Evaluating complex campaigns: Oxfam GB's Climate Change Campaign

Dr. Brian Cugelman and Eva Otero
Challenges

STRUCTURE
- Geographical distribution
- Organigram

COMPLEXITY
- Multiple actors
- Access to insiders

ATTRIBUTION
- More impact: Less credit
- Informants' view of contributions
Evaluation process

✓ Engage stakeholders
✓ Describe the campaign
✓ Framework, methodology, and tools
✓ Collect evidence
✓ Analyze data and forge conclusions
✓ Share first draft with stakeholders
✓ Finalize the evaluation report
✓ Sharing
Evaluation timetable

Nov  Dec  Jan  Feb  March

Engaging
Describing
Methodology
Evidence
Draft
Final report
Engaging stakeholders

- Ensure relevancy to end users
- Telephone consultations with key staff
- On-line needs assessment
- Same info ≠ formats
Describing the campaign

- Purpose
- Users
- Scope
- Structure
- History
- Decision Making
- Stakeholders
- Effects
- Logic Model
- The problem
- Activities
- Uses
The logic model

Campaign Foundation
- Research
- Policy Position

Campaign tools
- Media
- Lobbying / Advocacy
- Popular Mobilization

Networks
- Alliances / Coalitions
- Oxfam Prog. Linkages

Activities and Outputs
(What was done)

Outcomes
(Interim impacts)

Impact
(Contribution to Policy Change)

Goal

Media Impact

Political Will

Public Impact

Adaptation Financing

Equity in Mitigation

Fair and Safe Deal at COP 15

More Control

Less Control
## Evaluation framework

<table>
<thead>
<tr>
<th>Units of Analysis</th>
<th>Interim impacts (Outcomes)</th>
<th>Contribution to Policy Change</th>
</tr>
</thead>
</table>
| **Research/Policy** | • What did Oxfam’s key research papers contribute to the CCC debate?  
• What are the perceptions of Oxfam’s policy research? | Have Oxfam activities influenced agendas and policies on the following issues:  
• adaptation (& financing)  
• mitigation (& financing)  
• additionality  
• human impact and poverty  
• historical responsibility |
| **Lobbying/Advocacy** | • How did national activities, influence policy?  
• How did national/regional political actors contribute to higher-level political platforms?  
• Has Oxfam contributed to national/regional government’s ability to engage with global processes?  
• What are policy maker perceptions of Oxfam’s CCC? | For actors who have the power to influence policy, did Oxfam support progressive forces and/or obstruct blockers?  
Are there any unexpected outcomes?  
Which contributes more impact on political will, pop mob, media, or lobbying? |
| **Popular Mob** | • Is there an increased public will towards mitigation and adaptation?  
• Does the public link CC to human impacts?  
• What are public perceptions of Oxfam’s CCC | |
| **Media** | • Did the media influence politicians?  
• What caused Oxfam’s media impact to increase?  
• What are the perceptions of Oxfam’s media work? | |
| **Alliances/Networks** | • What did alliances bring to Oxfam? Was it worth the effort?  
• What did Oxfam bring to alliances? Was it worth the effort?  
• Did the Oxfam global coalition strengthen or weaken OGB? | |
Refining methodology

<table>
<thead>
<tr>
<th>Units of analysis</th>
<th>Informants</th>
<th>Documents</th>
<th>Research tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobilisation</td>
<td>Key</td>
<td>Internal</td>
<td>One-to one interview</td>
</tr>
<tr>
<td>Research</td>
<td>Relevant</td>
<td>Official</td>
<td>Web survey</td>
</tr>
<tr>
<td>Media</td>
<td>Occasional</td>
<td>Research papers</td>
<td>BER</td>
</tr>
<tr>
<td>Lobbying/Advocacy</td>
<td>Geography</td>
<td>Third party</td>
<td>Bibliometric analysis</td>
</tr>
<tr>
<td>Networks</td>
<td>Units of analysis</td>
<td>Public opinion polls</td>
<td>Media analyses</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Online sources</td>
</tr>
</tbody>
</table>
Research tools

✓ In-depth informant interviews
✓ Oxfam GB monitoring data

✓ Online survey
✓ Independent research – cybermetrics
✓ Basic Efficiency Resource (BER) analysis
### Online survey

<table>
<thead>
<tr>
<th>Statement</th>
<th>United Kingdom</th>
<th>South Africa</th>
<th>Bangladesh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oxfam has helped increase general awareness that climate change is also</td>
<td>4.5</td>
<td>4</td>
<td>3.5</td>
</tr>
<tr>
<td>about human impact or poverty.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oxfam's national climate change campaign has influenced national political</td>
<td>4.0</td>
<td>3.5</td>
<td>3.0</td>
</tr>
<tr>
<td>agendas, policies, or legislation.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In the last two years, public concern over adaptation has increased.</td>
<td>4.0</td>
<td>3.5</td>
<td>3.0</td>
</tr>
<tr>
<td>National political actors, engaged with Oxfam, have influenced political</td>
<td>4.0</td>
<td>3.5</td>
<td>3.0</td>
</tr>
<tr>
<td>processes at the regional or global levels.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In the last two years, public concern over mitigation has increased.</td>
<td>4.0</td>
<td>3.5</td>
<td>3.0</td>
</tr>
<tr>
<td>Oxfam has increased the national government’s ability to engage with the</td>
<td>4.0</td>
<td>3.5</td>
<td>3.0</td>
</tr>
<tr>
<td>UNFCCC processes.</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
Time-series data
Basic Efficency Resource (BER)

- Visual stunts & media relations
- Effective com at policy events
- Using celebrities
- Global Oxfam affiliates
- Research papers
- Rapid news dissemination
- Public campaigns/mobilization
- Policy analysis
- Staff in UNFCCC delegations
- Climate hearings
- Media engagement
- Partnerships with others
- Lobbying and advocacy
- Oxfam internal program links
- Online campaigning
- Adopt a negotiator
- Using celebrities
- Perceived impact
- Perceived resourcing
Synthesis and triangulation

1. Asking the same questions to different data sources

2. Researcher consensus based on evidence
1. Introduction
2. Methodology
3. Campaign Description
4. Findings
   4.1. Contributions
   4.2. Lobbying & Advocacy
   4.3. Research
   4.4. Alliances & Networks
   4.5. Popular Mobilization
   4.6. Media
   4.7. Efficiency Analysis (BER)
   4.8. Emerging Issues
   5. Monitoring, Evaluation, and Learning
9. Conclusions
10. Recommendations
11. Appendix
Stakeholder feedback

✓ Useful feedback we got from Oxfam
  ✓ Ask for feedback from top management
  ✓ Factual errors
  ✓ Misunderstandings
  ✓ Gaps on information or logic

✓ Feedback from different sources

✓ Missed key information
  ✓ The example of the private sector
Report writing

Evaluation of Oxfam GB’s Climate Change Campaign

Dr. Brian Cugelman and Eva Otero

March 2010

1. Introduction
2. Methodology
3. Campaign Description
4. Findings
   4.1. Contributions
   4.2. Lobbying & Advocacy
   4.3. Research
   4.4. Alliances & Networks
   4.5. Popular Mobilisation
   4.6. Media
   4.7. Efficiency Analysis (BER)
   4.8. Emerging Issues
8. Monitoring, Evaluation, and Learning
9. Conclusions
10. Recommendations
11. Appendix
Take aways

- A steep learning curve
- Highlights
  - Guerilla M&E
  - Direct Observation
  - Feedback
- A complementary team
- Reference group in Oxfam
Thank you

For more information, contact our evaluation team

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