



## Management Response to the independent Evaluation of Oxfam GB's Climate Change Campaign

### 1. Introduction

Oxfam GB welcomes the findings of the independent evaluation of its climate change campaign. Oxfam has been striving to increase the quality of monitoring, evaluation and learning (MEL) informing our campaign decision-making. In this context, Oxfam set out to 'raise the bar' in the complex field of advocacy evaluation through commissioning a comprehensive, evidence-based, independent assessment of its climate change campaign. We were fortunate to find an evaluation team capable of providing this, and we welcome their rigorous 'mixed methods' approach and the impressive scale of the data gathering (responses from over 150 external and internal informants across 70 organisations). The team found high levels of consistency across sources and methods, allowing us to be confident in their findings.

### 2. Response to Findings

We welcome the evaluation findings that Oxfam "contributed to political debates, agendas, policies and legislation at national and international levels". It is notoriously difficult to trace **policy outcomes** to a particular organisation or initiative, so we are delighted that the evaluation team were able to find some concrete examples of Oxfam's contribution to, for example, putting the issue of adaptation financing onto the EU and global agendas and tracing a connection from a conference organised by a civil society coalition in Bangladesh supported by Oxfam right through to wording of the Copenhagen Accord on adaptation principles.

We also note the finding that greatest impact on policy was found in our work in the global south (e.g. contribution to policy positions in South Africa, Bangladesh, Philippines, Malawi), and the role that Oxfam played in strengthening capacity of southern country delegations to engage effectively in the UNFCCC processes. We need to take this learning into our planning on the global distribution of our resources and support to southern partners and allies to build campaigning capacity.

It is these examples that give us confidence in Oxfam's '**global campaigning model**', which brings together research, lobby, media, popular mobilisation and alliances work. The report notes that it is this 'holistic' approach that allowed Oxfam to become a credible actor with governments and civil society on climate change in both developed and developing countries in the short space of time it has engaged on the issue. The report also sets out a challenge to Oxfam of building on its reputation to be bolder in its campaigning work, leveraging its credibility at key campaigning moments. We accept this point, and will build this into our next phase of campaigning on climate change and economic justice.

Given so much of our work is undertaken in **partnerships and alliances** with other organisations, we are delighted to hear that partners gain important benefits from our collaboration and have a positive experience of working with us. We agree with the evaluators that Oxfam's role in supporting and stimulating civil society activity around climate change in many countries is an important one, and are inspired by the work of our staff and partners in highlighting the voices of those affected by climate change in the Climate Hearings project which involved 1.5 million people across 35 countries.

### **3. Response to Recommendations**

The evaluation report highlights some learning points for Oxfam, focusing on principles rather than specific recommendations. Oxfam's response to each is shown below.

#### **Broad power analysis**

We agree that 'power analysis' is key to our influencing work nationally and globally, and that this should be broad based and informed by our staff and alliances around the world. The Campaigns and Policy Division is investing in approaches and systems to be more effective and global in its analysis, information sharing and decision-making, and is making significant investment this year to encourage a more agile, networked and global approach. We are also seeking to expand our power analysis to go beyond decision-makers and opinion-formers and factor in the attitudes and behaviours of publics globally.

#### **Integrated transnational policy approach**

We agree on the need to focus on the broader political context in countries and regions as well as the international policy agenda. This is the cornerstone of our strategy in 2010, which focuses on strengthening work at national level in countries that are key to a future global climate deal, though we feel a focus on national political conditions in key countries must be combined with 'regional' or 'negotiating bloc' focused strategies.

#### **Matching national resource allocations to potential impact**

We agree with the principle that Oxfam should consider how it allocates its resources across actors, nations and negotiating blocs to advance a fair and safe climate change deal. Such decisions draw on our power analysis, and are central to our strategies. There is a difficult balance to be struck in allocating resources to influence 'big global players' critical to a fair outcome, and supporting developing countries and their citizens who are bearing the brunt of climate change and whose voices must be heard and whose power must be strengthened. There are processes within the Oxfam International confederation to strengthen our capacity in BASIC and G20 countries, as well as in the many developing countries where we work.

#### **Aim all activities at impact**

We agree with the evaluators that all our activities should be undertaken with potential impact in mind. For this reason, we have used logic models (or 'impact chains') to help develop strategies and plans in our campaigns that outline how each activity contributes to outputs, outcomes and desired impact.

#### **Building on a solid financing reputation**

We agree with the evaluators' assessment of the importance of Oxfam's contribution to the area of climate finance, and have chosen to make this the focus of our campaigning in 2010 as a critical justice issue and an area where Oxfam can help change the outcome.

#### **Monitoring, Evaluation and Learning (MEL)**

We agree with the evaluators that our MEL work within our UK campaign is ground breaking and can serve as a template of best practice. We share their view that it will be difficult to transpose the template to our global campaigns, but that several elements, such as internet based software for collecting evidence, can be adapted, and we have already begun to look into how this can be done within this and our other campaigns.

#### **Long-term planning and commitments**

We agree with the need to take a long-term planning approach, and to plan exit strategies in advance. Oxfam is currently developing its plans for work in 2011-2013, as well as delivering its 2010 plans.