

FROM KPIs TO SYSTEMS CHANGE: REIMAGINING ORGANISATIONAL LEARNING

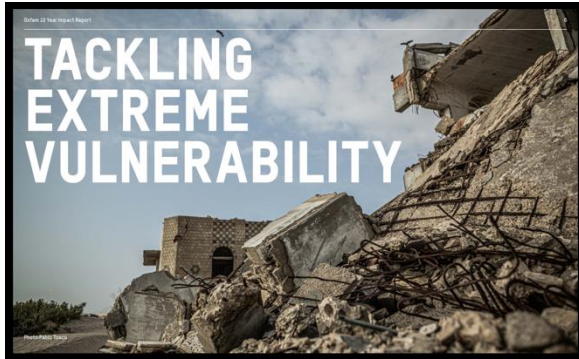
Katrina Barnes, Irene Guijt, Chipo Peggah



OXFAM

The future is equal

OXFAM'S STRATEGIC DIRECTION



OXFAM GB'S
DECOLONIAL
PARTNERSHIPS
STRATEGY

PUTTING RESPECT, SOLIDARITY, AND ACCOUNTABILITY
AT THE HEART OF OUR RELATIONSHIP WITH PARTNERS

SPEAKING
OUT

LIVELIHOODS IN THE EASTERN PROVINCE OF RWANDA

Impact evaluation of the Enterprise Development Programme's support to Tuzamurane cooperative

Effectiveness Review Series 2019/20



Alexis Pretari
Data collection led by Clement Mukuralinda, Independent Consultant
OXFAM GB

www.oxfam.org.uk/effectiveness



WHAT WE HAD

GLOBAL PERFORMANCE FRAMEWORK

- **Scale:** No. of people reached.
- **Effectiveness:** In-depth impact evaluations (random selection, large n/small n)




PLUS


- Traditional compliance evaluation cycle (monitoring indicators, mid/end of project evaluations)
- Some reflection events

FROM POVERTY TO POWER

PODCASTS ABOUT SUBSCRIBE Q

Measuring the difficult stuff (empowerment, resilience) and learning from the results; where has Oxfam got to?

December 3, 2014 By Duncan Green   

I'm not generally a big fan of [measurement fetishism](#) (too crude, too blind to [complexity and systems thinking](#)). When I used to (mis)manage the Oxfam research team and wanted  Dogbert the quantifier a few

WHY OUR SYSTEM WAS NO LONGER WORKING

1. Weak methodological foundation for insights

- Too granular
- Standardization led to logic fails
- Country project focus ignored non-project work

2. Learning was very limited

- Strategic decisions not using findings
- Quantitative impact focus meant no regular learning about doing
- Disconnected from existing MEAL

3. Power was centred in the UK

- Randomization made it 'our thing' & not relevant in programmes
- Metrics of success not defined by those whose lives affected
- Local evaluation needs lost to OGB upward accountability focus



TWO DRIVERS THAT SHAPED OUR SHIFT

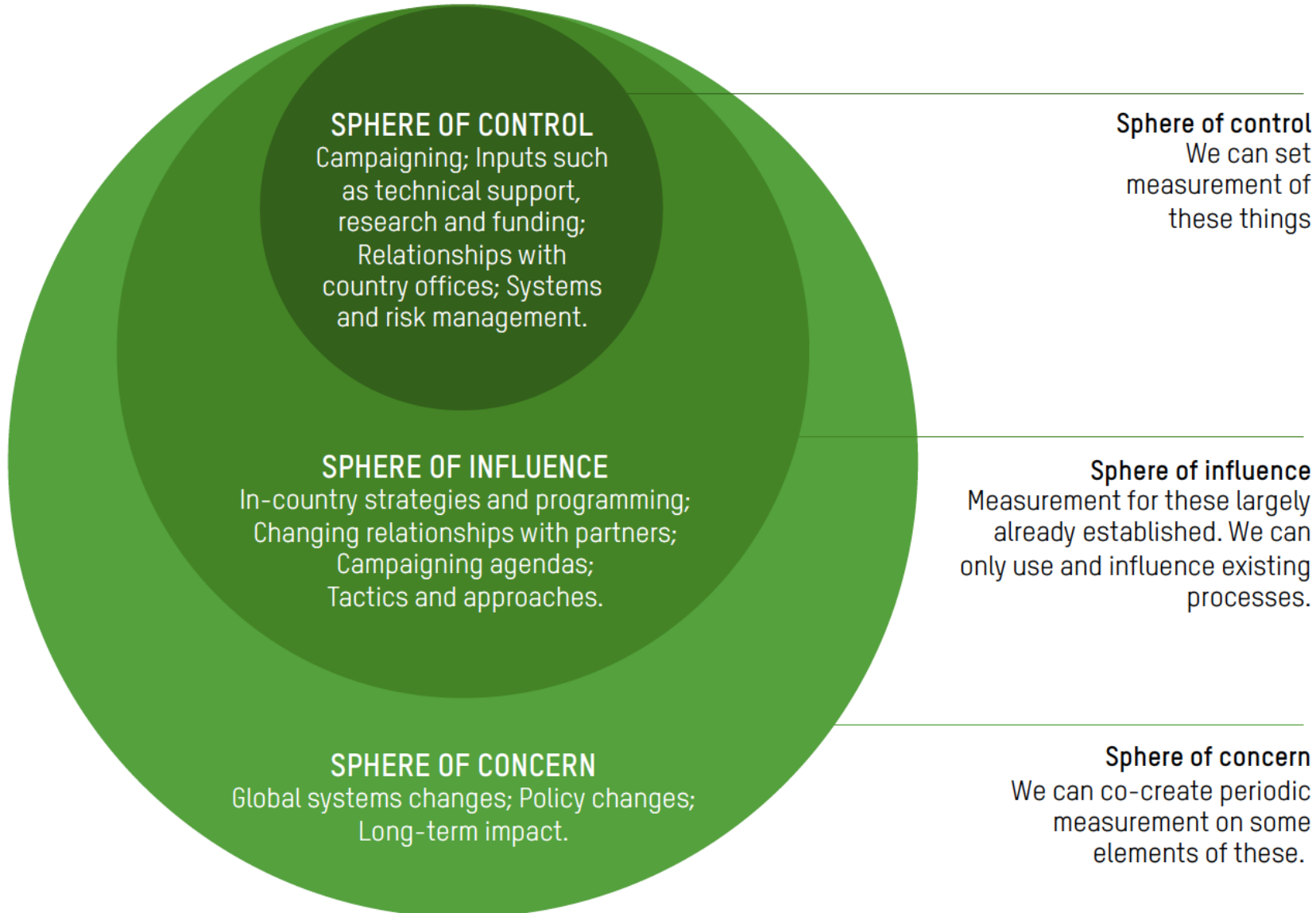
Decolonising knowledge

- Whose questions?
- Whose data?
- Whose analysis?
- Who is using this?

Systems change

- How is change emerging?
- What are the levers for systems change that OGB can respond to?
- How can we seed catalytic change?
- How will impact be scaled?

RECOGNISING LIMITS OF CONTROL WHY OUR SYSTEM



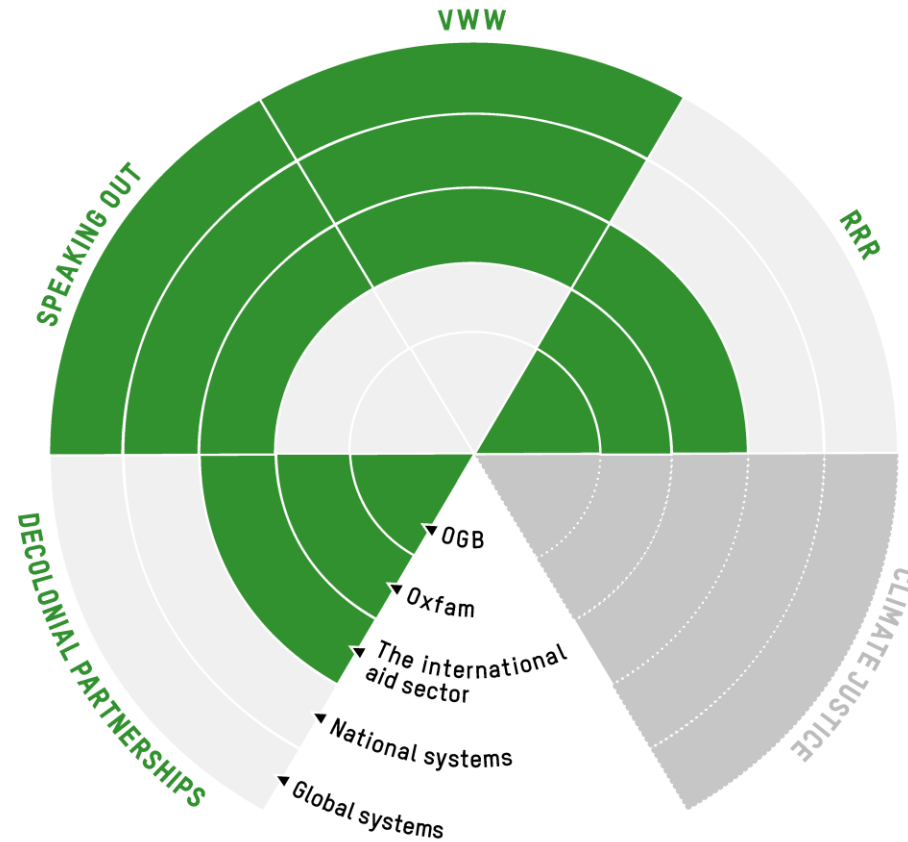
WE WANTED A SYSTEM THAT....

1. Facilitates **learning pathways** at multiple levels
2. Ensure evidence supports **honest reflection** by those doing the work
3. Is planned around existing **rhythms and spaces** of decision making

4. Encompasses **dynamic portfolios** of diverse work
5. Focuses on **strategic objectives**
6. Holds **OGB accountable** for its contribution to **systems change**

7. Relies on a **bricolage of data methods and sources** without adding additional monitoring burdens for countries/partners
8. Build in multiple elements of **rigour, explicitly including multiple voices.**

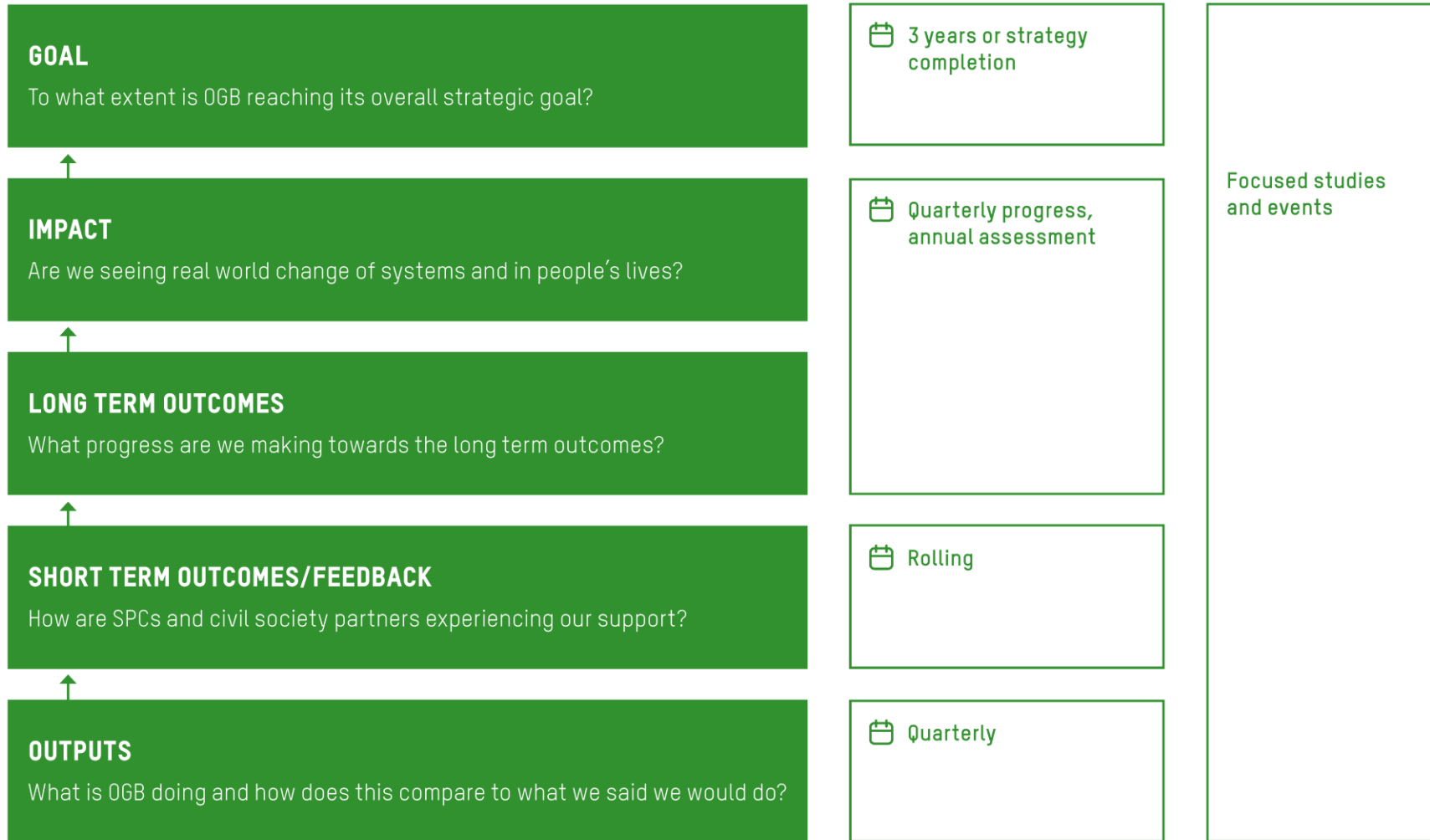
UNDERSTANDING WHICH SYSTEMS



| | | |
|----|---|-------------------------------|
| | OUTCOMES: | |
| il | Outcome 2: Partnership OGB's policies, systems and ways of working are transformed to centre local knowledge and ownership in programming, influencing and risk management. | C T ir fi tl p |

| | | |
|---|--|--|
| | Outcome 2: Change narratives Dominant public and institutional narratives and norms ¹ change in at least four countries towards narratives and norms that value care and informal work and recognise these as work. | O N e d g o ci ci |
| a | Public opinion shifts to support shared and | a |

THE LEARNING ARCHITECTURE



MOVING FROM PRINCIPLES TO PRACTICE



**Regular
Feedback loops
(partners and
country offices)**



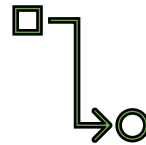
**Quarterly sensemaking
and reflection
moments (rubrics)**



**Learning reviews
and events**



Indicators



**Impact
Evaluations**



**On demand and
routine synthesis**

FEEDING INSIGHTS INTO DECISION MAKING

Quarterly:

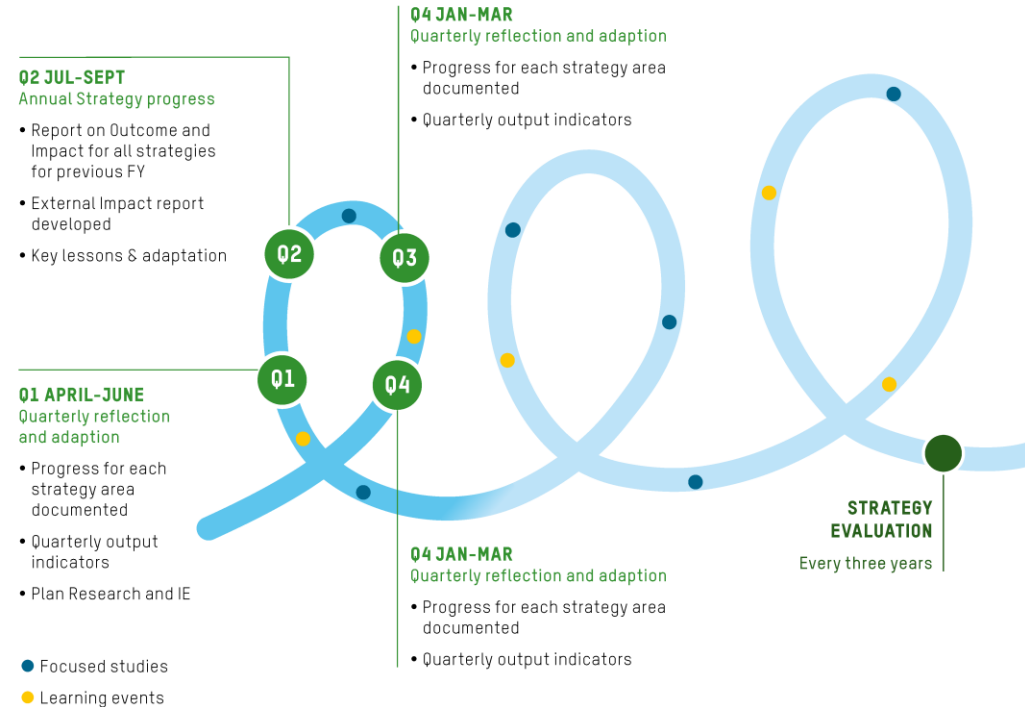
Dashboard for SLT
Strategy snapshots

Annually:

Signs of Change report (including impact evaluation summaries)

Ad Hoc:

Comms and marketing
On demand deep dives



2 YEARS ON - WHAT WE LEARNT....

- Continual design and evolution
- Tension between being bespoke and simplicity
- Remembering pattern-based thinking
- Difficulty in collecting snippets
- Unlearning
- Many many people were involved!
- Requires a nuanced skill set and trust in intuition
- The system wants to snap back

What have you learnt about dynamic system change?

1. What are you stopping, pivoting, building?
2. What are your dilemmas and trade-offs – and how are you dealing with these?



Thankyou



OXFAM

The future is equal