Organisational Monitoring Evaluation and Learning

Oxfam Australia Right to Be Heard Active Citizenship outcomes

Kobi Maglen & Jayne Pilkinton   19 September 2016

OXFAM
**Australia**

THE POWER OF PEOPLE AGAINST POVERTY

OXFAM AUSTRALIA
STRATEGIC PLAN 2014–2019

Legend:
- Oxfam Australia programs including shop partners
- Oxfam International programs
- No Oxfam programs
- Oxfam affiliates

Labels on map:

North America:
QUEBEC, CANADA, UNITED STATES OF AMERICA, MEXICO, CUBA, DOMINICAN REPUBLIC, HAITI, GUATEMALA, EL SALVADOR, HONDURAS, NICARAGUA, COSTA RICA, PANAMA

South America:
COLOMBIA, ECUADOR, PERU, BRAZIL, BOLIVIA, PARAGUAY

Europe:
IRELAND, UNITED KINGDOM, BELGIUM, DENMARK, NETHERLANDS, GERMANY, FRANCE, SPAIN, ITALY, BOSNIA AND HERZEGOVINA, RUSSIA

Middle East / Asia:
GEORGIA, ARMENIA, AZERBAIJAN, TURKEY, TUNISIA, LEBANON, SYRIA, IRAQ, OCCUPIED PALESTINIAN TERRITORIES, ISRAEL, JORDAN, TAJIKISTAN, AFGHANISTAN, PAKISTAN, NEPAL, CHINA, DPR KOREA, JAPAN, INDIA, BANGLADESH, MYANMAR, LAOS, HONG KONG, THAILAND, VIETNAM, CAMBODIA, PHILIPPINES, SRI LANKA, INDONESIA, TIMOR-LESTE

Africa:
MOROCCO, ALGERIA, EGYPT, WESTERN SAHARA, MAURITANIA, MALI, NIGER, SUDAN, YEMEN, THE GAMBIA, SENEGAL, BURKINA FASO, CHAD, NIGERIA, SIERRA LEONE, LIBERIA, GHANA, IVORY COAST, BENIN, CENTRAL AFRICAN REPUBLIC, SOUTH SUDAN, ETHIOPIA, SOMALIA, UGANDA, KENYA, DEMOCRATIC REPUBLIC OF CONGO, RWANDA, BURUNDI, TANZANIA, ANGOLA, MALAWI, ZAMBIA, MOZAMBIQUE, MADAGASCAR, NAMIBIA, ZIMBABWE, SWAZILAND, SOUTH AFRICA

Oceania:
PAPUA NEW GUINEA, SOLOMON ISLANDS, AUSTRALIA, TUVALU, SAMOA, VANUATU, FIJI, NIUE, TONGA, COOK ISLANDS, NEW ZEALAND

OXFAM
Australia

Links to Literature …

Indicators from projects are collected together under a global indicator
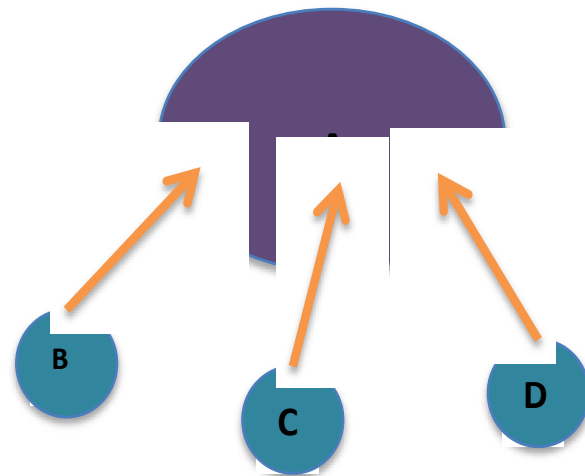
Global indicator (A)
CSO's influence government practice (A)

Project indicators (B,C,D)
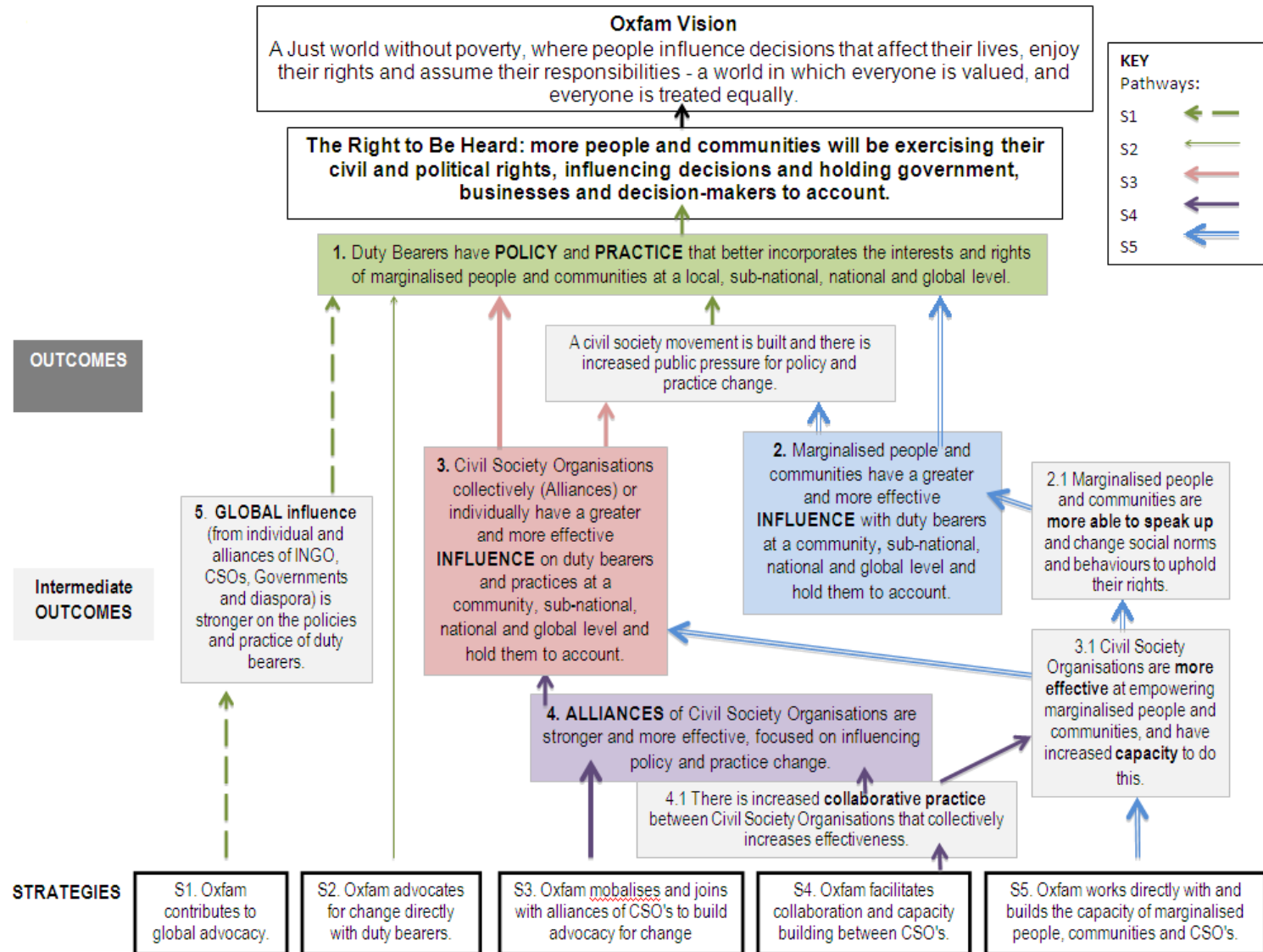# of times governments invite CSOs to attend meetings to discuss policy
Evidence of CSO submissions being copied into government policy document
Successful lobbying of government by CSOs

Source: Simister, N (2016) Summarising portfolio level change: results frameworks at organisational level, INTRAC

OXFAM
Australia

Conceptual Hierarchy

Oxfam Vision
A Just world without poverty, where people influence decisions that affect their lives, enjoy their rights and assume their responsibilities - a world in which everyone is valued, and everyone is treated equally.

The Right to Be Heard: more people and communities will be exercising their civil and political rights, influencing decisions and holding government, businesses and decision-makers to account.

KEY
Pathways:

S1	←
S2	←
S3	←
S4	←
S5	←

1. Duty Bearers have **POLICY** and **PRACTICE** that better incorporates the interests and rights of marginalised people and communities at a local, sub-national, national and global level.

OUTCOMES

A civil society movement is built and there is increased public pressure for policy and practice change.

Intermediate OUTCOMES

5. GLOBAL influence (from individual and alliances of INGO, CSOs, Governments and diaspora) is stronger on the policies and practice of duty bearers.

3. Civil Society Organisations collectively (Alliances) or individually have a greater and more effective **INFLUENCE** on duty bearers and practices at a community, sub-national, national and global level and hold them to account.

2. Marginalised people and communities have a greater and more effective **INFLUENCE** with duty bearers at a community, sub-national, national and global level and hold them to account.

2.1 Marginalised people and communities are **more able to speak up** and change social norms and behaviours to uphold their rights.

3.1 Civil Society Organisations are **more effective** at empowering marginalised people and communities, and have increased **capacity** to do this.

4. ALLIANCES of Civil Society Organisations are stronger and more effective, focused on influencing policy and practice change.

4.1 There is increased **collaborative practice** between Civil Society Organisations that collectively increases effectiveness.

STRATEGIES

S1. Oxfam contributes to global advocacy.	S2. Oxfam advocates for change directly with duty bearers.	S3. Oxfam mobalises and joins with alliances of CSO's to build advocacy for change	S4. Oxfam facilitates collaboration and capacity building between CSO's.	S5. Oxfam works directly with and builds the capacity of marginalised people, communities and CSO's.

OXFAM
Australia

HOW DID WE DO IT?

Frameworks for each of the five results

BASED ON ...

PROGRAM MEL FRAMEWORKS

... GENERATING ...

OUTCOME REPORT GUIDING QUESTIONS AND INDICATORS

... LEADING TO ...

Analysis of program documentation by external consultants

... LEADING TO ...

THE 2015 OUTCOMES REPORT

RTBH findings

- Projects are contributing towards policy change

- But most results that are supported by evidence are at a local level

- The role of partnerships with coalitions and alliances to achieve policy change is not always clear

- Projects often don't have a plan for monitoring implementation of policy

OXFAM
Australia

RTBH MEL Guidance

Outcome	Qualitative Questions	Quantitative Indicators
OUTCOME 4.	**Alliances*** of Civil Society Organisations are stronger and more effective*, focused on influencing policy and practice change*.	

Key actor: An Alliance of CSOs.
 	
This Outcome is about the capacity to act; this is a precondition for practice change.
 	
Relationship to other outcomes: This Outcome is a result of Intermediate Outcome 4.1 and Oxfam strategies S3 and S4.
 	
This Outcome contributes to Outcome 3.
	To what extent is the alliance stronger at advocacy and influencing?
	Sub questions:
	Representation and Reach
	• To what extent does the alliance include and is actively led by marginalised people's* representatives and representative CSOs?
	• Are there processes in place to ensure the active participation* of women, people with a disability and young people in the alliance?
	• To what extent does the alliance's membership cover the appropriate reach? (This could include geographic and sectoral reach.)
	Knowledge and Capacity
	• To what extent does the alliance have an understanding of the policy issues (including a gender analysis) and is drawing on evidence to develop this understanding?
	• What is the strength and appropriateness of the leadership of the alliance?
	• Has the alliance consolidated its resources? Are the CSOs involved allocating resources to alliance activities to support the implementation of their agreed strategies?
	• To what extent is the alliance able to adapt to shifting policy debates? (Is the alliance 'on trend'?)
	• What elements make the alliance stronger?
	
	To what extent is the alliance focused?
	Sub Questions:
	Focus
	• Has the alliance developed a clear and contextually relevant policy position?
	• Does the alliance's policy position align with marginalised people's interests?
	Does this also reflect the interests of women, people with disabilities and young people?
		These indicators are not stand-alone: they assist in answering the qualitative questions.
		
		Indicators:
		
		• What is the membership of the alliance and how has it changed?
		  ○ Number of members
		  ○ Scale of members (geographic, type, thematic)
		  ○ Size of member CSOs
		
		• Is there an alliance strategy or policy position? (That is based on the constituency, evidence, a power analysis and the strategic use of aligned resources?)

OXFAM Australia

Methodology Guidance

4. Change through alliances, coalitions and movements	
Outcome 4: Alliances of Civil Society Organisations are stronger, more effective and focused on influencing policy and practice change.	

MEL Questions:
 	
4.1 To what extent is the alliance stronger at advocacy and influencing?
 	
4.2 To what extent is the alliance focused?
 	
4.3 What has been Oxfam's contribution to this?
	Alliance / Coalition capacity assessment tool
	Theory of change clarification evaluation
	System / Movement mapping analysis tools:
	    ✪ **Advocacy Strategy Framework**
	    ✪ **Power analysis**
	    ✪ **Social Network Analysis**
	Intents period debrief
	Contribution analysis (Qsn 4.3)

OXFAM
Australia

Outcomes synthesis challenges

- Meaningfully comparing results across diverse initiatives

- Understanding the significance of results divorced from their context

- Making useful statements about trends across project outcomes

OXFAM
Australia

Outcomes Report Uses

Outcomes Reporting

- Highlighted questions about the project portfolio mix and focus

- Identified gaps in project strategies and implementation

- Drew attention to potential program risks

OXFAM
Australia

Lessons learnt

- Outcomes Report findings have been used in a range of ways many of which have been unanticipated

- Maintaining awareness of the Outcomes Reporting package over a long time frame

- Audiences were not clear on what kind of analysis was needed

- Institutional planning was not framed around the use of evidence – yet

OXFAM
Australia

Strategic Plan Reporting Suite

Portfolio overview

- **Portfolio analysis**
- **Evaluation schedule**

Analysis of program & project implementation

- **Program performance review**

Analysis of outcomes, effectiveness & approach

- **Project evaluation reviews**
- **Thematic learning and analysis**
- **Strategic outcomes analysis**

Summarised into Biennial Strategic Plan Report

OXFAM
Australia

For more Information Contact

Kobi Maglen

Program Performance Manager

Oxfam Australia

Email: kobim@Oxfam.org.au

Jayne Pilkinton

Program Analysis Team Leader

Program Performance Unit

Oxfam Australia

Email: jaynep@oxfam.org.au

OXFAM
Australia