also be contextualised and revisited, as in some geographies and with PCL conducting many social media campaigns, women<sup>17</sup> and youth are among the most digitally engaged groups. Further, there is a slightly different perspective between PCL staff and non-PCL staff regarding this context (Figure 18). The least addressed concerned in PCL's projects according to non-PCL staff are Afro-descendant (8.5%) and migrants (7.2%). On the other hand, according to the perspective of PCL staff, the least addressed of marginalised groups are people with disabilities (8.5%) and migrants (7.2%).



**Figure 16.** The level of addressing the concerns of the following groups in the project [Q29-online survey]

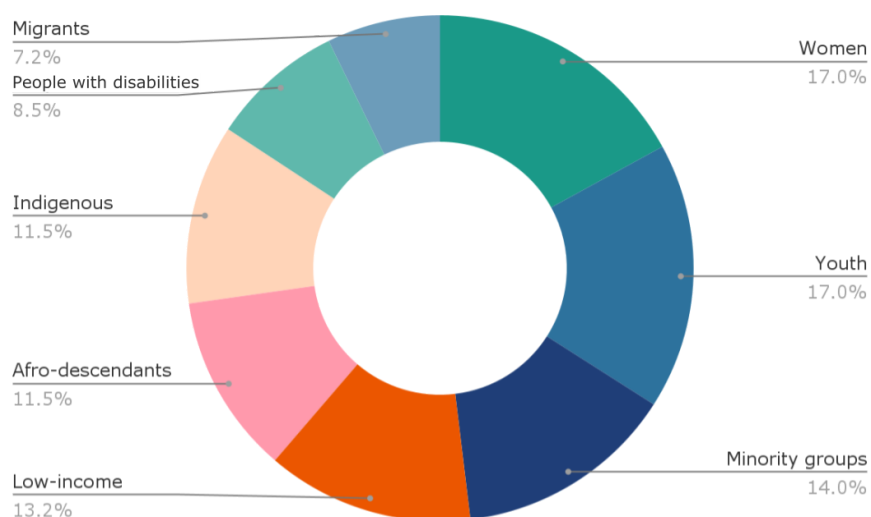


**Figure 17.** The level of addressing concerns of the following groups in the project, by

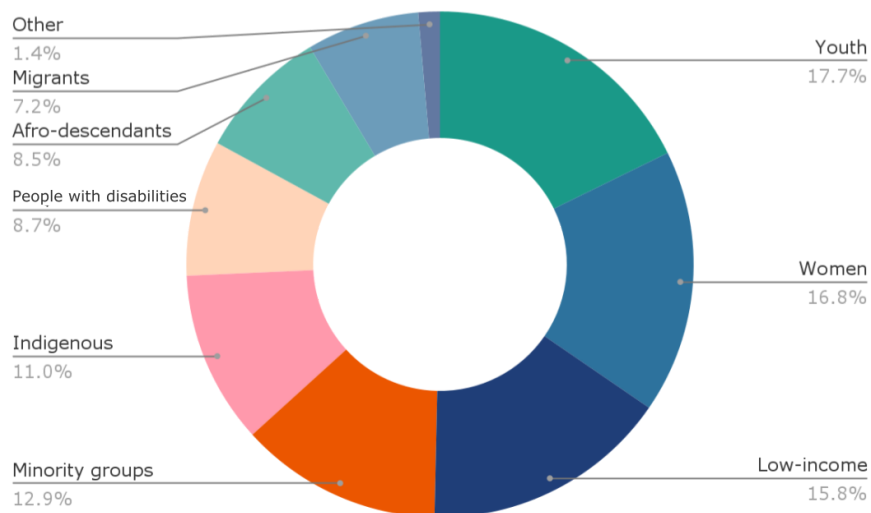
<sup>17</sup> i.e. in PCL Brazil's findings [074].



country [Q29-online survey]



a) Current/Past PCL Staff



b) Non- PCL Staff

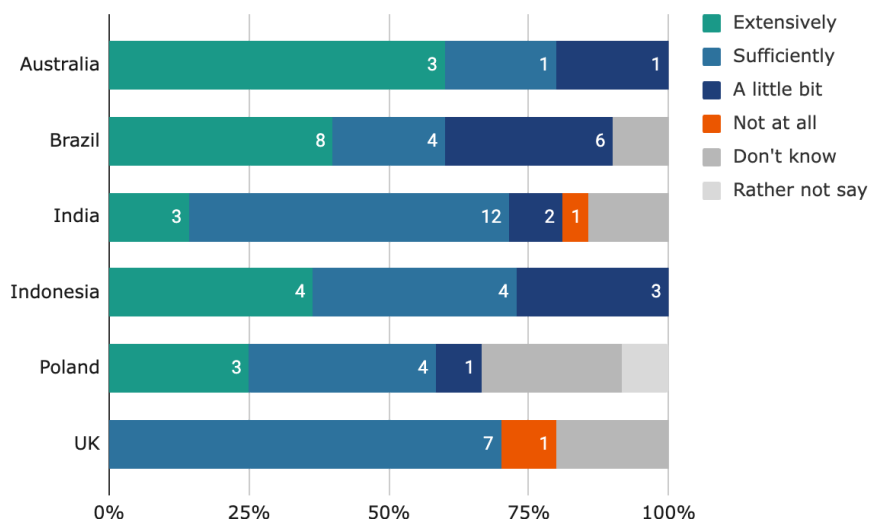
**Figure 18.** The level of addressing the concerns of the following groups in the project, by non-/PCL staff [Q29-online survey]

In Indonesia, the country evaluator noted that she hadn't found any studies or research that could help PCL refine its approach on intersectionality in the campaign issues, resulting in intersectionality-inspired, but parcelled approaches and implementation. For example, there was no sufficient acknowledgement or identification of marginalised groups in Bali tourism, disproportionate resource allocation, or access for people affected by the Bali tourism industry, as well as PCL's view, roles, and contribution regarding these affected actors. At the implementation level, a discussion around gender was available in the FGD, but not in Bali's EV Action Plan. In the action plan, there were some basic discussions on disability and low income communities, but it was not the core themes [31-108]. A project partner respondent critically pointed out some problems of natural resources management that the project missed, such as



... water scarcity in water-rich regions due to extractive nature of the tourism industry, declining area of key land uses like paddy fields, ... lack of critical sustainability education for tourism industry's human resources ... Those were the most critical issues to address to make a profound sustainability transition in Bali. [31-115]

Nonetheless, the result from the online survey expressed converse views. Figure 19 depicts that in Indonesia, 36% of Indonesia's respondents answered that their projects extensively removed physical, transportation, information, and communication barriers or provided reasonable alternatives to allow them to have a meaningful participation in the project.



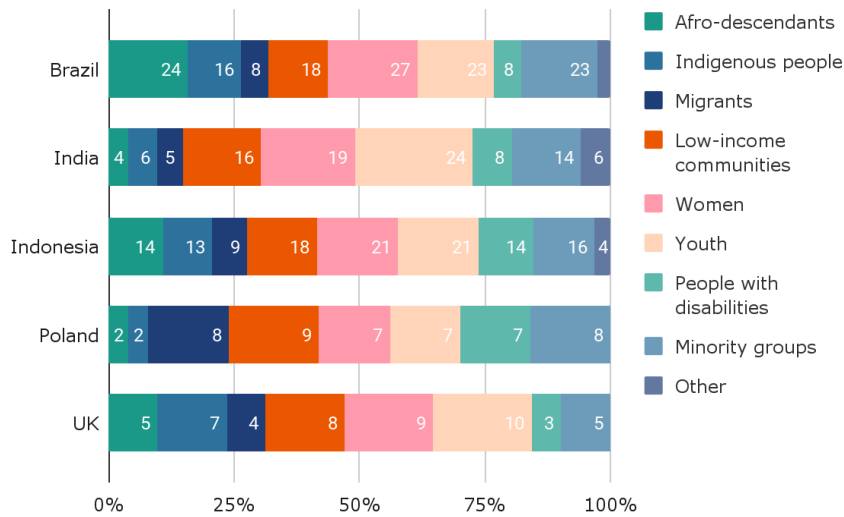
**Figure 19.** The level the project removed physical, transportation, information, and communication barriers or provided reasonable alternatives to enable meaningful participation [Q27-online survey]

In India, Biodiversity by the Bay acknowledged the importance of safeguarding the livelihoods of Koli communities as the indigenous inhabitants and caretakers of biodiversity in Mumbai. As lockdown restrictions were eased, the campaign's second phase and expanded time frame allowed PCL to connect with collaborators working directly with Koli Indigenous communities through on-ground activations and place-making initiatives, such as organising a photo exhibition in Versova Creek, Koliwada. The exhibition helped the community reclaim public spaces and youth to connect with their cultural heritage and identity. The country evaluators noted that with the continuity of the campaign, PCL was increasingly able to understand and address complex intersectional issues.

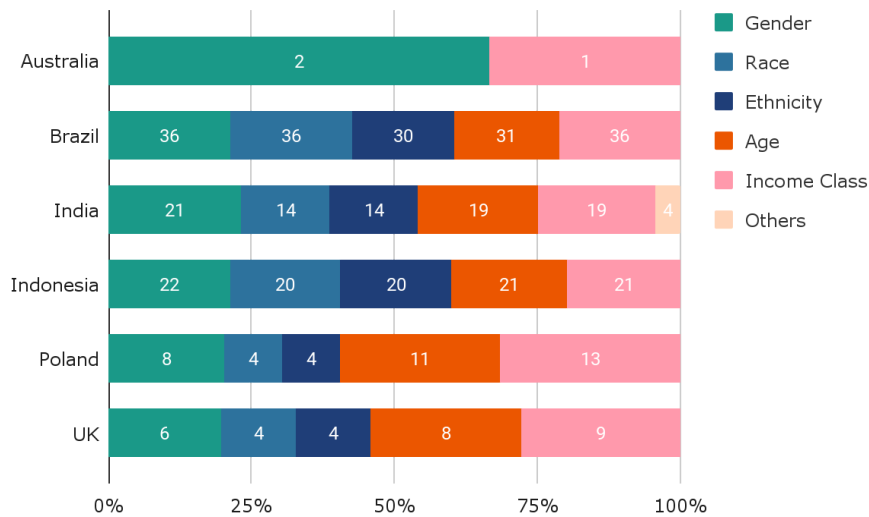
In Brazil, PCL successfully reached out to women, BIPOC individuals, youth, and/or those from marginalised communities.

The team's internal concern with intersectionality was shown in the results and conduct of the research ... exercise in empathy to know what the other person thinks, listening clearly and ensuring a result [that] is more diverse and less homogeneous. [11-204]





**Figure 20.** The level the project increased the position of marginalised communities [Q30-online survey]



**Figure 21.** The level the project addressed the stated bases of inequality [Q31-online survey]

Through IARA, they assisted different organisations comprising these groups to strengthen their climate campaigns and institutions [023], demonstrating many aspects of recognition and redistribution in their pathways for social transformation (Fraser 1995). After receiving financial support, training, workshops, and mentorships, the IARA participant survey results showed a significant growth in organisational capacity, campaign knowledge, and network expansion [023], which also included the engagement of youth, women, Afro-descendant, and Indigenous people as staff and in the monitoring group.

A PCL partner working on Vitamin N reflected how PCL tried to be socially inclusive, while simultaneously recognising the ‘white, middle-class’ bias the team might internalise in their campaign content creation:

However much it tried to be inclusive, it was difficult to make it a fully inclusive campaign. Everyone involved was from what I remember white, middle class in the planning. From my



perspective, there was an awareness of being inclusive. And then it was a priority. ... I wouldn't say that. It didn't feel like there was an attempt to target marginalised communities as the audience. And I think one of the challenges was partly linked to the fact that the environment sector as a whole is white middle class, because when you're creating content at home with people that you live with, like, the imagery you're going to be getting is from that kind of sector of society? [51-105]

Live + Breathe was intentionally designed to challenge this bias. Based on PCL UK's impact report, Live + Breathe reached communities most affected by toxic air pollution (around 100,000 or a third of local Lewisham residents). From the information gathered through EDF research and data provided by the Lewisham Observatory, it was evident that these affected communities were primarily of Black or Asian background [005]. By bringing the previously invisibilised stories, emotions, and voices of the Black community into the public debate through a new single, music video, and comic, Live + Breathe expanded the public engagement and representation within the existing UK climate movement (including of the left wing), which was previously largely a "middle class, metropolitan elite, which doesn't resonate with most people's lived experience" [008].

In the second phase of the campaign, Live + Breathe applied their lessons from Lewisham to Lambeth and Southwards, areas with "some of the worst air pollution levels in London and a disproportionately high representation of those most impacted by air pollution: young communities of colour" [002]. The campaign increased the awareness of young people of colour around the issue of air pollution that affected their daily life. As they were effectively engaged through cultural activities, they became more likely to take action and demand responsibilities of the public policymakers [*ibid.*]. As a result, **PCL was able to reframe air pollution as a political issue and highlight the local, environmental injustice** on a city and national scale [008; IKEA Foundation-002].

The country evaluators noted that so far there had been no documentation or studies about whether this political awareness leads to policy change and/or air pollution reduction that would transform affected communities' livelihoods and positionalities in the project areas. But there had been efforts to influence through a signed open letter to local councillors, even though community groups did not engage in presenting that. "While the community groups took action in workshop organising and signing of the open letter, most did not engage in higher lift actions like presenting the letter to the council. This audience will likely need further support to become more politically engaged" [002].

### **Effectiveness of PCL-facilitated partnerships**

**[E12] Relationship-building and co-creation are the key factors common across all successful projects.** Nurturing relationships with partners and local organisations is an important factor to allocate time and resources into. By operating a partnership model approach, PCL are also able to operate with a local or hyperlocal focus, building local capacity and convening to centralise local viewpoints; however, often hyperlocal campaigns need additional support. Whilst there is demonstrated evidence of co-creation between PCL and its partners, there is limited evidence of co-creation between PCL offices. In Brazil, the co-creation process with PCL Australia was very important in the global case and generated a lot of skills [61-301]; however, another respondent noted a "difficulty to connect work between the offices due to local





specificities of each campaign and project” [11-215]. There are opportunities for PCL here to expand internal as well as external co-creation.

Whilst co-creation works well for engaging communities and organisations and raising awareness, flexibility is key to the model and this means tighter deadlines and additional resourcing requirements. As one team member highlighted in the UK,

It was quite a stressful project to put into place. There were a lot of different moving parts. I think we consulted with a lot of different partners, and we did a lot of different things which made it quite intense.... timings were short, there were a lot of different partners involved, which made it quite complicated.

Working with staff, partners, and volunteers requires realistic expectations about their time and the resources needed. In the Bolega Bihar project, for instance, due to internal staff turn-over, the campaign strategy had poor knowledge transfer of the geography of Bihar and its audience.

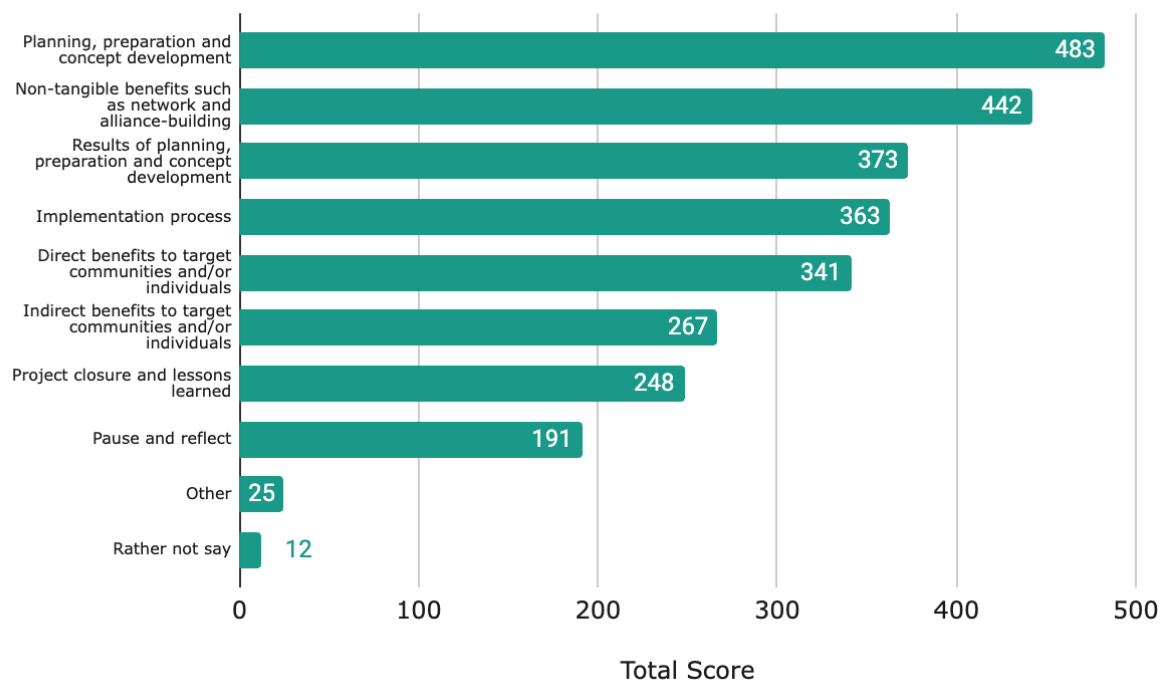
The model does demonstrate to future partners, however, that PCL has the ability to run community-led projects. As a non-typical operator in the climate space, this was noted as ‘critically important’ to a UK project partner to justify working with PCL. In looking to extend its work for an additional phase on this specific UK based case, PCL are working towards greater community-leadership, rather than PCL-leadership.

Meanwhile, in the global campaign, a respondent positively acknowledged that “the co-creation process with PCL was very important and generated a lot of skills. Knowledge sharing and learning among all countries who participated was very interesting” [61-301]. The way in which PCL is able to develop relationships based on mutual trust and respect has been critical to achieving long-term outcomes. A technical specialist working on Kembali Becik commented that PCL had good engagement with the government and NGO stakeholders. Without unnecessary and excessive discussions, PCL worked fast to form good relationships and create a culture in which these actors could support each other [31-110]. A respondent from the global campaign commented, “What contributed to success the most? Definitely our partners, with whom we’ve been building our relationship for years, so the trust was established. But our partners are professionals at a high level. They know what they are doing” [42-106]. Another respondent appreciated that PCL provided a mediator from their country to work in the global campaign,

I think it’s cool that there was a “local” contact, that I didn’t have to be in touch with someone from the USA, but that I was formally introduced to a Polish person that was always there to support me. Also I appreciate that we didn’t have to do countless paperwork and email chains, everything was clear and concise. Two signatures and done. Without the Polish mediator it would have been stressful. [42-103]

This finding also was supported in the results for the question regarding the aspects that worked well in successful projects in online surveys, where planning, preparation, and concept development were ranked the highest, followed by non-tangible benefits, such as networking and alliance building, as shown in Fig. 22.





**Figure 22.** The aspects that worked well in successful projects [Q33-online survey]

**[E13] Personal-level relationships were key for campaign co-creation with different partners and organisations, leading to the potential for achieving long-term outcomes in key geographies.**

Campaigns that had pre-existing relationships allowed for greater levels of co-creation, whilst in some instances where relationships did not exist before, it had been difficult to distribute materials (i.e. in Brazil) and effectively put across the message (i.e. Better Bury). In Better Bury, ‘community champions’ were the focus of the projects. Staff members relied on their own social network and personal relations for the project co-creation. “[The name of a PCL staff member] was really good because she knew lots about local community groups in Bury” [53-251]. A media partner for Poland Green Recovery said, “I think the main success factor was [the name of a PCL staff member]. She knows everybody and thanks to her we managed to gather the first and most important group of signatories (to gain momentum)” [41-106]. Likewise, in Brazil, PCL staff also used their personal social relations and most of PCL’s partner organisations were reached personally by the staff [12-211; 12-220; 12-221]. A PCL staff member stated that “to build the trustful relationship is a ‘little ant work’ and most [were done] at the backstage” [12-222]. This resonated with a testimony from a PCL staff member from Indonesia, who stated that “it is important to create a more personalised relation between PCL and the organisations to guarantee the realisation of the campaigns” [13-230].

**However, relationship holders changing roles or leaving PCL creates a void.** Evidence demonstrates that this is a risk with a lot of the relationships that PCL have fostered through key individuals, and it can pose an institutional risk, and whilst campaigns are generally well regarded, care should be taken to mitigate for this.

**[E14] PCL demonstrated a commendable ability to engage different stakeholders and facilitate dialogue among them.** In Indonesia, PCL supported respondents’ businesses and the community to negotiate for new regulations that stumble against RE businesses.



PCL initiated the meeting of RE representatives with the Vice President, Islamic Climate Community, State Electric Companies, and UN to communicate the issues experienced by people working on the ground. However, communicating about climate change to a wide audience remains a challenge in Brazil, particularly in the context of a difficult political narrative. The organisation displayed flexibility and fostered co-creation, maintaining an innovative mindset and a willingness to test new methodologies and tactics, thereby expanding knowledge and diversifying campaign approaches. The strengthening of Catholic, political, and environmental groups and the generation of knowledge, threaded messages, increased connection among different actors, and social media content were pointed out as PCL's main outcomes in all campaigns.

**[E15] Whilst platforms for knowledge-sharing are critical tools for sharing information, PCL users don't always feel equipped to utilise and understand them.** Although platforms were established to share knowledge and information in some campaigns, they were not utilised after the campaigns concluded, with a lack of training cited as one of the reasons for this by respondents in Brazil. In the case of IARA, there were three main challenges identified to reach effectiveness: logistics, such as the costs for transportation, food, and especially electricity and Internet access; a narrow and overlaid calendar in 2022 due to the elections; and a difficulty to measure the political impact or even the continuity of the organisations, although PCL is still in touch with them.

### **Effectiveness in stimulating action**

**[E16] In longer-running projects, links between project activities and actions were increasingly apparent.** In Biodiversity by the Bay, the long-term engagement enabled young people to create solutions that might be taken up by the city, like recommendations for city parks and biodiversity conservation. By establishing connections through various campaigns and collaborating on solutions throughout the project's multiple stages, PCL was able to gradually increase the likelihood of including local decision-makers and fostering ongoing dialogue, similar to their approach with the Mumbai Climate Action Plan [071]. The campaign also equipped young people with approaches and tools that would be useful for them to take actions, such as the action plans, fellowships, network connection, and the MMM collective structure [21-205]. Collaborators successfully set up a Biodiversity Agenda in the Government Department Biodiversity Management Committee (BMC)-NGT Order. As a result, the Mumbai Mayor passed a resolution on BMC and in Bhandup pumping station village an ad hoc BMC was set up involving locals [21-101; 21-221].

Conversely, in Poland Green Recovery, PCL struggled to see their contributions in promoting individual and systemic change in such a rapid response campaign, especially for more conservative audiences and participants. In the project debrief, the team reflected, "could we fold this work into the work that the Jagellonian or Global Catholic Climate Movement (GCCM) are doing?" [050]. For more experienced organisations such as WWF and Energii Forum, the campaign was a reminder to keep doing what they did, i.e. meeting different Ministries to push them into making the right call. To make PCL's role and contribution more specific, the team expressed the need to identify opportunities for impact (which would be another initial stage in a co-creation process) and to focus on more specific issues or local municipalities [*ibid.*]. Similarly, in the global campaign, respondents said it was uncertain how effective inoculation would be in the long-term



when counter campaigns continued to inundate target audiences with revisions and other messages. A respondent from Australia pointed out, “There is no monitoring of the effectiveness of inoculation after the completion of the campaign” [61-501]. Another respondent agreed, stating,

It was very difficult to understand the results of the campaign, no monitoring and short time of the campaign made it even more difficult to capture its outcomes. Agribusiness fake news and misinformation has a much longer history and a stronger message [61-301].

**[E17] Engagement with the government and political candidates didn’t necessarily indicate long-term outcomes would be reached as this has not always translated into policy commitment and/or implementation.** Policy influence yields mixed results. PCL was able to influence policy in some campaigns, whilst others had difficulty to do so. In more mature experiment settings (i.e. India), these conversations have opened a way to policy advocacy and agenda. Nevertheless, the PCL team acknowledged that the government’s response didn’t automatically translate to policy commitment and further, good policy implementation. For example, even though the digital signature campaign was acknowledged by key decision makers, the process of legal policy making and implementation was longer than what the team estimated [046; 21-204]. “Policy wins need a long road of sustained campaigning and more inroads into working closely with governments and corporations.” [046]

In Election Hub campaign in Brazil, respondents expressed difficulties in measuring the impact of the climate campaign materials shared to CSOs and political candidates on the election result and whether they would be translated to policy commitment [11-218; 11-219; 11-234] even though the content created “opened a way to create policy agenda ... understanding that climate change is not a privileged cause, but that it articulates [problems of] social justice, transport, and the city” [11-206]. In Live + Breathe, although community groups actively participated in organising workshops and signing the open letter, the majority did not take further steps, such as presenting the letter to the council. It was apparent that this audience would require additional assistance to enhance their level of political involvement [002].

In rapid-response campaigns, despite being able to convene a diverse range of community members and organisations to sign open letters to the government, there were difficulties to see if their campaigns had led to the change they wanted to see. For example, the Poland Green Recovery team reflected that they “didn’t manage to change the reality”. They experienced frustration dealing with the Polish administration, i.e. when the Prime Minister announced that the National Recovery Plan budget would be blocked after their first open letter.

### 4.3. Sustainability

The third and last line of inquiry for this evaluation is in terms of the sustainability of IKEA Foundation-funded PCL work. Table 8 recaps the EQs in relation to the aspects of sustainability.



Category of questions	Evaluation Questions (EQs)
3. Sustainability	3a To what extent are PCL's outcomes sustainable in key geographies following the campaigns implemented?
	3b To what extent do PCL's campaigns adapt well to new opportunities and issues?
	3c What other influences has PCL had in key geographies, including unintended ones?

**Table 8.** Sustainability: Evaluation Questions (EQs)

The evaluation intended to look at the sustainability of campaigns/projects by exploring two key aspects: (i) sustainability of the results and (ii) sustainability of the mechanisms through which campaigns were delivered. The former looks into the lasting or scaling effects from the results of the campaigns/projects while the latter looks into the likelihood that PCL's model and approaches can continue to be used or adapted in new or other projects. Additionally, in both these aspects, the evaluation sought to explore both the intended and unintended sustained effects from PCL's campaign work.

The collected data allowed us to make observations and gain insights mostly on the sustainability of the model/approaches, while there are gaps in capturing insights on the sustainability of the results.

### Sustainability of the results

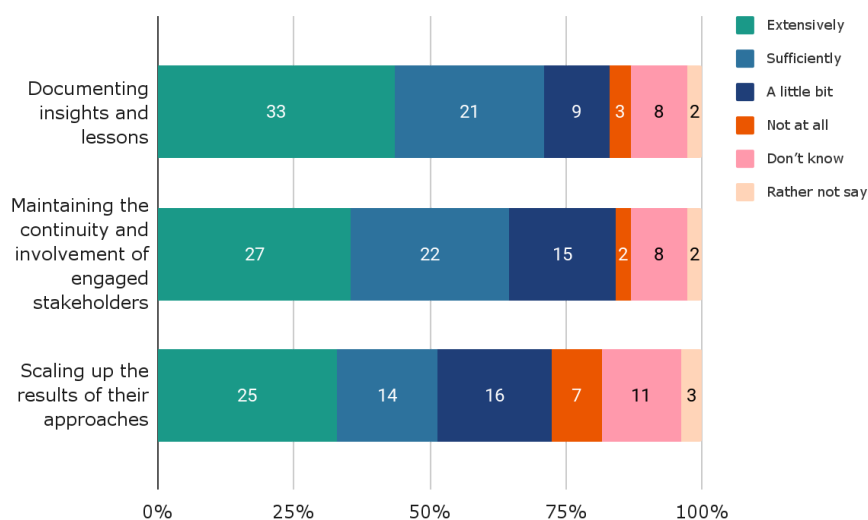
**[S01] One enabler affecting the sustainability of PCL campaigns is related to the formation of partnerships, networks, or collaborations and the context-specific partnerships that are created.** In Indonesia, for example, the local partnerships that were formed suggest that the alliances may continue to build upon the work that was done under PCL [31-101; 31-102]. The Green Pages campaign developed a directory for 100 green businesses: accommodation, transport, tour operators, shop, food and beverage suppliers, and more and involving 20 government organisations and CSOs that had not collaborated before in the past. A collaborator in Indonesia suggested that the PCL partnership was one of high quality, suggesting that PCL manages its partnerships by trusting its collaborators and providing rigorous feedback and continuous engagement for all the activities they conduct with partners. This has allowed local partners to continue dialogue with the government after the completion of the campaign and to continue to attempt to influence government plans [31-112, 31-113, 31-116]. Another respondent from Poland suggested that

The campaign itself wasn't the end. Later in 2021 together with PCL and others we decided to openly address the Prime Minister regarding the KPO. A public discussion was organised and 60%-70% of what people brought up was included in the budget. I think it's exactly because people remembered about our campaign from 2020 and wanted to continue the work. [41-106, see also 41-101; 41-102, 41-106; and in Indonesia 31-103; and 21-224; 23-226 in India]

Looking more closely at the collaborators' responses, all of the activities listed below are considered to be extensively sustaining a project or initiative (Figure 23). These activities



include documenting insights and lessons, maintaining the continuity and involvement of engaged stakeholders, and scaling up the results of their approaches.



**Figure 23.** The level of the stated activities that allow projects and initiatives to be sustained [Q42-online survey].

**[S02] PCL and its collaborators see their work contributing to lasting change, which may not be evident when examining on a campaign-by-campaign basis.** As one respondent stated, “it’s about getting people to realise that, even two millimetres of change, you know, over time it was making a massive amount of difference. Ultimately, I think, it’s changing people’s habits” [53-250]. In some instances, campaigns that have not been successful in terms of reaching their intended targeted results, have still proven useful for learning and as a springboard for further actions. For example, “The “Lakh ko Pachas’ work does not sit in my most successful set of campaigns, I would say, but it gave us a lot of learning, and has contributed to us creating what we call the Sustainable Mobility Network. ...[ it has led us to] anchoring 15 plus organisations at different city chapters to push for city level change. [23-241].

**[S02.1] There were concerns that short-term campaigns might not lead to lasting relationships or results.** Some of the short-term nature of the campaign was by design (testing, experimentation, or rapid response) whilst others were due to the constraints of the pandemic. Respondents expressed that the short duration sometimes contradicted the campaigns’ approach and work plan. In Better Bury, for instance, while the work had been perceived as being successful, it had been highly labour intensive. “This approach would be more appropriate where we can support longer and larger-scale campaigns, giving a higher return to the up-front work needed with campaign design” [082].

A PCL staff respondent from Poland commented that they would benefit from a longer duration, “I would use more time. Not to make anything better, necessarily, but to be more detailed, reach more people. Of course, it would be great to have more money for advertising to achieve bigger results. And I think it would allow us to (have some buffer time)” [41-206]. Similarly, a partner content creator said, “Well, surely we had some minor issues with deadlines. The timeline was so short. But it caused more stress rather than



disappointment” [42-102]. In the global COP 27 case, there was also a call for more time from all the implementers, even though the design was to address a fixed event.

In India, a respondent working with the Garden Department of Brihanmumbai Municipal Corporation (BMC) suggested that due to some campaigns’ short nature, it would be helpful for PCL to revisit strategy, evaluate effectiveness of their campaign, and measure the impact [21-112]. In Indonesia, some partners assumed that PCL had a short-sighted vision and could not plan for a long-term campaign. They related this to PCL not opening up space for partners to participate in the whole planning and strategic-thinking process, despite them being communicative in other processes. “The sub-grantee period was too short. It is either two months and four months ... It is not directly yearly [31-112; 31-113]. They also commented on administration and coordination, “Although day-to-day interactions were simple and effective, the PCL administrative system was too long ... they had to communicate with different offices in the US, Australia, and Indonesia” [*ibid.*].

A campaigner and a co-creation partner from Brazil thought that projects’ abrupt ending weakened the possibility to create a durable connection between the organisations and PCL. They suggested more face-to-face relations to do so. As a consequence of the short project timeframe, the platforms and the projects weren’t completely reviewed or had no follow up. In the case of Francesco Economy, one of the goals of the campaign was to create a platform to integrate all the initiatives being implemented by different organisations. The platform was created; however, the organisations faced difficulties in utilising it effectively due to a lack of follow-up sessions to provide guidance on its usage. A longer time frame would also be important to strengthen the organisations that already existed and worked with the theme [12-220; 12-135]. A PCL UK staff member commented, “In the ideal world, you’d have infinite money, infinite time with people, but you just don’t. ... there will always be more time (we need to spend) with the people, like more checking sessions ... in the future, just to make sure everything’s going well, or if they need help with anything” [53-251].

A PCL global staff member from India acknowledged these concerns and explained the way PCL designed their projects with a longer-term perspective, while committing to shorter-term activities.

I’m sure you’ll hear from some people that say, but they (Purpose) don’t take a long-term view which holds us back, and my thinking is, the way I come to this, we come to this strategy, has a long-term piece, so why we chose Mumbai, why we chose young people, and have a long-term thinking. Why we chose Bihar, why we decided to work in DRE and you know, with agricultural and health, ... does have a longer-term thinking to it. But we are just committing to activities in a shorter term. So it’s not so hard to then say, stop, because otherwise the emotions are too high, and you keep playing wait and watch, that you know it’s coming, it’s coming, whereas if you design your activities for a short term, you’re forced to think what next. But the view, and the end goal is always with the longer-term perspective [23-241].

**[S03]** Digital media analysis shows that in most cases, **digital media presence degrades after a campaign is completed**. As the figures below show, several campaigns returned to pre-campaign levels shortly after the completion of the campaign. While this would be expected more for campaigns that used digital media incidentally or for the purposes of



promotion only, even campaigns in which digital media was integral to the campaign showed this trend, as shown in Figure 24 below.

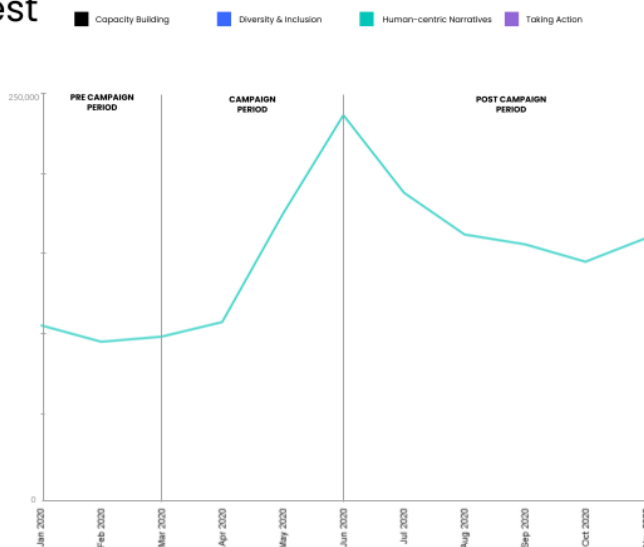
## Vitamin N shows moderate ability to sustain user interest in environmentalism

### SOCIAL ANALYSIS

While the campaign successfully generated initial interest and engagement during its active period, the sustainability of user interest can be observed through the continued growth in climate-related searches post-campaign. Although the growth rate is relatively modest, it indicates that the campaign's messaging and impact had a lasting effect on individuals' ongoing curiosity and exploration of climate-related topics.

**+5%**

increase in climate-related **searches** since the campaign's end in June 2020.



**Figure 24.** Vitamin N social media before, during, and after the campaign

Live + Breathe is unique among the selected cases as although PCL stopped funding the campaign, it was taken up by another funder. In this case, the continued use of social media tags related to the campaign continued after the completion of the PCL-funded portion of the campaign.

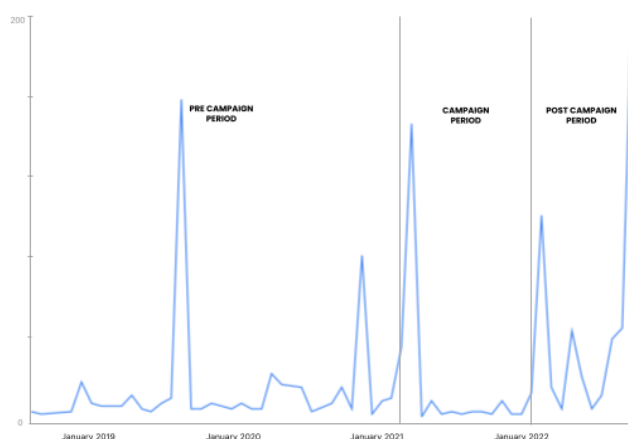
In addition to strong correlation between Live + Breathe and social data spikes, post-campaign data speaks to its sustainability

### SOCIAL ANALYSIS

The frequency with which users are discussing climate-related issues in South London has increased since the campaign's end, as the campaign has continued under another funder.

**+130%**

increase in climate-related **posts** since the campaign's end in July 2022.



**Figure 25.** Social analysis: Live + Breathe campaign

## Sustainability of PCL's model and approaches



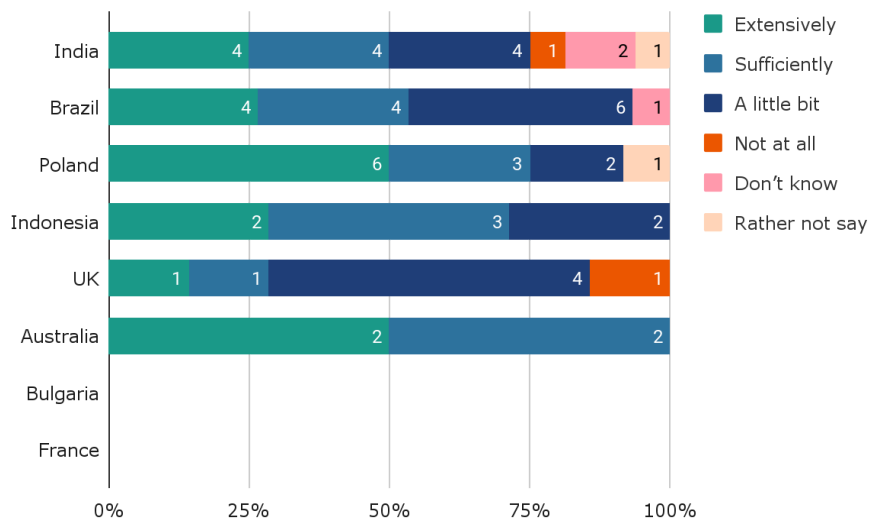


**[S04] Another enabler of sustainability is around the importance of positioning messaging in a way that other media and social media outlets can propagate it.** This strategy serves both to strengthen the campaign itself, and to position its aims to continue even after the campaign period has ended [42-102]. For example, in India, the campaign developed statistical-based data from its research that were picked up by local media to “highlight how miserable or deplorable the condition of buses are, because there are not enough buses” [23-243]. Similarly, finding a digital place for key messaging played an important role in enabling audiences to know where to go to learn more, but this strategy was difficult to implement in the short-term campaigns as elaborated by the following respondent in Poland:

We felt quite strongly that having a landing page or a microsite would have been really beneficial for the campaign because it didn't have a home. So using the hashtag, which, you know, is a perfectly valid tactic in these circumstances, you know, where there wasn't really the time or the necessarily the results to create a landing page. But it's very difficult, certainly from a media perspective for journalists to refer to something and drive people to follow something that doesn't have any kind of home online. So that was tricky... There wasn't time to build a really effective digital presence. But in a different set of circumstances, I think we could have had quite a simple landing page, because the purpose devised, you know, the look and feel for the campaign, you know, it had its own visual identity, all of the assets, you know, followed a certain kind of look and feel. So we had, you know, the sort of tools, if you like, to replicate that on a landing page, but yeah, just not the luxury of time. That would have been, that would have been nice to have, but it wasn't essential. [51-111]

**[S05] Multiple respondents also commented on the quality of documentation in the PCL campaigns, suggesting that these processes allowed local collaborators to re-use materials that had been developed in the PCL campaign** [31-112, 31-113]. This was found in the COP 27 case in which the framework that was developed as part of the IKEA-funded work was documented and is being used in other contexts, such as by GreenPeace Argentina and to address disinformation leading up to the Indigenous Voice referendum in Australia [61-501]. Similarly, there is evidence to show that journalists continue to use the tools they learned through the campaign to address disinformation [42-105;42-106;11-206; 11-207; 11-209; 11-217; 11-234]. Meanwhile, although the documentation and frameworks continue to exist and are available, **there are also concerns that without training, they will not be able to be used effectively** [61-501]. Notwithstanding, when collaborating partners were asked to what extent they continue to use approaches they learned from the campaigns, most respondents reported using at least parts of what they had implemented in the PCL campaign in other contexts, as shown in Figure 26.



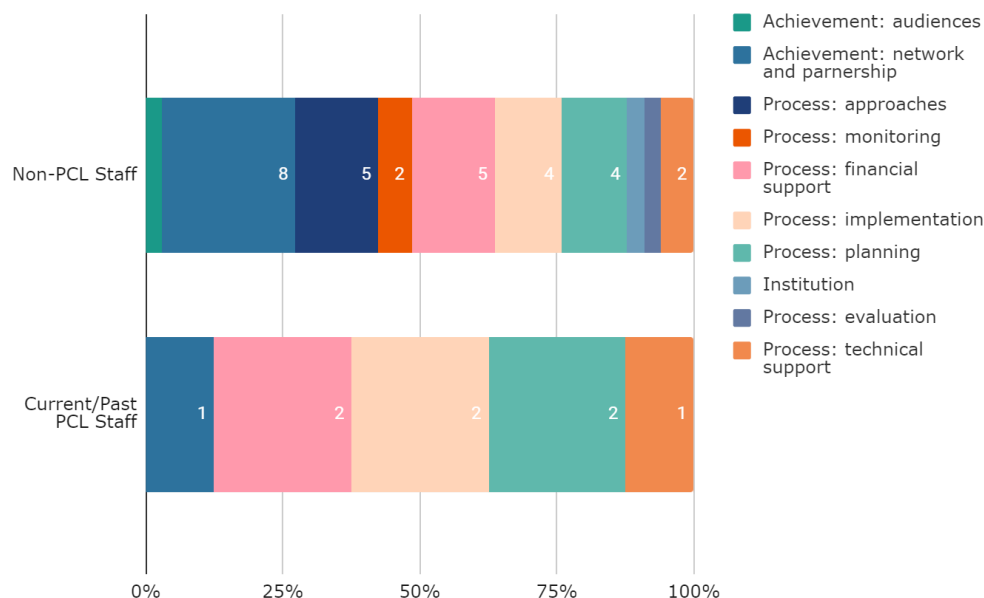


**Figure 26.** The application of the approaches (or part of the approaches) that were used in the project in your own / your organisation project [Q44-online survey]

**[S06]** There were also a number of challenges presented to the sustainability of PCL’s work. The most frequently raised challenge by respondents was that the **campaigns are often characterised as relatively short bursts of intensity that can fade after the project funding is completed**. As a Brazilian respondent commented pertaining to the Election Hub campaign, “a high level material about climate change was created, but it was underused – could be reused in new political campaigns” [11-234]. Another echoed these sentiments by saying that “it is a challenge to maintain the organisations gathered up after the elections” [11-209]. A respondent in India commented that limited budgets and short-term campaigns do not ensure continuous engagement with the community [21-207; see also from the UK 52-102, 52-124, Poland 42-104; 31-105 in Indonesia].

Additionally, when asked through the survey in an open-ended question on what PCL projects should do to sustain their projects and initiatives, the responses touched on elements of both the project process and project achievement. Most responses from non-PCL staff mentioned achievements in networking and partnership as a way for PCL projects to pursue sustained efforts, while the responses from PCL staff were distributed among process elements of financial support, implementation, and planning, in addition to mentions of technical support (as process) and network and partnership (as achievement) as ways towards sustained efforts. Figure 27 breaks down the categorisation of these responses and the number of mentions for the categories, disaggregated by whether the response came from a non-PCL or PCL staff. The full texts of the responses are given in [Annex I](#).





**Figure 27.** What are other ways the {project} should do to sustain its project and initiatives? Disaggregated by non-/PCL staff [Q21-online survey]

**[S07] Some campaigns and projects were found to not be scalable, which is part of the experimental approach the PCL takes.** The hurdles to scaling are several. For example, the innovative solution *New Catch in Town* could not be scaled up, due to the deferment of the local elections in India [21-207]. Scalability, according to respondents, is less about PCL’s capacity and more about that of their collaborators. As one respondent said, “We would have to think it through, of course, what materials to use, who to collaborate with on what, etc. But it wouldn’t be a problem with PCL. Their campaigns are always organised and thought through” [42-101; see also 42-103].

**[S08] The campaign phase-out strategy was not always clear to all stakeholders, creating missed opportunities to make results more sustainable.** For example, while wrapping up Live + Breathe in the final workshops, a member of one audience organisation expressed concerns and doubts about future activities and compounded their existing concerns about the ‘stop/start’, ‘one foot in/one foot out’ nature of this project. It also made it difficult to post clear goals about the next steps on social media (which this organisation argued needs to happen to create lasting change). This lack of clarity about the next steps contributed to engagement with this project falling away [51-110]. Similarly, another respondent claimed that the Impact on Urban Health campaign needed to have clearer goals/direction [52-106; see also 31-105 in Indonesia]. Meanwhile, **some campaigns experienced focus drift, which compromised the sustainability of the efforts.** A Vitamin N collaborator mentioned that they, “sort of fizzled a bit for us because we were sort of shifting focus” [51-105].

### In relation to scalability

Upon reviewing PCL’s Phase II proposal, PCL elaborates more on scalability while mentions of what constitutes sustainability is limited [111, 119]. Both forms of the proposal do not use the terms ‘sustainability’ in relation to how their process will result in lasting or sustained



effects. The emphasis was on being a ‘mover’ of things and being at this stage for Phase II (2019–2023), rather than as a producer of results.

**[S09] Responses from the cases touched more on aspects of continuity and scaling of campaign activities, rather than efforts on maintaining lasting effects from the campaigns themselves.** With PCL’s prior emphasis on scalability, this suggested that the campaigns were able to uphold that intention. Meanwhile, it is less direct of an answer if asked about sustainability in terms of the lasting results from campaigns.

**[S10] The cases uncovered that there are multiple interpretations of what sustainability can constitute, including multiple understandings of it in different geographies.** There was observed to be a gap between the effectiveness and sustainability of campaigns, with each country seeming to understand sustainability differently and defining this at varying scales. For example, in Indonesia obtaining tourism certifications and installing solar panels are seen as achieving sustainability while in India, sustainability is looked at as a handover of conversations to a local collaboration common platform.

In their assessments of the cases, the country evaluators questioned what sustainability means in terms of PCL’s work and how partners and collaborators perceive the work, including how aligned the understanding of sustainability is between PCL and their partners and collaborators.

each country seems to understand sustainably differently... how would PCL define it and link it together? [Country evaluator assessment – Evaluators triangulation meeting]

they spoke a lot about being at the forefront of change, does passing something on mean they have achieved this? [Country evaluator assessment – Evaluators triangulation meeting]

but is that the kind of sustainability we’re assessing? Is it not about sustainability of the change instigated, outside of PCL? [Country evaluator assessment – Evaluators triangulation meeting]

[The] Thinking is that they were effective in creating a narrative for change. But the overall narrative changed and this relates to sustainability. They were able to create and share, but will people believe in the narrative compared to other narratives that have been out and around longer. There is a lot of knowledge sharing and data, but the ending didn’t make it last. It was effective in increasing capacity but not able to make it last. [Paraphrased country evaluator assessment – Evaluators triangulation meeting]

PCL’s work has led to campaigns happening and reaching new audiences and in some instances scaling them towards a broader or expanded reach. It is, however, still difficult to expound on how the results of the campaigns are being sustained and escorted towards the intended environmental and/or policy changes. If PCL’s activities are thought of as a chain that enables (1) campaigns to happen, which then leads to (2) environmental and/or policy change, the cases from the evaluation have not yet provided evidence to substantiate that the work has reached that stage. While the initial Phase II proposal did not explicitly state this intention, the rethinking and development of the GLM may have prompted questioning of the work towards this stage.

The gathered responses from the cases noted many comments on how the campaign process and implementation provided learnings on the process and led to an expansion or continuation of said process. This harks back to the point above, that the work built in



the past four years is at the stage of solidifying, iterating, or the trial-and-erroring of doing campaigns based on the 'Lab process' model. This does not negate the importance of what has materialised, and rather is mostly a matter of PCL being able to appropriately identify and communicate this as an important exploration of the means, i.e. the model, that will continue to develop. In other words, if it is determined that the experimentation of the process needs to continue, how can PCL best show that with each cycle of iteration, the efforts lead to a more mature form of these means? In terms of sustainability, is it the 'perfected' means that are meant to be sustained or is PCL looking towards an end that is then meant to be sustained?

This suggests that while PCL's journey began with an emphasis on scalability, with a progression towards enabling the enacting of change, there is the need for a more explicit (i) acknowledgement and (ii) refinement of how the results, outcomes, and effects of PCL projects and campaigns are intended or expected to last and be sustained – in addition to the scaling of their approaches and processes.

## 5. Conclusions

In this section, the findings are synthesised and their effects analysed. This section, like the results section, is divided by the three primary evaluation question themes: relevance, effectiveness, and sustainability.

### 5.1. Relevance

1. PCL's projects were **effectively designed to have context-specific approaches** and were tailored to connect with the concerns, values, and emotions of the respective audiences in each context. They are generally aligned with PCL's aim to translate and humanise climate topics to make them relatable and understandable for different audiences.
2. PCL adopted a **data-informed approach** to map and test different audiences' responses to climate information and messages. Scoping studies and research were important to understand audience preferences and to craft effective messages. The feedback obtained from audience responses was used to refine the campaign strategies and iterate on the messaging. Approaches to data collection and analysis varied by project, but were consistently used in line with an overall experimental approach.
3. PCL projects were designed to create **open fora to bring together individuals with different perspectives and attitudes**, aiming to reduce polarisation and stimulate debates. These open fora provided opportunities for information exchange and potential influence across different groups, which is a novel approach.
4. **By incorporating relatable and engaging content, PCL has helped make climate action more accessible to a wider audience.** PCL's campaigns targeting disengaged and conservative audiences encouraged them to start with simpler, approachable actions related to climate change.



5. Capacity-building projects for climate activists, especially those led by historically vulnerable groups, have **strengthened organisations, provided resources, and stimulated regional ecosystems.**
6. **Longer-duration campaigns allowed PCL to conduct in-depth audience research,** message-testing, and coalition work. This approach enabled a better understanding of specific audience preferences and the development of effective strategies to engage with them.
7. **Targeting conservative and right-wing audiences with climate justice contents posed challenges for PCL.** Content related to sensitive topics, such as race, gender, and climate, faced negative reactions from some of these groups specifically, while others were more receptive.
8. **Progressive campaigns targeting audiences already concerned about climate change and open to discussing the topic were more successful in establishing a link between the climate conversation and action.** These campaigns allowed for deeper engagement, provided space and time for participants to delve into the complexities of climate change, and motivated them to join actions. They also had a strong social justice perspective and spanned longer periods, aligning with the goal of a diverse, equitable, and inclusive climate movement.
9. PCL sometimes faced **challenges in adapting campaign designs to include underrepresented groups, such as rural women, in decision-making processes.** The lack of experience of some collaborators and slow response from local governments hindered the implementation of activities targeting these groups.
10. **The Global Logic Model (GLM) provides helpful guidance for campaigns, but there are questions about result measurement and its appropriateness for PCL's work.** The GLM is aligned with the organisation's goals but has faced challenges in measuring outcomes and impact, particularly in rapid-response campaigns that may have different indicators of achievement. This could be related to the only recent implementation of the GLM

## 5.2. Effectiveness

11. PCL projects are **effective at delivering short-term results, with a focus on targeted local and hyperlocal campaigns,** a niche that is not currently serviced by others in the sector. Longer-term results are emerging, however, under the new GLM and among newer projects.
12. Effectiveness was demonstrated in **raising awareness of climate issues across all countries, with links to art and culture highly relevant tools for engaging new audiences, but there is a 'missing middle' between logic and behaviour change, particularly at the global level,** with effectiveness demonstrated in raising awareness of climate issues, but less in raising capacity and action, with



intermediate outcomes met across some goals, but gaps in demonstrating behavioural change.

13. **Campaigns that took a hyperlocal approach and focused on specific communities or regions were perceived as more impactful.** By engaging with local artists, influencers, and community members, these campaigns raised awareness among specific audiences, centred communities of colour in advocacy, and amplified local stories. The hyperlocal approach built a sense of belonging, trust, and mutual respect, which likely led to stronger relationships and increased participation.
14. PCL tended to demonstrate long-term strategies with short-term implementations. **However, the short-term nature of most projects can lead to feelings of disconnect with the long-term strategy and may have uncaptured opportunity costs.**
15. **Short-term campaigns are not meeting the long-term outcomes as prescribed in the logic model, while the effectiveness of some campaigns are unclear.** However, short-term campaigns are largely meant to experiment with the strategy, which does support the development of some intermediate outcomes and lead to overall long-term impacts. Longer-term projects had indications of identifying and addressing intersectionality issues.
16. **Collaboration through an effective process is key to the approach,** including the collaborative development of project concepts and facilitating connection and collaboration.
17. PCL stands out for the **effectiveness of its approach to messaging, specifically its ability to deliver complex technical messaging in digestible and user-friendly formats for a wide audience uptake.** Content creation is widely viewed as a core strength for PCL and it has an ability to transform technical content for a range of audiences. The campaigns selected all demonstrated multi-faceted approaches, with different communications for a variety of audiences. However, there is a need for co-creators to have a greater understanding of the time and resource commitments required, with the model largely dependent on partner platforms and inputs.
18. **The ‘stop-start’ nature of short-term projects may compromise their overall effectiveness, and looking for extensions or continuations can cause confusion and leave there being no end point.** There is a need for clearer exit strategies moving forward. Whilst campaigns might be short term, there is a long-term vision or reason for undertaking them, they are not simply random. This needs to be factored into work with stakeholders, so that everyone is on board with the overall vision and direction. This characteristic may be related to the experimental approach that PCL takes. Some experiments fail, which is an acceptable outcome of such an approach, but either re-trying or linking to subsequent projects can leave collaborators uncertain and unclear of the strategy. In other instances, there are apparent discrepancies of whether or not a project has failed, in which cases collaborators who feel it was successful are unclear about why it would not continue, signalling the need for a better engagement with collaborators on what



the experimental approach means, and more discussion about whether or not the experiment has failed.

19. There was a **high variability in effectiveness in terms of digital media engagement**, suggesting a need for a review of the VfM and the need for a greater body of research on the impacts for different target audiences.
20. **The global logic model serves as an internal monitoring tool and guidance toward a unified set of long-term results, but needs to be better understood by campaign actors and stakeholders to understand long-term project impacts and goals.**
21. **PCL's white label approach is effective at the local and hyperlocal levels, but for global influence and change there comes a need for recognition to drive the narrative and impact.** Several respondents pointed to a need for PCL's work to be better known, which is compromised by white labelling.

### 5.3. Sustainability

22. In designing their campaigns, **PCL has scalability of the campaign in mind** though it is still often met with challenges due to their experimental underpinnings. Scalability **speaks more of sustaining the process** of creating, maintaining, or continuing implementation of the campaign **and not necessarily of its results.**
23. Aspects in relation to **how the results of the campaign can be sustained (and not just the process) are not yet clear**, which may be due to the need for PCL to view campaigns beyond a single campaign as its own entity and moving towards understanding how a set of campaigns could be expected to work together to achieve a shared goal or to enact a shared intended change. Other related contributors to this include PCL's current ongoing internal process of rethinking the positioning of their organisation, and in extension their campaigns, within the climate movement space.
24. Campaigns that fostered the formation of networks or partnerships viewed the created **network and partnership as vehicles that would carry forward the efforts and results** of the campaign.
25. In efforts to scale campaigns in terms of continuity or geographical expansion of the campaign's message or narrative, **PCL-generated messaging and media-driven materials are well-regarded and have generally been found to be reusable** by partners intending to take on the task of continuing on the work started by the campaign. There is, however, an **identified need to incorporate more training or guidance in using these messaging and materials for partners** to use independently beyond their engagement with PCL and the initial campaign.
26. **Factors found to hinder campaigns from achieving and/or incorporating sustainability were the campaign duration, phase-out strategy, and midway focus shift.** Shorter-duration campaigns face difficulties in continuing their efforts once they are no longer funded. While PCL campaigns tend to gain positive





momentum during their implementation, partners noted that either the campaigns lacked a clearly communicated exit strategy or long-term goals, which was a hindrance in continuing, expanding, or sustaining the previously built momentum. In some instances, while they practised agility by enabling a shift in focus, the shift itself discontinued the previous work's efforts and even hindered it and its results from being further continued, scaled, or sustained.

## 6. Key strategic considerations and ways forward

Learning from the conclusions, which are based on the findings, this section provides suggestions for the key strategic considerations and some possible ways forward. The evaluators have also taken into consideration suggestions from respondents. Each point was assigned a subjective level of confidence from the evaluation team as **high** or **medium**, indicating how confident the team is that based on the data, this action would move PCL closer to achieving its goals. Like the past sections, considerations of the ways forward are divided into relevance, effectiveness, and sustainability.

### 6.1. Relevance

1. **Campaign designs should consider the contingent contexts and anticipate the momentum and topics that may come and go.** Some suggestions included reconsidering the selection of stakeholders and ensuring inclusivity, especially taking into account the positionality and vulnerability of marginalised groups, and local communities. PCL has a certain niche in influencing actors in positions of power and influence or those that are subject to misinformation; however, a lens that considers how these initiatives affect marginalised sectors of society could help directors towards social justice. There were also reflections on the need to allocate attention and budget to regions beyond just the major cities.
2. **PCL needs to revisit its expectations, design, and strategy to effectively engage more conservative and right-wing audiences,** particularly in regards to climate justice topics. While having this focus in the first place is fairly novel, challenges have emerged that suggest a continuing effort to experiment with how to reach these audiences and to compete with other groups pushing conservative anti-climate change agendas. Some tools are emerging, such as the disinformation framework, which could have broader application.
3. **Intersectionality should be integrated into campaign design and strategy to push for an inclusive approach and implementation.** Some campaigns and projects have been able to do this better than others and finding what works may have application in other contexts, but especially in dimensions of intersectionality, like class, race, and caste, which require very different considerations in different approaches.
4. **Allocating resources for longer-term engagement with privileged audiences should be balanced with supporting frontline marginalised communities who**



**are directly impacted by environmental injustices.** Depending on the country, this balance may look very different. This consideration does not mean that PCL has to be everything to all people, but that as an example, where working with marginalised communities is not part of PCL's strategy, alliances with other groups that could complement PCL's work could be formed to ensure that its work complements the work that others are doing.

5. **Long-term engagement and building relationships of trust are crucial, particularly for addressing deeper topics, like climate justice.** This means that short-term campaigns and actions are still relevant, but should be understood in the context of longer-term strategies that can adapt to changing contexts.
6. **PCL needs to apply more resources for monitoring project results, and ensuring evidence generation.** The local context is often deemed crucial, and having a permanent specialist in the team was suggested as one viable option. Additionally, there were difficulties in fully understanding the meaning of measuring outcomes and impact through metrics like hashtag usage, and while there are reasonable assumptions about changes in awareness, there is often little ability to understand the effects beyond those.

## 6.2. Effectiveness

7. **Short-term campaigns would be more effective if they were better linked to proof of concept and clearly operate under a 'strategic' or test category to avoid a disconnect with the long-term strategy.**
8. **Focus on the local and hyperlocal approach, with attention to effective resourcing and impact.** Hyperlocal campaigns excite and motivate and reach new audiences, but more effort is needed to scale them up so they can be more impactful. If there is a recognition that social change and impact are important to influence change from the bottom-up, then a hyperlocal approach should be seen as a first step in a long-term approach.
9. **Focus implementation on action-oriented goals, with longer-term campaigns targeting shifts towards behavioural change.** For action-based goals, time and resources for promoting shifts and changes need to be present, which would help to better achieve results in goals related to behavioural change.
10. **Treat rapid-response projects differently in terms of goals, impacts, and resources.** These are understood as important and context-specific, such as those related to an election or COVID-19, but their contribution towards the GLM goals is not always clear (although increasingly so). This does not suggest they are not worth doing, but clearer policies are advisable on in what instances these types of campaigns and projects should be conducted and whether or not there is a threshold in terms of the amounts of energy and resources that are put into them.
11. **Continue co-creation, but ensure capacity within co-creators is available and they are aware of the time commitments required.** This suggests spending more time working with co-creators and collaborators on the experimental approach, longer-term strategy, and the capacities in place or in need of development.



12. **Review of VfM for digital media engagement and need for a greater body of research on the impact for different target audiences.** Research shows that climate change communications does have an effect on public behaviour, but (1) the extent to which increased awareness and even consumer behaviour influences decision-making about the drivers of climate change remains indirect at best, and (2) there are dramatic differences in the logics of the Global South and North in terms of the extent to which elections and policies are swayed by the climate crisis.
13. **Consider branding some of the global work to build brand recognition in the climate sphere.** While hyperlocal approaches and white labelling are valuable in some contexts and bode well for the local ownership of campaigns, outside of PCL there is not considerable awareness of what PCL does and how they fit in the climate change space. Making this more clear could also help developing linkages with other actors working in a related space but not able to do what PCL does.
14. **To address intersectionality issues, and those linked to Goal 3, consider utilising long-term projects** that may be able to have a better impact on the cultural shifts that are required to recognise and appreciate intersectionality.
15. **Build on existing relationships to leverage networks to scale-up programming.** This could serve to increase effectiveness at scale and to diversify relationships in areas of implementation to reduce the dependence on specific people and co-creators.

### 6.3. Sustainability

16. **More explicit and the intentional capturing of how campaign results, and not just its model, are thought to be sustained beyond PCL-generated activities is needed.** This speaks also to the need for a better elaboration of PCL's positioning within the climate movement space. The GLM, developed in 2022, provides a relevant starting point to understanding and defining how the four goals are thought of as results, and what it would mean for those results to be sustained in relation to enacting change in the climate movement space. An example may be exploring linking the goals and how these linkages would amplify sustainability of the results towards the intended climate actions.
17. **Develop a roadmap for after the campaign transitions out of the 'Lab process' model.** PCL's 'Lab process' model ends with three decisions made through their monitoring and evaluation phase: Scale, Replicate, or Exit. In efforts to establish or embed elements of sustainability into the campaigns, having an elaboration of the three decisions and what they look like could help provide a clearer picture for a campaign's long-term goals and intentions. In particular, it could help with providing greater communication to multiple stakeholder groups in association with how they can then view their role and further efforts beyond the campaign's tenure.
18. **Improve the sustainability of results by engaging with co-creators and collaborators on clear exit and/or scaling strategies,** which could include ongoing and post-project monitoring to better understand the effects of PCL projects.



19. While campaigns that are thought to not be successful may find their fate in the 'Exit' decision, **it may be worth deliberating if there may be campaigns that are just meant to end and exit after they are completed.** The intentionality of deciding that a campaign may just be an experiment or a predetermined fixed-duration activity, without it having to be scaled, is in line with (i) the experimental nature of PCL's work and (ii) the agility approach of PCL's campaigns. When an exit is already planned, it may open opportunities to explore how its results can be sustained, and go beyond the focus on how the campaign can be scaled. In a way, it's experimenting on how the results, from an intended fixed-duration campaign, can be sustained and even traced towards enacting climate action.
20. **Map agility not only in terms of adaptability to emerging needs and issues but also its consequences to sustainability, both for the results and the process.** While PCL excels in their capability to be agile and to pivot with shifting needs and emerging issues, it also creates a risk to sustainability. Deliberating and weighing up what it means to be agile in relation to sustainability could provide insights on how the trade-offs can better be considered and incorporated into a campaign's design.
21. **Incorporate a customised transition and knowledge transfer phase in relation to scaling the campaign's model and processes, based on the purpose of the scaling.** Whether the scaling is for (i) continuation in terms of the campaign duration by an entity other than PCL or (ii) expansion in geographical reach or in scope of the topic, deliberately considering allocating space, time, and resources to do a customised handover of materials and knowledge of the process would help instil readiness into partners and collaborators, regardless of whether the scaling will occur. The customisable element to this would be dependent on what the scaling is meant to achieve, and also by assessing how the campaign went and what a hypothetical next step of the campaign should look like.



# Annex A: References

- Aryanto, V.D.W., Y. Wismantoro, and Y.V. Paramitadevi. 2020. The Climate Change Issue towards Behavioral Intentions: A Perspective of Social Marketing. *International Journal of Energy Economics and Policy* 10, no. 2 (January 21): 483–490.  
<https://www.econjournals.com/index.php/ijeeep/article/view/8820>.
- Colfer, C.J.P., B. Sijapati Basnett, and M. Ihalainen. 2018. *Making Sense of “intersectionality”: A Manual for Lovers of People and Forests*. CIFOR.  
<https://play.google.com/store/books/details?id=SqyFDwAAQBAJ>.
- Czarnek, G., M. Kossowska, and P. Szwed. 2020. Right-Wing Ideology Reduces the Effects of Education on Climate Change Beliefs in More Developed Countries. *Nature Climate Change* 11, no. 1 (October 5): 9–13. <https://www.nature.com/articles/s41558-020-00930-6>.
- Delina, L.L., M. Diesendorf, and J. Merson. 2014. Strengthening the Climate Action Movement: Strategies from Histories. *Carbon Management* 5, no. 4: 397–409.  
q=<https://www.tandfonline.com/doi/pdf/10.1080/17583004.2015.1005396>.
- Drolet, J.L., and T. Sampson. 2017. Addressing Climate Change from a Social Development Approach: Small Cities and Rural Communities’ Adaptation and Response to Climate Change in British Columbia, Canada. *International Social Work* 60, no. 1 (January 1): 61–73.  
<https://doi.org/10.1177/0020872814539984>.
- Ettinger, J., and J. Painter. 2023. The Science of Climate Conversations. *Social Media + Society* 9, no. 2 (April 1): 20563051231177930. <https://doi.org/10.1177/20563051231177930>.
- Fine, J.C. 2022. Closing the Concern–Action Gap through Relational Climate Conversations: Insights from US Climate Activists. *Climate Action* 1, no. 1 (December 5): 1–15.  
<https://www.nature.com/articles/s44168-022-00027-0>.
- Fraser, N. 1995. From Redistribution to Recognition? Dilemmas of Justice in a ‘Post-Socialist’age. *New Left Review*: 68–68.  
<http://groups.northwestern.edu/critical/Fall%202012%20Session%204%20-%20Fraser%20-%20From%20Redistribution%20to%20Recognition.pdf>.
- Griffiths, J., C. Blair–Stevens, and R. Parish. 2009. The Integration of Health Promotion and Social Marketing. *Perspectives in Public Health* 129, no. 6 (November): 268–271.  
<http://dx.doi.org/10.1177/1757913909347666>.
- Habib, R., K. White, D.J. Hardisty, and J. Zhao. 2021. Shifting Consumer Behavior to Address Climate Change. *Current Opinion in Psychology* 42 (December): 108–113.  
<http://dx.doi.org/10.1016/j.copsyc.2021.04.007>.
- Hall, C.M. 2018. Climate Change and Marketing: Stranded Research or a Sustainable Development? *Journal of Public Affairs* 18, no. 4 (November): e1893.  
<https://onlinelibrary.wiley.com/doi/10.1002/pa.1893>.
- Hankivsky, O. 2014. *Intersectionality 101*. The Institute for Intersectionality Research & Policy, SFU.
- Kukowski, C.A., W. Hofmann, J. Roozenbeek, S. van der Linden, M.P. Vandenbergh, and K.S. Nielsen. 2023. Perceived Behavioral Plasticity and Climate Policy Support among Individuals. [psyarxiv.com/zyk5s](https://psyarxiv.com/zyk5s).
- Ockwell, D., L. Whitmarsh, and S. O’Neill. 2009. Reorienting Climate Change Communication for Effective Mitigation: Forcing People to Be Green or Fostering Grass-Roots Engagement? *Science Communication* 30, no. 3 (March 1): 305–327. <https://doi.org/10.1177/1075547008328969>.
- Peattie, K., S. Peattie, and C. Ponting. 2009. Climate Change: A Social and Commercial Marketing Communications Challenge. *EuroMed Journal of Business* 4, no. 3 (January 1): 270–286.  
<https://doi.org/10.1108/14502190910992693>.
- Stern, P.C. 2011. Contributions of Psychology to Limiting Climate Change. *The American Psychologist* 66, no. 4: 303–314. <http://dx.doi.org/10.1037/a0023235>.
- Stoddart, M.C.J., D.B. Tindall, and K.L. Greenfield. 2012. “Governments Have the Power”? Interpretations of Climate Change Responsibility and Solutions Among Canadian Environmentalists. *Organization & Environment* 25, no. 1 (March 1): 39–58. <https://doi.org/10.1177/1086026612436979>.



- Szolucha, A. 2020. Why Is Everyone Talking about Climate Change ... Again? *Irish Journal of Sociology* 28, no. 1 (April 1): 89–96. <https://doi.org/10.1177/0791603520908188>.
- Tobler, C., V.H.M. Visschers, and M. Siegrist. 2012. Consumers' Knowledge about Climate Change. *Climatic Change* 114, no. 2 (September 1): 189–209. <https://doi.org/10.1007/s10584-011-0393-1>.
- Williams, H.T.P., J.R. McMurray, T. Kurz, and F. Hugo Lambert. 2015. Network Analysis Reveals Open Forums and Echo Chambers in Social Media Discussions of Climate Change. *Global Environmental Change: Human and Policy Dimensions* 32 (May 1): 126–138. <https://www.sciencedirect.com/science/article/pii/S0959378015000369>.
- Wright, C., and D. Nyberg. 2017. An Inconvenient Truth: How Organizations Translate Climate Change into Business as Usual. *Academy of Management Journal* 60, no. 5 (October 1): 1633–1661. <https://doi.org/10.5465/amj.2015.0718>.



# Annex B: Geographic level outcomes by country, 2019 – 2022

	Outcome (2019)	Change in Outcome (2022)*
<b>Brazil</b>	<p>No outcomes identified. The grant proposal instead includes two objectives:</p> <ul style="list-style-type: none"> <li>• Ensure progress on the climate agenda by engaging progressive politicians and other leaders (mainly at subnational level) who don't answer to Bolsonaro (governors, mayors, congressmen, business and CSO leaders)</li> <li>• Expand network of supporters beyond traditional groups - focusing mainly on Catholic and evangelical populations, to disrupt the basis of Bolsonaro's support</li> </ul>	<p>Ensure progress on the climate agenda by engaging progressive politicians and other leaders (mainly at subnational level) who don't answer to Bolsonaro (governors, mayors, congressmen, business and CSO leaders) and expand network of <b>climate</b> supporters beyond traditional groups - focusing on Catholic and evangelical populations <b>and Amazon communities to disrupt the basis of Bolsonaro's support</b></p>
<b>Europe</b>	<p>Create cohesive groups of city leaders - one in France and one in Germany - to act in consortium, sharing knowledge, resources and political capital to secure the necessary conditions for the adoption of climate solutions in their cities, towards a common vision of 100% clean energy. This action oriented approach and local political ambition within EU's powerhouses will contribute to the achievement of EU's NDC and support increased ambition for its renewal.</p>	<p>Engage new audiences in selected European countries in order to expand local climate movements, and empower them to engage their communities and/or influence, pressure, and hold accountable key stakeholders or decision-makers. Our strategy includes diversifying the coalitions of civil society organisations who advocate for equitable, ambitious net zero solutions, and amplifying their work through training, capacity building and financial support.</p>
<b>India</b>	<p>Advance the implementation of existing government programs that ladder up to India's NDC by promoting the adoption of climate solutions as a way to create more resilient cities and agriculture practices as a response to the various climate change impacts already affecting millions of Indians</p>	<p>Advance the implementation of programs that <b>align with</b> India's <b>climate ambitions</b> by promoting the adoption of climate solutions as a way to create more resilient cities and <b>rural</b> practices as a response to the various climate change impacts already affecting millions of Indians</p>
<b>Indonesia</b>	<p>Engage the citizens of the Great Jakarta and Surabaya through campaigns focused on the public health emergency created by extremely high levels of air pollution to create demand for non-polluting technologies such as EVs, solar rooftops and large scale adoption of renewable energy to replace coal. The campaign will help promote the local adoption of clean energy, supporting Indonesia's efforts to achieve its NDC energy goals while advancing the consolidation of industries that are required to allow for greater ambition in the future and avoid the lock-in of polluting technologies</p>	<p>Engage the citizens of the <b>Greater Bali region and Jogja (Yogyakarta) province</b> through campaigns focused on the public health emergency created by extremely high levels of air pollution to create demand for non-polluting technologies such as EVs, solar rooftops and large scale adoption of renewable energy to replace coal. The campaigns will help promote the adoption of <b>favourable action by local communities and/or policies by local government</b>, supporting Indonesia's efforts to <b>develop and adopt a roadmap to net zero</b> while advancing the consolidation of industries that are required to allow for greater ambition in the future and avoid the lock-in of polluting technologies.</p>

## Annex C: Evaluation team members

The evaluation team members for this evaluation were:



1. Austringum, Giovanni: Evaluation Manager and Main Author
2. Betts, Hannah: UK Co-Evaluator and Main Author
3. Braga Brito, Ricardo: Brazil Co-Evaluator
4. Bhuana, Aliyah: Quantitative Analyst
5. Chandran, Ajith: India Co-Evaluator
6. Conlon, Susan: UK Lead Evaluator
7. Gebara, Maria Fernanda: Brazil Lead Evaluator
8. Krakowiak, Karolina: Poland Lead Evaluator
9. Myers, Rodd: Team Leader and Main Author
10. Octifanny, Yustina: Indonesia Lead Evaluator
11. Pertiwi, Cininta: Evaluation Lead and Main Author
12. Tirupathi, Veena Doma: India Lead Evaluator





## Annex D: List of stakeholders consulted

Interview code	Pronouns	Position
10-201	she/her	PCL Staff
11-204	she/her	Contractor
11-206	she/her	Partner
11-207	he/him, she/her	Audience
11-209	he/him	Audience
11-214	he/him, she/her	Contractor
11-215	she/her	PCL Staff
11-216	he/him	Contractors
11-217	he/him	Audience
11-218	she/her	Partner
11-219	she/her	Non-aligned observer - other
11-234	she/her	Partner
12-202	she/her	PCL-Staff
12-211	he/him	Non-aligned observer - other
12-220	he/him	Contractors
12-221	she/her	PCL Staff
12-222	she/her	PCL Staff
12-135	she/her	Partners
13-201	he/him	Contractors
13-203	he/him	Audience
13-205	she/her	Audience
13-208	she/her	Audience
13-210	she/her	PCL Staff
13-212	he/him	PCL Staff
13-213	she/her	Audience
13-223	she/her	Contractors
13-224	he/him	Partners
13-225	she/her, she/her	Audience
13-226	she/her	Audience
13-227	she/her, she/her	Audience
13-228	she/her	Audience
13-229	he/him	Audience



<b>Interview code</b>	<b>Pronouns</b>	<b>Position</b>
13-230	she/her	PCL Staff
13-231	she/her	PCL Staff
13-232	she/her	PCL Staff
13-233	she/her	Audience
20-235	she/her	Non-aligned Observer - other
20-244	she/her	Non-aligned Observer - other
21-101	he/him	Audience
21-103	she/her	PCL Staff
21-109	he/him	Content Creators
21-111	she/her	PCL Staff
21-112	she/her	PCL Staff
21-115	she/her	Media
21-116	he/him	Non-aligned observer - other
21-117	he/him	Content Creators
21-122	he/him	Non-aligned observer - government
21-204	he/him	Partners
21-205	she/her	Technical Specialist
21-207	he/him, she/her	Partners
21-208	he/him	Media
21-210	he/him	Partners
21-221	he/him	Partners
21-224	she/her	Partners
21-225	he/him	Media
21-229	she/her	Partners
21-239	she/her	PCL Staff
22-114	he/him	Contractors
22-213	she/her	PCL Staff
22-237	he/him	PCL Staff
22-240	she/her	PCL Staff
23-226	he/him	Non-aligned observer - other
23-233	she/her	PCL Staff
23-238	he/him	PCL Staff
23-241	she/her	PCL Staff
23-243	she/her	Contractors
31-101	she/her	PCL Staff
31-102	she/her	PCL Staff



<b>Interview code</b>	<b>Pronouns</b>	<b>Position</b>
31-103	she/her	PCL Staff
31-104	he/him	Contractors
31-105	she/her	Partners
31-106	he/him	Other
31-107	he/him	Other
31-108	she/her	Partners
31-109	he/him	Non-aligned observer - government
31-110	she/her	Technical Specialist
31-111	he/him	Non-aligned observer - government
31-112	she/her	Partners
31-113	she/her	Partners
31-114	he/him	Other
31-115	he/him	Partners
31-116	he/him	Non-aligned observer - government
31-117	she/her	Partners
31-118	he/him	PCL Staff
41-101	she/her	PCL Staff
41-102	he/him	Partners
41-103	she/her	Contractors
41-104	she/her	Partners
41-105	she/her	Contractors
41-106	he/him	Media
41-107	she/her	Other
41-201	he/him	Content Creators
41-202	he/him	Content Creators
41-203	she/her	Content Creators
41-204	she/her	Content Creators
41-205	she/her	Content Creators
41-206	she/her	PCL Staff
51-101	she/her	PCL Staff
52-102	she/her	PCL Staff
51-103	he/him	PCL Staff
52-104	she/her	PCL Staff
51-105	she/her	Partners
52-106	she/her	PCL Staff
53-207	she/her	PCL Staff
51-108	she/her	Partners



<b>Interview code</b>	<b>Pronouns</b>	<b>Position</b>
52-108	he/him	Audience
52-109	she/her	Partners
52-110	he/him	Audience
51-111	she/her	Contractors
52-112	he/him	Partners
52-113	she/her	Content Creators
51-114	she/her	Partners
53-115	she/her	PCL Staff
52-116	she/her	PCL Staff
52-117	she/her	Audience
53-118	she/her	Partners
50-119	he/him	Technical Specialist
53-120	she/her	Partners
50-121	she/her	Other
53-222	he/him	Contractors
51-123	she/her	PCL Staff
52-124	she/her	PCL Staff
51-225	she/her	Other
53-226	he/him	PCL Staff
51-227	she/her	Other
53-228	she/her	Non-aligned Observer - other
53-229	she/her	Non-aligned Observer - other
53-230	she/her	Non-aligned Observer - other
53-231	she/her	Non-aligned Observer - other
53-232	she/her	Non-aligned Observer - other
53-233	she/her	Non-aligned Observer - other
53-234	she/her	Non-aligned Observer - other
53-235	she/her	Non-aligned Observer - other
53-236	she/her	Non-aligned Observer - other
53-237	she/her	Non-aligned Observer - other
53-238	she/her	Non-aligned Observer - other
53-239	she/her	Non-aligned Observer - other
53-240	she/her	Non-aligned Observer - other
53-241	she/her	Non-aligned Observer - other
53-242	he/him	Non-aligned Observer - other
53-243	he/him	Non-aligned Observer - other
53-244	he/him	Non-aligned Observer - other



Interview code	Pronouns	Position
53-245	he/him	Non-aligned Observer - other
53-246	she/her	Non-aligned Observer - other
53-247	she/her	Non-aligned Observer - other
53-248	she/her	Non-aligned Observer - other
53-249	she/her	Partners
53-250	she/her	Partners
53-251	he/him	PCL Staff
61-101	he/him	Content Creators
61-102	he/him	Content Creators
61-103	she/her	Content Creators
61-104	she/her	Content Creators
61-105	she/her	Content Creators
61-106	she/her	PCL Staff
61-501	he/him	PCL Staff
61-502	she/her	PCL Staff
61-503	he/him	PCL Staff
	she/her	PCL Staff
61-301	he/him	PCL Staff
IKF-01	he/him	IKF Staff
IKF-02	she/her	IKF Staff
IKF-03	he/him	IKF Staff

## Annex E: List of documents consulted

Number	Document
001	Copy of [INT] IUH_ Intervention Plan + Logframe
002	Copy of EXT Impact on Urban Health Proposal _ Love Ssega _ Purpose
003	Copy of EXT_ WIP Focus _ Strategy Impact Urban Health
004	Copy of Internal version _ IUH Live + Breathe Campaign _ Impact Report 260722
005	FINAL_ Love Ssega Ph1_Impact Report_Nov2021
006	Love Ssega x Purpose_Campaign Plan _March2021
007	Strategy deck_Moving towards COP 2021_Feb2021
008	UK Project Brief_ Harnessing the emotive power of culture_Jan2021
009	Bangalore Audience Profiles (linked in Scope Doc)



Number	Document
010	Copy of Bengaluru Moving_ Scope
011	Copy of Logic Model - Transport 2020 _ Phase 1
012	ReadyMag Case study link
013	Copy of Bengaluru Moving Ph 2 Scoping Document_12.8.2020
014	Copy of Bengaluru Moving Phase 2 Log Frame
015	Copy of Sensing Local (Partner) - KPI tracking
016	ReadyMag Case study link
017	Copy of Campaign Plan I Air Pollution Jogja_
018	Copy of Jogja Lebih Bike _ PCL Case Study
019	Copy of Strategy Deck - Jogja 2022
020	Copy of IARA I IML _ Data Tracking Dashboard _
021	Copy of PCL _ IARA _ Relatório Final
022	Copy of PCL Brasil _ Scoping 2021 _ Aceleradora - EN
023	[WIP] IARA- PCL Case Study Draft (Ph1_2)_
024	Copy of Evaluation Plan - Amazon Accelerators
025	Copy of IML Amazon Accelerator 2022 - EN
026	Copy of Scoping_IARA 2022
027	Annexure 1_Intro to Purpose Climate Lab
028	Annexure 2_Overview of key geographic areas
029	Annexure 3_ Purpose Climate Lab _ Global Logic Model _ 31 August 2022
030	(EXTERNAL) Request for Proposals - Purpose Climate Lab Evaluation 2022 copy
031	IKEA-PCL Info session
032	IKF_PCL_Responses to Questions_vs
033	Notes from public call to bidders
034	RFP_Ikea Foundation_Purpose_Evaluation
035	RFP_Ikea Foundation_Purpose_Evaluation
036	Copy of Final Scope: Bus to Recovery
037	Copy of 00 Summary-Petition Sign ups
038	Copy of 01 Facebook lead sign-ups
039	Case study link (Bus to Recovery)



Number	Document
040	Copy of VitaminN   PCL Case Study
041	Copy of Notice Nature
042	Copy of Vitamin N Concepts_Apr2020
043	Copy of Vitamin N social media tracking_May2020
044	Copy of #VitaminN Covid-19 campaign_Apr2020
045	Copy of Biodiversity by the Bay Scope   FINAL
046	Case study link Copy of Biodiversity by the Bay Ph I: Logic Model
047	Copy of AQ COVID Survey Questions - draft 2.docx
048	Copy of Raport_Zachowania transportowe_04.05.2020.docx
049	Copy of Polling - green stimulus PL
050	Copy of Poland Green Recovery debrief
051	Copy of PCL Poland Green Recovery Scoping Deck
052	Copy of PCL Poland Green Recovery   Internal Kickoff
053	Copy of Transport_Duże Miasta_22.11.2019_eng.docx
054	Climate Teachers High Level Project Plan.pdf
055	drive-download-20230306T124048Z-001.zip
056	Copy of Bolega Bihar - Achievements - Midpoint
057	Copy of Report Back of webinar on Civil Society Consultation 22 Sep.docx
058	Copy of Report Back on Civil Society Consultation for Climate manifesto.docx
059	Copy of Report back on Industry Consultation 24 sep.docx
060	Copy of Report Back on Kisaan Charcha 19-22 Sep.docx
061	Copy of Report on Media Consultation for climate manifesto 23 Sep.docx
062	Copy of Scope- Bihar Renewable Energy Campaign 2020
063	Copy of Brazilian Elections   PCL meeting presentation Oct2020
064	Copy of Elections Hub I Briefing Assessoria de Imprensa
065	Copy of GC   Eleições 2020 (JAN 2021)
066	Copy of Logframe_Election Hub
067	Copy of PCL I Elections Hub I Case Study
068	Copy of Strategy_Brazilian Elections _ PCL Meeting .pptx
069	Copy of Mumbai Biodiversity By The Bay Phase 2   M&E Dashboard



Number	Document
070	Copy of Mumbai Phase II_ UIPCL570_Final Scope
071	Copy of WIP Ministry of Mumbai's Magic   PCL Case Study 2021
072	Copy of Case Study_Francesco Economy Ph1_ Catholics_EN.pdf
073	Copy of Coalition Learnings_Ph2.pptx
074	Copy of Francesco Economy/Católicos Case Study   Fase 2_PT
075	Copy of Goals & KPIs_Convening Sessions_Ph2.docx
076	Copy of Opportunity Scope   FAITH Catholics Phase 1
077	Copy of Scope_Francesco Economy Brazil_Phase 2
078	Copy of Social Media data_Ph2.xlsx
079	Bury Climate Change Project PR Report 030223.docx
080	KO PCL UK Climate Accelerator Pilot_May 2022 & updated
081	PCL UK   IML
082	PCL UK Climate Accelerator PCL Case Study_April2023 WIP
083	Shareback   PCL UK Climate Accelerator_March2023
084	Copy of Bali - Green Recovery Campaign Strategy
085	Copy of Bali Green Recovery   2022 Strategy   180222
086	Copy of KB - Green Pages Midterm Survey
087	Copy of KB - Logframe (Feb2023)
088	Copy of Kembali Becik IML Tracker (Feb2023)
089	Copy of Kembali Becik Ph 1   PCL Case Study_Feb2023
090	Copy of Kembali Becik Shareable Deck_Feb2023
091	Copy of #TheBESTforMumbai_Registration Data_5Jun2022
092	Copy of 220930_B61_Samvaad Khadicha - Exhibition Visitor Comments
093	Copy of MMM Phase 3 Log Frame
094	Copy of PCL Mumbai (MMM) Phase 3 2022 Scope
095	Copy of Relive & Reimagine Mumbai: MMM @ Spoken 22 Shareback
096	NCIT and Samvad Khadicha Festival Shareback Deck- Sept 2022
097	Copy of 2022-11-04 COP27 Dashboard inputs_actors Lukasz Original.xlsx
098	Copy of 2022-11-04 COP27 Dashboard inputs_actors Review Version
099	Copy of 2022-11-04 Purpose Actors to Share for ISD Dashboards





Number	Document
100	Copy of Brainstorming - Skills Mapping
101	Copy of Brazil_actorsdata
102	Copy of Cop27 Disinfo - Fact Checking Sites by Geography
103	Copy of India_ActorsData
104	Copy of COP27 Disinformation - PCL Case Study_March2023
105	Copy of COP27_AU_summary.pptx
106	Copy of UIPCL644   COP27 Disinfo   Internal Kick Off Meeting 021122
107	Copy of UIPCL644   COP27 Disinformation Monitoring & Analysis   Final Report
108	Copy of UIPCL644 COP27 Disinformation   Concept Note
109	IML Copy of COP27_campaign development iteration
110	Copy of PCL IKEA 2022 Interim Report_Annex Quantitative KPIs.xlsx
111	EXTERNAL_PCL IKEA Phase II_Fluxx proposal 2019.pdf
112	IKEA FLUXX 2021 report submission_31Mar2022.pdf
113	IKEA PCL 2021 Interim Report_Narrative Annex_31Mar2022.pdf
114	IKEA PCL 2022 Interim Report - NARRATIVE FLUXX_31Mar2023.pdf
115	PCL Country/Regional Contacts - Dala's Copy
116	PCL IKEA 2021 interim report_Additional KPI_June2022.pdf
117	PCL IKEA 2022 Interim Report_Narrative Annex_31Mar2023pdf
118	PCL IKEA Foundation 2020 Interim Report
119	PCL IKEA Renewal_Full proposal_2019
120	PCL Partners in the UK - Dala Copy
121	Purpose Glossary
122	Purpose x IKEA Foundation_PCL Q1 2023 Reporting Deck_28April2023.pdf
123	Copy of Purpose __ IKEA Foundation Q3 2020 Reporting Call .pdf
124	Copy of Purpose __ IKEA Foundation Q4 2020 Reporting Call .pdf
125	Copy of Purpose <> IKEA Foundation Q1 2020 Reporting Deck .pdf
126	Copy of Purpose <> IKEA Foundation Q2 2020 Reporting Deck.pdf
127	Copy of Purpose <> IKEA Foundation Q1 2021 Reporting Call .pdf
128	Copy of Purpose <> IKEA Foundation Q2 2021 Reporting Deck.pdf
129	Copy of Purpose <> IKEA Foundation Q3 2021 Reporting Deck.pdf



Number	Document
130	Copy of Purpose <> IKEA Foundation Q4 2021 Reporting Deck.pdf
131	Copy of Purpose <> IKEA Foundation Q1 2022 Reporting Call.pdf
132	Copy of Purpose <> IKEA Foundation Q2 2022 Reporting Call.pdf
133	Copy of Purpose <> IKEA Foundation Q3 2022 Reporting Call.pdf
134	[EXT] PCL Project List (2019 - 2023) - QuiltAI Copy   Last updated 12 April 2023
135	Copy of PCL Evaluation KickOff Meeting Jan 2023
136	EXTERNAL Purpose Climate Lab _ Evaluation Alignment _ 4 August 2022.pdf
137	EXTERNAL Purpose Climate Lab _ Evaluation Alignment _ 4 August 2022.pdf
138	IARA Phase 1 & 2   Participant Organization Social Media Information
139	IKEA-PCL Evaluation_Country overview_Aug2022
140	IKEA-PCL Evaluation_Country overview_Aug2022.xlsx
141	PCL Document Catalogue
142	PCL Evaluation_Country overview_Aug2022.xlsx
143	PCL Global Logic Model - Dala Copy
144	PCL Project List - Dala Copy
145	PCL project/campaign list (updated 16 Feb)



# Annex F: Full approach and methodology

## Principles of practice

1. **Dala and IKEA Foundation–PCL worked collaboratively on that evaluation, with Dala maintaining independence as a third-party evaluator.** Dala’s role as an external independent evaluator was to elucidate perspectives and compilations of observations that on their own may not have been new to IKEA Foundation–PCL, but together, collected and analysed independently could have provided new insights to IKEA Foundation–PCL.
2. **This is a learning evaluation.** This means that the objective is not to test the success of PCL programming against a specific standard, but to understand the processes and effects that have happened within PCL programming. One of the major learning objectives is to reflect the opinions of a wide range of stakeholders within the IKEA Foundation–PCL system for the purposes of understanding how and why things work well or less well.
3. **Engaging IKEA Foundation–PCL respondents was both participatory and minimally burdensome.** Dala asked respondents for their time and provided opportunities to provide feedback, but this was done in such a way as to respect that people at IKEA Foundation–PCL and its collaborators were all busy. We endeavoured to strike this balance and adjusted if off-course.
4. **We are interested in empirical data.** In conducting our work, Dala upholds rigour in conducting our methods and collecting our data. As such, we gathered evidence from a variety of sources both in the forms of primary and secondary data. The collected and gathered data served to explain and/or verify aspects of the PCL program and could also contribute to PCL’s evidence pool for uses beyond the evaluation.

## Evaluation Questions

The evaluation questions (EQs) guide this evaluation and are shown in Table 1. These EQs are derived from the given evaluation questions in the Terms of Reference (ToR) document with minor adjustments.

The minor adjustments are meant to reflect (i) the discussions that IKEA Foundation, PCL and Dala have had over the past two months and (ii) the cohesiveness of a set of questions into a category of questions, and (ii) viability of addressing the questions considering the duration between now and project end dates.

## Gender equality, disability and social inclusion

Informed by intersectional feminist approaches, the Dala Institute takes gender equality, disability and social inclusion (GEDSI) principles seriously and ensures that relevant intersecting social dimensions are considered in our studies, reviews, and evaluations; for example gender, generation, class, dis/ability, geography, and age. We consider GEDSI a cross-cutting theme that can be factored into a) design of the study (i.e. who we interview– for key informants we often have little choice, but we can encourage GEDSI representation of respondents, and the design of the questions to ask GEDSI-specific



questions and aim for the intersectionality of respondents by making specific efforts, (for example, for the representation of disabled people and youth), b) the analysis to ensure reflection of what GEDSI opportunities may have been missed and to capture the successes, and c) in lessons learned and recommendations that are specifically GEDSI-focused. For instance, while not all projects are gender-based interventions, we assert that all projects that involve actions that affect people should take into account the different ways that women, men, girls, boys, and non-binary persons may experience challenges and solutions in the projects and communities.

To encourage inclusive participation and security, we are committed to creating a safe physical and digital environment for the respondents in every stage of the evaluation. Some of the basic measures we take would be (i) ensuring the respondents' protection of identity-based on free, informed, and specific consent statements, (ii) acknowledging and affirming respondents' sexual orientations, gender expressions, and pronouns, where appropriate (iii) following Gender Equality, Disability, and Social Inclusion (GEDSI) guidelines, particularly to avoid non-consensual sexual orientation/gender assumption and expose, as well as discriminatory remarks during sessions. We will also outline the needs of disabled participants that we should provide (i.e. sign language translator and other disability-friendly infrastructures and facilities).

As informed by equity-focused and feminist evaluation principles,<sup>18</sup> we acknowledge that inclusion is often hampered by structural inequalities that would lead to socio-environmental injustice. We engage with these difficult issues and responses; usually, as they challenge and deal with power; gender, capital, North-South relation, position in the program, and other structures that create and enable marginalisation. However, we put forward respect, relevance, reflexivity, and responsibility, especially when interacting with marginalised groups.

### **Box Intersectionality**

#### **Picking up a lens of intersectionality**

Beyond representation of different groups from different social locations, an intersectionality lens helps to identify and address the ways specific campaigns and strategies address power dynamics of inequities experienced by different groups; taking into account that social dimensions such as class, race, gender, dis/ability, geography and generation entangle and shape the complex experience and interaction among actors/groups involved in and impacted by the campaigns. Campaigns are not neutral. People relate to and experience them differently across social groups. Therefore, an intersectionality lens reveals the ways that some campaigns privilege particular treatments of some inequities (and in the process, decenter/ignore others) and to what extent they reinforce and/or transform certain power structures.

In the evaluation questions, case selection, and analysis, an intersectionality lens informed deep and nuanced sub-questions and discussions. The sub-questions we asked shaped what data we needed to collect, the collection methods and instruments,

<sup>18</sup> Patton, Michael Quinn. "State of the art and practice of developmental evaluation." *Developmental evaluation exemplars* (2016): 1-24.; Podems, D. "Making Feminist Evaluation Practical." *Evaluation Matters*, Fourth Quarter (2018): 44-55.



and how we would disaggregate them. We therefore explored what intersections were more salient than others in specific time, place, and settings and why; on what basis, risks and costs particular campaign strategy was undertaken in terms of intersecting inequalities; how the reinforced or transformed power dynamics affected the effectiveness, impact, and long-term sustainability of the campaign; how campaigns ensured to re-center marginalised narratives and communities' perspectives and experience in multi-identities but unequal settings, etc.

**Data collection methods**

The overall methods for the evaluation are IKEA Foundation-PCL portfolio, project database and document review; rapid external literature review; case study; and online survey. These methods were used together to obtain both broad perspectives and specific in-depth experiences of actors within the IKEA Foundation-PCL system.

**Portfolio review**

The quantitative and qualitative data for the portfolio review has already been processed from the IKEA Foundation-PCL dataset. Issue areas, project types, audience and geographical summaries will be made in visual formats to assist the identification of projects that could be included as (part of) cases. We will develop summative infographics that display an overview of the portfolio using key variables that are available in the database

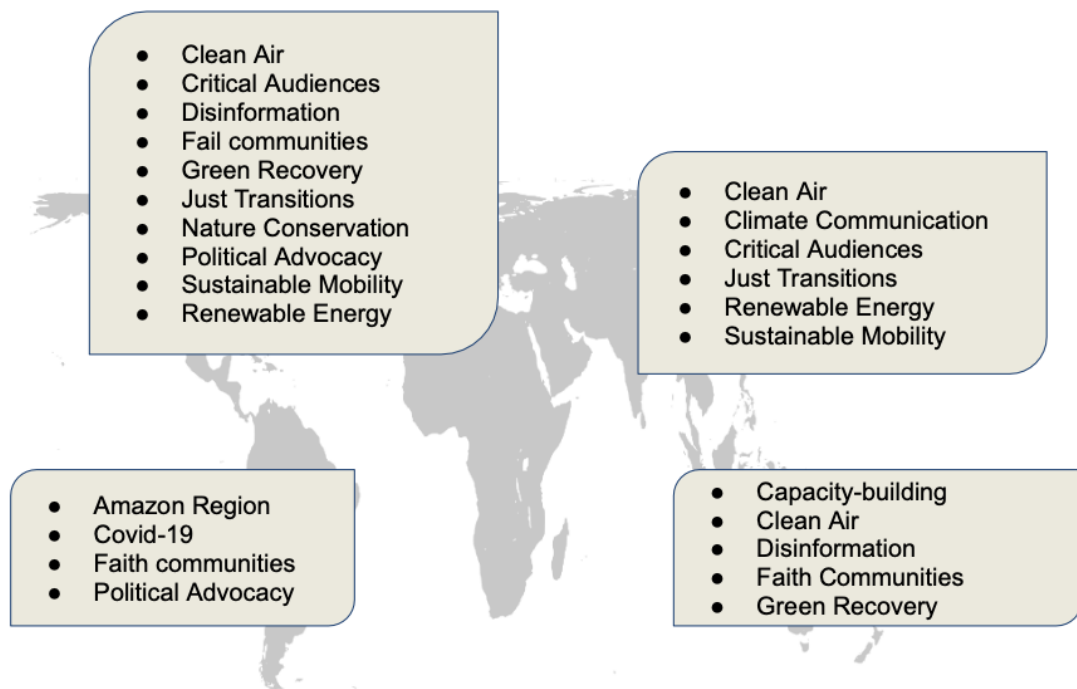


Figure 27: Portfolio review

**Case study**



The evaluation identified two to three cases in each country/region. A case was understood as a "phenomenon within its real-life context, especially when the boundaries between phenomenon and context were not clearly evident."

For the purpose of the evaluation, a case was understood as an assemblage of actors and events that led toward an articulated set of goals and could tell a unique story. This case-based method provided us with the flexibility to understand a series of events that might have been a project or a part of a project. Although a case was generally understood as a campaign, it could also have been several campaigns or activities working together (in parallel or succession) toward a common objective, such as a policy change within a country.

Each case comprised of:

1. A deeper examination of project documents,
2. Key informant interviews with key stakeholders, which included project implementers, and could also include policy-makers, key decision-makers, civil society groups and campaign audience groups. Each case consisted of 8 to 16 interviews.

The evaluation team was open to interviewing relevant respondents in small groups as appropriate. For example, the PCL country office interviews might have included the senior campaign director, the IML manager, and one or two other relevant project/campaign associates. Similarly, interviews with project implementers could have included more than one respondent. In all cases, Dala encouraged each interview to comprise from one to four individuals. More than that started to resemble a focus group discussion and therefore required different instruments.

Data collection instruments were formulated in the operational guide. Separate instruments were developed in order to capture the perspectives of a wide range of stakeholders, including IKEA Foundation-PCL staff, project implementers, campaigners, collaborators, government officials, and non-aligned observers (individuals or groups that were aware of PCL programming but were not formally partnering in collaboration and/or were familiar with the space in which PCL campaigns existed). The data collection instruments, which were used to guide semi-structured interviews, were as follows:

4. IKF-PCL Respondents
5. Project campaigners and collaborators (from partner and external organisations)
6. External observers

Each instrument was useful to guide the interview, but interviewers were free to pursue lines of questioning that were most relevant and interesting for each respondent, and respondents were encouraged to present their views by sharing their experiences, opinions, and/or data in response to the questions.

It was anticipated that most key informant interviews would be conducted remotely using Google Chat, Microsoft Teams, Zoom, Skype, WhatsApp, or Telegram as per the preference of the respondent, and some interviews have been conducted in-person by country evaluators. In each respective country or region, interviews were conducted in the local language wherever possible. The evaluation team was able to deliver interviews in English, Indonesian, Hindi, Marathi, Kannada, and Portuguese.



## Case selection

Case selection was conducted by IKEA Foundation, PCL and Dala together in a workshop in London. After deliberating the approach to case selection, stratified random sampling was decided upon as opposed to purposive sampling as proposed by Dala previously. The primary rationale for random sampling was to reduce selection bias. The decided-upon method, which was validated by Dala, was to:

1. stratify the list of campaigns and campaign clusters by country,
2. assign a weighted value to the duration of the campaign
  - Since there were fewer campaigns with duration over 12 months (12 of 40), this was done to ensure that these longer campaigns had a higher chance of being selected as a case. It was made so that campaigns with duration over 12 months were twice as likely to get selected. What this meant was that in the selection pool, there were 24 longer campaigns (each over-12-months campaign was 'entered' into the pool twice) and 28 shorter campaigns, providing a more balanced amount of longer and shorter campaigns in the pool.
3. to assign random numbers to each campaign and campaign cluster.

Campaign clusters were defined as campaigns that built on one another (usually in successive phases) and/or were bonded by country, audience and issue area. Overall, 23 out of 70 campaigns were bonded with at least one other campaign to comprise a case. The other cases remained stand-alone campaigns. In most cases, the bonding was a result of successive campaigns that built on one another.

Dala's proposal started 150 interviews and 8-12 cases. In the workshops in London we talked about 13 cases (12 country cases and 1 global case). But on review, Dala considered that 150 interviews spread across 13 cases would result in too few interviews in some cases. Therefore, this report outlines 12 cases and 150 interviews to ensure that each case has enough key informant interviews.

1. The cases were **stratified by country**.
2. IKF-PCL and Dala deliberately agreed to include **a quota for the "global" campaign** (UIPCL644 COP27 Disinformation Monitoring & Analysis) due to significance from a budget perspective and was conducted across four countries (Australia, Brazil, India and Poland).
3. For the rest of the campaigns, **exclusion criteria** were established as follows:
  - Campaigns with a duration of less than two months were excluded (n=8)
  - Projects that were focused on research (n=2)
  - Campaigns for which respondents would not be available were excluded (n=1)
  - Campaigns with public activities only in 2023 were excluded (n=1)
4. To ensure that the short-term and long-term campaigns have equal probability of getting selected, the evaluation team assigned **weight (x2) to the long-term campaigns** (see Annex [no]) (n=12). If a case was randomly selected twice within the sample, the case after the second instance was selected.
5. The distribution also ensures that the cases selected will **include each PCL goal** on (1) narrative change, (2) capacity building, (3) diversity and inclusion, and (4)



action and policy. Each goal must be representative at least once in the sample and if not, the sample will be run again.

6. The **quota for cases by country/geographical spread** was assigned as the proportion of country budget allocation, aiming for a total of 12 cases. The table below shows the geographical spread of selected cases.
7. The bonding and exclusions resulted in **40 cases eligible for random selection**.

Case identification and selection were done jointly by IKEA Foundation-PCL and Dala as (1) Identification and (2) verification. Identification was done through random sampling and verification was conducted through a consultation with PCL, and specifically its regional offices to assess the feasibility of the case. PCL was given the opportunity to assess that the identified case was not viable for one or more of the following reasons:

- a) A sufficient number of respondent contact information could not be identified
- b) The actors involved in the case are in conflict or there are tensions that could be agitated by the evaluation.

If either of the conditions above apply, the evaluators excluded the case and selected the next case in the random list of cases. There were two opportunities to apply the conditions above: (1) on receipt of the identification list and (2) after attempts had been made to generate a list of respondents. There were no exclusions executed after the random selection was applied.

### ***Case respondent selection***

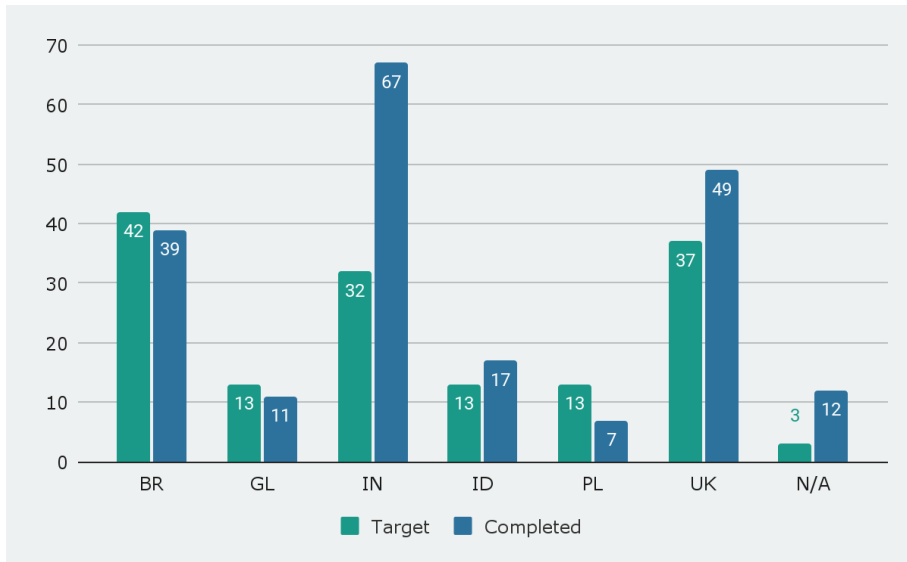
After the cases were selected, Dala sent a link to a template for PCL country/regional offices to complete with the contact information for potential respondents. Respondents selected were supposed to have good knowledge of the case and/or context and reflect a diversity of perspectives. The specific criteria for respondents were selected case-by-case but considered a diversity including the following:

- (a) PCL staff (past and present)
- (b) PCL partner organisations: project implementers, campaigners and subgrantees
- (c) Other collaborating partners
- (d) Representatives of groups or institutions that had something to lose or gain from the case, which could include a sub-grantee or collaborator.
- (e) Government representatives (usually one or two if applicable)
- (f) Civil society or academic observers (usually one or two if applicable)
- (g) Campaign audience

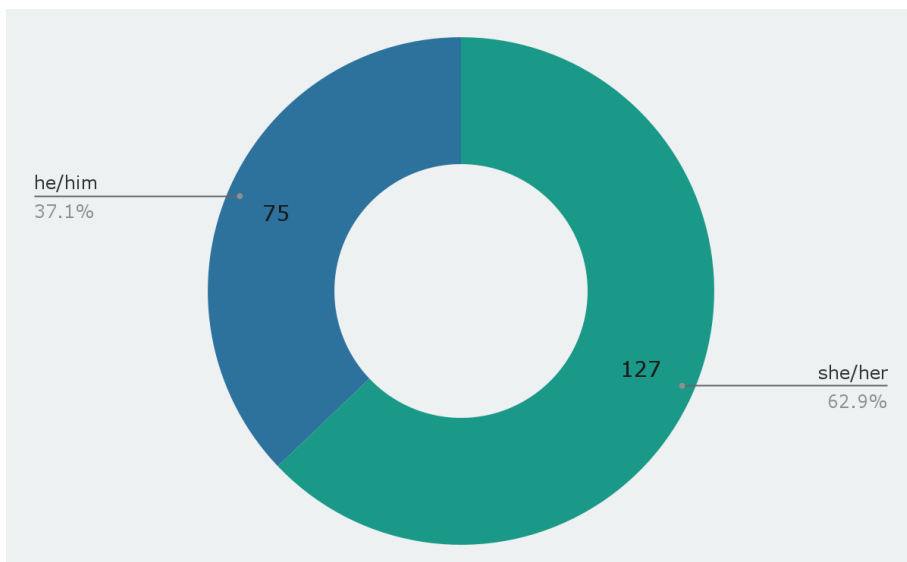
The following figures show some of the descriptive profiles of the interview respondents.



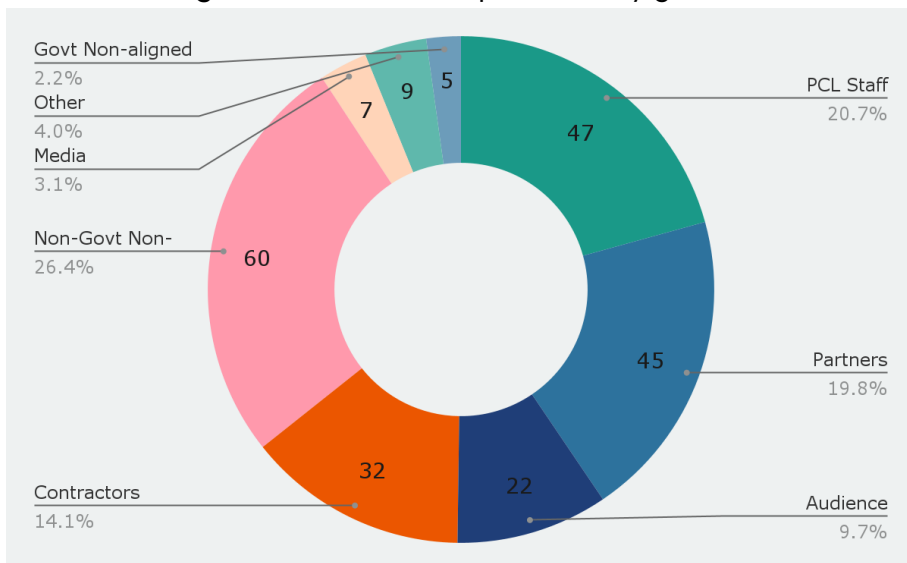




**Figure 28:** Interview respondents by country/geography



**Figure 29:** Interview respondents by gender



**Figure 30:** Interview respondents by actor types

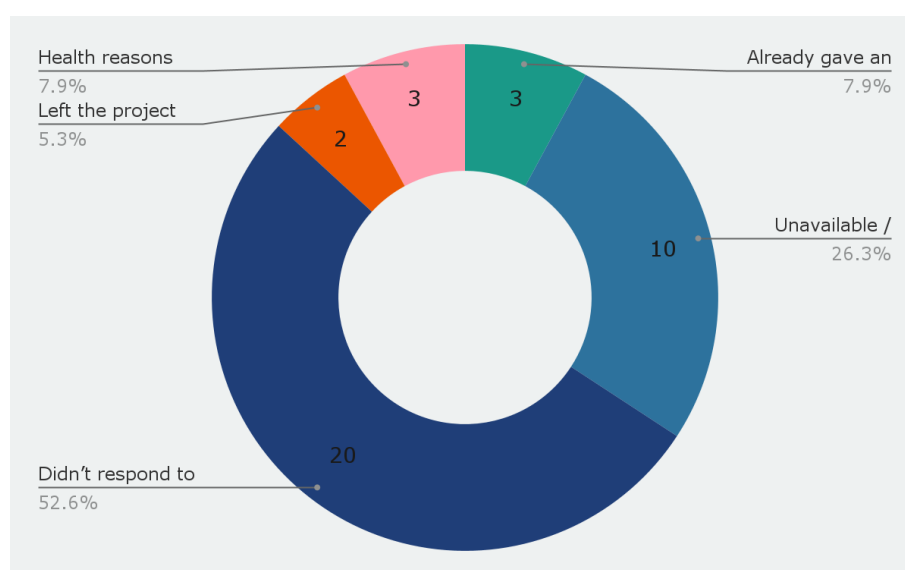


## Interview request rejection

38 listed respondents rejected the request to participate in the interviews.

Reasons of rejection	Count
Already gave an interview	3
Unavailable / Busy with other agenda	10
Didn't respond to emails / Whatsapp	20
Left the project before the timeline ends	2
Health reasons	3

**Table 9:** Reasons of rejection



**Figure 31:** Interview request rejection

## Online Survey

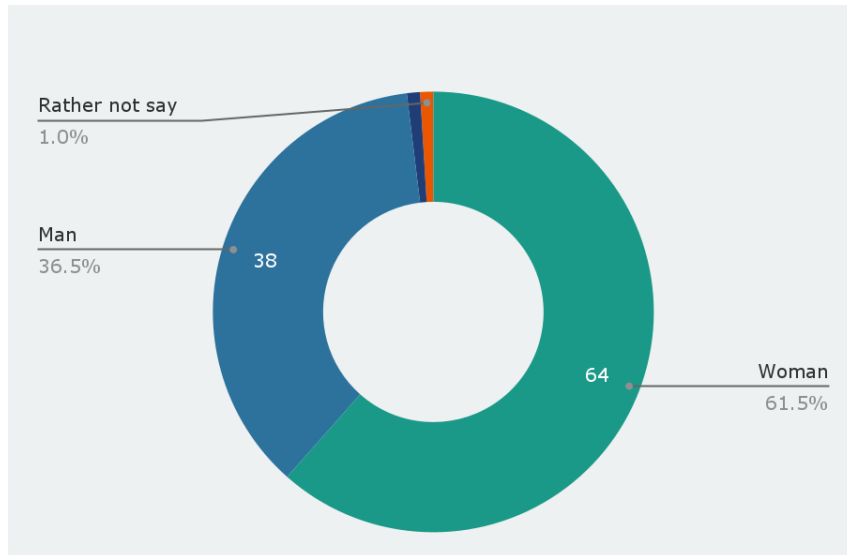
Dala also conducted an online survey of projects in English, Indonesian, Hindi, Polish, and Portuguese. This provided overall perceptions of stakeholders in the program and served as an opportunity for them to share their perspectives and specific concerns. The online survey was delivered to all PCL partner organisations, project implementers, and collaborators during the evaluation period. The objective of the instrument was to cast a wider net than could be achieved through case-based interviews alone. It was applied in parallel with the interviews due to time constraints.

The survey was developed in Alchemer, which allowed for multiple languages, advanced logic and branching, and an array of question types that worked on both desktop and mobile devices. The total time to finish the survey did not exceed 20 minutes.

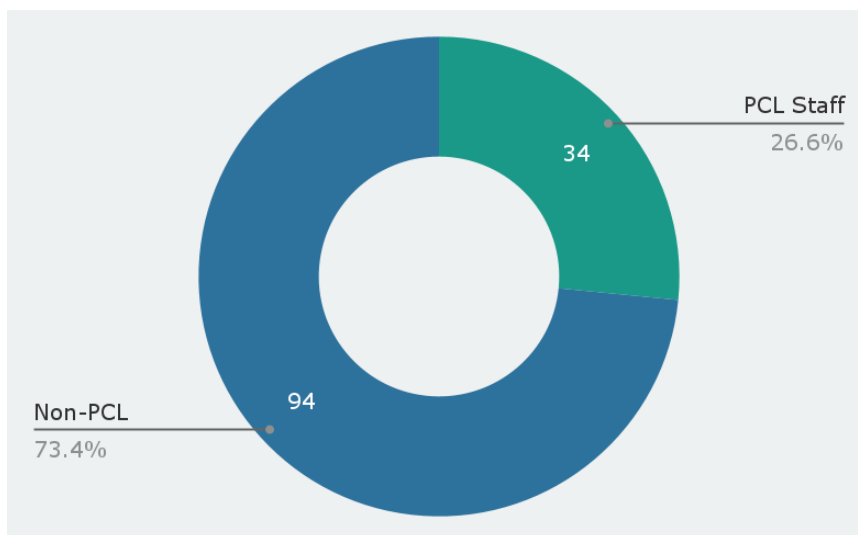
## Responses

The following figures show some of the characteristics of respondents to the online survey.





**Figure 32:** Online survey respondents by gender (n=104)



**Figure 33:** Online survey respondents: Non-PCL staff actor types (n=128)

## Instruments

Dala performed a layered approach to capture the richness of the programming by evaluating the program at three levels: broad, intermediate, and specific. Each level was designed to look at the story, strategy, and structure of the movements and campaigns, examining what types of understandings, influence, and dynamics were shifted by the projects and initiatives that PCL funded. It was also crafted to ensure balanced participation and inclusion of voices and perspectives of PCL's broad range of stakeholders.

The instruments were fit-for-purpose to collect the data. Overall, they were developed as follows:

1. Key informant semi-structured interviews
2. An online survey of PCL partner organisations (project implementers, campaigners, subgrantees, collaborators)



The key informant interviews were used for the case studies, while the online surveys were used to collect data more broadly and capture the larger contexts of PCL's campaigns from partner organisations. While the overall objectives of the instruments overlapped, they served different purposes in terms of the triangulation of data. To ensure a sufficient response rate on the KIIs and online surveys, Dala coordinated with PCL to (1) prepare a respondent list with 30% more than the targeted respondent number and (2) prepare an introduction letter of the evaluation with short project briefs to help respondents recall particular projects/campaigns they engaged with, hence increasing their chance to participate in the survey.

Drafts of the instruments were presented by Dala to IKEA Foundation–PCL for discussion and comment.

Dala developed a field guide that included not only the instruments but also elaborations of the concepts and questions that would be discussed. There was also an internal training session for the evaluation team to discuss the meanings embedded within the data collection processes, aiming to enhance internal consistency and interpretations. PCL and IKEA Foundation were invited to attend the session.

## **Analysis**

Analysis consisted of two primary types:

- Descriptive statistics were conducted for portfolio–level data and the online survey.
- Qualitative content analysis focused on thematic sorting of data with reference to countries/regions.

Each country evaluator made a synthesis of cases embedded in their country/region, comprising a case study document in English of about five pages with multimedia elements.

Findings were drafted according to evaluation questions that had been refined in the Discovery stage. They were carefully substantiated with empirical evidence from primary and secondary data and triangulated as much as possible. Comparisons and contrasts were highlighted throughout. It was noted that generalisations may not always be advisable since the findings were often highly contextually specific, but the context in which events happened or failed to happen was explored, providing some explanatory context that could signal similarities and differences in other contexts. Quotes and examples were used to substantiate findings and show the positionality of the respondents to contextualise them.

Preliminary findings and analysis were informally presented to the IKEA Foundation–PCL in online meetings, including PCL country staff, to confirm the validity of findings. Further refinement and elaboration took into consideration the reflections resulting from these discussions.

## **Digital media analysis**

Digital media analysis was conducted by Quilt.AI under contract from the Ikea Foundation. There were three key steps to evaluate PCL campaigns' relevance and effectiveness, with adaptations made to each step to account for differences in PCL's goals within each country.



### **Step 1: Campaign audit**

Quilt.AI conducted an overview of the projects and campaigns using desk research, search data, social media data, forums, and blogs. In partnership with PCL and The Ikea Foundation teams, the team shortlisted projects and locations based on the availability of data, and determined key performance indicators for assessment.

### **Step 2: Search and social media analysis**

The Quilt.AI team carried out a search analysis to measure the long-term outcomes of the projects using proxy indicators such as the volume and change in interest regarding relevant search keywords within the target audience and location. To gauge effectiveness, Quilt.AI tracked 'climate awareness' among the general public via search and social media activity over time, before, as well as during and after campaign implementation to evaluate if the campaigns elicited the desired outcome and change in behaviour. The analysis also profiled engaged individuals (their demographics and interests). These were used to qualitatively assess whether PCL's work has been successful in achieving long-term outcomes for relevant stakeholders in key geographies.

To assess the sustainability of PCL's outcomes in key geographies following the campaigns implemented, Quilt.AI evaluated the 'longevity' of the campaigns as a proxy for sustainability. This involved analysing whether mentions and searches around climate and/or the campaign have decreased one month, six months, and one year after the campaign launch, which gave an indication of whether the campaign has had a lasting impact on public awareness and engagement. In addition, we examined whether people outside of the climate movement participated in the campaign, which provided insight into the campaign's ability to engage and mobilise a wider audience. In addition, Quilt.AI delved into any adjacent topics of conversation that emerge to evaluate what other impact PCL has had in key geographies, including unintended ones.

To understand the most effective approaches, tools, and platforms that PCL has used, Quilt.AI ingested campaign materials and related online content across multiple data sources and run the following analytics:

- Average likes / comments / views / retweets per campaign
- Campaign engagement analysis (e.g. correlation between certain keywords, emotions, sentiments, objects, or colours with greater engagement)
- Sentiment and thematic analysis of the public's reaction to the campaign
- Insight disaggregated by platform

These insights helped PCL evaluate the effectiveness and sustainability of their campaigns against key performance metrics and established campaign goals. By identifying the most effective approaches, tools, and platforms used in each geography, and assessing the effectiveness of PCL's efforts to influence the climate movement, PCL will be able to make informed decisions and recommendations for future campaigns.

### **Step 3: Report writing and dissemination**

Presentation of evaluation findings, including preparing visual, audience friendly outputs that highlight key insights from the evaluation

### **Country-specific objectives and approaches**



Based on PCL's country-specific strategies and goals, we tailored each country's methodology to suit these specific objectives and approaches:

- Europe: To provide insights that align with PCL's strategy of diversifying coalitions of civil society organisations in Europe, we incorporated metrics such as the number of civil society organisations mentioned in climate conversations, their reach, and public sentiment towards these organisations as a proxy for influence. By doing so, we assessed the effectiveness of PCL's efforts in expanding local climate movements and empowering civil society organisations to influence key decision-makers.
- Brazil: To align with PCL's strategy in Brazil to expand the network of climate supporters beyond traditional groups, including Catholic and evangelical populations and the Amazon communities, our methodology included tracking the different segments of climate supporters to see if (a) the size of segments beyond traditional groups is growing and (b) if there are new segments that have emerged. This analysis was conducted through identifying these communities online, and observing trends in relevant search queries. In addition, evaluated the influence of politicians and other leaders identified by PCL to assess the effectiveness of their engagement efforts, especially at the sub-national level, in advancing the climate agenda. This was done through pulling their online content to gauge their levels of engagement (likes, comments, shares, views) over time, and also through correlating their post activity or trends, with the general public's post or search activity on climate-related topics.
- India and Indonesia: To evaluate the effectiveness of PCL's efforts in promoting climate solutions in Indonesia and India, our methodology included tracking the mentions of the programs PCL supported in these countries, assessing the volume of mentions across time (both on search engines and social media), analysing public sentiment around the programs (via sentiment analysis of online conversations), understanding who are the people participating in the conversations, and identifying the key opinion leaders (KOLs) involved in these conversations. We correlated campaign activity (such as launch dates and other key time points) with public conversations and searches on relevant topics to identify the campaigns' potential impacts. This approach helped us to understand the level of engagement and impact that PCL has had in promoting climate solutions in India and Indonesia and identify areas for improvement.

### Methods Reflection

- As a consequence of the random sampling some cases had more accessible respondents than others. We had anticipated this at the inception stage. The lack of respondents in several cases (mostly due to campaigns being short-term and conducted quite long ago) was compensated by more respondents in others.
- Some evaluators conducted field visits to accompany the online interviews and collected data via participant observation, including semi-structured and informal conversation with the campaign organisers and participants, allowing them to get a partial but "thicker" understanding of the project/campaign.
- The evaluators found it helpful to review project/campaign documents and map them with the evaluation questions and interview data to substantiate and triangulate the findings.



- Evaluators used the intersectionality module as a lens and a tool to assess the projects while reflecting on their positionalities in the evaluation process. For example, an evaluator noted that “Surprisingly, the interview conducted by evaluators had no respondents from the [affected] community; depriving them of an opportunity to provide valuable perspectives and insights on campaigns they were part of.”



# Annex G: PCL's Global Logic Model (GLM)

PCL's GLM is provided below and also accessible [here](#) for better viewing. The current version of the PCL logic model is a prototype currently being tested. It will be refined in the updated iteration of the program design

	Activities	Intermediate Outcomes	Indicator	Long-Term Outcomes	Indicator
GOAL 1 - NARRATIVE Increased popularization of people-centered climate narratives to influence more favorable knowledge, attitudes, and perceptions.	A1.1   Research activity work	B1.1   Increased understanding of the needs and narratives of affected communities	-qual: research outlining community needs and narrative analysis -# of new audiences reached -% change in number of affected community engagement with the content	C1.1   Increase in new and supportive climate narratives	-% or absolute change in supportive media coverage -% or absolute change in media engagement -new declarations from decision-makers in the government or industry
	A1.2   Building content pieces to mainstream via traditional media and online presence	B1.2   Audiences vulnerable to mis/dis-information better informed	-% change in awareness -% change in skills/knowledge	C1.2   Raised salience of people-centered narratives	-% change in level of concern among target audiences -% change in issue importance among target audiences -qual: Change in tone -% change in likelihood of taking action/shifting behavior
	A1.3   Campaigns targeting areas/audiences susceptible to mis/disinformation	B1.3   Journalists & comma professionals championing supportive & rejecting false climate narratives	% change in supportive media coverage	C1.3   Mis/dis-information undermined	-% change in the number of false content -% change in people's knowledge
	A1.4   Co-creation sessions (workshops, information sharing) among range of stakeholders	B1.4   Increased network of influencers in climate space	% or absolute change in the number of influencers/campaigners	C1.4   Climate narratives better represent the needs and realities of the affected communities	-% change in community getting engaged in the dialogue (online or in person)
	A1.5   Trust-building with experts among key audiences, trusted messengers	B1.5   Trust built with key messengers in critical audiences	-% change in perceived level of trust -% or absolute change in the number of close continuous relationships	C1.5   Shared vision & stakeholder alignment on (people-centered) narratives	-# statements of support from partner organizations -# partners running campaigns with the same message in issue space -# of events held to convene / coordinate disclosure among partner organizations -# of partner organizations working toward shared goal/message
	A1.6   Network-building and convening activities/events				
GOAL 2 - CAPACITY Improved capacity of key actors or stakeholders to shape and implement climate solutions	A2.1   Partner accompaniment activities	B2.1   Institutional management capacity developed	% change in skills/knowledge/capacity	C2.1   Partners have the capacity to independently escalate climate and climate-adjacent interventions	-% knowledge or skill change in running a campaign or advocacy interventions -# partner organizations with multi-year strategic plan
	A2.2   Coaching sessions/partner mentorship	B2.2   Increased access to funding among partner organizations	% change in the amount of funding or number of grants or annual budget	C2.2   Partner organizations co-creating activities	-% or absolute change in the number of independently run campaigns -# of organizations consulting impacted groups in strategic planning/campaign planning -# joint proposals -# of events held to convene / coordinate action among partner organizations -# of partner organizations working toward shared goal
	A2.3   Joint activities between critical audiences and decision-makers	B2.3   Partner campaign capacity developed	% change in skills/knowledge/capacity	C2.3   Politicians, bureaucrats & business leaders have the knowledge and capacity to champion climate agenda	-# policy mechanisms/forms/processes including under-represented community members -# of private sector institutions including issue in their strategic plans -# of politicians/candidates including issue areas in platforms
	A2.4   Knowledge-building among political candidates & business leaders	B2.4   Broader networks/coalitions among partners	-# joint proposals -# of campaigns co-run -# of partner organizations working toward shared goal -# of new formally established coalitions -# of collaborative actions taken among organizations (e.g., joint meetings, signing of messages)	C2.4   Increased ability/access among communities to advocate for their needs	-# partner organizations with developed advocacy strategy -# members of underrepresented groups in leadership positions -# community members consulted for input
	A2.5   Network facilitation activities	B2.5   Partnerships established with decision-makers	-# of new partnerships		
	A2.6   Institution capacity building trainings and workshops among partners	B2.6   Political candidates, elected officials & business leaders more knowledgeable on climate	-% change in awareness -% change in skills/knowledge -% change in likelihood of using action/shifting behavior		
		B2.7   Increased confidence among affected communities to advocate	% change in capacity or perceived confidence		
GOAL 3 - DIVERSITY & INCLUSION A more equitable, diversified, and inclusive climate movement that cultivates solidarity and shared understanding	A3.1   Campaigns (advocacy, awareness, behavior change, etc.)	B3.1   Increased engagement of critical audiences	-# of new audiences reached -# of new channels reached -% or absolute change in digital reach of more diverse audiences	C3.1   Sustained, meaningful engagement across audiences	-% change in the level of engagement among critical audiences -# of critical audiences still engaged after the end of the campaign
	A3.2   Exposure/education activities	B3.2   Change in perception of climate issues among unympathetic audiences	-% change in awareness -% change in skills/knowledge -% change in likelihood of using action/shifting behavior*	C3.2   Increased representation of diverse stakeholders in movement	-% change in representation of critical audiences in the engagements -# of new affected or critical audiences in the movement
	A3.3   Network facilitation activities	B3.3   Increased collaboration between marginalized/impacted communities	-# joint proposals -# of campaigns co-run -# of impacted communities working towards a shared goal	C3.3   Consolidated network of diverse institutions working in the climate space	-# of new formally established coalitions/partnerships
	A3.4   Advocacy activities among decision-makers	B3.4   Shared vision and goals for collective action among partner institutions	-# statements of support from partner organizations -# partners running campaigns with the same messages in issue space	C3.4   Increased leadership held by stakeholders from critical, underrepresented audiences	-# of new members of underrepresented groups in leadership positions
	A3.5   Trust and relationship-building activities	B3.5   Partnerships established with decision-makers	-# of new partnerships	C3.5   Critical audience climate priorities recognized in political agendas	-# policy mechanisms/forms/processes that include under-represented community members
	A3.6   Joint activities between critical audiences and decision-makers				
GOAL 4 - ACTION Increased frequency and ambition of climate action by governments, organizations, private sector, and communities	A4.1   Target audience engagement	B4.1   Increased knowledge on how to adapt/combate climate change individually	-% change in awareness -% change in skills/knowledge	C4.1   Individual behavior change (umbrella outcome for all individual action change)	-% change in the # of people reporting engaging in desired behavior
	A4.2   Awareness-raising activities (umbrella activity for all contributing activities)	B4.2   Increased participation in activities	-% or absolute change in the number of people involved in an issue space -# attending at advocacy events (e.g., public forums, marches, rallies)	C4.2   Creation of citizen-led, community-managed forums/groups	-# of new community-led forums/groups
	A4.3   Trusted messenger engagement and messaging	B4.3   Increased collaboration between public and government	-# of public consultations held -# of co-creation sessions or activities held with the government	C4.3   Holistic representation in multi-stakeholder platforms/forums	-% change in public support of issue
	A4.4   Public-government platform creation/events	B4.4   Increased demand for climate friendly policy from the general public	-% change in public support of issue -% change in perception of issue -# local press coverage -# traditional media coverage	C4.4   Sustained civic engagement	-% change in public support of issue -% of audience members willing to take action on behalf of a specific issue
	A4.5   Campaigns targeting public officials/government actors	B4.5   Increased partnerships among bureaucrats/government workers and government agencies	-# of formal partnerships established	C4.5   Establishment of climate targets at government level	-increase in the number of new NDCs or higher level of ambition within the existing ones
	A4.6   Focus groups with public officials/government actors	B4.6   Candidates include climate priorities in their platform	-change in the candidate agenda, platform or budget	C4.6   Elected officials champion new government policies and accompanying plans	-# policies proposed -# policies/candidates including issue areas in platforms -# bills in support of issue area
	A4.7   Informative materials/policy briefs for public officials	B4.7   Perception change among elected officials, political candidates, bureaucrats	-% change in reported perception	C4.7   Elected officials vote against bills, laws or policies that threaten climate action	-\$ allocated by government to issue area policy
	A4.8   Informal relationship building b/w public officials, civil servants & corporate leadership	B4.8   Established champions within leadership positions across business sector	-# of new champions in the private sector	C4.8   Adoption and implementation of climate-friendly policies	-# policies developed -# policies implemented/adopted -# policies blocked
	A4.9   Press/media/journalist pressure activities	B4.9   Knowledge built among decision-makers on climate priorities and strategies	-% change in awareness -% change in skills/knowledge	C4.9   Increased budget allocation or non-monetary resources to climate action	-% or absolute increase in private sector funding towards government programs or policies
	A4.10   Workshops/courses developed for decision-makers	B4.10   Increase in climate-forward corporate messaging	-social media metrics around reach, engagement, etc. -# local press coverage -# traditional media coverage -increase in the climate action supportive language in the corporate reporting, ESG, etc	C4.10   Increased stewardship of climate action within the industry	-# of new bold climate actions from the corporate sector -# of new corporate partnerships around a climate issue
		B4.11   Increased transparency among targeted corporations re: climate	-change in ESG and sustainability reporting	C4.11   Increased accountability and rigor	-evidence of more ambitious and rigorous goal setting -change in sustainability reporting -change in use of Science-Based Targets (SBT) -change in the inclusion of Scope 3 emissions





# Annex H: Distribution of projects by duration, completion status, and GLM goals

Country		# of projects	Number of projects by project duration			
			<3 months	3-6 months	6-12 months	12> months
Brazil		17	8	2	5	2
India		11	1	3	5	2
Indonesia		5	0	3	0	2
UK/Europe	Bulgaria	3	2	0	1	0
	France	2	0	0	2	0
	Poland	9	0	6	3	0
	UK	13	4	2	3	4
Global		1	1	0	0	0
<b>Total</b>		<b>61</b>	<b>16</b>	<b>16</b>	<b>19</b>	<b>10</b>

**Table G.1.** Project campaigns by country and duration

Country		# of projects/ goals	Number of projects by project completion status			
			Completed 12> months ago	Completed 6-12 months ago	Completed <6 months ago	Ongoing
Brazil		17	13	0	3	1
India		11	7	0	2	2
Indonesia		5	2	1	0	2
UK/Europe	Bulgaria	3	3	0	0	0
	France	2	2	0	0	0
	Poland	9	8	0	1	0
	UK	13	10	1	1	1
Global		1	1	0	0	0



<b>Total</b>	<b>61</b>	<b>46</b>	<b>2</b>	<b>7</b>	<b>6</b>
--------------	-----------	-----------	----------	----------	----------

**Table G.2.** Project campaigns by country and completion status

		Number of projects by GLM goal						
Country	# of projects/ goals	Goal 1	Goal 2	Goal 3	Goal 4	More than 1 goal	Goals not provided in project list	
<b>Brazil</b>	17	9	5	3	8	9	2	
<b>India</b>	11	11	2	7	9	11	0	
<b>Indonesia</b>	5	3	1	1	3	1	0	
<b>UK/ Europe</b>	<b>Bulgaria</b>	3	3	1	1	3	4	0
	<b>France</b>	2	0	1	0	1	0	1
	<b>Poland</b>	9	7	3	5	4	7	0
	<b>UK</b>	13	12	3	6	5	8	0
<b>Global</b>	1	1	0	0	1	1	0	
<b>Total</b>	<b>61*</b>	<b>46</b>	<b>16</b>	<b>23</b>	<b>34</b>	<b>41**</b>	<b>3</b>	

\*) From the 70 listed projects/campaigns where projects/campaigns with multiple phases are considered as 1 continuous project/campaign

(\*\*) # of projects with

- 1 goal : 17
- 2 goals : 23
- 3 goals : 16
- 4 goals : 2
- no mentioned goals : 3

**Table G.3.** Project campaigns by country and goals



# Annex I: Survey responses on what PCL projects should do to sustain efforts

The responses below were responding to the open-ended question of “What are other ways {project} should do to sustain its project and initiatives?” (Q21) of the online survey. A total of 30 responses were gathered for the question. Responses displayed here are verbatim as inputted by the respondents.

The responses were then grouped into categories, with each response identified to have touched on maximum 2 categories. The accompanying graph breaking down the number of mentioned categories in the responses is given in Fig. 27 in Section 4.3 of the report.

PCL staff?	What are other ways {project} should do to sustain its project and initiatives?	Category 1	Category 2
No	-Definitely think of ways to reach more people- how can projects be made leaner so they can scale	Achievement: audiences	Process: planning
No	Although lockdown is over, there is still a role for encouraging people to get a daily dose of nature - so perhaps PCL could consider revisiting/refreshing the campaign in the future.	Process: approaches	
No	Become an Entrepreneur and Consultant Connect Platform	Institution	
No	Build into the timescale post-intervention check-in points in order to capture legacy of engagement	Process: monitoring	
No	Certainly, the continuation of substantive and financial support would strengthen the effects of the project and the operation of movement.	Process: financial support	Process: technical support
No	Construction of a cooperation network and exchange of experiences between neighbourly groups.	Achievement: network and partnership	
No	Continue meeting as a group, which Tearfund is facilitating, to continue the discussion.	Achievement: network and partnership	
No	continues process not only one time	Process: implementation	
No	Develop methods of monitoring relevant political figures. Develop parties relationships for political incidence.	Achievement: network and partnership	
No	Educational activities	Process: approaches	



<b>PCL staff?</b>	<b>What are other ways {project} should do to sustain its project and initiatives?</b>	<b>Category 1</b>	<b>Category 2</b>
No	Fundraising for alignment of expectation with the community.	Process: financial support	
No	Have lesser gaps between projects to sustain engagement with communities. A huge time gap between two projects means we have to reinvent the wheel each time which is time-consuming and doesn't make good economic sense.	Process: planning	
No	Having Biodiversity by the Bay as an annual festival - 1. for people to recognise its messaging and potential 2. to create that sustained network 3. to continue mapping the potential of the diverse activities under the project	Process: implementation	Achievement: network and partnership
No	Increasing the exposure of the initiative and the results and learning obtained	Process: approaches	Process: evaluation
No	Investment in internal and external communication	Process: financial support	
No	Maintain more technical and financial support	Process: financial support	Process: technical support
No	Maintain on the radar the monitoring of the National Congress and contact with partner organisations.	Process: monitoring	Achievement: network and partnership
No	Networking among entities and organisations and creating joint initiatives.	Achievement: network and partnership	
No	Ongoing budget to identify and respond to online threats in the climate space, with a longer lead time from threat briefing to responding, in order to allow for partner and community engagement.	Process: financial support	Process: planning
No	Online campaigns through mainstream media and social media. Make activities that are offline to bring the community closer to this issue.	Process: approaches	
No	Project should identify institutions or individuals that will maintain momentum on the initiative	Achievement: network and partnership	



<b>PCL staff?</b>	<b>What are other ways {project} should do to sustain its project and initiatives?</b>	<b>Category 1</b>	<b>Category 2</b>
No	Write the program by creating a modern place of ecological education - space between sector and intergenerational meetings using various tools and resources to develop soft communities in the field of counteracting climate change - a specific combination of the formula of civic cafe with the Municipal Innovation Laboratory, where you can meet, Everse, but also, for example, repair old equipment with available tools.	Process: approaches	
No	The programming of World Bathroom Day is wide and involves launching publications, interviews and other materials that are 'prepared throughout the year. It is of utmost importance to carry out such projects.	Process: implementation	Process: planning
No	To go to the people and say we are here till we come to the logical conclusion	Process: implementation	
No	Try to involve individuals and collectives from the peripheries and broken, in dialogue with them and not coming with a pre-established solution.	Achievement: network and partnership	
Yes	Financial support and mentors.	Process: financial support	Process: technical support
Yes	Focus on base structures to promote continuous and relevant social impact.	Process: implementation	Process: planning
Yes	Include the political components more intentionally in your strategy, working with political/advocacy incidence.	Process: implementation	Process: planning
Yes	Maintaining the continuity and involvement of engaged stakeholders is important.	Achievement: network and partnership	
Yes	sustainable finance	Process: financial support	

