

First Version - February 2015

CONCEPTUAL FRAMEWORK FOR THE EVALUATION OF THE OSP ON THE RIGHT TO BE HEARD

**INDICATIVE OUTCOME AREA:
'TRANSFORMING POWER RELATIONS'**



INTRODUCTION

BACKGROUND

In September 2013 the EDs approved the proposal for the evaluation of the [Oxfam Strategic Plan](#) (OSP). The proposal to evaluate the OSP consists of the following elements:

- **Output Reporting:** reporting on the scale of Oxfam’s work - annual data collection on Oxfam’s global reach both in terms of numbers of partners and numbers of direct beneficiaries (data compiled by OI).
- **Partner Surveys:** the surveys (conducted by Keystone) will help Oxfam understand what partners value about their engagement with Oxfam, their opinion on Oxfam’s own accountability practice and concerns partners might have. A Partner Survey has been held in Financial Year 2014/2015 and is planned for Financial Year 2018/2019.
- **Rigorous Evaluations of Interventions:** for each external change goal one “indicative outcome area” has been identified.

The current document focuses on the third element ‘Rigorous Evaluations of Interventions,’ in particular for the **Right to be Heard (RTBH) External Change Goal**. The evaluative work for this External Change Goal will focus on the indicative outcome area “**Transforming Power Relations**” and will be led by an inter-affiliate Working Group, steered by Oxfam Novib.

The main purpose of the RTBH Evaluation of the OSP is to understand how Oxfam is delivering on its commitments as stated in the first Change Goal of OSP. Specifically the evaluative work will respond to the central evaluation question defined for the indicative outcome area ‘Transforming Power Relations’: *“How have power relations been transformed in the contexts in which Oxfam is working? Has Oxfam contributed to transforming these power relations? If so, how? If not, why not?”* Moreover, we aim to test and analyse our assumptions and strategies regarding transformations of power relations.

The RTBH evaluation of the OSP aims to construct, conduct and analyse evaluations of a number of selected programmes and projects, culminating in the creation of two overarching thematic synthesis reports. The first synthesis report will cover all implemented evaluations **up till October 2015** and will be presented to the Executive Directors in March 2016. The second one will look at evaluations undertaken **between November 2015 and October 2018** and will be presented to the Executive Directors in March 2019.

In order to start the process of the RTBH evaluation of the OSP, MEL colleagues from OAU, OGB and ONL and the Coordinator of the [Knowledge Hub on Governance and Citizenship](#) have established the aforementioned inter-affiliate Working Group.¹ The group reached out to the entire Confederation to inform on the Evaluation of the OSP and simultaneously made a first inventory of programmes and projects interested in contributing to the evaluation of the ‘Transforming Power Relations’ indicative outcome area. The group continues to inform and involve all affiliates in the evaluation process. Building on the [Right to be Heard Learning Companion](#), the OAU Strategic Plan MEL Framework, and input from RTBH staff a draft conceptual basis for the RTBH evaluation of the OSP was created and

¹ The ‘RTBH Evaluation Working Group’ currently consists of MEL and RTBH (Governance and Citizenship) staff of OAU, OGB and ONL and the Coordinator of the Knowledge Hub on Governance & Citizenship.

send around for consultation with the programmes and projects that have shown interest. The work culminated in the finalization of the current document, hereafter referred to as ‘Conceptual Framework.’

We aim to ensure that the RTBH Evaluation of the OSP feeds into the MEL work of the new Knowledge Hub on Governance and Citizenship. To that end, we will, among others, investigate the potential of the **Conceptual Framework as basis for a global RTBH MEL Framework, to be of use for all programmes and projects involving RTBH, both stand-alone and mainstreamed. In addition, as the ‘Transformation of Power Relations’ is inherently linked to ‘Influencing,’ we are** exploring the possible contribution of the Conceptual Framework and the RTBH OSP evaluation process to contribute to Oxfam’s aim to arrive at a common understanding and shared strategic vision on MEAL in WIN.

PURPOSE OF THE CONCEPTUAL FRAMEWORK

The current Framework aims to provide the conceptual basis for creating and conducting evaluations that include a focus on the RTBH indicative outcome area ‘Transforming Power Relations.’ The Framework offers generic building blocks, from which programmes and projects can design their own specific Outcomes and/or Evaluation Questions. Moreover, by providing an overarching concept of the indicative outcome area, the Framework shows the linkages between the different programmes and projects contributing to the overall goal of transforming power relations and forms the basis for creating a synthesis report on the indicative outcome area.

Our aim is to increase the use of the Conceptual Framework as a basis for evaluations focusing on a transformation of power relations, to provide assistance and methodological guidance in its implementation, and ensure adequate and coherent input from programme and project evaluations in order to come to conclusions in the overarching synthesis report.

For the first synthesis report focusing on evaluations up till October 2015, many of the selected evaluations are already designed, in progress or conducted, meaning the Working Group can only provide limited input for the integration of the OSP Outcomes and Key Evaluation Questions into Evaluation Terms of References. For the second synthesis report focusing on evaluations between November 2015 and October 2018, we expect that greater support and steer will have been provided to and use of the Conceptual Framework by selected programmes and projects to design and conduct their evaluations, decreasing the necessity to include analyses of additional material in the synthesis report.

ELEMENTS OF THE CONCEPTUAL FRAMEWORK

The Framework is based on the Oxfam Strategic Plan and the RTBH Learning Companion and consists of the following elements:

- An **“Outcome Framework Diagram”** describing the outcomes in this indicative outcome area (Transforming Power Relations) and the broad strategies used to achieve them.
- An **“Outcome Framework Narrative”** providing detail on how the content of the Framework Diagram and the underlying change pathways and assumptions should be understood.
- A **List with Key Questions** for each outcome and (non-exhaustive) examples of Sub-Questions.
- A **List with Definitions** of key terms is provided as annex to the Conceptual Framework.

WHO CAN USE THE CONCEPTUAL FRAMEWORK

In order to produce the **synthesis report that will be presented in March 2016** we envisage that the Framework will be used by:

- **Selected Programme and Project Teams.** Programme and Projects can use the Outcome Framework Diagram to investigate to which identified overarching outcome(s) on transforming power relations their work aims to contribute. Teams will be asked to identify how their programs/projects align with the outcomes and strategies addressed in the Conceptual Framework. The evaluation of their programme/project should then include one or more of the key outcome questions. They can pick from the relevant sample sub-questions provided the List with Key Questions and adapt to their own context to use as a first basis when designing their evaluations. Moreover, this can be done not only by the programmes selected for the OSP Evaluation, but by all programmes and projects interested in evaluating a transformation of power relations.
- **The RTBH Evaluation Working Group.** The Working Group can use the Framework to map programmes and evaluation results against the different Generic Outcomes identified. This will illustrate and help us to analyse the contributions by different programmes to the overall indicative outcome area ‘Transforming Power Relations.’ Moreover, the Group will use the Framework to determine which additional material is needed to reach conclusions on the key issues of interest.
- **The Evaluation Team responsible for the synthesis report.** The Framework provides a basis for the creation of a synthesis report on the indicative outcome area. The Evaluation Team will address the key questions for each of the Generic Outcomes as described in the Framework.

HOW TO USE THE FRAMEWORK

Programme and Projects can use the Outcome Framework Diagram to investigate to which identified overarching outcome(s) on transforming power relations their work aims to contribute and, accordingly, pick from the relevant question(s) and sub-questions provided the List with Key Questions and adapt to their own context to use as a first basis when designing their evaluations. Moreover, this can be done not only by the programmes selected for the OSP Evaluation, but by all programmes and projects interested in evaluating a transformation of power relations.

For existing programmes, please consider this Framework:

- When developing a terms of reference for an evaluation, or
- When reviewing or updating MEL frameworks.

For new or re-designed programs, please consider this Framework:

- When developing the program MEL system for a new program/project.

This Framework, by its nature, focuses at an overarching level and although it has been designed based on the programmes that align with it, it is a pragmatic attempt at aggregating our work across the Confederation. What this means is that it does not capture the deep and rich outcomes that take place at the community, program and project level and assumes that such richness is captured at the program and project MEL level.

METHODOLOGY

Next to the work geared to the production of the synthesis report, the working group will also provide a first **draft methodological guidance** for evaluations in the RTBH area. A start will be made in February 2015, building on planned work by Oxfam Australia. OAU will be supported by the overall RTBH Evaluation Working Group which will feed into the work by analysing existing relevant evaluations and used methodologies.

DEFINITIONS

A Definition List is included as annex to the document. The Definitions List should be used consistently to interpret the questions and indicators. The List is based on the OSP and RTBH Learning Companion.

FURTHER INFORMATION AND SUPPORT

For further general information or questions around the RTBH Evaluation of the Oxfam Strategic Plan on the Indicative Outcome Area ‘Transforming Power Relations,’ please contact:

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Yvonne Es/Ronald van Moorten OBE, ONL and OUS programs/projects

On a final note, the aim is to further develop the framework beyond the RTBH Evaluation of the OSP. We have noted there is interest amongst affiliates to develop a MEL framework with sample indicators and methods (tools, instruments) that could be suitable for use in RTBH programmes. The Oxfam Learning Companion “Programming on the Right to be Heard” already offers a basis for MEL of RTBH and will be enriched by the Evaluation Framework on Transforming Power Relations and the insights gathered from its usage. Moreover, the current Framework is already of use for everyone interested in learning about and assessing their programme or project on the contribution to transforming power relations, so feel free to distribute widely.

Please note that the document is a first version and we aim to investigate in the upcoming months on how to improve the following content and ensure it is ‘well gendered.’

TRANSFORMING POWER RELATIONS OUTCOME FRAMEWORK DIAGRAM

RTBH Vision
Poor and marginalized people can gain control over their own lives by exercising their right to political participation, freedom of expression and information, freedom of assembly and access to justice.

Long-term Outcome	‘Transforming Power Relations’ The influence of citizens has been structurally enhanced. Citizens are actively participating in political and societal decision-making and benefit from the policies and practice of the government and private sector as there is increased responsiveness to their demands and greater accountability of duty-bearers.
Generic Outcomes	

1. Policies, practices and mechanisms of duty-bearers (government / private sector / international institutions) have changed in favour of poor and marginalised people and/or negative change has been averted.
 Duty-bearers (**power over**) maintain and/or increase their transparency and accountability, space for civil society to operate. Practices, policies and policy implementation better reflect the interests of poor and marginalized people.

2. The engagement of poor and marginalized people with duty-bearers (government / private sector / international institutions) has increased and/or decrease has been averted.
 Poor and marginalized people maintain and/or increase their engagement (**power to and power over**) with duty bearers on their policies and practices, (corporate) legislation and accountability (focusing on the respect for citizens’ rights and the rule of law and resource allocation).

3. The ability and confidence of poor and marginalized people to claim their rights and state their voice has improved.
 Poor and marginalized people (**power within and power to**) and Civil Society Organizations and Citizens’ Initiatives (**power with**) are better able to claim/exercise people’s rights to organize, to information, to public participation and to equal justice.

Generic Strategies	Engaging with duty-bearers to develop their capacity to be transparent, accountable, gender aware, engage with civil society and citizens and change the current ways of working of institutions and the political, societal and economic processes itself.	Supporting evidence-based local/national/regional/international advocacy and campaigning activities of CSOs, women’s rights organizations, groups, etc.	Mobilizing and supporting the creation of networks and alliances, as well as public support, to build influencing power for change and increased meaningful dialogue between men, women, young men and young women and duty bearers.	Facilitating ongoing collaboration, joint solution finding and capacity development between CSOs, WROs, groups, movements and duty-bearers.	Supporting women, young women and young men to claim their right to participate and lead in decision-making in formal structures, networks and alliances and in communities.	Developing the capacity, leadership and possibilities of poor and marginalized people, communities, movements and groups, CSOs and WROs to state their voice and claim their rights.	Strengthening the confidence of poor and marginalized groups and communities and raising their awareness of their rights and their own role in claiming them.
Global and regional advocacy and campaigning in cooperation with (I)NGOs, women’s movements, trade unions, etc., creating broad alliances aiming for structural change.							

With regard to the outcomes and strategies above, make a distinction between the different levels involved (local, national, regional, global) and take specific regard to women, young women and young men, people living with a disability, and people living with HIV/AIDS, and or other groups you defined as ‘marginalised’ and take into account the different unique needs and roles and positions of these groups in society.

THE OUTCOME FRAMEWORK NARRATIVE

The Outcome Framework Diagram above focuses on the Indicative Outcome Area ‘Transforming Power Relations.’ It describes in broad terms the ways in which we work with citizens, poor and marginalised people in particular, Civil Society Organisations and Citizens’ Initiatives, governments, the private sector and national and international institutions, to achieve the outcomes and overall objective we strive for. This Narrative provides detail on how the content of the Framework Diagram and the underlying change pathways and assumptions should be understood. It is important to note that the content of the Diagram is of a generic nature, attempting to grasp the broad range of outcomes and strategies contributing to a transformation of power relations. Therefore, the content of the Diagram and the Narrative constitutes a generic picture and **does not provide an exhaustive description** of the strategies and outcomes that can contribute to a transformation of power relations. Moreover, the Diagram is a simplified reflection of how power relations can be transformed: in reality, change processes generally occur in a messy, non-linear way. The content of the Diagram and Narrative are based upon the Oxfam Strategic Plan and the Right to be Heard Learning Companion.

At the top of the Diagram, we find the ultimate objective (long-term outcome) of the Indicative Outcome Area ‘Transforming Power Relations:’ to structurally enhance the influence of citizens, or, in other words, ensure that citizens are actively participating in political and societal decision-making and benefit from the policies and practice of the government and private sector as there is increased responsiveness to their demands and greater transparency and accountability of duty-bearers. This ‘transformation of power relations’ is in turn essential for the overall RTBH vision: ‘poor and marginalized people can gain control over their own lives by exercising their right to political participation, freedom of expression and information, freedom of assembly and access to justice.’²

Before going deeper into the Diagram, we must first elaborate on the two main concepts on which the Outcome Area ‘Transforming Power Relations’ is based, namely: 1) Transformation; and 2) Power.

With regard to transformation, we refer to a ‘transformative change:’ a change that is fundamental, lasting, and which challenges existing structural inequality. It is part of Oxfam’s approach to development and humanitarian response, and it is continuously being refined and developed within the Oxfam confederation. Transformative change requires fundamental shifts in power relationships.³

We usually think of power as control over others or the ability to carry out one’s will, but power can also be more subtle. For example, power can be the strength and capacity that we gain through joining with others towards a common goal, our own self-belief that we can achieve our aims or the courage to adopt a certain course of action. Power can be manifested as:

1. **Power over:** the power of the strong over the weak, including the power to exclude others;
2. **Power to:** the capability to decide actions and carry them out;
3. **Power with:** collective power, through organisation, solidarity and joint action;
4. **Power within:** personal self-confidence, often linked to culture, religion or other aspects of identity, which influences the thoughts and actions that appear legitimate or acceptable.⁴

² Oxfam Strategic Plan 2013-2019.

³ Transformative Leadership for Women’s Rights, An Oxfam Guide, Oxfam International 2014.

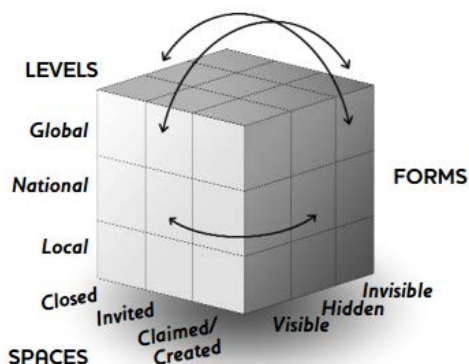
⁴ Learning Companion, Programming on the Right to be Heard.

We assume we can transform power relations – formal and informal – and attempt to contribute to a structural increase of the influence of citizens when we in our programmes and projects engage with the different **manifestations** of power. ‘Power with’, ‘power within’ and ‘power to’ are addressed in **Generic Outcome 3** in which we aim to develop the ability and increase the confidence of citizens, poor and marginalised people in particular, to claim their rights and state their voice. ‘Power to’ is addressed in **Generic Outcome 2** in which we aim to increase the engagement of citizens, poor and marginalized people in particular, with duty-bearers. At times, citizens have institutionalised powers (e.g. approving the performance of their representatives in elections, filing a legal complaint); we also support them making use of their ‘power over’ as effectively as possible. Moreover, ‘power over’ is the cornerstone of **Generic Outcome 1** in which we aim to contribute to a change in policies, practices and mechanisms of duty-bearers. As said, our aim is to create a structural increase of influence and aim for a transformative change. To this end, we aim in all three Generic Outcomes to achieve on the long-term a fundamental change, going beyond individual and cosmetic changes, truly altering systems and processes, challenging existing structural inequality.

Underlying the Generic Outcomes are numerous, often context-specific, assumptions. As the current Conceptual Framework is at a generic high-level, it is impossible to capture them all. Therefore, within the Narrative, we have limited ourselves to the general thinking around the concept of ‘power.’

Power can take different **forms**, occur at different **levels** and be acted out in different **spaces** – the opportunities, moments and channels, both physical and virtual, through which citizens can act to influence the policies, thinking, decisions and relationships that affect their lives and interests.⁵

Forms of power	Spaces	Levels
<ul style="list-style-type: none"> • Visible: observable decision-making mechanisms, institutionalised in formal and recognisable rules, laws, structures and procedures • Hidden: shaping or influencing the political agenda behind the scenes, usually without legitimacy • Invisible: norms and beliefs, socialisation, ideology or culture that shape how we understand our society 	<ul style="list-style-type: none"> • Closed: decisions made by closed groups • Invited: people asked to participate but within set boundaries • Created or claimed: less powerful actors create or claim a space where they can set their own agenda 	<ul style="list-style-type: none"> • Household • Local • National • Regional • Global



The forms, levels and spaces (areas) are all interrelated to each other and influence the dynamics of power. The outcome of a change in one area can influence and be influenced by the situation in other areas. The ‘Power Cube’ (Figure 1) is a much used visualisation of how all the different areas of power are interconnected.⁶

Figure 1: ‘Power Cube,’ Gaventa, John, ‘Finding the Spaces for Change: A Power Analysis,’ *IDS Bulletin* 37:6, 2006.

⁵ Learning Companion, Programming on the Right to be Heard.

⁶ For more information, resources and references around Power and Power Analysis, please consult the RTBH Learning Companion, pages 15-27.

Underlying the three Generic Outcomes are numerous **strategies** and **intermediate outcomes**, taking into account these different areas of power. In a specific programme or projects, we can use several strategies to engage with power in its different forms – visible, invisible, hidden – focusing on one or more levels it can occur and spaces it can be acted out. With our strategies we aim for (a) specific intermediate outcome(s) that contribute(s) to parts of the Generic Outcomes. In the Framework Diagram, we have aimed to capture the broad range of the generic strategies that Oxfam uses. The strategies can be implemented directly by Oxfam, with our partner organisations and allies, or a combination of both. To ensure clarity within the Diagram, the multitude of intermediate outcomes are left out. They will be addressed in the remainder of this narrative through a number of examples.

Outcome 1 is built upon those intermediate outcomes and strategies focusing on duty-bearers, mechanisms and spaces. The aim is to ensure that duty-bearers become more accountable and responsive to the needs of poor and marginalised citizens particularly women, young women and young men and people with a disability; develop the capacity and have the will to engage meaningfully with, and listen to, citizens; practice democratic principles, thereby limiting the concentration of power in the hands of the elite, and allowing the voices of poor and marginalised people to be heard; have their own mechanisms to demand accountability from those in higher positions of power, using rules and regulations, complaints, grievance mechanisms and other internal decision-making spaces that they have access to; become more transparent, share information related to public finances and decision-making processes proactively and accurately; ensure this information reaches everyone and is appropriately ‘translated’ and understandable for the average citizens (into local languages, or from written to oral form); ensure formal power structures function effectively, with citizens engaging constructively with power holders through policy and legislative frameworks; open up spaces for citizen engagement; and increasingly deliver basic civil, social, economic and political rights to all citizens

With specific regard to duty-bearers within the private sector, we aim for them to change their business models to integrate social and environmental responsibilities into their core operations and planning – including providing meaningful and accessible opportunities for poor and marginalised men, women and young women and young men to express their opinions on decisions that affect them; take into account the interests of the poorest people in society as well as shareholders and investors, by establishing mechanisms that ensure transparency, accountability and participation (including access to information); establish legal and sector regulations that enable people to see what companies are doing, forces them to answer for their actions, and enable them to hear and take into account the voices and opinions of everyone in society.

Strategies encompass among others working directly with formal institutions of governance and informal power holders, and having an ‘influencer’ role that can contribute to better-functioning institutions that are more responsive to poor people’s needs. At the local level, we can work through partners to identify the roles and responsibilities of local institutions and strengthen their capacity to fulfil their obligations, particularly in decentralisation processes. Furthermore, we can also indirectly address the policies and practices of duty-bearers by engaging at the regional and global level with international institutions, such as the African Union, ASEAN or agencies of the United Nations, to put pressure on national duty-bearers to change their policies and practices.

With regard to the private sector, strategies encompass for example support innovation and best practice by corporate leaders, support to voluntary accountability social responsibility schemes (e.g. Extractives Industries Transparency Initiative), as well as through joint advocacy and lobbying, and

dialogue and influencing work. Furthermore, we can work against corporate ‘blockers’ who practise worst standards in business operations and use their influence to maintain poor regulation and standards, through adversarial advocacy and lobbying work, and through dialogue and influencing.⁷

The following are examples of intermediate outcomes that are assumed to contribute to the achievement of Outcome 1:

- Donors, international institutions and (I)NGO coalitions are able to maintain (and where possible enlarge) existing civil society space in order for civil society to operate and challenge governments.
- Negative legislation regarding the space for civil society has been averted or altered, creating or sustaining an enabling environment for civil society (organizations) to operate.
- Duty-bearers are creating supportive environments and opportunities that enable women to participate and lead in decision-making processes.
- A specific percent of budget allocation is dedicated and effectively used to uphold the rights of women.
- Duty-bearers have an increased understanding and capacity to ensure citizen participation in decision-making processes.
- Legislation around access to information is better implemented by duty-bearers.

Underlying **Outcome 2** are those intermediate outcomes and strategies focusing on increasing the engagement of citizens, poor and marginalised people in particular, with governments, the private sector and international institutions. Effective engagement implies citizens voicing their opinion to which duty-bearers respond, and influences the public agenda. Thus their meaningful participation in decision-making processes is ensured. The aim is to have citizens, poor and marginalised people in particular, increasingly active in decision-making-processes and participating in coalitions, alliances and movements through which their voices can be heard; have access to justice services and have recourse to legal mechanisms and claim their rights; and have access to accurate, relevant and timely information to feed their ideas and actions.

In terms of strategies, we can think of among others supporting the work of alliances, coalitions, movements and groups so that they become vibrant actors in decision-making processes; helping activists and leaders of movements to ensure that the collective voices they represent are heard in the right forums; playing a ‘connector role’; supporting legal aid organisations to ensure access to justice for poor and marginalised people; helping citizens to engage constructively with power-holders at all levels through a range of different accountability mechanisms; using our ‘convening and connector’ role and power to enable dialogue, foster connections create spaces between citizens and formal and informal institutions of power at all levels and help them gain access to the spaces where decisions are made.⁸

The following are examples of intermediate outcomes that are assumed to contribute to the achievement of Outcome 2:

- Conventional and social media pay more attention to public finances as an arena for the struggle for power, and its effects on inequalities, corruption and public service delivery.
- Alliances of CS organizations, movements and groups, actively develop and propose alternative, gender-sensitive budgets.
- Activists and CSOs generate information (using ICT) from citizens, especially women and youth, about their experiences with government, their priorities and their level of understanding and

⁷ Learning Companion, Programming on the Right to be Heard.

⁸ Ibid.

engagement in decision-making processes, and communicate this to governments and international institutions.

- CSOs engage in strategic litigation processes aiming to influence the policies and practices of duty bearers.
- CS organizations, movements, groups and individuals engage in collaboration with (I)NGOs in providing Human Rights Monitoring Reports to the United Nations High Commissioner for Human Rights.
- CSOs assist communities in claiming their rights around land and resources, by supporting them to engage in informed, non-coercive negotiations between investors, companies or governments and claim their right to Free Prior and Informed Consent (FPIC).

Outcome 3 is built upon those intermediate outcomes and strategies contributing to strengthening the ability and the confidence of poor and marginalised people to make their voice heard and to claim their rights, building on existing capabilities and possibilities. The aim is to ensure citizens, poor and marginalised people in particular, can identify their own priorities, problems and possible solutions, and develop the confidence and skills to be able to articulate and share these with others; have knowledge of the rights to which they are entitled, and the ability and spaces to exercise and practise these rights; recognise and challenge those customs, beliefs and behaviours that prevent them from raising their voice and/or from being heard; have the opportunity and support to become leaders of, and advocate for, their own communities.

Regarding outcome 3, a number of strategies are used by Oxfam, our allies and partner organisations, such as awareness raising campaigns, leadership training (especially for women and young men and young women), organisational and institutional development of CSOs, and training of individuals in the use of (online) media, and supporting groups to organise and ensuring communities’ participation in diagnosing problems and finding their own solutions.⁹

The following are examples of intermediate outcomes that are assumed to contribute to the achievement of Outcome 3:

- CSOs, movements and/or groups have greater legitimacy and representation by systematically and effectively reaching out to communities through the use of mobile phone technology, creating an improved feedback loop with their constituencies.
- CSOs mainstream gender justice and women’s rights within their organisational structure and activities, through for example ensuring an equal representation of women and men within their own staff and developing the capacity to perform a gender analysis.
- Young women and young men have increased individual and collective capacity to participate and lead in decision-making processes.
- Poor and marginalized people have increased access to (online) channels to voice their opinion.
- Women are supported to participate in decision-making processes as elected representatives.

WHAT DOES THIS IMPLY FOR EVALUATIONS

When investigating a change in power relations, it is important to be aware of the linkages of the Generic Outcomes, Intermediate Outcomes and Strategies and the interrelationship between the multiple areas of power that can be addressed. We aim for evaluations of programmes and project that include a focus on a transformation of power relations to provide us with an insight on if and how power

⁹ Learning Companion, Programming on the Right to be Heard.

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has changed with regard to selected power manifestations and areas of power and the effectiveness of this change. Herewith, we aim to obtain an increasing insight on:

- Our assumptions around the concept of power and how to achieve a transformation;
- the underlying, often context-specific, assumptions around (the relation between) Generic Outcomes, Intermediate Outcomes and Strategies
- the effectiveness of the different strategies with which Oxfam aims to contribute to a transformation;
- and the best ‘ways of working’ for Oxfam to contribute to a transformation.

LIST WITH KEY QUESTIONS AND NON-EXHAUSTIVE SUB-QUESTIONS

Overall Guiding Notes		
<p>Women, young women and young men have unique needs and roles and positions in society which are an intrinsic part of the existence and functioning of power relations. Therefore, ensure in the design and answering of all key- and sub-questions a specific regard to women, young women and young men, make a disaggregation of men, women, young women and young men and their respective organisations, groups and movements, and take into account / be aware of their unique needs and roles and positions in society.</p>		
<p>With regard to the term ‘poor and marginalized people’ – the specific target group varies within the many contexts in which we work, including (but not limited to): poor and very poor; women; young women; young men; lesbian, gay, bisexual, transgender and intersex; people with disabilities; indigenous people; project-affected people; and vulnerable people.</p>		
<p>With regard to the term ‘CS Organisations and Citizens’ Initiatives’ – take into account Civil Society Organizations, Movements, Groups and Individual Activists, with special regard to those representing poor and marginalised people</p>		
<p>With regard to the term ‘duty bearers’ and ‘policy/practice change’ – make a distinction between the level (local, sub-national, national, regional, global) and the type of duty bearer (international institution, government, private sector and/or informal/religious leaders).</p>		
<p>With regard to the term ‘policy’ – a policy can take a number of forms including: legislation, regulatory frameworks, statements, agreements, guidelines, strategies, budgets, programs. ‘Policy change’ relates to both positive and negative policy change. The ‘desired change’ may in fact be the maintenance or interpretation of a policy, or the removal of a policy that negatively affected marginalised and vulnerable people and communities.</p>		
<p>With regard to the terms ‘mechanisms’ – we refer to a specific instrument, platform or process, through which decision-making is regulated and can be held to account.</p>		
<p>With regard to the term ‘practice’ – we refer to carrying out of action, on the basis of ideas, beliefs, structures and/or policies. Practice is often linked to the term <i>policy</i>, as it determines <i>‘policy implementation.’</i></p>		
<p>Power can take different forms, occur at different levels and be acted out in different spaces – the opportunities, moments and channels, both physical and virtual, through which citizens can act to influence the policies, thinking, decisions and relationships that affect their lives and interests. It is important to take the interrelationships of these different areas into account when developing evaluation questions investigating a transformation of power relations.</p>		
<p>Forms of power</p>	<p>Spaces</p>	<p>Levels</p>
<ul style="list-style-type: none"> • Visible: observable decision-making mechanisms, institutionalised in formal and recognisable rules, laws, structures and procedures • Hidden: shaping or influencing the political agenda behind the scenes, usually without legitimacy • Invisible: norms and beliefs, socialisation, ideology or culture that shape how we understand our society 	<ul style="list-style-type: none"> • Closed: decisions made by closed groups • Invited: people asked to participate but within set boundaries • Created or claimed: less powerful actors create or claim a space where they can set their own agenda 	<ul style="list-style-type: none"> • Household • Local • National • Regional • Global
<p>With regard to investigating a change/transformation (such as improvement, increase, enhancement, etc.) – take into regard the aim of ensuring a ‘transformative change:’ a change that is fundamental, lasting, and which challenges existing structural inequality.</p>		

Overarching Evaluation Question	<i>Have power relations been transformed in favour of citizens, poor and marginalised people in particular, in the contexts in which Oxfam is working? Has Oxfam contributed to transforming them?</i>
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LONG TERM OUTCOME: Structural enhancement of citizen’s influence

Evaluation Question: *To what extent has the influence of citizens, poor and marginalized people in particular, been structurally enhanced?*

Prompts	Examples of sub-questions
<p>Key actors: Poor and marginalized people, civil society (organizations).</p> <p>Type of Outcome – this is about poor and marginalized people acting i.e. influencing. This is a policy and practice change outcome. Take note of the different forms, spaces and levels of power when looking at enhancement of the influence of poor and marginalized people.</p>	<p>The types of sub-questions that evaluations considering this question might assess include, but are not limited to:</p> <p><i>Do poor and marginalized people feel that policies, practices and mechanisms of duty-bearers are more inclusive and aligned to their interests? Is this feeling the same for all the different groups in society (women, young women, young men, LGBTI, etc.)?</i></p> <p><i>What is it about the decision-making that makes it more inclusive from the perspective of poor and marginalized people? Why and how do duty bearers think poor and marginalized people’s interests have been heard?</i></p> <p><i>Has the representation of poor and marginalised people been sustainably increased in key influencing fora? If so, how? And do poor and marginalised people think that it has contributed to their interests being heard, understood and acted upon by duty bearers?</i></p> <p><i>Have women, young women and young men’s role been included in all aspects of decision-making in policy, practice and mechanisms and do they demonstrate effective and meaningful participation?</i></p> <p><i>Is there any evidence of increased sustainable access to consultation mechanisms for marginalized groups?</i></p> <p><i>Do poor and marginalized people continuously and effectively act on their understanding on how decision making procedures work and can be influenced? How?</i></p>

- With regard to the questions above, take into specific consideration the following elements:**
- *How has Oxfam worked with and supported partners, communities and individuals?*
 - *Who have been the most positive actors in achieving the outcomes?*
 - *What has been the specific contribution of Oxfam’s program & Oxfam’s partners to the structural enhancement of citizen’s influence?*
 - *How do individuals, communities and partners perceive Oxfam and Oxfam’s partner’s contribution to the Structural enhancement of citizen’s influence?*
 - *Did Oxfam’s contribution have negative unintended consequences?*
 - *What has Oxfam learned from engaging with partners in terms of its own role and understanding?*
 - *How has Oxfam worked with and supported women, young women and young men?*

<p>Outcome 1 – Policies, practices and mechanisms of duty-bearers (government / private sector / international institutions) have changed in favour of poor and marginalised people and/or negative change has been averted.</p>	
<p>Evaluation Question: <i>To what extent have policies, practices and transparency and accountability mechanisms of duty-bearers changed to better incorporate the interests of citizens, poor and marginalized people in particular?</i></p>	
<p>Prompts</p>	<p>Examples of sub-questions</p>
<p>Key actors: Duty-bearers.</p> <p>Type of Outcome – this is a policy outcome i.e. the policy position the duty bearers take, and also a practice change outcome i.e. what the duty bearers then do. Take note of the different forms, spaces and levels of power when looking at changes in policies, practices and mechanisms.</p>	<p>The types of sub-questions that evaluations considering this question might assess include, but are not limited to:</p> <p><i>To what extent has policy changed as a result of the combined influence of the program actors?</i></p> <ul style="list-style-type: none"> • What is the form of the policy change and how is it expressed? In statements, regulatory frameworks, legislation, agreements, guidelines etc.? • What is the nature of the policy change? Has it: improved; been maintained (if that is what was intended); been rejected (if that is what was intended); been better interpreted; improved a regulatory framework for the private sector and the government’s role in enforcing this? Has the change the same effect for men and women alike? • To what extent does the policy change align to the demands/interests and uphold the rights of poor and marginalised people – for example, how much percent of a budget allocation design is earmarked to support women’s rights? • To what extent has the policy change affected the space for civil society? (Less oppressive legislation, formal recognition of platforms to participate in decision-making, etc.?) • What has been the role of women, young women and young men in the official formulation of the policy change? <p><i>To what extent is the intended policy change now being implemented?</i></p> <ul style="list-style-type: none"> • What is the nature of the implementation? (program, service, regulation, project, scope)? • Has there been a change in approach by duty bearers in the implementation? • Who has benefited from the change and how? To what extent have poor and marginalised people benefited from the policy implementation? Have men and women, boys and girls, benefitted equally from the policy implementation? • To what extent has the changed policy implementation affected the space for civil society? (Less repressive use of laws, less violence against activists, greater engagement of duty bearers with platforms for civil society, etc.) <p>To what extent has the practice and transparency and accountability of duty bearers been changed, better incorporating the interests and rights of poor and marginalized people?</p> <ul style="list-style-type: none"> • Has the capacity of local public authorities and elected representatives to deliver on their responsibilities and ensure their own transparency and accountability been strengthened? • Are duty bearers increasingly sharing relevant information with poor and marginalised people? • Are duty bearers increasingly making use of existing or new accountability mechanisms, ensuring their accountability to citizens?
<p>With regard to the questions above, take into specific consideration the following elements:</p> <ul style="list-style-type: none"> • <i>What has been the specific contribution of Oxfam’s program & Oxfam’s partners to the intended policy and practice change?</i> • <i>How do individuals, communities and partners perceive Oxfam and Oxfam’s partner’s contribution to policy and practice change?</i> • <i>Did Oxfam’s contribution have negative unintended consequences?</i> • <i>What has Oxfam learned from engaging with partners in terms of its own role and understanding?</i> 	

OUTCOME 2 – The engagement of poor and marginalized people with duty-bearers (government / private sector / international institutions) has increased and/or decrease has been averted.	
Evaluation Question: <i>To what extent have citizens, poor and marginalized people in particular, either individually or collectively, increased their engagement with duty bearers?</i>	
Prompts	Examples of sub-questions
<p>Key actors: Poor and marginalized people, civil society; this is both collectively and individually</p> <p>Type of Outcome – this is about poor and marginalized people / CS Organisations and Citizens’ Initiatives acting i.e. influencing. This is a practice change outcome. Take note of the different forms, spaces and levels of power when looking at increases in engagement of poor and marginalised people / civil society with duty-bearers.</p>	<p>The types of sub-questions that evaluations considering this question might assess include, but are not limited to:</p> <p><i>To what extent have poor and marginalized people increased their engagement with duty bearers to state their voice and claim their rights?</i></p> <ul style="list-style-type: none"> • To what extent is the active role of poor and marginalized people in (local) decision-making processes as participants and leaders increased? • To what extent are influencing activities increasingly led by poor and marginalised people? • To what extent do poor and marginalised people increasingly use (formal/informal) legal systems to claim their rights? • To what extent do poor and marginalized people increasingly use access to information laws to claim their rights? • To what extent are duty bearers monitored/being held to account by marginalized people and how has this changed? • What has been the role of women in engaging with duty bearers? • What has been the role of young women and young men in engaging with duty bearers? • Are more poor and marginalised people playing leading roles and participating in decision-making about and monitoring of policy implementation? • To what extent do poor and marginalised people actively participate in /contribute to influencing activities from CS Organisations and/or Citizens’ Initiatives. <p><i>To what extent have poor and marginalized people increased their engagement as result of a change in the space for civil society?</i></p> <ul style="list-style-type: none"> • Who has benefitted from the change in space for civil society and how? <p><i>To what extent has the engagement of CS Organisations and Citizens’ Initiatives become greater and more effective both as an alliance and individually?</i></p> <ul style="list-style-type: none"> • To what extent does the CS Organisation / Citizens’ Initiative / CS Alliance have increased access to relevant / strategically positioned duty bearers? • To what extent has the CS Organisation / Citizens’ Initiative / CS Alliance been increasingly involved in ‘agenda setting’? • To what extent does the CS Organisation / Citizens’ Initiative / CS Alliance have increasingly effective lobby and advocacy strategies at multiple levels (have the strategies proven effective? Are policy demands achievable via the proposed strategy?) • To what extent has the CS Organisation / Citizens’ Initiative / CS Alliance linked up with other sectors in society in joint engagement of duty-bearers? • Which different duty bearers have been engaged and how? What types of engagement, strategies and tactics are used to influence the different duty bearers?
<p>With regard to the questions above, take into specific consideration the following elements:</p> <ul style="list-style-type: none"> • <i>Who have been the most positive actors in achieving the outcomes?</i> • <i>What has been the specific contribution of Oxfam’s program & Oxfam’s partners to the increased engagement?</i> • <i>How do individuals, communities and partners perceive Oxfam and Oxfam’s partner’s contribution to the increased engagement?</i> • <i>Did Oxfam’s contribution have negative unintended consequences?</i> • <i>What has Oxfam learned from engaging with partners in terms of its own role and understanding?</i> 	

OUTCOME 3 – The ability and confidence of poor and marginalized people to claim their rights and state their voice has improved.	
Evaluation Question: <i>To what extent has the ability and confidence of citizens, poor and marginalized people in particular, to claim their rights and state their voice improved?</i>	
Prompts	Examples of sub-questions
<p>Key actors: Poor and marginalized people, civil society. This is both collectively and individually.</p> <p>Type of Outcome – this is about poor and marginalized people / CS Organisations and Citizens’ Initiatives having developed capacity, understanding and increased resources to act. Take note of the different forms, spaces and levels of power when looking at capacity, understanding and resources.</p>	<p>The types of sub-questions that evaluations considering this question might assess include, but are not limited to:</p> <p><i>To what extent have poor and marginalized people increased the understanding of their rights and the legal mechanisms to exercise them?</i></p> <p><i>To what extent do leaders of poor and marginalized groups have the confidence, knowledge and information necessary to represent their constituency?</i></p> <p><i>To what extent do poor and marginalized people have an increased understanding on the use of and access to (online) platforms enabling them to effectively voice their opinion and link up with other citizens and groups?</i></p> <p><i>To what extent has the opinion of men regarding women’s rights and possibilities to participate in public decision-making and/or to run for public office at the local and national level changed?</i></p> <p><i>To what extent do Civil Society Organizations and Citizens’ Initiatives, either individually or collective, have increased capacity to contribute to conditions that enable marginalised people to become empowered?</i></p> <ul style="list-style-type: none"> • Do CS organizations and/or Citizens’ Initiatives truly represent the interests and needs of their constituencies? • Do CS organizations and/or Citizens’ Initiatives include marginalized people in decision-making processes? • Are CS organizations and Citizens’ Initiatives accountable towards their constituencies? • Have CS organizations and Citizens’ Initiatives become more sustainable, ensuring ongoing implementation of their activities? • To what extent has the CS Organisation / Citizens’ Initiative generated public sympathy/support from other CS actors or other sectors in society? <p><i>To what extent have Alliances of Civil Society Organisations and/or Citizens’ Initiatives become stronger? What elements make the alliance better and stronger?</i></p> <ul style="list-style-type: none"> • What is the strength and appropriateness of the leadership? • To what extent does the Alliance’s membership cover the appropriate location spaces i.e. local, sub national, national, global and thematic spaces? • Has the alliance consolidated its resources i.e. are the CSO’s involved allocating their resources to support the implementation of their agreed strategies? • To what extent does the Alliance include and is actively led by poor and marginalized people's representatives and representative CS Organisations or Citizens’ Initiatives? • Is there alignment among Alliance members to the issues and agreement on the approach to be taken? • Has the Alliance become more sustainable, ensuring ongoing implementation of their activities?
<p>With regard to the questions above, take into specific consideration the following elements:</p> <ul style="list-style-type: none"> • <i>How has Oxfam worked with and supported partners, communities and individuals?</i> • <i>What has been the specific contribution of Oxfam’s program & Oxfam’s partners to the enhanced capacities/understanding/resources?</i> • <i>How do individuals, communities and partners perceive Oxfam and Oxfam’s partner’s contribution to the enhanced capacities/understanding/resources?</i> • <i>Did Oxfam’s contribution have negative unintended consequences?</i> • <i>What has Oxfam learned from engaging with partners in terms of its own role and understanding?</i> 	