

# Impact Evaluation: Experiences from Oxfam America

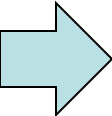
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# A Key Evaluation Design Challenge:

- Coalitions and networks are increasing
- Oxfam: **complex long term programs**
- How to tackle evaluation at this level?
- How to approach attribution and contribution?

# Oxfam America: Major Lines of Work

	Characteristics	Some Evaluation Considerations
Humanitarian response and preparedness	Relief, Reconstruction and Disaster Risk Reduction	Real-time evaluations, process and outcome evaluation, long term impact evaluation
 Long Term Development Programming	Work at multiple levels towards 10+ year impact goal for defined population	Varied design, evaluation at multiple scales
US and Global Advocacy and Campaigning	Targets change in policies and behaviors (institutional, consumer behavior etc)	Advocacy and campaign evaluation, research links to long term impact
Innovation Projects	Model held fairly constant, scales horizontally	Multiple types of evaluation. More amenable to RCT, quasi-experimental design.

# Oxfam's Long Term Programs

- 10 year + commitment
- Multiple types of work and multiple scales
- Coordinated in coalition
- Advocacy always an element
- Community involvement key

# Key elements of Impact Evaluation

## (1) Collective sense-making of impact data

Audience:	Emphasis	Insights
Project/ Program working group, local stakeholders, Senior Program Management	<u>Multi-stakeholder, real-time learning, improvement.</u> Shared understanding, program adjustments	<u>Multiple, debated perspectives</u> on changes happening and actions to take. Multi-stakeholder consensus on significance.

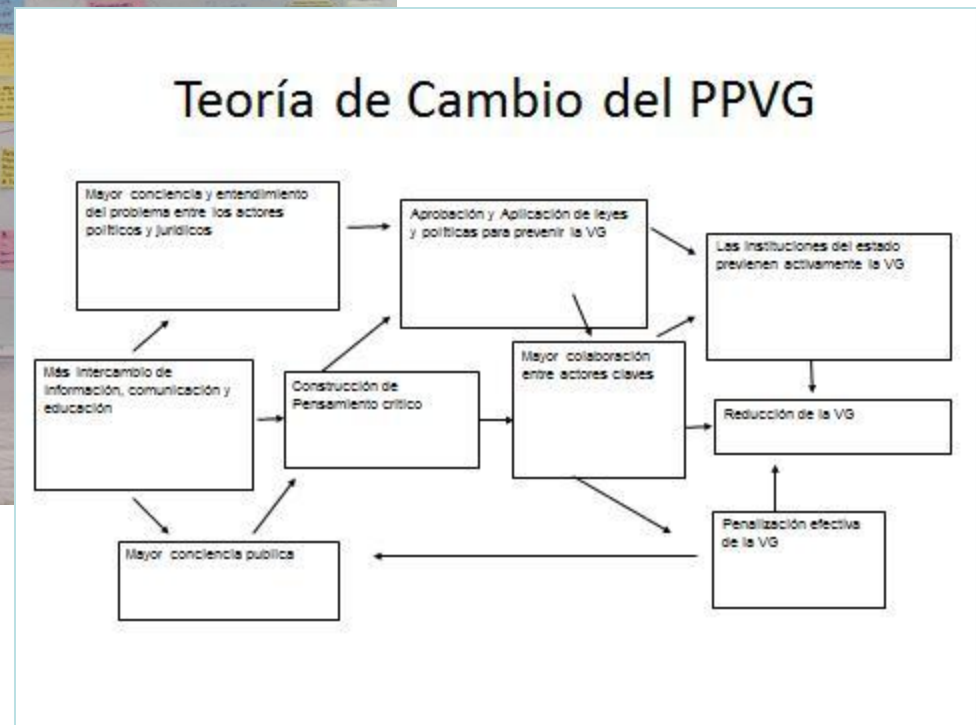
## (2) External impact evaluation

Audience:	Emphasis	Insights
Program working group, local stakeholders, management and executive leadership, OA Board and the public	<u>Periodic, external, expert perspectives</u> on changes, in-depth exploration and accountability.	<u>Methodologically-based perspective</u> on changes happening and expert perspective on significance.

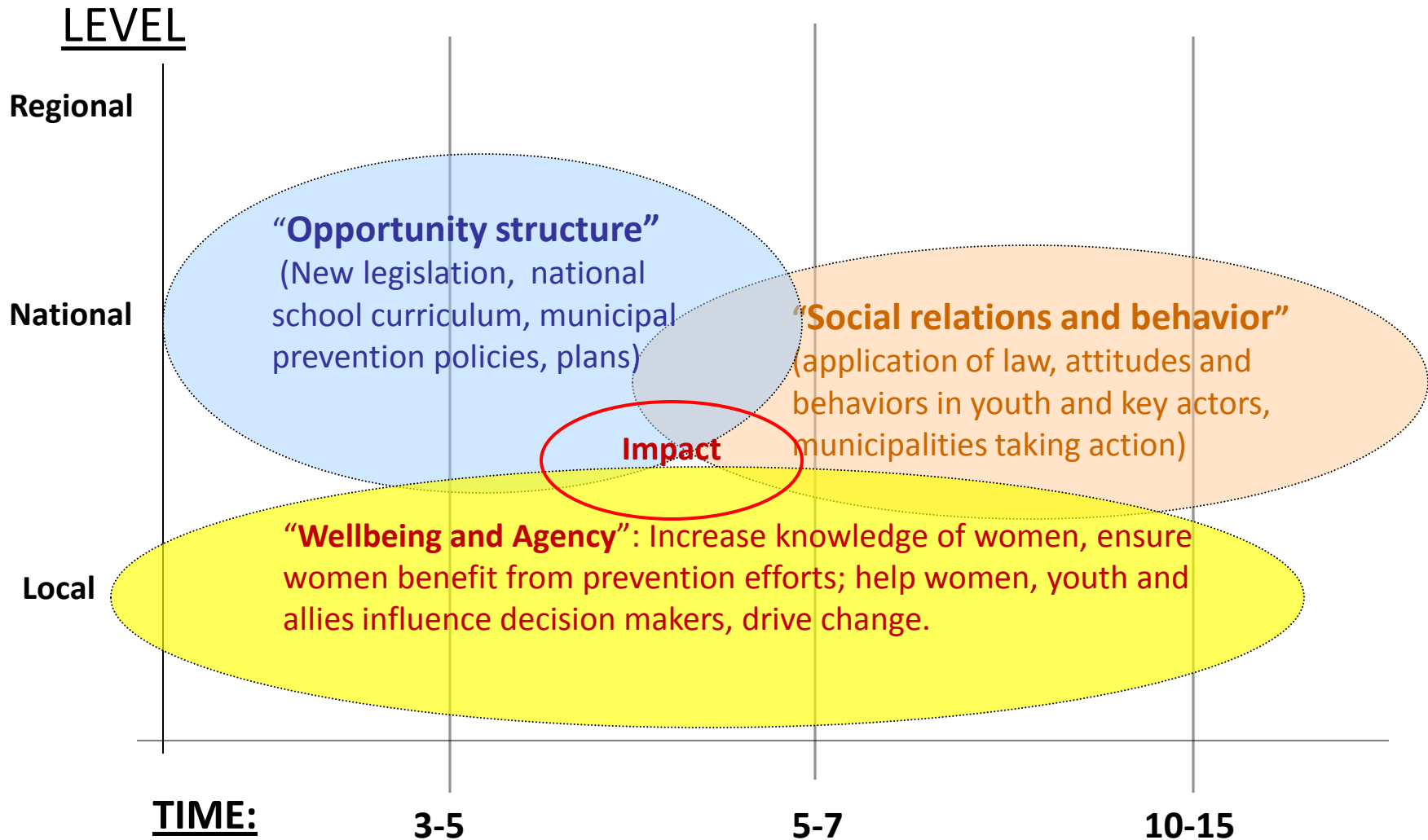
# Example: The Program to Prevent Gender Based Violence in El Salvador



# Theory of Change

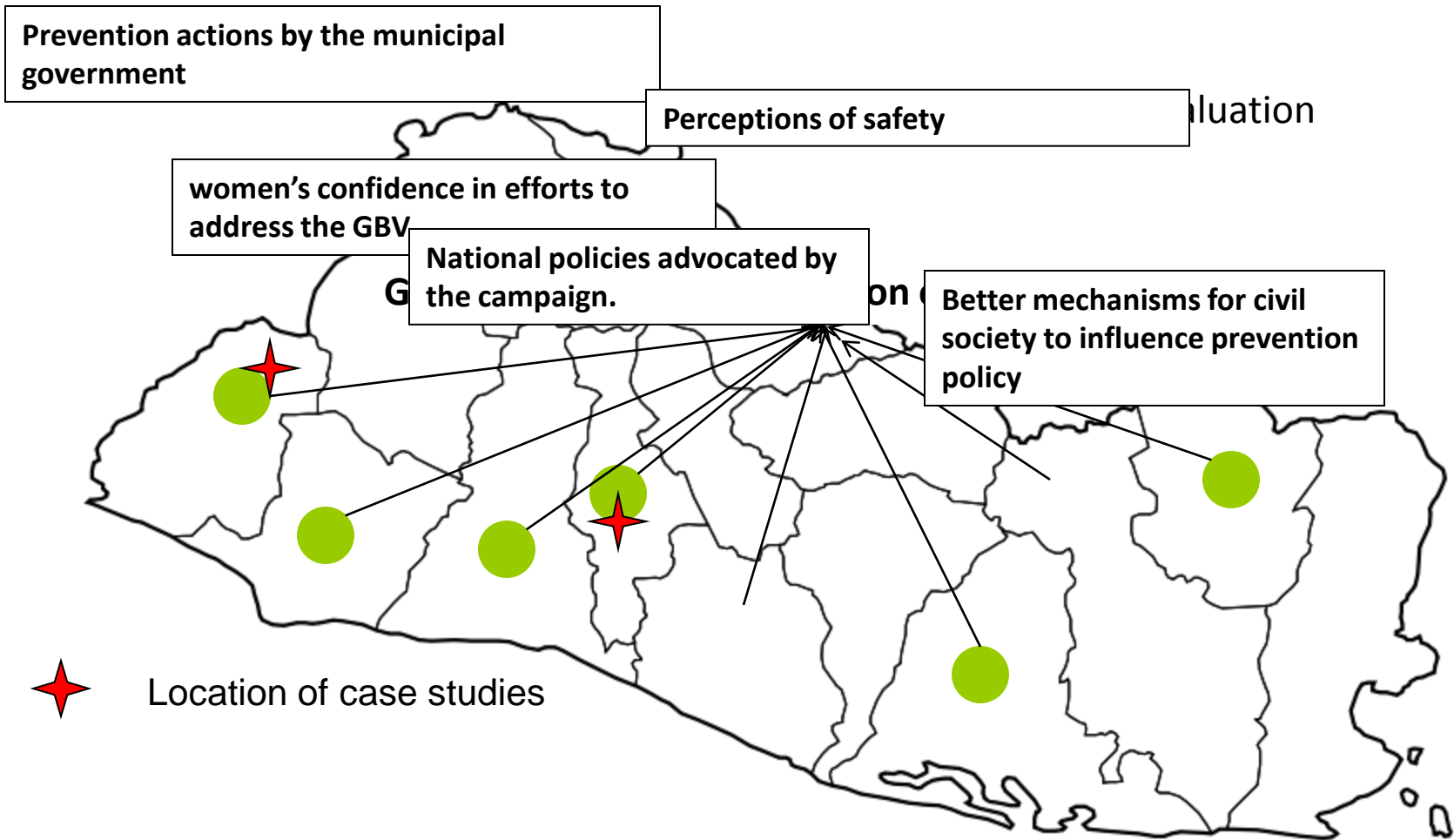


# Gender-Violence Prevention Program





# El Salvador – Research Design



# Process Principles

- Multi-disciplinary team
- Regionally based research institution
- Collaborative: design consultation, finding validation

# Methodological Approach

- In depth comparative case studies
- Major cross-stakeholder document synthesis
- Interviews on effectiveness of advocacy choices

# Questions of Attribution and Contribution

- *Attribution – studied more at outcome level (project evaluation, campaign evaluation)*
- *Program Level = Contribution*
  - *Using component project data*
  - *Selection of case studies*
    - *Using comparison case(s)*
    - *Within case sampling*
  - *Tracing influence pathways*

# Challenges

- Could case study selection drive program choices?
- Favoring program wide evaluation at the expense of outcome (project) level impact evaluation?
- Staff cost in finding and coordinating interdisciplinary teams
- Finding experts with credibility to both coalitions and outside readers

# Impact Evaluation: Complex Coalitions for Long Term Change

- Collaborative process
- Design tests theory
- In depth comparative case studies
- Contribution tracing
- Synthesis

THANK YOU