

getting Oxfam GB's effectiveness Reviews to lead to more effective programming

InterAction Webinar on Promoting Evaluation Use

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November 28 2012



PRESENTATION OUTLINE:

Part A: Oxfam's Effectiveness Reviews

- What are they for and how do they work

Part B: Increasing the Likelihood of Use

- Efforts to ensure ERs inform decision-making

Part C: Reality check on actual use

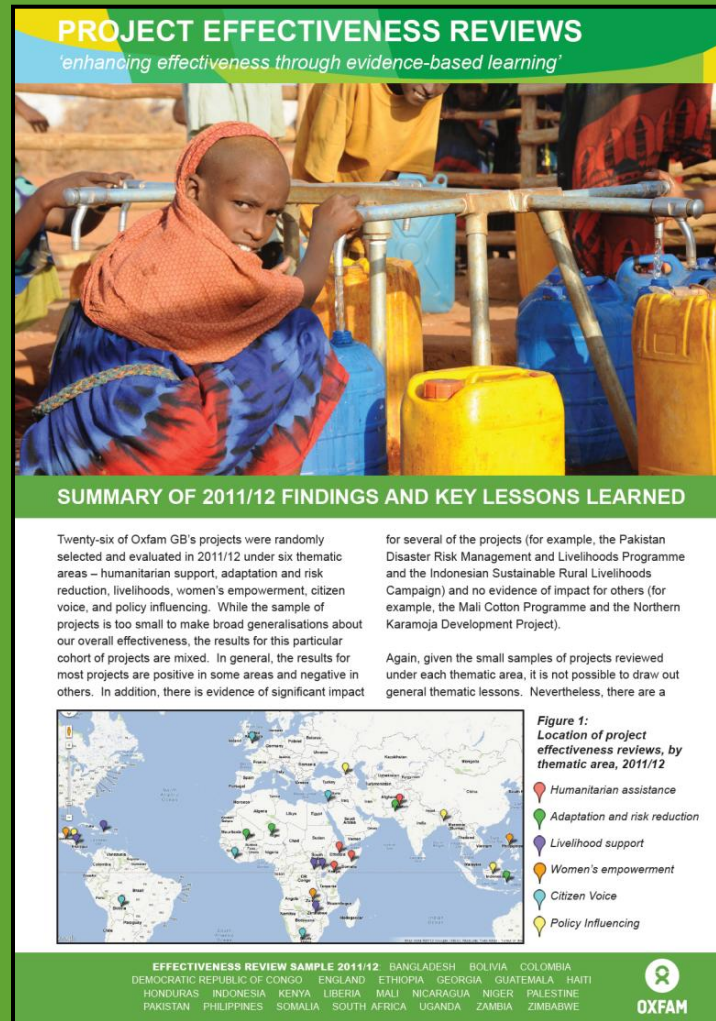
- Positive and negative examples from the field/HQ

Part D: Going forward

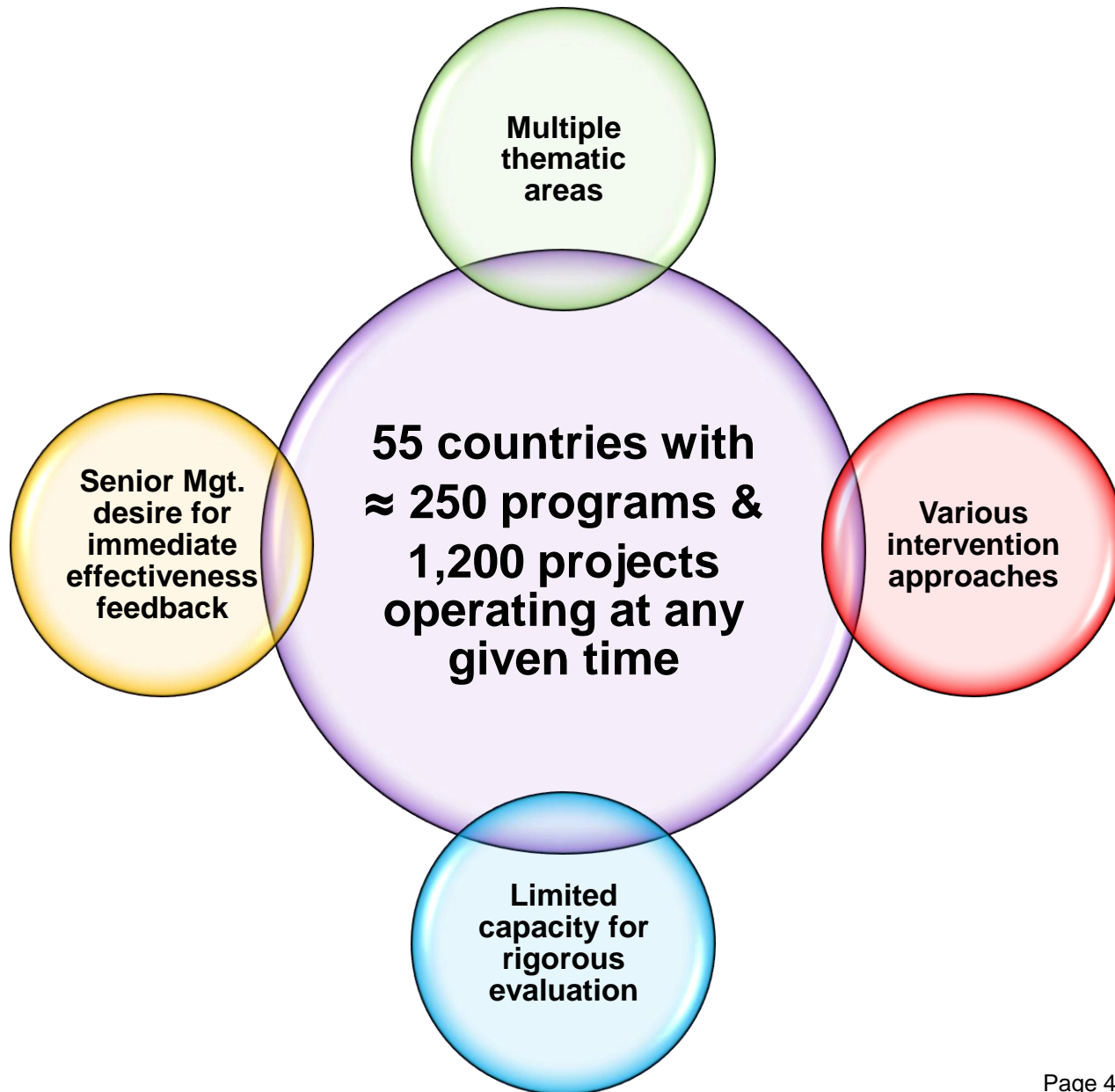
- Additional strategies to facilitate use



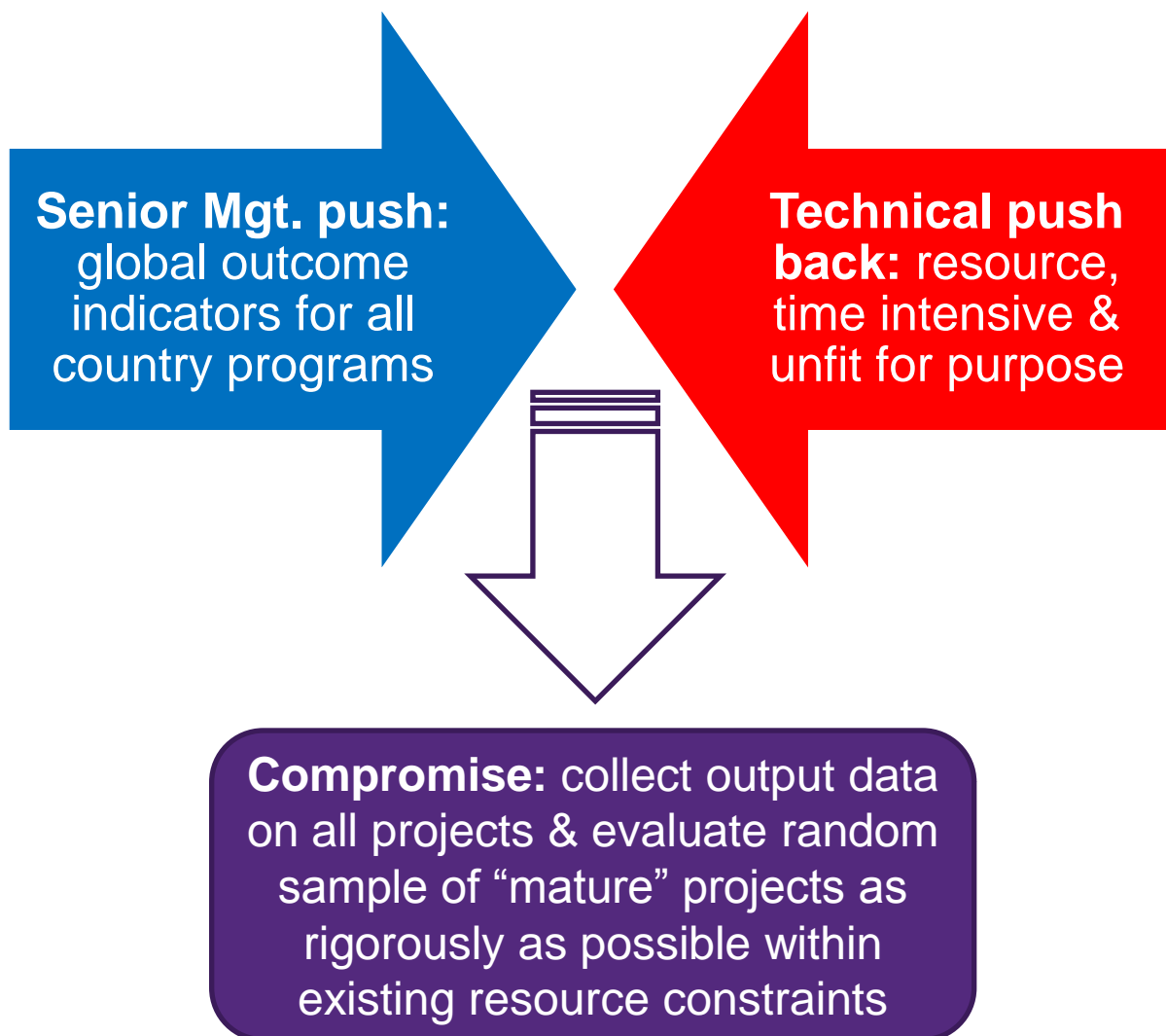
PART A: OXFAM GB'S EFFECTIVENESS REVIEWS



ORGANIZATIONAL CONTEXT

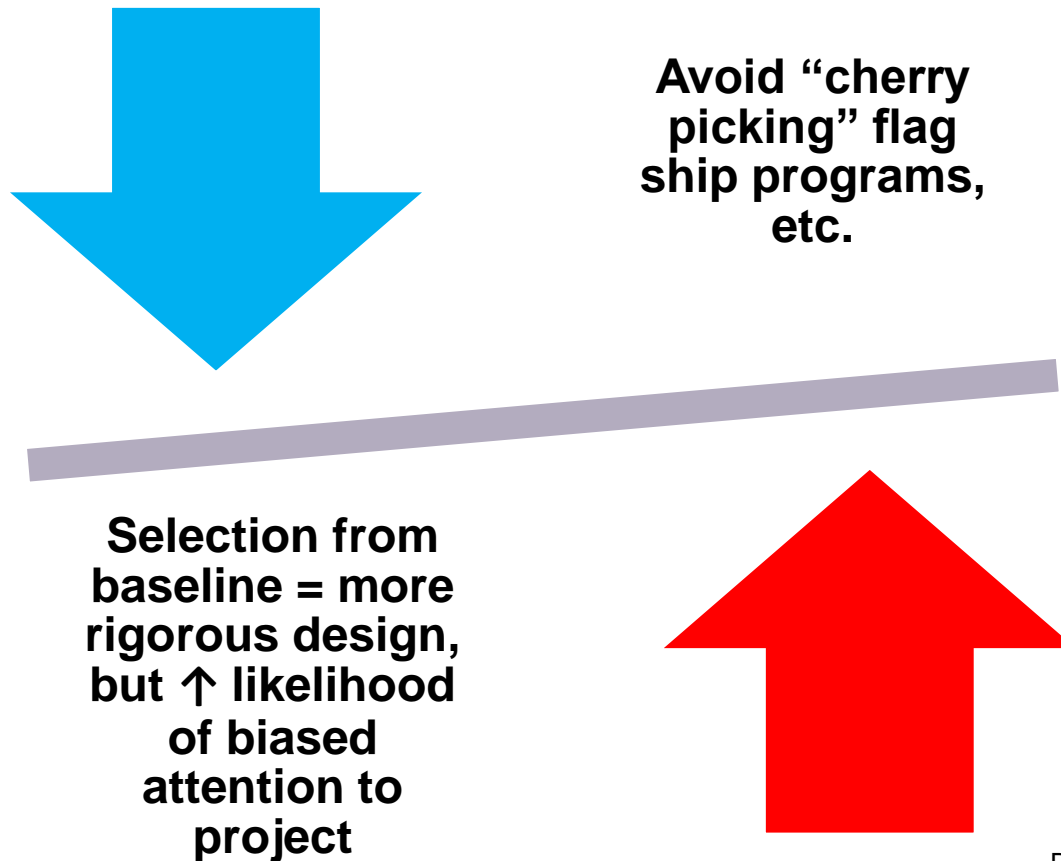


A NEGOTIATED COMPROMISE



WHY RANDOM SELECTION & WHY PROJECTS IN MATURE PHASES?

- To get a better sense of the organization's true effectiveness



APPROACHES USED:

<i>Thematic area:</i>	Humanitarian	Community Development	Citizen Voice/ Policy Influencing
<i>Core focus</i>	Adherence to quality standards	Change at individual/ household level	Change in policy and/or duty bearer practice
<i>Core method</i>	Documentation review & key informant interviews	Comparison of project and non-project groups using advanced statistical methods	Evidencing the extent outcome change has taken place & the factors responsible
<i>Conducted by</i>	External humanitarian consultants	Oxfam GB HQ quant. advisers with national consultants	External qualitative researchers
<i># carried out in 2011/12</i>	5	12	9

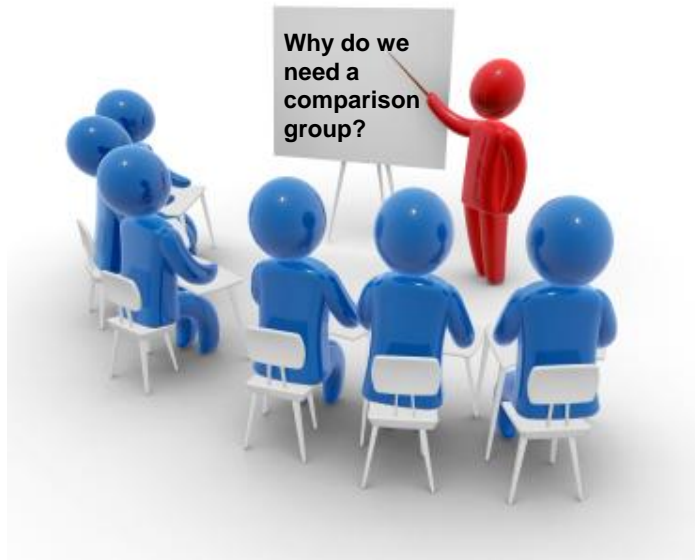


PART B: MEASURES TAKEN TO PROMOTE USE OF EFFECTIVENESS REVIEW FINDINGS

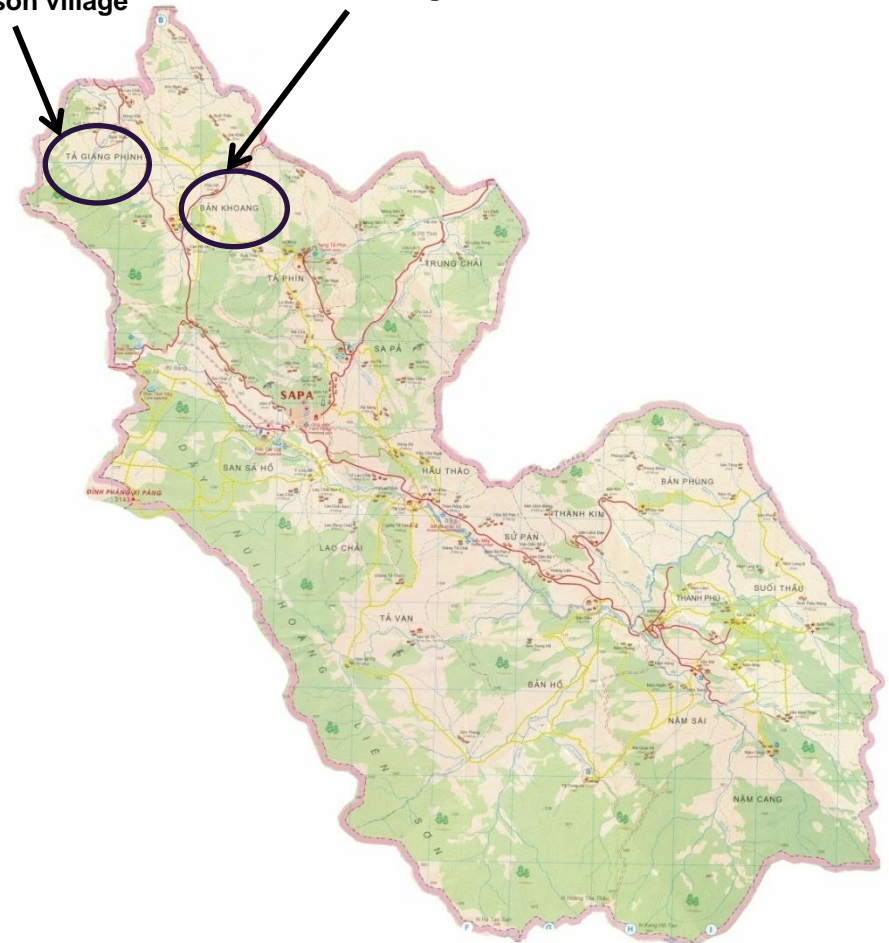


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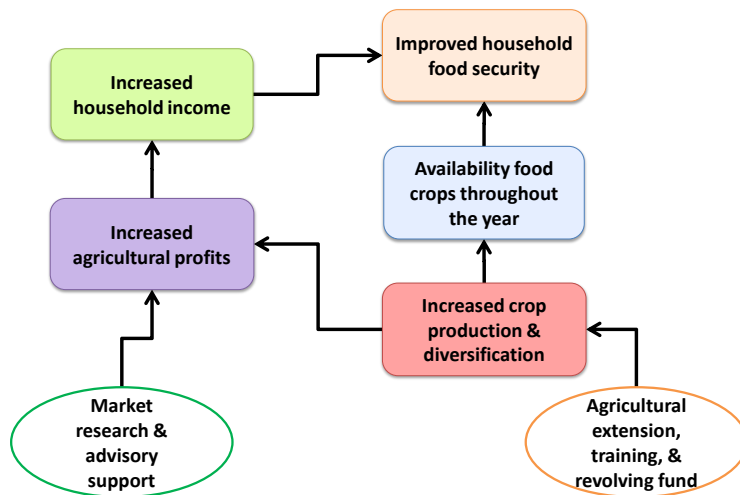
1. ATTEMPTS MADE TO INVOLVE PROGRAM TEAMS & PARTNERS IN THE PROCESS



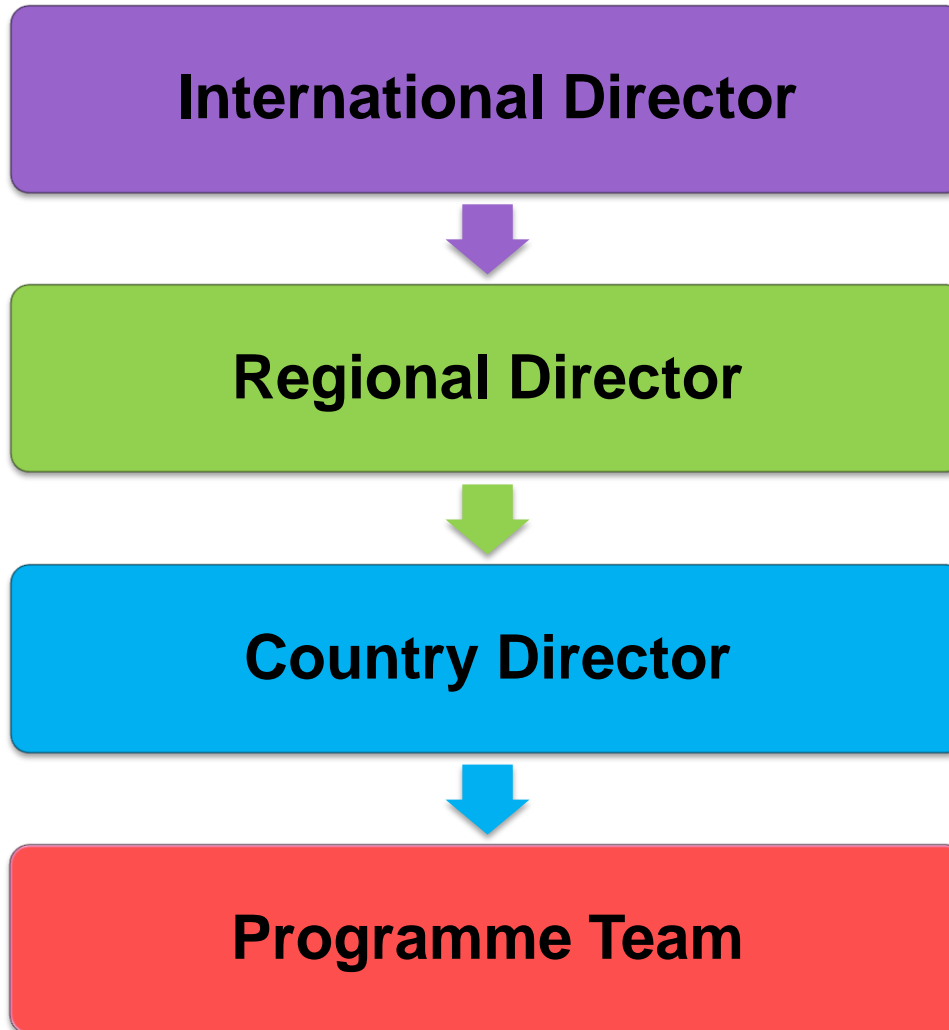
Comparison village Intervention village



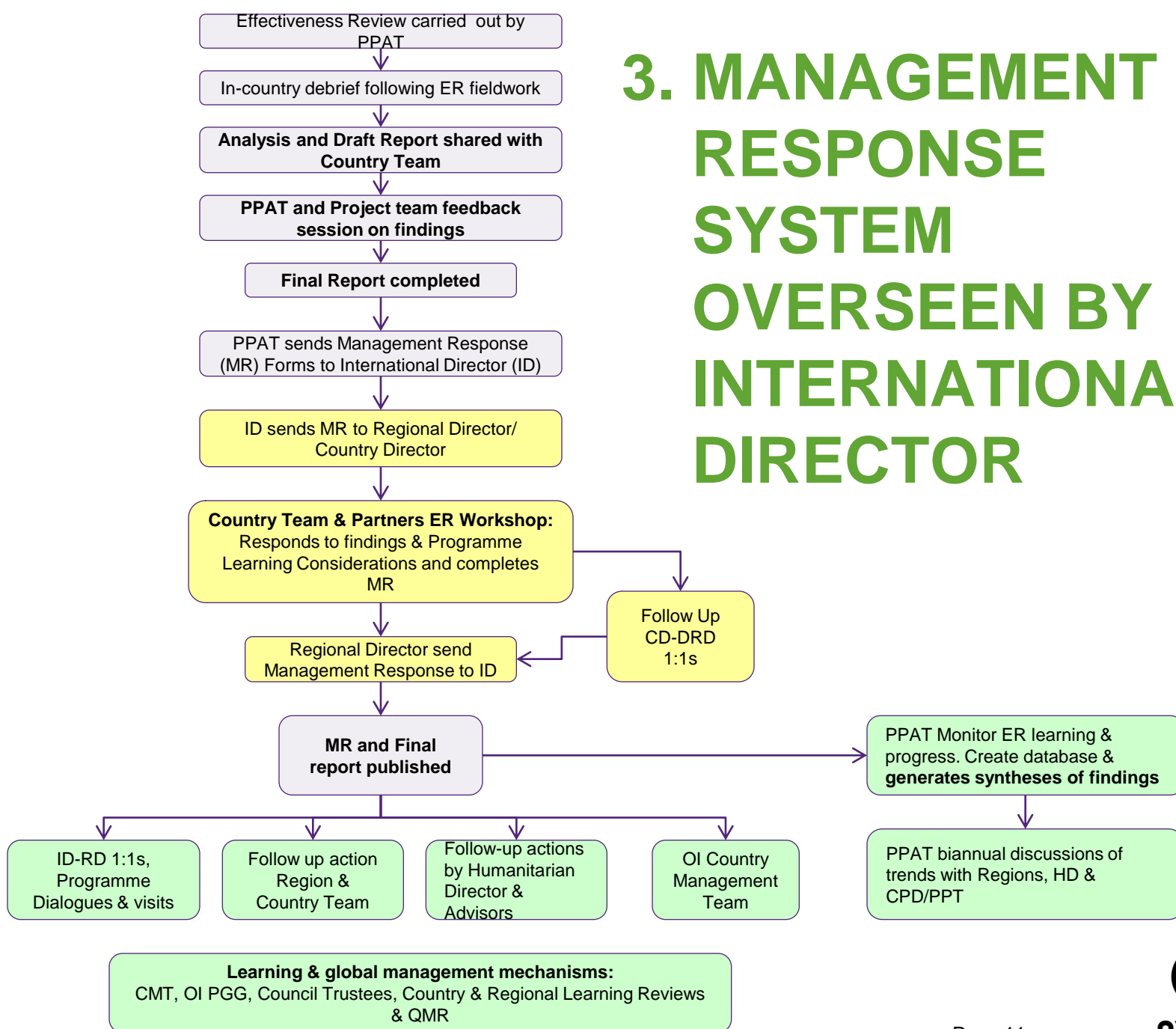
Project Intervention Logic



2. ERS IMBEDED IN MANAGMENT LINE



3. MANAGEMENT RESPONSE SYSTEM OVERSEEN BY INTERNATIONAL DIRECTOR



4. SHORTER, LESS TECHNICAL REPORTS CREATED AND TRAFFIC LIGHTS USED

PROJECT EFFECTIVENESS REVIEWS
'enhancing effectiveness through evidence-based learning'



The We Can Campaign: Bangladesh 2011/12

The We Can Campaign seeks to transform deeply ingrained attitudes and practices that endorse gender discrimination and violence. The primary drivers of the campaign's activities are change makers. These are both women and men that purportedly have both desire and interest in tackling issues relating to violence against women (VAW) in their communities. Newly recruited change makers first undergo training and are encouraged to reflect on and change their own behaviour and then encourage others to do the same.

After undergoing this initial "conscientisation" process, change makers are encouraged to form committees at Ward level and are supported by local partner organisations to carry out VAW campaigns in their communities. Through their campaigning and personal interaction with others, two things are intended to happen: First, more women and men are to sign up as change makers and, in turn, also experience deep rooted personal transformation. However, levels of awareness among those that do not become change makers also increases, and they too come to recognise that VAW is unacceptable. Popular beliefs and attitudes are, consequently, improved. Men are thus motivated to change their behaviour, and both women and men take action to stop VAW. The final result is decrease in the prevalence of VAW.

"Each change maker commits to never tolerating or perpetrating violence against women in their own lives and to reach out to ten others in an attempt to influence their attitudes and practices regarding gender discrimination and gender-based violence."

Prevalence of VAW decreases

Men motivated to stop violent behaviour, and women & men take action to stop intimate partner violence

Popular attitudes & beliefs on VAW and related issues improve

More CMs recruited; awareness raising also takes place among non-CMs as well

CMs experience deep personal awareness ("conscientisation") on VAW issues

Sufficient numbers of women & men "sign-up" to be Change Makers (CMs)

Figure 1 shows the how the campaign is expected to reduce violence against women

Regular local campaigning & personal interaction

We Can tool kit rolled out to CMs

Initial mobilisation

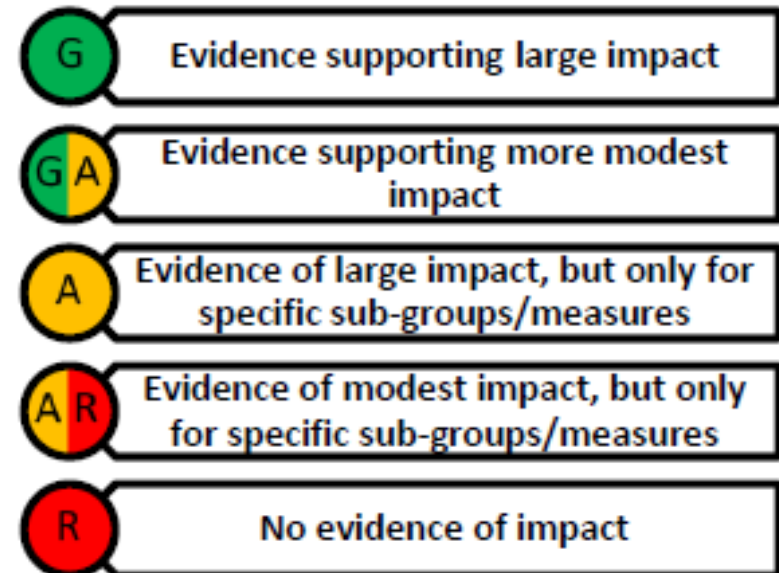
EFFECTIVENESS REVIEW SAMPLE 2011/12: BANGLADESH

DEMOCRATIC REPUBLIC OF CONGO ENGLAND ETHIOPIA GEORGIA GUATEMALA HAITI HONDURAS

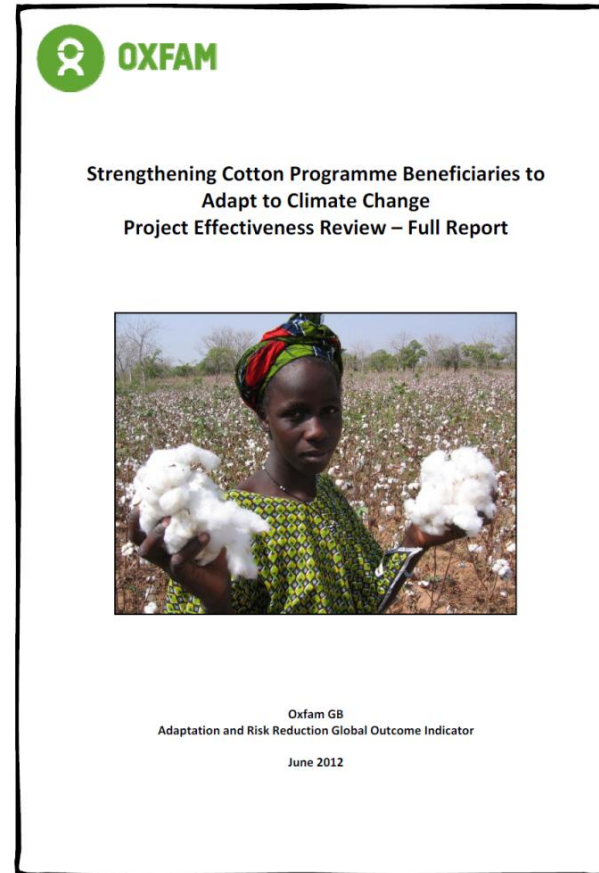
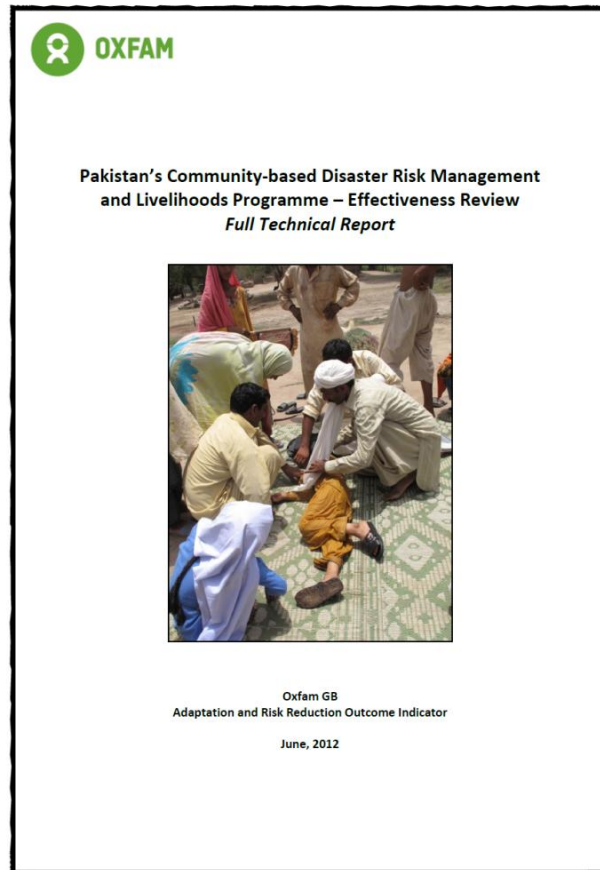
INDONESIA KENYA LIBERIA MALI NICARAGUA NIGER PALESTINE PAKISTAN PHILIPPINES

SOMALIA SOUTH AFRICA UGANDA ZAMBIA ZIMBABWE

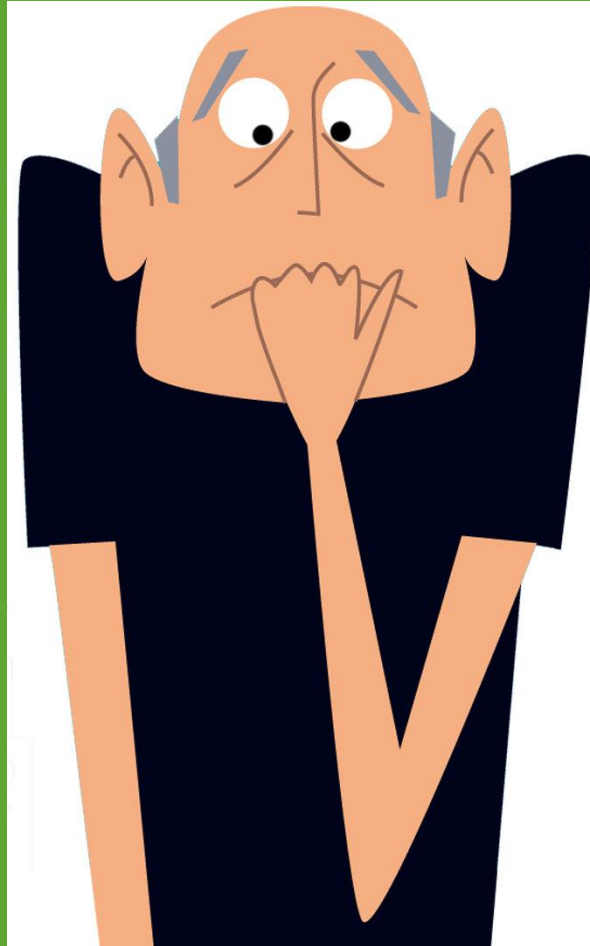
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5. PLANNED EFFORTS TO DRILL DOWN ON SURPRISING/UNEXPECTED RESULTS WITH QUALITATIVE METHODS



PART C: REALITY CHECK ON UPTAKE OF ER FINDINGS



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POSITIVE EXAMPLES



We Can Campaign, Bangladesh:

- ↑ popular attitudes & ↓ reported intra-marital violence only in district with intense implementation
- Using findings to strengthen existing campaign & inform design of a new nation-wide popular mobilization campaign



Sustainable Livelihood Development in Lao Cai Province, Vietnam:

- No impact on agricultural production, income or food security
- Realization that negative result likely due to low intensity of project; more work in future on improving nutrition



Strengthening Civil Society for Change in Occupied Palestine

- Interventions not well joined up as part of a long-term strategy
- Undertaking action research with partners to develop a longer-term planning approach that is workable within the complex and dynamic context

NOT SO POSITIVE EXAMPLES



North Karamoja Development Project, Uganda:

- ❑ No impact on income, food security, self-reported agricultural production, etc.
- ❑ Findings not really accepted – belief that the results tainted by “strategic response bias” given culture of dependency among targeted population



Guatemala Highlands Value Chain Development Alliance:

- ❑ Positive results on women’s empowerment measures but not on livelihood measures
- ❑ Project selected too immature, so activities of older project looked at, but country team could still not accept findings. Program funding also wanted to discontinue fundraising for the newer project

SURPRISING & MIXED CASES



Enhancing Access and Control to Sustainable Livelihood Assets of the Manobo Tribe:

- ❑ Initial strong reluctance to engage with effectiveness review process
- ❑ Now interested in replicating the ER methodology on a completed project, as well as pursuit of difference-in-difference design for new big program



Programme Leadership Team Meeting:

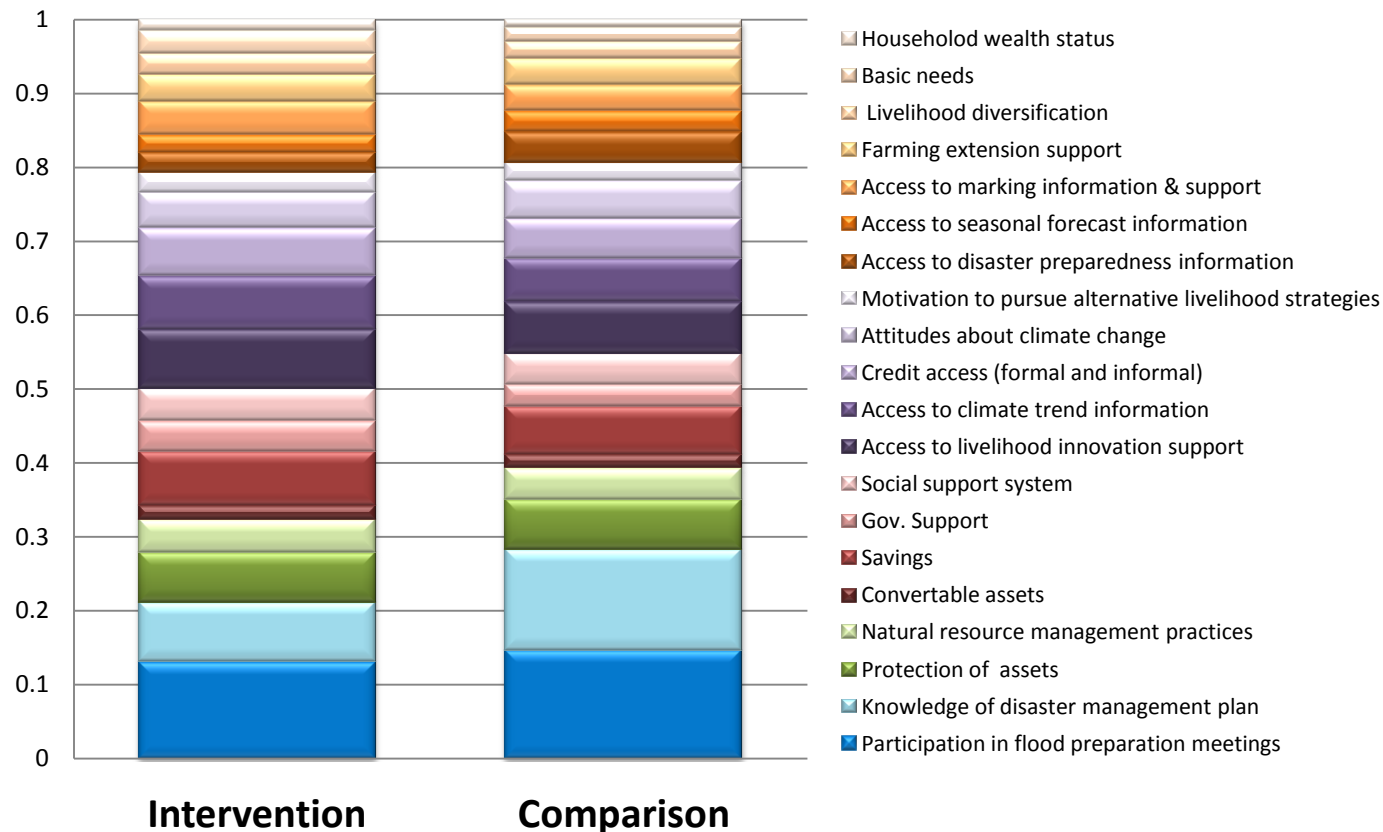
- ❑ Used effectiveness reviews extensively to inform discussion/decisions – Good
- ❑ Took some of the findings out of context, as well interpretation and extrapolation problems – Not so good

PART D: GOING FORWARD

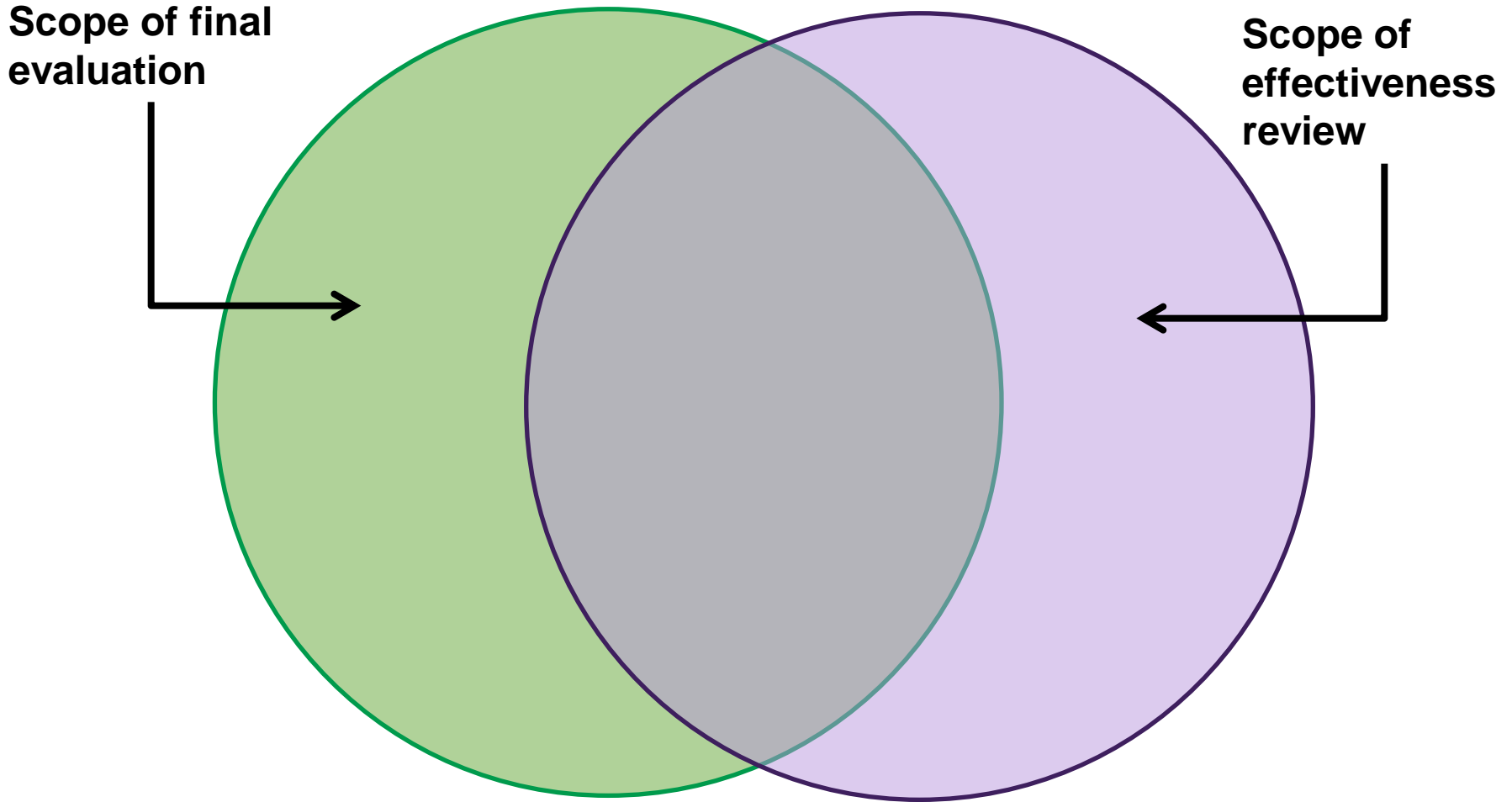


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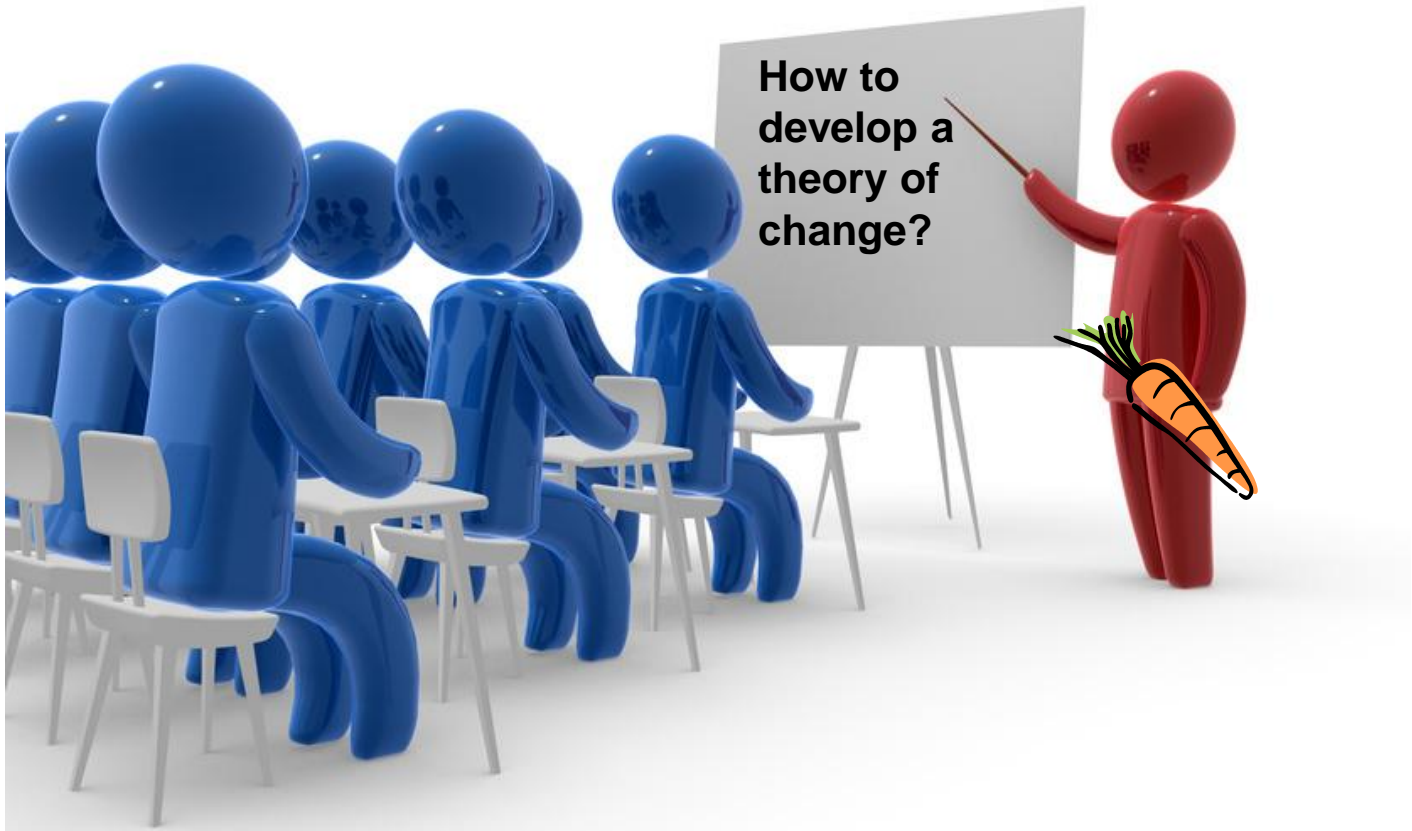
1. MAKE MEASUREMENT MORE INTUITIVE AND PROGRAMMATICALLY USEFUL



2. INTEGRATE EFFECTIVENESS REVIEWS WITH FINAL EVALUATIONS



3. EXPANDED STAFF AND PARTNER TRAINING



4. WORK TO BETTER ENSURE THAT INFLUENTIAL PROGRAM STAFF ARE INVOLVED IN PROCESS



5. MONITOR AND SUPPORT IMPLEMENTATION OF MANAGEMENT RESPONSES



6. BETTER COMMUNICATE ER FINDINGS & MORE SYNTHESIS WITH INCREASING NUMBERS OF ERS

