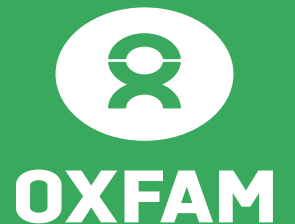


Influencing: Short term results vs long term transformation

Dr. Irene Guijt, Head of Research, Oxfam Great Britain

DSA 12 September 2016



- 1. Why influencing matters**
- 2. Measurement challenges**
- 3. Options for practice**

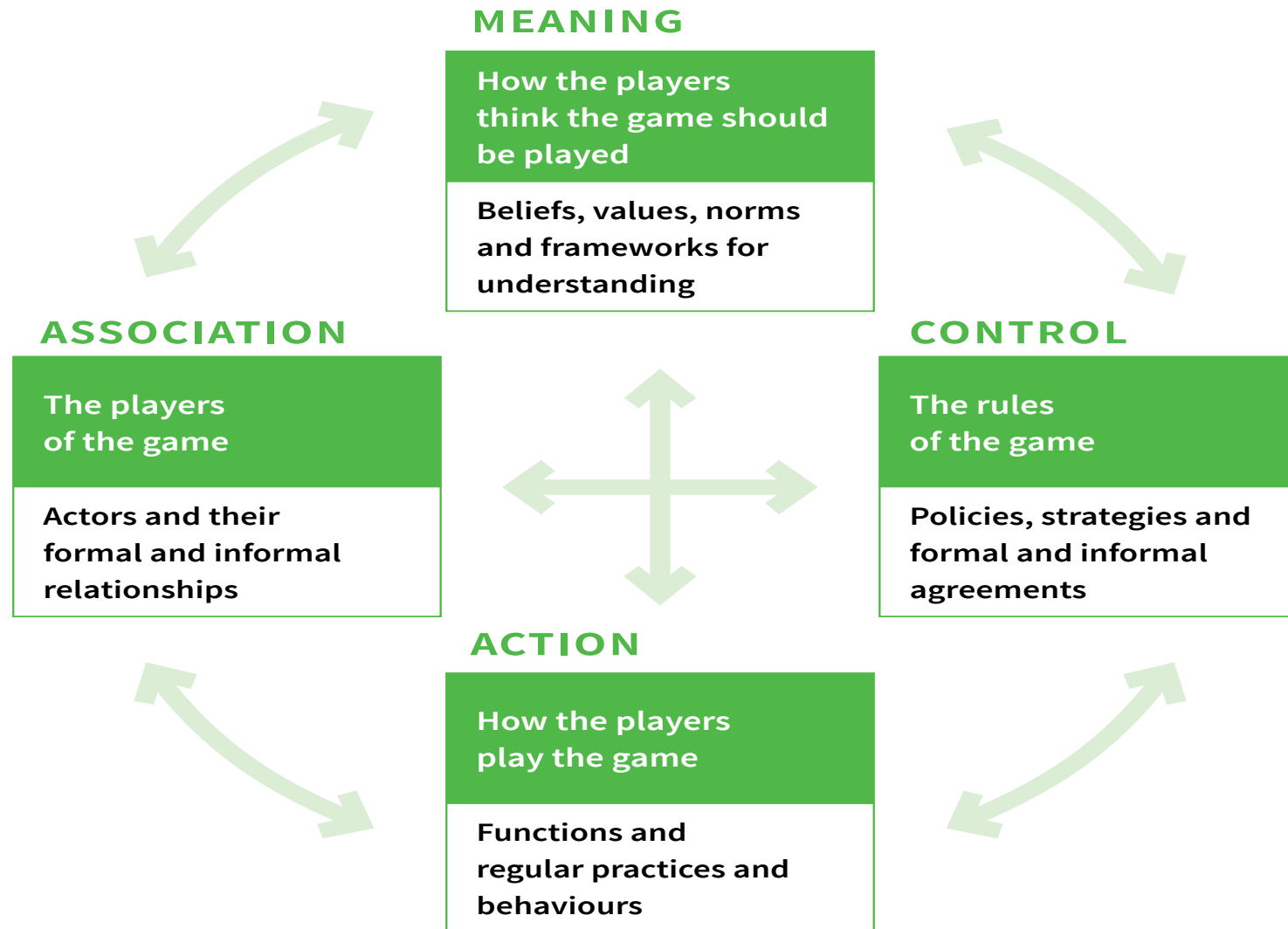
Why 'influencing' matters

- Recognition of need for structural change
 - Shift from service delivery
 - Impact disappointments
 - Value for money debate
 - ODA is chickenfeed in financial flows so can only ever be a lever
- Growing use of the term
 - Explicit in NGOs
 - Tentative interest from large scale donors (policy advocacy)
 - Doing development as if politics mattered

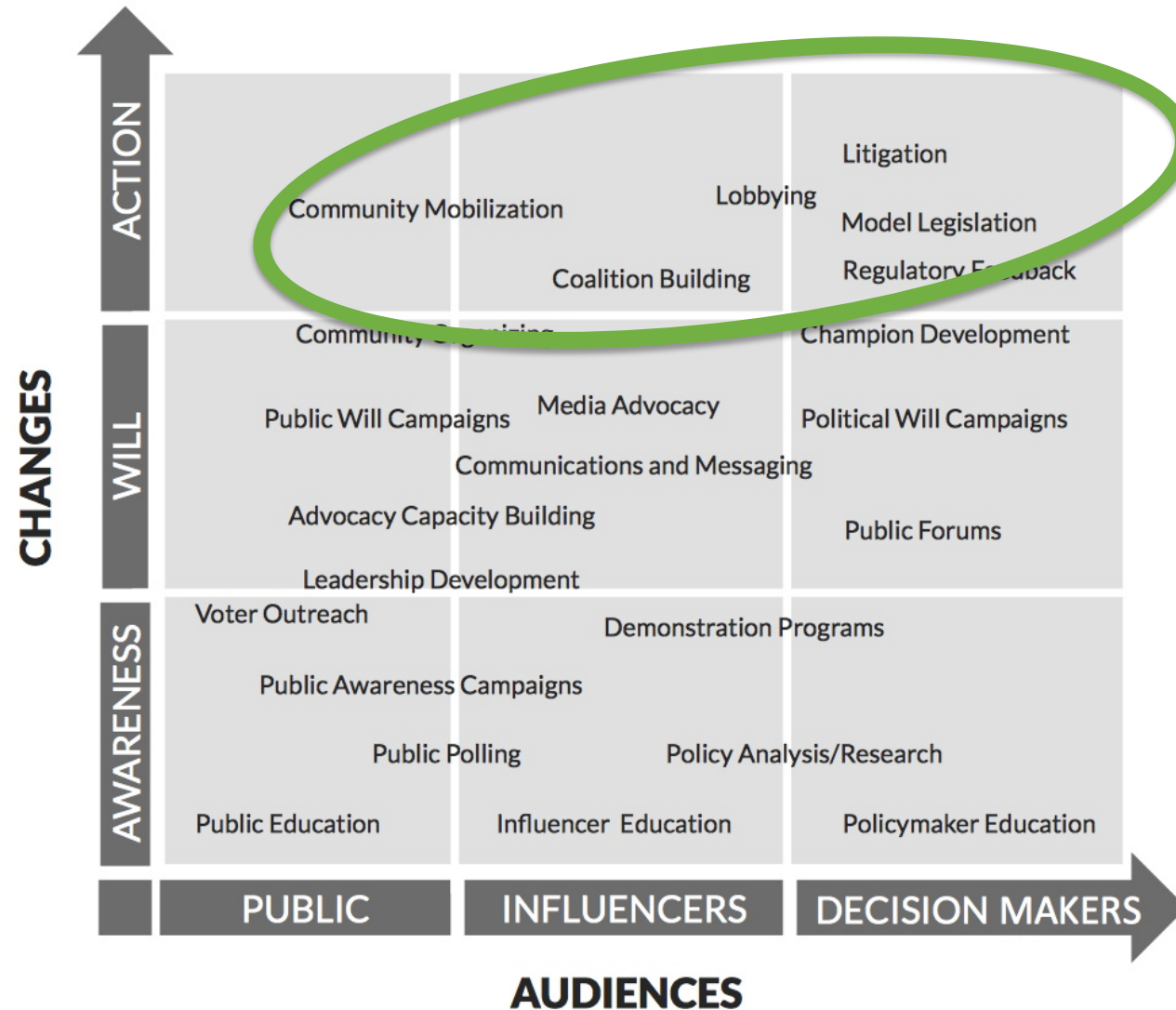
Influencing – Oxfam's definition

systematic efforts to change power relationships, attitudes, and beliefs, and the formulation and implementation of official policies, laws/regulations, budgets, and company policies and practices, in ways that promote more just societies without poverty

Institutional Change – Multiple Dimensions & Interactions



Advocacy Strategy Framework



Oxfam's WIN ambition

*By 2020, Oxfam will have contributed to achieve more profound and lasting change in the lives of people living with poverty and injustice. We will have done this **at a far greater scale by creating a world-wide influencing network** (WIN) of One Program teams, united by a common vision for change, adequately resourced, **able to use the full range of influencing techniques** at their disposal, and **actively participating in a wider movement** to fight against the injustice of poverty.*

- power, attitudes, beliefs
- powerful interests
- disruptive opportunities for change



- innovative, scalable solutions
- on-ground experience for evidence

How influencing happens

- ◆ Leverage programme experience, advocacy, and campaigning
 - coalition building, research, policy development, lobbying, media, digital tools
- ◆ Mobilisation
 - activists, supporters, citizens
- ◆ Coordinated worldwide communicating, networking
- ◆ Capacity development
 - citizens, partners, civil society, duty bearers (public, semi-public, private)
- ◆ Partnerships and strategic funding

Influencing in action

- Unilever – critic and partner for improving smallholder situation in domestic supply chains: advisory board, ongoing advocacy engagement, funding from its Foundation, target of Behind the Brands campaign
- Inequality and tax – inequality on the global agenda with Davos papers, tax measurement, inequality index, in-country tax campaigns, pressure on UK as tax haven

Company	Score	Land	Women	Farmers	Workers	Climate	Transparency	Water	Total
1 Unilever	74%	7	6	8	8	9	7	7	52/70
2 Nestle	69%	8	5	7	6	8	7	7	48/70
3 Coca-Cola	57%	8	6	3	6	6	5	6	40/70
4 Kellogg's	53%	5	6	5	3	8	5	5	37/70
5 Mars	49%	4	5	5	4	6	6	4	34/70
5 PepsiCo	49%	7	4	3	3	7	5	5	34/70
7 Mondelez	41%	4	6	4	4	5	4	2	29/70
8 B&W Foods	40%	2	3	3	3	6	5	6	28/70
9 Associated British Foods plc	36%	5	3	3	4	4	3	3	25/70
9 Danone	36%	2	2	3	3	6	5	4	25/70

GROW
FOOD. LIFE. PLANET.



Measurement Challenges

- Timeframe for change
- Multiplicity of factors and actors
 - ‘Think in portfolios...No single project will change the system! Many small steps over a long period of time’ (Mersmann, 2014)*
- Uncertainty of success – scenarios for change
- Defining success
- Diversity of contexts
- Blind spots, such as gender relations

Massive attribution – causality challenge

Predetermined metrics won’t suffice

Spectrum of contexts

ECONOMIC SPECTRUM



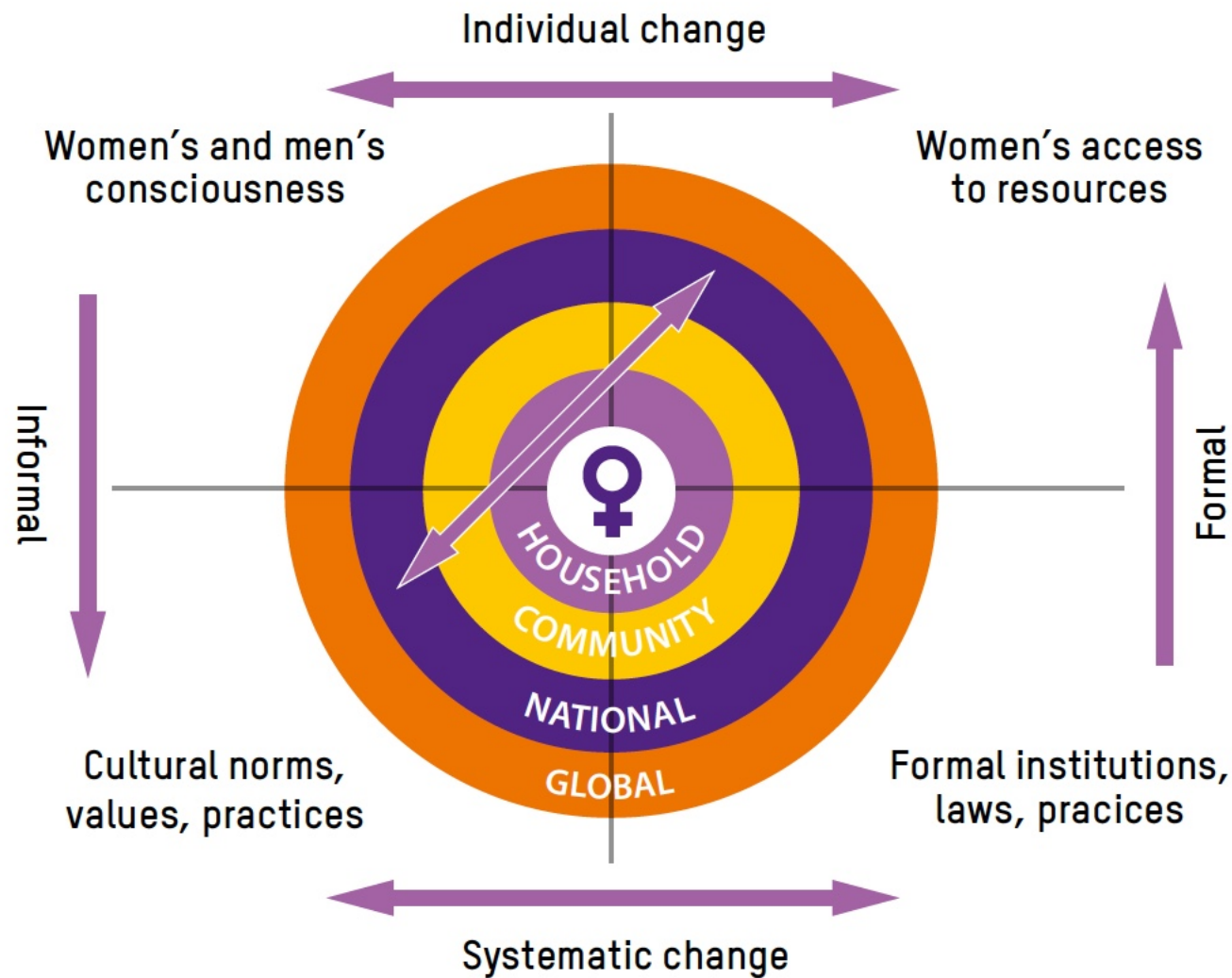
CIVIL/SOCIAL SPECTRUM



POLITICAL SPECTRUM

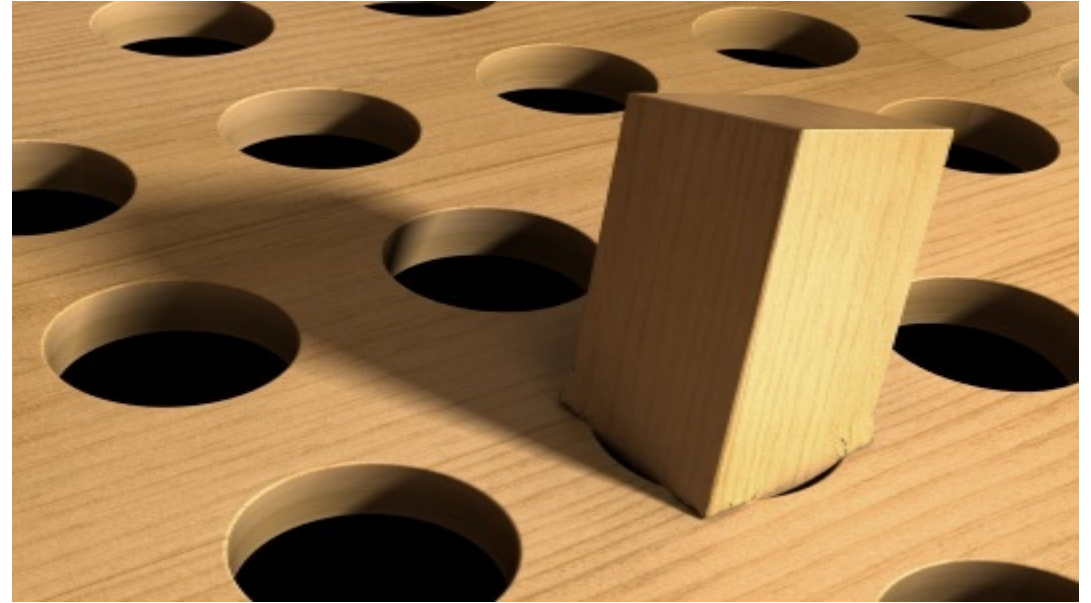


Gender and/in Influencing



Results & evidence practices for transformational development

1. Feasibility
2. Non-trivial and timely information
3. Rigour (in process and data)
4. Autonomy and fairness
5. Emphasis on reflection
6. Agility and flexibility



Lessons from one campaign

- 1 Build measurement of progress in influencing DNA
- 2 Theory of change strategy compass and testing assumptions.
- 3 Cope with moving targets
- 4 Balance easy-to-measure (social media impressions; policy change) and higher level outcomes (policy implementation)
- 5 Invest more in indirect, broader influences, e.g. changes in global-/national-level debates, changes among non-target actors, and uptake by others
- 6 Link influencing outcome to tangible changes on the ground
- 7 Build track record of influencing for more influencing

Options for Framing & Focusing

1. Active use of theory of change/influence
 - Progress markers
 - Power shifts – power to, over, with, within
 - Gender framing within influencing
 - Assumptions
2. Recalibrate success as outcomes and context shift
3. Shift from direct to indirect beneficiaries



From Promising Results to Nudging Systems

- Invest in measuring what matters about influencing
 - Progress
 - Politically savvy - Is it smart about context, picking up weak signals, making the most of disruptive opportunities?
- Shift from easy intentions (policy change) to harder social norm and implementation shifts
- Reclaim rigour – metrics that are adapted & based on solid process
- Push back against narrow metrics/systems that favour guaranteed results