evidence for influencing

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Irene de Goede

#OxfamEvidence
Conference co-chairs:
Irene de Goede & Irene Guijt
BACKGROUND
OXFAM Organization

• Confederation of 20 affiliates (±9,300 staff)
• Together working in 90+ countries

Mission
Tackling inequality, injustice and the root causes of poverty

Strategy
• Creating a worldwide influencing network
• Stronger focus on evidence and research
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“Achieving impact at scale will not be done by service delivery, but real power comes from leveraging and ‘delivering’ influence.”

“There has been a gap between what we have tried and what we have achieved.”

“The research work we are doing has to shape what we do and what we think.”

Paul O’Brian, Vice president Policy & Advocacy, Oxfam America, October 2016
WHAT IS INFLUENCING?

Influencing

‘syste

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

(Oxfam International's National Influencing Guidelines)
WHAT IS EVIDENCE?

Evidence
Data, information presented in support of an assertion.

Evidence-informed
The purposeful and systematic use of the best available evidence to inform e.g. the various options for influencing strategies and policy-making.

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A STRONG EVIDENCE BASE AND ROBUST RESEARCH TO...

- Inform high-quality programming and campaigning
- Shift the terms of the global debate
- Have authority when influencing in the “halls of power”
- Reach more people, have a deeper and more efficient impact
- Strengthen expertise of partner organizations
- Provide input for strategy development, etc.
RESEARCH AS A MIST THROUGHOUT THE ORGANIZATION

Monitoring & Evaluation
Thematic specialists
Knowledge brokers
Impact measurement
Researchers
Campaigners
Policy advisors
Action research
Market insights
IMPLICATIONS?

- Build and share knowledge, evidence and expertise across the confederation, and beyond
- Enhance learning and thought leadership

**Evidence for Influencing Conference** to:
- Build bridges across functions, locations etc.
- Share and learn, find synergies, increase impact
CONCEPT OF THE CONFERENCE
THE INFLUENCING JOURNEY

- **What** needs to change?
- **Who** has power to make the change, and who and what influences them?
- **How** to achieve change
- **Context** in which we try to achieve change
TYPES OF RESEARCH
1. WHAT NEEDS TO CHANGE?

- Policies & practices
- Attitudes & behaviors

→ Desk studies / policy research
→ Public opinion research
→ Scorecards & rankings
2. WHO NEEDS TO CHANGE?

- Governments
- Private sector
- General public

→ Stakeholder analysis
→ Power analysis
→ Perception research
3. HOW TO ACHIEVE CHANGE?

- What works, when, where and why (or why not)?
- Test assumptions of our work

→ Meta-reviews, synthesis studies
→ Monitoring results / outcome harvesting
INEQUALITY CAMPAIGN

• We need policies that empower women and help close the gap between the rich and the rest.
• Reducing inequality would benefit, literally, billions of people.
• Together, we can end extreme inequality. Together we can Even it Up. Take action!
There is very little difference in emotional reaction between the concepts. Though C2 (Tax Havens) is seen as more prevalent.
Most solutions are popular, but increasing transparency to address lobbying is slightly favoured.
Newspapers read at least once in last 2 weeks (online or in print)

- Algemeen Dagblad or een regionaal dagblad: 40%
- De Telegraaf: 37%
- de Volkskrant: 21%
- NRC Handelsblad: 14%
- Trouw: 9%
# FAIR TAX MONITOR

Evidence-based advocacy tool

<table>
<thead>
<tr>
<th>Country</th>
<th>Progressive Tax System</th>
<th>Sufficient Revenues</th>
<th>Effective Tax Administration</th>
<th>Pro-Poor Public Spending</th>
<th>Accountable Public Finances</th>
<th>Well-Governed Tax Exemptions</th>
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<tbody>
<tr>
<td>Pakistan</td>
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Developed by:

Oxfam, Tax Justice Network - Africa and partners from Bangladesh, Pakistan, Senegal, Uganda
FAIR TAX MONITOR

WHY

• **Identify** the main bottlenecks in the tax systems
• Provide strong **evidence** for national/global advocacy
• **Compare** relative fairness between countries and compare over time.
• Make abstract or technically complex topics easier to understand
• **Stimulate debate**
HOW

• Using a **standardized** research and scoring methodology

• **In-country research** in cooperation with partners

• With **technical support** from Oxfam (The Hague) and TJN-A (Nairobi)
Research Categories

Six thematic categories for evaluation

1. Progressive tax system
2. Sufficient revenues
3. Well governed tax exemptions
4. Effective tax administration
5. Pro-poor public spending
6. Accountable public finances
1. Progressive tax systems
Sub-category 4: CIT

<table>
<thead>
<tr>
<th></th>
<th>Corporate Income Tax</th>
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<tbody>
<tr>
<td>1</td>
<td>Is the current corporate income tax rate not lower than the average of the previous 5 years?</td>
</tr>
<tr>
<td>2</td>
<td>Is the CIT rate not below the non OECD average (25%)?</td>
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<tr>
<td>3</td>
<td>Is there a limit lower than 10 years for companies to carry forward losses?</td>
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<td>4</td>
<td>Are there transfer pricing rules e.g. limiting interest/R&amp;D/CSR/marketing cost/capital maintenance deductions?</td>
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<td>5</td>
<td>Are there penalties applied for failure to pay tax on due date?</td>
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<tr>
<td>Indicator</td>
<td>Score</td>
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<td>-------------------------------------------</td>
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<td>Progressive Tax System</td>
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0-2: Red | 3-4: Orange | 5-6: Yellow | 7-8: Green | 9-10: Grey

Uganda
KILLER FACTS

**POOR COUNTRIES**
LOSE $100 BILLION
A YEAR DUE TO CORPORATE TAX DODGING...

ALMOST ENOUGH TO GET EVERY CHILD INTO SCHOOL FOUR TIMES OVER

**THE 80**
RICHEST PEOPLE OWN THE SAME WEALTH AS THE 3.5 BILLION POOREST PEOPLE

(YES, 80 – SO FEW THEY’D FIT ON THIS BUS)

**BY 2016**
THE TOP 1% WILL BE RICHER THAN THE REST OF THE WORLD COMBINED
KILLER FACTS

1% WILL SOON HAVE MORE THAN ALL THE REST

EVEN IT UP OXFAM
IDFA IMPACT EXPERIENCE

Movie: Delicate Balance - Mujica
Storylines: Inequality, poverty, individualism

▲ UP: Whenever you know of a promising initiative or you have ideas to contribute to change.

▼ DOWN: Whenever you feel powerless.
IDFA IMPACT EXPERIENCE

Storylines: Inequality, poverty, individualism
TENSIONS AND CHALLENGES
TENSIONS AND CHALLENGES

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INFLUENCING POLICY-MAKERS

• Decision-makers are influenced by many factors and actors (individual, institutional and societal)
• Evidence is vital but rarely sufficient to achieve change
• Research needs to be:
  • Credible
  • Well-timed
  • Carefully framed and communicated
  • Propositional, articulate solutions we see
  • Supported by other strategies, e.g. public pressure
IS EVIDENCE ALWAYS THE ANSWER?
POST-TRUTH CONTEXTS

• Populism, post truth, fake news, alternative facts
• Convincing with evidence doesn’t work
• Need for compelling counter narrative, a narrative that makes sense to people
• Story telling to connect on an emotional level
SOME RECOMMENDATIONS
• Build partnerships / networks / alliances
• Strengthen capacity of partner organizations
• Fundraising for research in programs/campaigns
• Knowledge management, uptake of findings
• Organizational culture with room for innovation
• Strategic communication: variety of products
• Improving research quality
• Focus, relevance, applied
thank you!

Contact: Irene.deGoede@oxfamnovib.nl