



amec



8-10 June 2011, Lisbon
3rd European Summit on Measurement

Advocacy Evaluation: A new type of challenge for a global charity

Claire Hutchings

Global Advisor - Monitoring, Evaluation & Learning
(Campaigns & Advocacy) Programme Performance & Accountability
Team, Oxfam GB



Oxfam Great Britain

Putting it in context

- Oxfam International – confederation of 14 independent affiliate organisations, working in over 99 countries
- One programme approach:

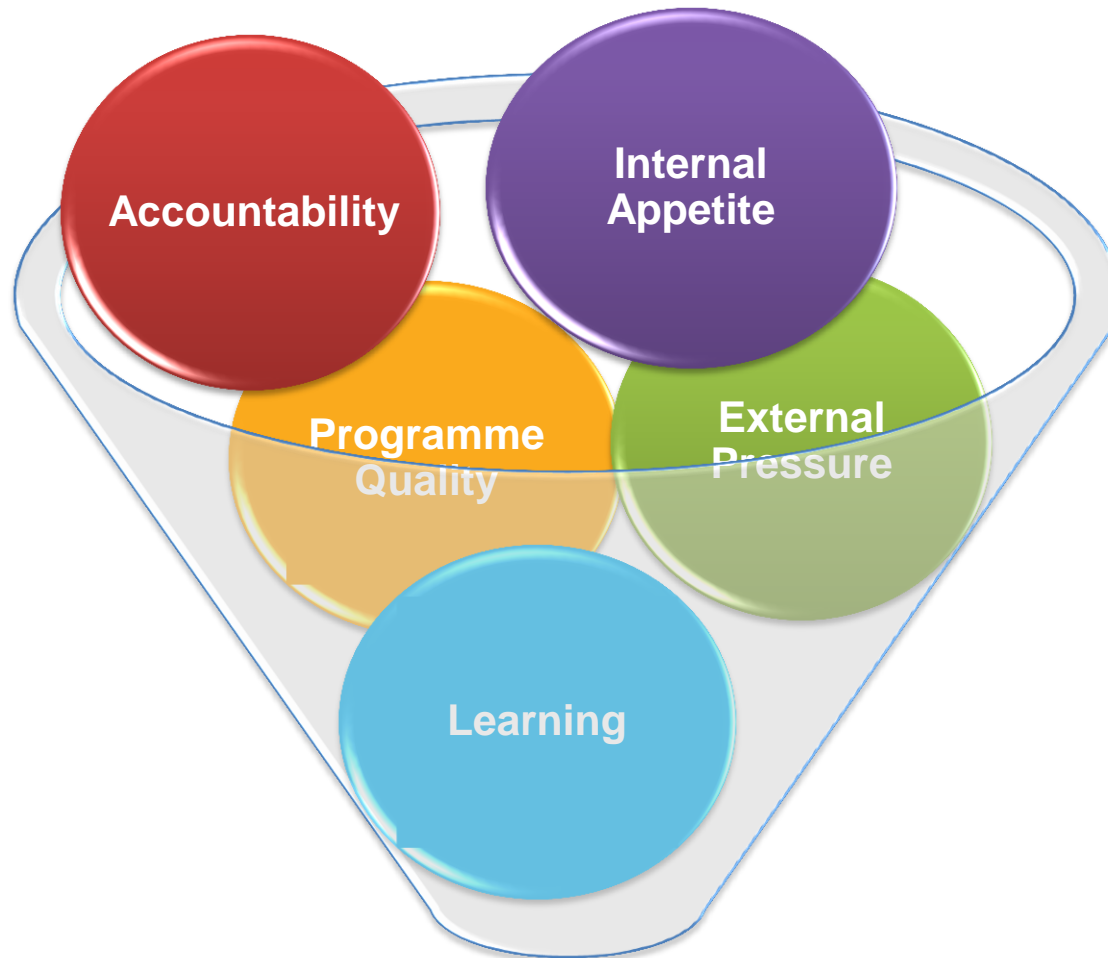


- Campaigns supported at sub-national, national, regional and global levels
- Current Global Campaign priorities include:

Economic Justice ▪ **Rights in Crisis** ▪ **Essential Services**

Oxfam Great Britain

Drivers for Monitoring, Evaluation & Learning (MEL)



Desire to better capture and communicate our effectiveness

Oxfam Great Britain

Drivers for Monitoring, Evaluation & Learning (MEL) con't

Need for reliable feedback on the effectiveness of our work – from both *accountability* and *learning* perspectives



Oxfam Great Britain

Approach to Monitoring, Evaluation & Learning (MEL)

➤ Principles

- Use different processes for different needs
- Integrate M&E into everyday work
- Link learning with decision-making
- Secure adequate resources
- Involve key stakeholders

➤ Processes

1. Getting the basics right:
systematic monitoring

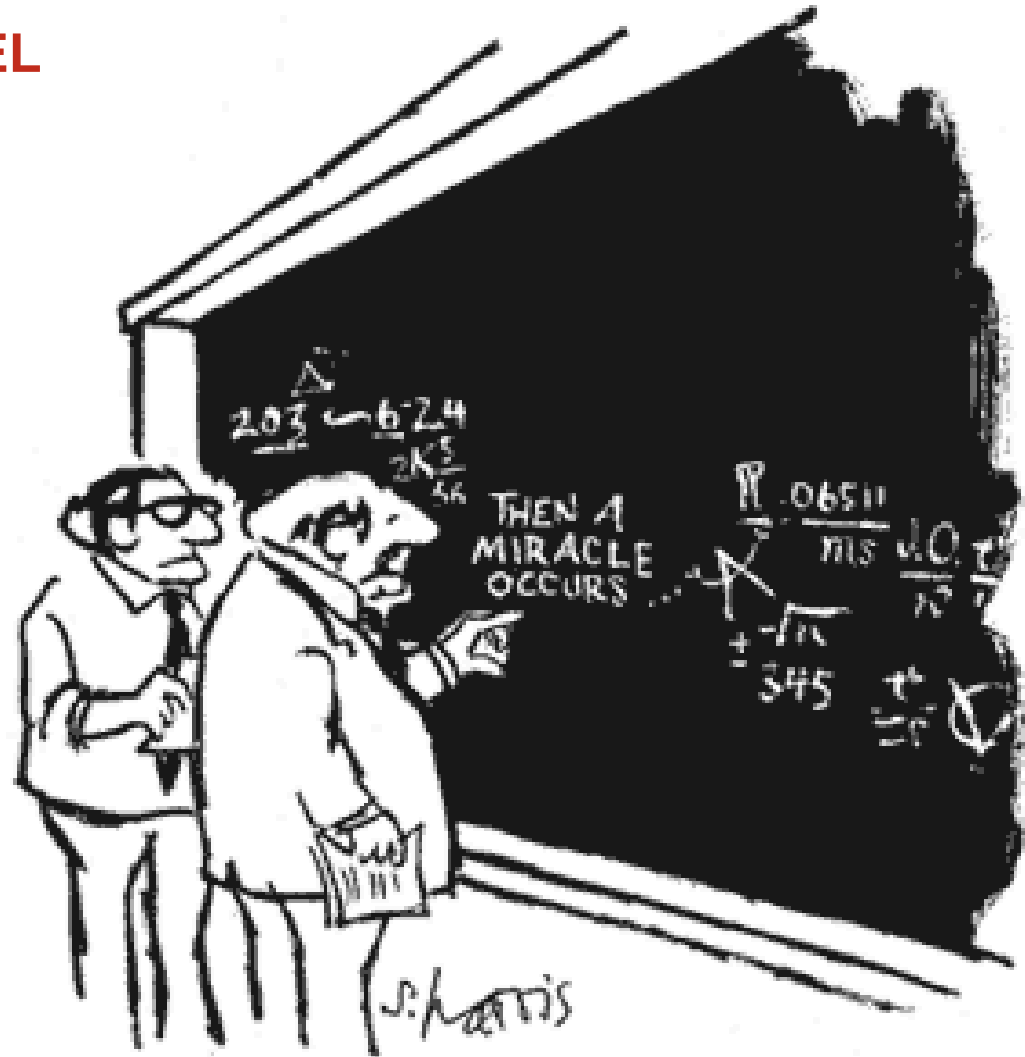
2. Feeding learning into decision-making:
moments for review

3. Building organisational knowledge and accountability:
rigorous evaluation of outcomes and impact

Oxfam Great Britain

Key Challenges for MEL

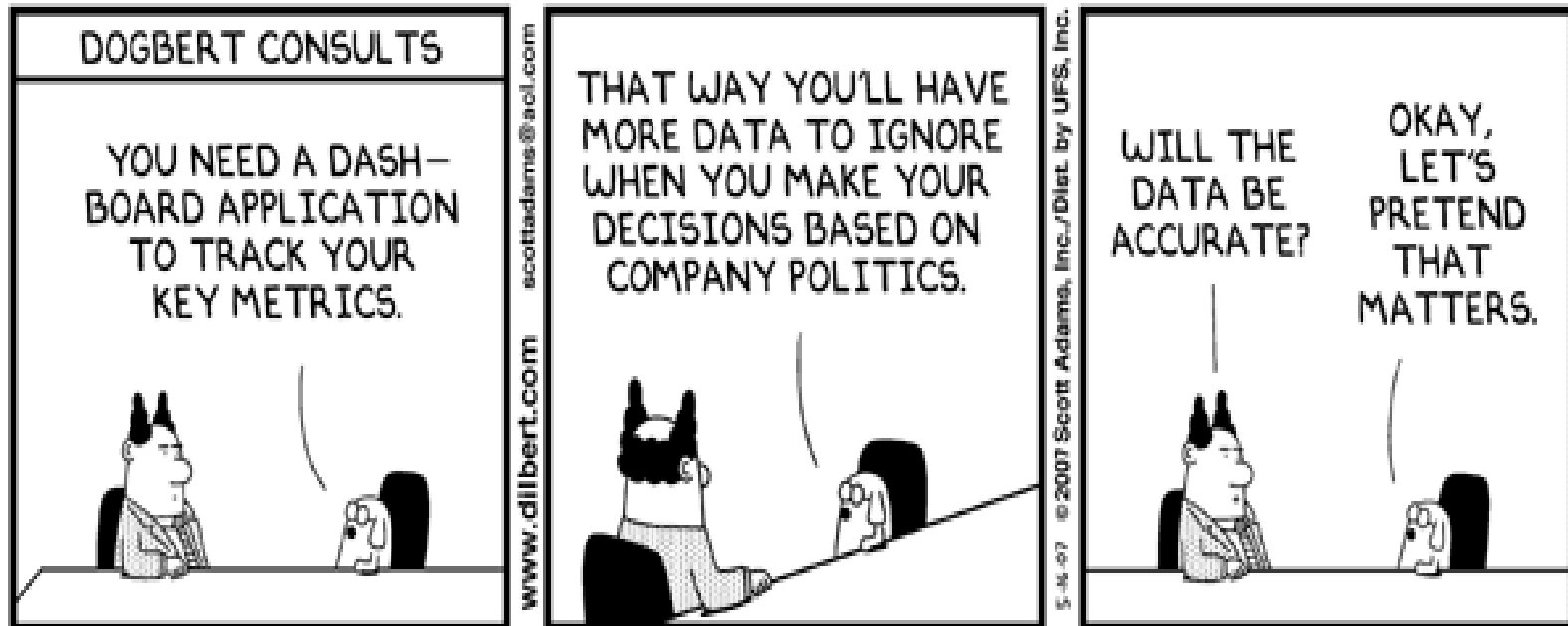
Getting Clear
Programme Logic



Oxfam Great Britain

Key Challenges for MEL

Encouraging evidence based decision-making



© Scott Adams, Inc./Dist. by UFS, Inc.

Oxfam Great Britain

Key Challenges for MEL

Managing to outcomes, rather than 'busy-ness'



Oxfam Great Britain

Additional Challenges for MEL of our Campaigns

➤ Theoretical Challenges

- Socio-political change is complex, non-linear and difficult to 'measure'
- Multiple actors and coalitions on the same issue: **attribution** difficult.
- Campaigns evolve in response to rapidly changing political environment.
- Long time-frames. But short-term funding, shifting priorities

➤ Practical Challenges

- Scale and nature of global campaigns
- Limited experience of M&E among staff & partners, little time/ motivation to engage in M&E
- Campaigners set 'motivational' not SMART aims
- Documentation: collecting data from allies and targets difficult (and own staff!)

Oxfam Great Britain

Taking MEL forward in our Campaigns

Campaign Management:

Produce information useful for advocates in 'real-time'
Document a data-rich picture over time
Build in spaces for reflection

Evaluation:

Build 'plausible and defensible' case of contribution to policy change
Understand our 'value added'

Oxfam Great Britain

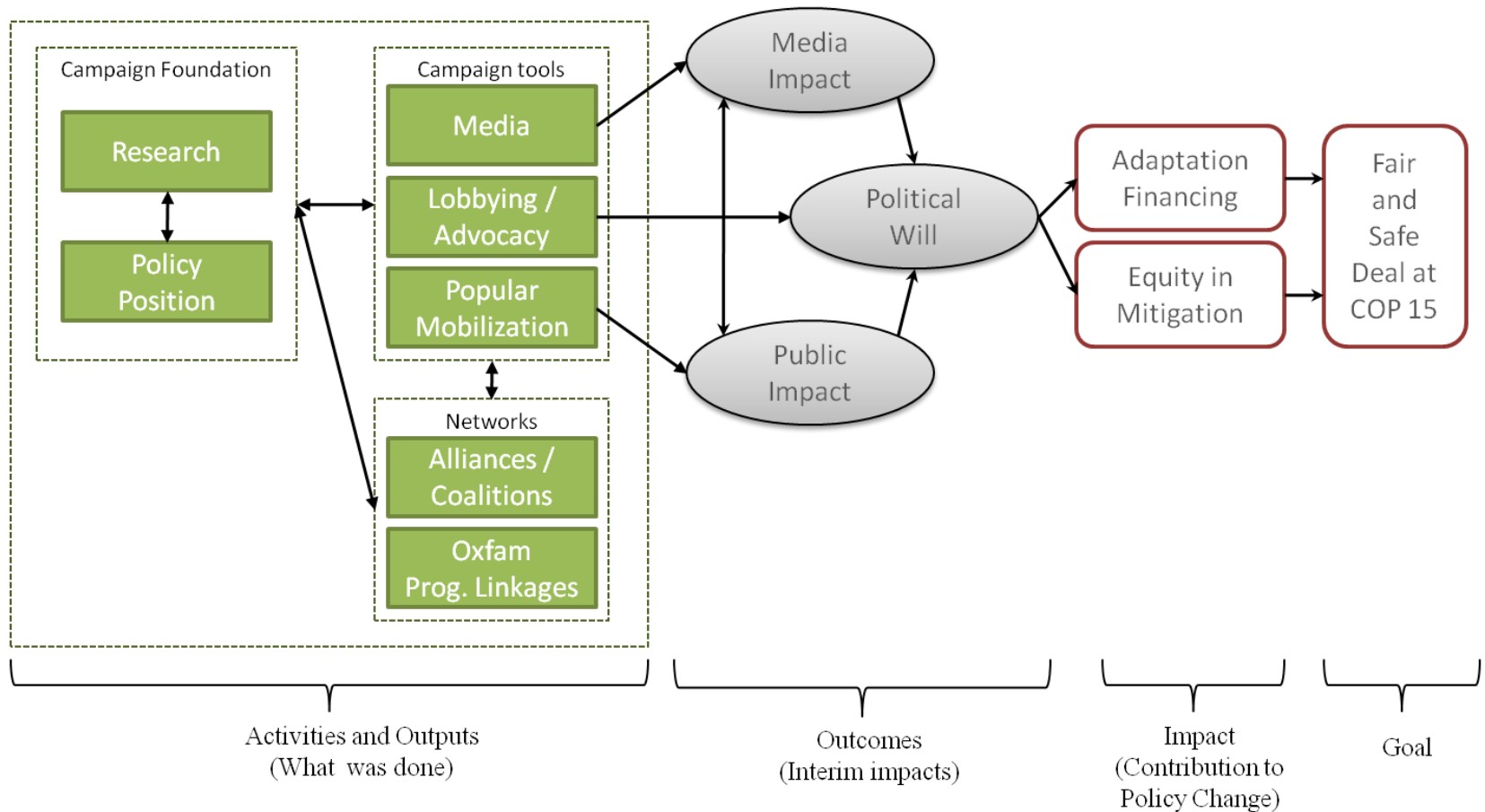
What we're trying... OI Approach to MEL of Campaigns

Oxfam International Approach to MEL of Campaigns

1. Articulate a theory of change / build a logic model for the campaign
2. Identify indicators or outcome areas
3. Collect data
4. Analyze data and review progress
5. Evaluate the campaign

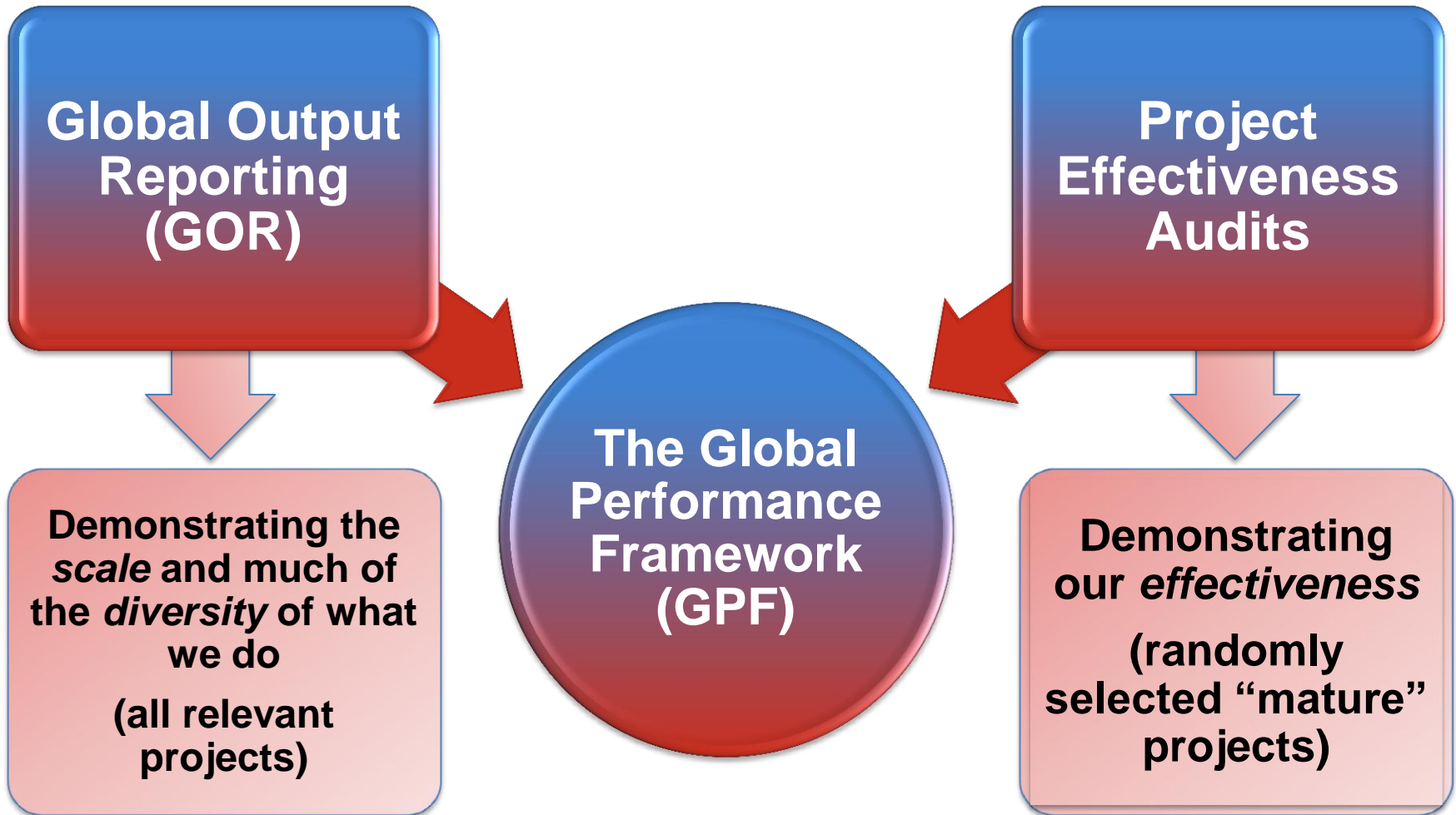
Oxfam Great Britain

Theory of Change Example - Climate Change Campaign



Oxfam Great Britain

What we're trying... Global Performance Framework



Global Output Indicators

Humanitarian Assistance:
of people provided with appropriate humanitarian assistance, disaggregated by sex

Adaptation and Risk Reduction:
of people supported to understand current and likely future hazards, reduce risk, and/or adapt to climatic changes and uncertainty, disaggregated by sex

Livelihood Enhancement Support:
of women and men directly supported to increase income via enhancing production and/or market access

Women's Empowerment:
of people reached to gain increased control over their own priorities and interests

Citizen Voice:
of citizens supported to engage in dialogue, as well as duty bearers supported

Policy Influencing:
of campaign and advisory activities directly undertaken or supported by output type and campaign

Global Outcome Indicators

% of people who received humanitarian support from responses meeting established standards for excellence, disaggregated by sex

% of targeted households and communities indicating positive ability to minimise risk from shocks and adapt to emerging trends & uncertainty

% of targeted households living on more than £1.00 per day per capita

% of supported women meaningfully involved in household decision-making and influencing affairs at community and enterprise levels

Use process tracing to explore the extent to which policy influencing work has contributed to evidence changes in duty bearer practice or policy outcomes.

% of supported partners with demonstratively enhanced capacity through OGB's support

Value for money indicators

Improved quality of life for poor women and men

Citizen Voice

Policy Influencing

Oxfam Great Britain

What we're trying... Global Performance Framework

Process Tracing Research Protocol

1. Work with relevant stakeholders to clearly specify the most recent intermediate and final outcomes the campaign is seeking to achieve.
2. Systematically assess and document what was done under the project/campaign to achieve the targeted outcomes.
3. Identify and evidence what targeted project/campaign outcomes have actually materialised, as well as any relevant unintended outcomes.
4. Undertake “process induction” to identify all plausible causal explanations for the evidenced outcomes.
5. Use “process verification” to assess the extent to which each of the explanations are supported or not supported by the available evidence.

Oxfam Great Britain

Reflections on Theory and Practice

- Challenge to get SMART objectives
- Need to unpack 'interim outcomes' towards policy change
- Impact chains painful and long but both process & product are useful
- Detailed indicators vs 'outcome areas'
- M&E not seen as part of remit/rewards for campaigners
- Developmental evaluation principles really useful, but there's still an important role for independent assessment
- Focus on understanding significance of contribution to policy change
- Strike balance between M&E 'rigour' and need to keep advocates free/innovative
- Need to address practical, cultural, structural as well as capacity issues