

# Using evaluation findings as an asset to inform future strategic choices for organizational and country projects

**Learning from the rich experience of Oxfam's Securing Rights Programme's End Term Evaluation**

**ae s 2017**

**Roselyn Nyatsanza, Musa Sibindi, Hilda Manokore**

**05 September 2017**



**OXFAM**

# ACKNOWLEDGEMENTS

- Jayne Pilkinton- Oxfam Australia
- Enida Friel- Oxfam Ireland
- Kudzai Makoni- SRP Evaluation Lead Consultant & Africa Community Development and Research Center (ACDRC) technical team

# Overview of the presentation

- **Background** –multifaceted approach
- A brief **background** of Securing Rights Programme-SRP *Flier distributed prior*
- **Purpose** of the Evaluation
- Evaluation **approach and methodology**
- Evaluation **Findings**
- **Adaptive Learning from Practice**

FRAMING THE EVALUATION TO GENERATE FINDINGS  
THAT HAVE CREDIBILITY WITH INTENDED USERS



# Navigating the landscape

## Organizational, Political & Economic Landscape

### Organizational-Internal changes within Oxfam

- ✓ Vision 2020- merging affiliates and streamlining operations
- ✓ Concluding and transitioning legacy projects
- ✓ Leveraging on 30 years (4 years immediate) on gender and women's rights programming-new designs, partnerships, using evaluation findings?

### Socio-economic and political-External Changes

- ✓ Shrinking economy and high unemployment
- ✓ Rising poverty and limited household income
- ✓ Inequality gap between rich and poor
- ✓ Limited access to comprehensive and quality health related information and services delivery
- ✓ Political divide and institutional violence
- ✓ Focus on young people-young women and girls vulnerability

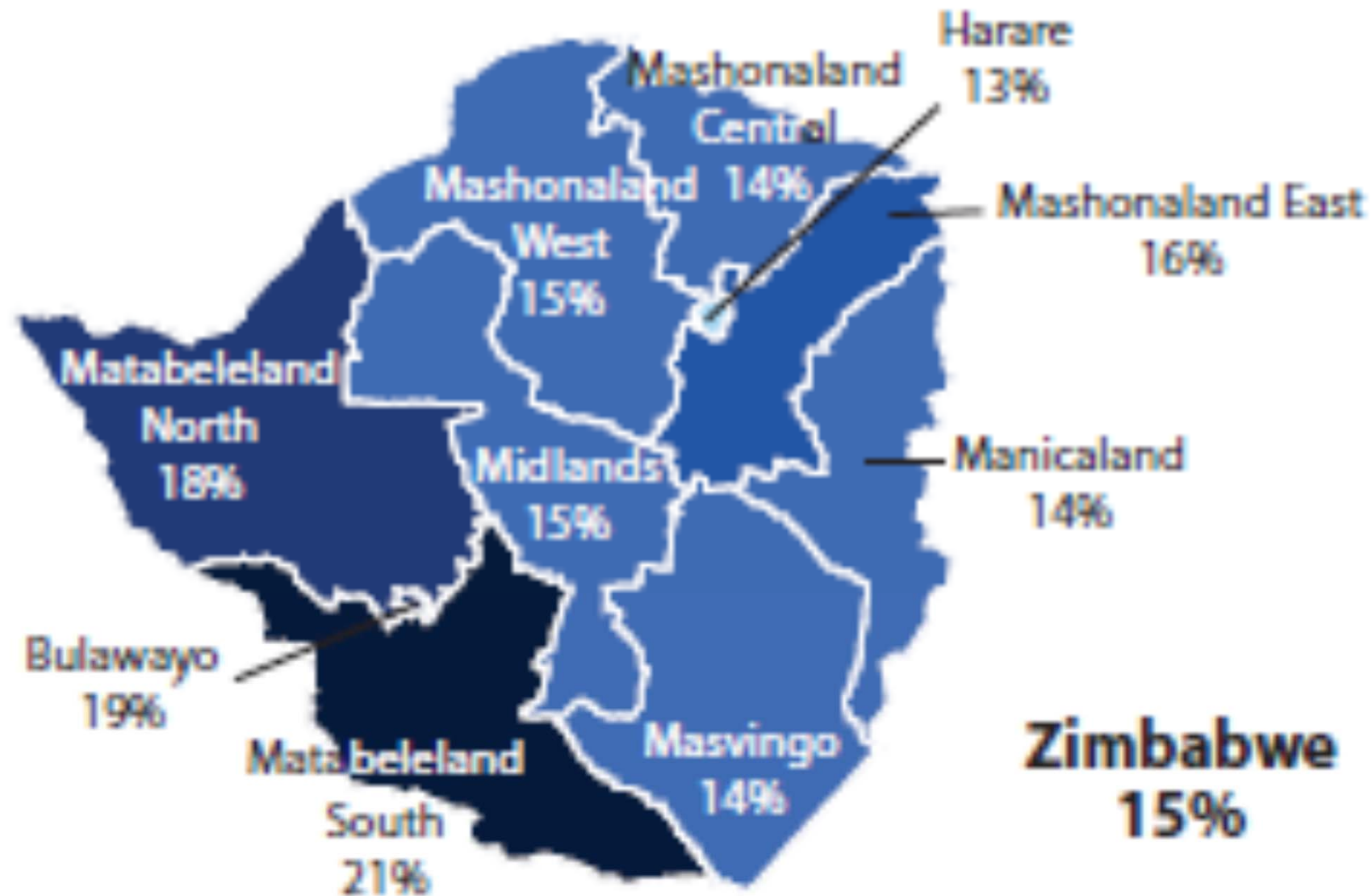
# Brief overview of the programme

- 4 year Programme (2013-2017)

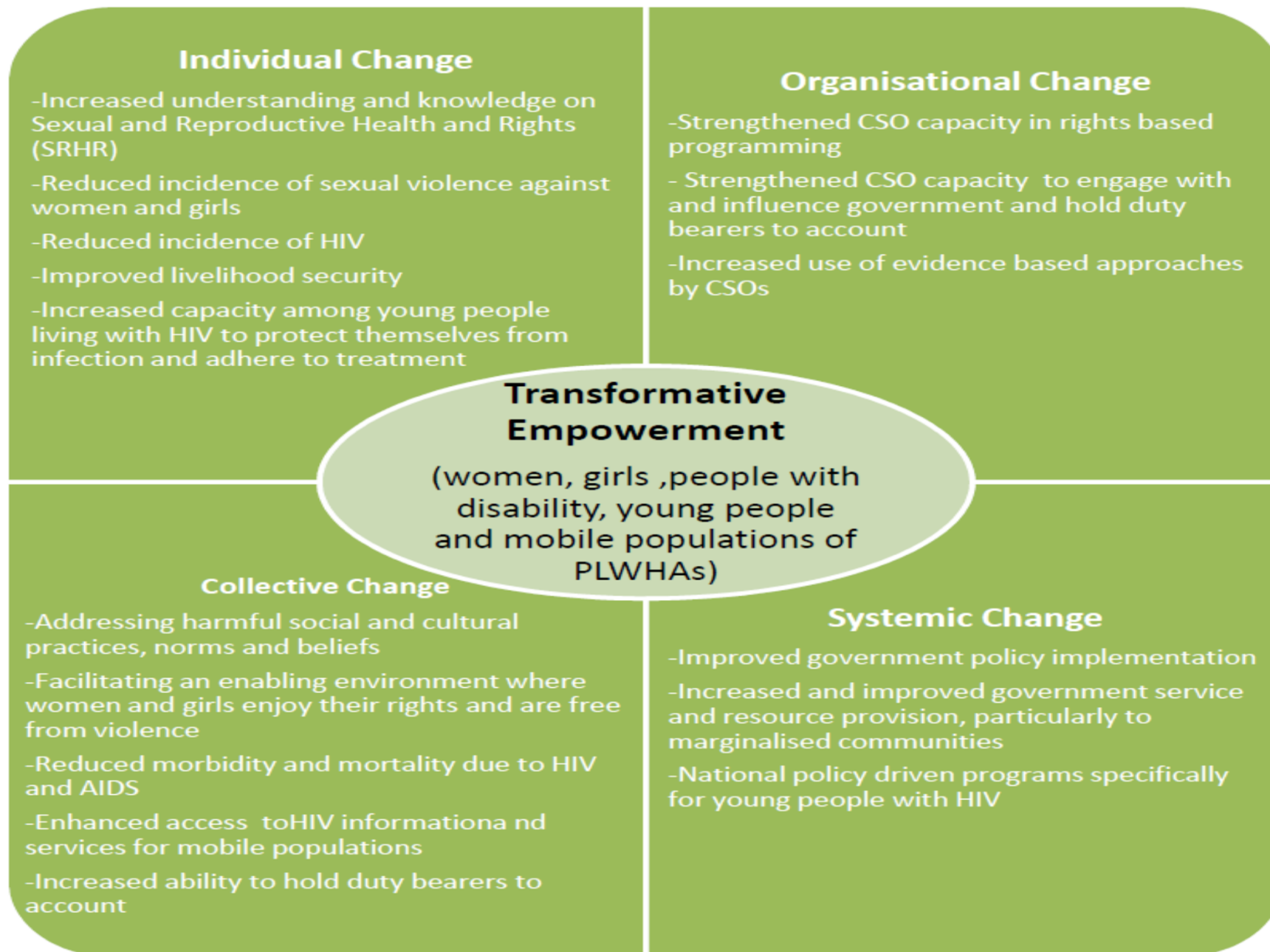
**AIM:** Secure the rights of women and girls, young people, mobile populations and persons with disability in selected areas to exercise their rights to PREVENTION, QUALITY TREATMENT and SUSTAINABLE LIVELIHOODS

- ❖ Integrates Gender-HIV-Livelihoods work
- ❖ Mainstreams-SRHR, Disability Inclusion, Child Protection, Disaster Risk Reduction as mitigation measures
- ❖ Collaborative, Organising, Co-creation, Convening spaces

## Where we work...

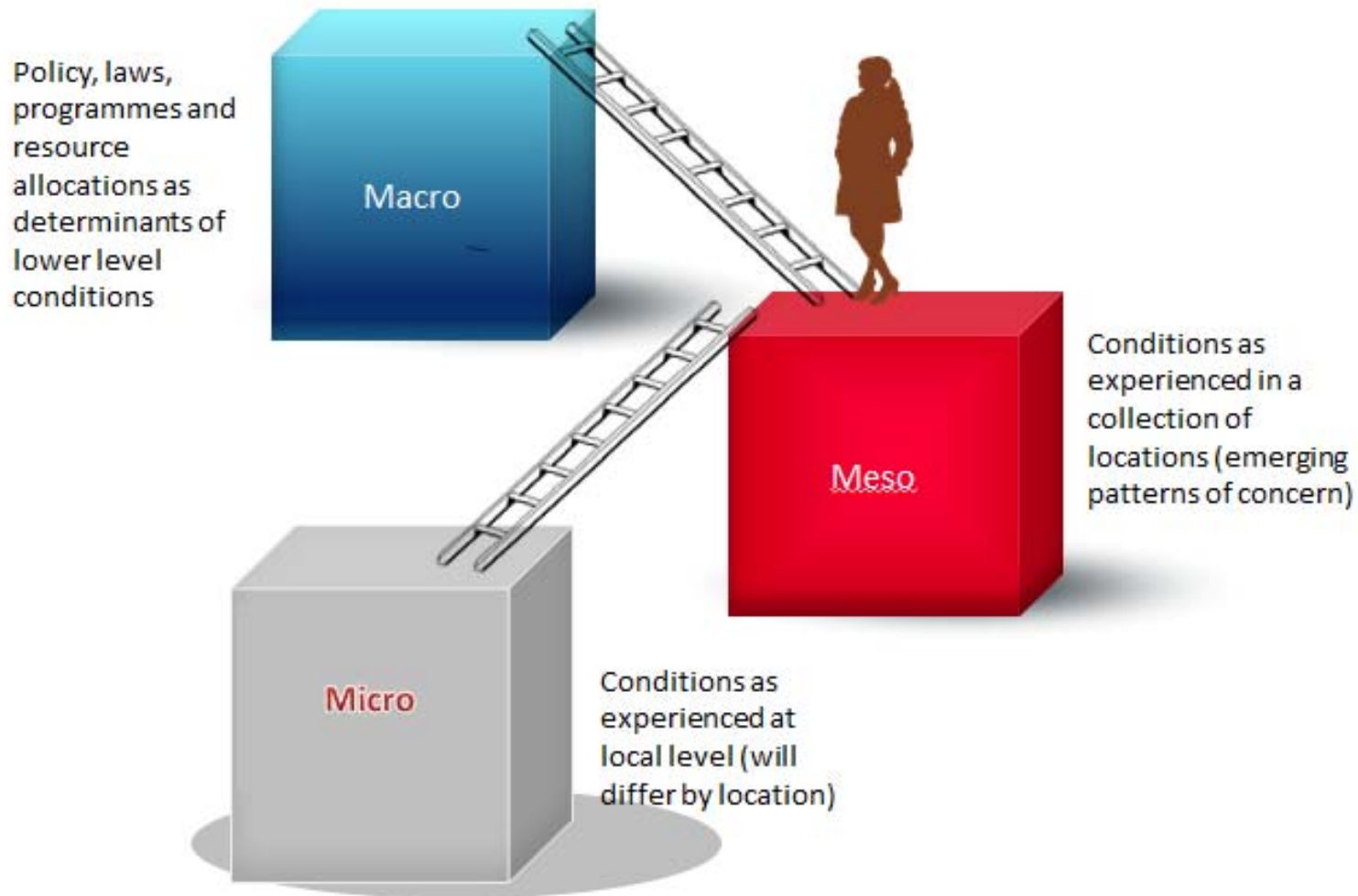


# Theory of Change

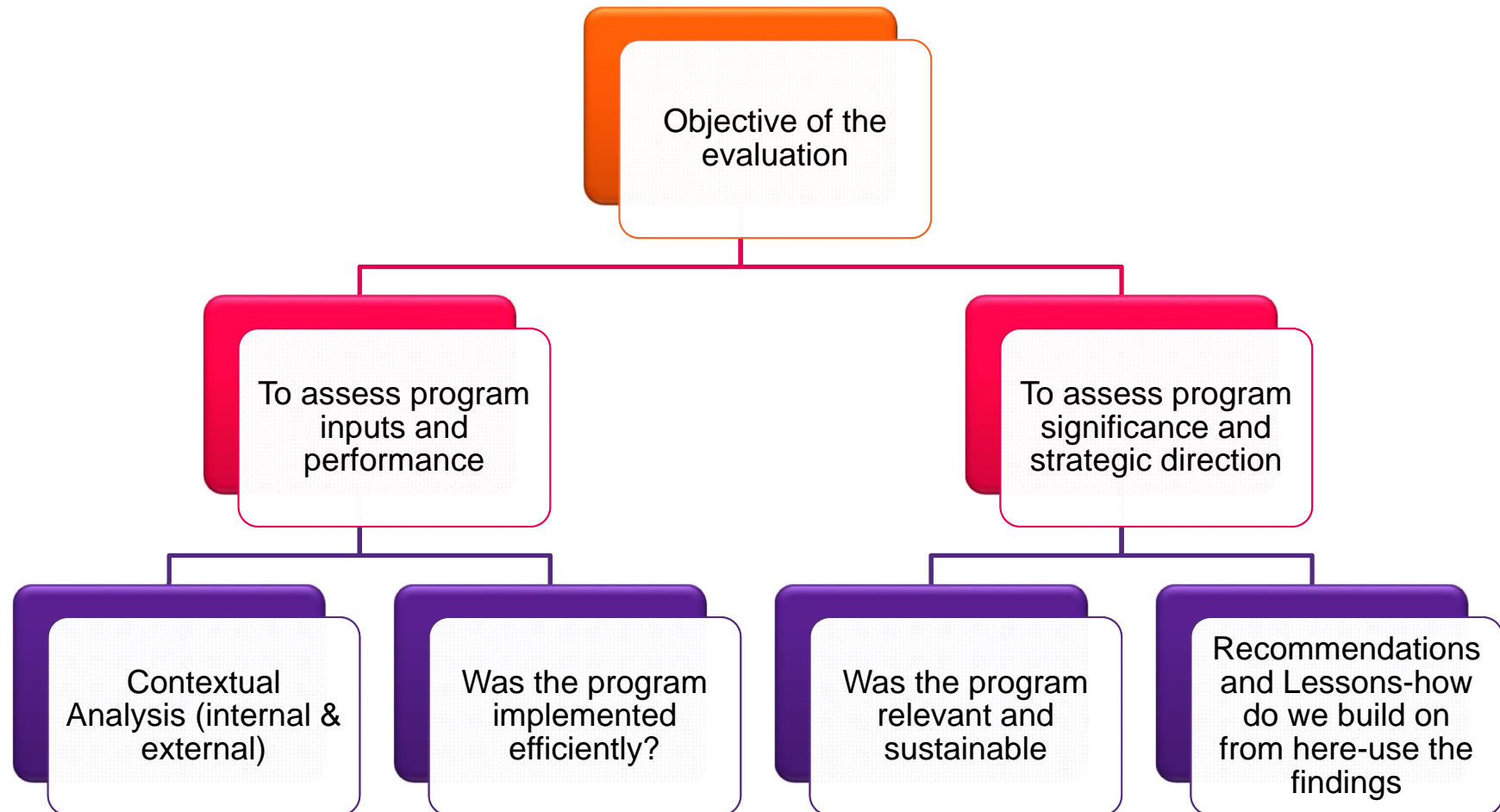




# Partnership Model



# Conceptual Framework of the Evaluation



# Evaluation approach

## Utilization Focused Evaluation

**Joint Planning & Partner consultations**



**Partner led field work mobilizations**



**Periodic updates for Oxfam and partners-Validation of results and findings**



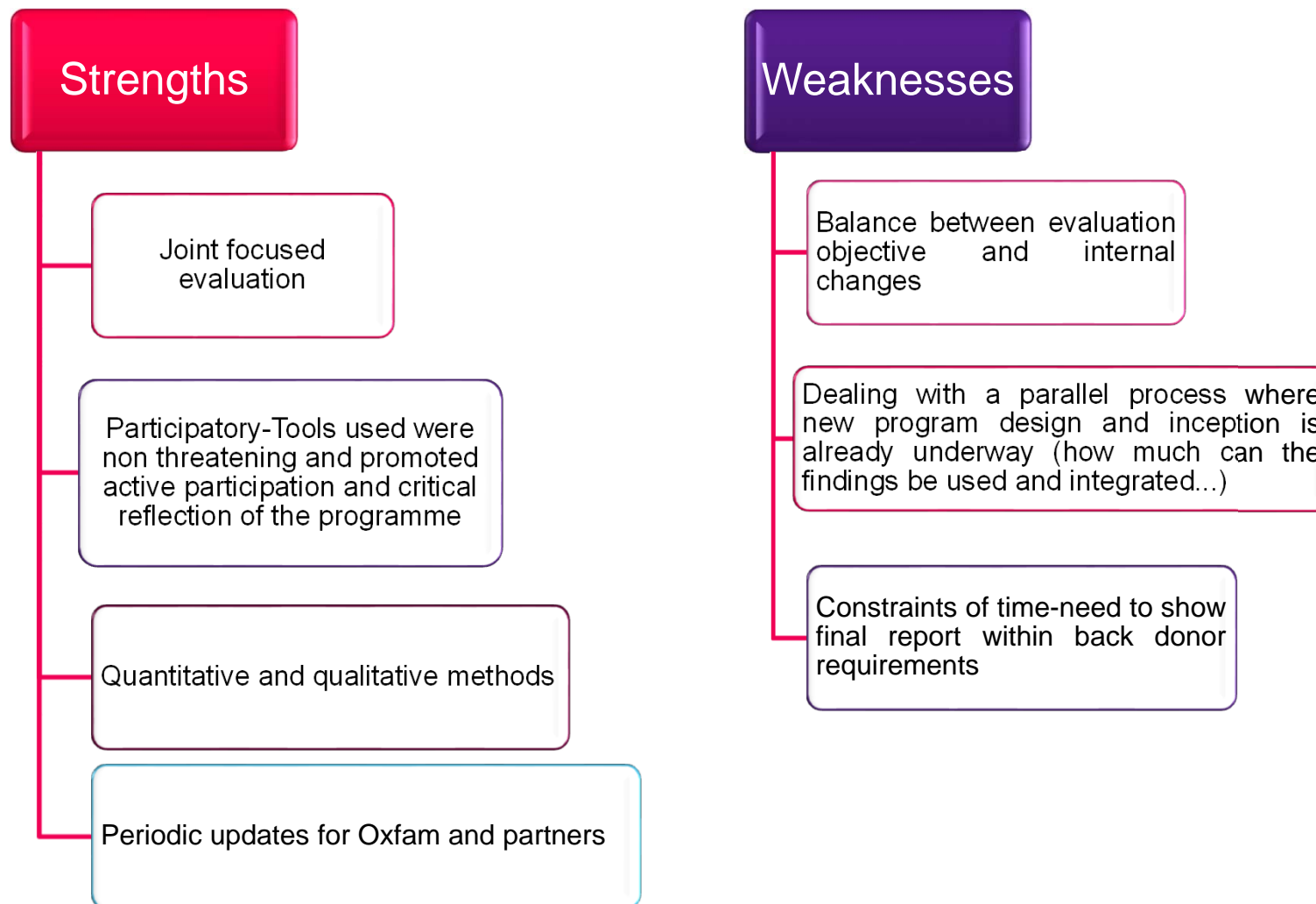
**Partner evaluation summaries and reports**

# Evaluation Methodology

- Literature review
- Observation
- External and Local review teams
- Desk Reviews
- Interviews
- Learning and Review workshops
- Field Based Reviews
- Debates
- Validation workshop
- Mock gossip
- Letters to the evaluator



# Key Observations of the Evaluation Approach



## Key findings and results of evaluation



**Program rated highly relevant. Why?**

- **Target groups** – most at risk (Young people (female students, youth and adolescent girls), Women, Persons with disability, People living with HIV, Mobile populations (sex workers, cross border traders, miners and truckers)
- **Responsive to root causes of problems** – information gap; service gap (demand creation for HIV tests, viral load testing, condoms); poverty; gender based violence; poor bargaining position in pre-sex negotiations; organizational incapacity
- **Appropriate strategies** – edutainment, soft knock, mass and social media usage, interpersonal communications, reliance on the most affected groups, economic empowerment

# Key findings and results of evaluation



- **Collaborative relevance** – SRP partners collaborating rather than competing – joint proposals, knowledge exchanges, partner –level capacity building, shared platforms
- **Thematic relevance** – alignment to Zimbabwe National HIV and AIDS Strategic Plan , National Health Strategy, Adolescent Sexual Reproductive Health strategy, etc., advocacy campaigns aligned to key national processes (e.g., national health budget)
- **SRP relevant to individual partner priorities** – focused on strengthening and adding value, not replacing ongoing projects
- **Program Evidence Based**, baseline study and operations researches, robust M&E systems

# Key findings and results of evaluation



❖ **Was able to achieve more with less** (community volunteers, social media, support groups, income savings, etc.)

❖ **Responded to needs of multiple target groups** simultaneously

❖ **Addressed SRH problems at multiple levels** simultaneously

❖ **Program reached its targets** within the designated time frame

❖ **Program raised local capacities** to autonomously sustain the actions initiated

❖ **From the program come many useful lessons**

❖ **Program generated replicable best practices**



# Key findings and results of evaluation



## Positive results were reported in:

- ✗ *Positive behavior change – Uptake of essential services; Utilization of protective devices, adherence to treatment*
- ✗ *Gains in knowledge and skills (empowerment)*
- ✗ *Beneficiary–led efforts to positively influence others*
- ✗ *Formation or strengthening of self–help groups*
- ✗ *Increased SRP partner capacities and widened scope*
- ✗ *Widened networks for strategic action*

# Key findings and results of evaluation



## Key findings and results of evaluation

- **Stigma reduction**; increased capacity to withstand stigma (support groups, post–disclosure support, economic projects)
- **Reduced poverty and associated vulnerability** among beneficiaries of economic empowerment initiatives
- **Longer life among participating PLHIV** – adherence, diet
- **Organizational growth** – SRP partners
- **Foundation for sustainable community** led actions
- **Policy transformation** – MIPA, Public Health Act

# Key findings and results of evaluation

## SUSTAINABILITY

- Movement–building focus
- **Local ownership of local problems/solutions** – targeting of the most affected  
– emotionally attached to a problem, passionate
- Communication of exit strategy
- **Value relationships**
- Strengthened community structures for action
- **Strengthened SRP partner capacities and linkages**
- Reliance on cheap and effective technologies (social media)
- **Reliance on existing institutions, which are there to stay**

# Adaptive Learning from the Practice



- **Partnership mix and approach**
- **Use of evidence to inform strategies**
- **Specialization** (Oxfam Canada responsible for capacity strengthening; partners responsible for implementation)
- **Appropriate targeting** – the most affected, vulnerable, marginalized
- **Local ownership of program**

# Adaptive Learning from the Practice

- **Need to influence the state to address poverty** issues as poverty among target groups was very high
- **Need to integrate HIV and Sexual reproductive health interventions**
- **Need for continued application of the rights based approach** as there still exist inconsistent access to some populations (e.g., adolescents, sex workers and truck drivers)
- **Need to continue to influence policy and practice around access to health care services** (e.g., limited number of viral load machines, bureaucratic delays, etc.)
- **Need to scale up Disability inclusion and management illiteracy** in households, and among service providers

# Future Strategic Choices



- **Use of evidence to inform programming is centrally** behind the program's successes
- SRP Program **aided the detection of new priorities ( gender and disability inclusion)** to be pursued through new follow up programs
- **Promoting male involvement** in SRH remains important
- **Follow up of policy development processes**, e.g., Public Policy Act
- **Disability inclusion** – a distant reality, more ground to be covered
- **Scaling up and replication of best practice models for community engagement**
- **Always infuse and roll out exit strategies early while implementing a program**

# Key Reflection

- ❖ Will this evaluation be regarded as a durable asset to inform strategic decisions?

