



# **IAG AUSTRALIA IMPACT EVALUATION REPORT – EXECUTIVE SUMMARY**

**Prepared for CBM Australia**

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**Clear Horizon**

# Executive Summary

## Introduction

This executive summary presents the findings of an impact evaluation undertaken by Clear Horizon on behalf of CBM Australia (CBMA) of the work of CBM Global's Inclusion Advisory Group Australia team (IAG-A). Focusing on four key evaluation questions around contribution to change for people with disabilities (including IAG-A's activities, ways of working, evidence of contribution, lessons learnt), value for money, and understanding how the IAG-A can communicate its work, the evaluation only considers the last five years of the IAG-A's work (2016-2021).

For CBMA to achieve its Strategic Plan (2019-2022) to enable people with disabilities, their families and communities to take pathways out of poverty and exclusion, the IAG-A seeks to influence and assist other organisations and institutions to practice disability inclusive development (DID).

The methodology for this evaluation involved a two-step approach. The first step was data collection and analysis from the following data sources: a client and participant survey (85 responses), client semi structured interviews (26) with 20 Most Significant Change (MSC) stories collected, and interviews with CBMA stakeholders (9). The second step was data interpretation which involved an MSC panel to select the most significant stories of change (4); as well as a summit workshop with key IAG stakeholders to reflect and interrogate the data to come up with the key findings and recommendations.

## Findings

The key findings and recommendations of the evaluation are as follows:

### 1. IAG-A's contribution to positive 'transformational' change for people with disabilities

The IAG-A has contributed to positive lasting change for people with disabilities. By working with individuals and organisations on projects and policy work, there is a clear 'ripple' effect towards institutional and organisational changes, which are expected to lead towards changes for people with disabilities. The IAG-A's contribution is to the stakeholders working with and for people with disabilities, rather than people with disabilities themselves. The evaluation found credible information on how the IAG-A has impacted disability-inclusive changes through working with individuals, mainstream organisations and Organisations of people with disabilities (OPDs) at the project and organisational level, leading to institutional systems and organisational change, with the likelihood this will positively impact people with disabilities long-term.

See section 4.1 in the main report for more information.

### 2. Confidence of the IAG-A's external advisory work contributing to positive change

IAG-A's external advisory work contributes to significant positive change to individuals, organisations, and projects, which catalyses organisational and institutional change, ultimately leading towards positive change for people with disabilities. *At the heart of IAG-A's positive catalytic impact is how the IAG-A provides contextualised knowledge, ensuring the right people are providing the advice and the advice is relevant and applicable. This has led to an increased demand for the IAG-A's services as the value of the IAG-A's inputs are realised.*

The assumptions of the IAG-A hold true to demonstrate that clients and partners see the benefits and value of the advice provided by the IAG-A and that they can apply the advice; that there is evidence demonstrating catalytic impact, demonstrated directly through individual, organisational and institutional change; and that the IAG-A have the right people, approaches, tools, and resources to develop and deliver high quality tailored advice. Key success factors that enhance the influence and/or impact of IAG-

A's work relate to **how** the IAG-A operates. This includes having contextualised knowledge, having the right advisors, providing long-term support through responsive and discrete inputs, partnering, and brokering relationships with/for OPDs, high-quality advice, and complementarity with CBM Global's other areas of work.

However, there is limited evidence available to pinpoint the IAG-A's direct contribution to positive change for people with disabilities due to difficulties of 'ownership' of the change, the length of time it takes for behaviour change to occur, multiple other influencing factors and challenges obtaining accurate information. By creating a MEL Plan specific for the IAG-A's needs, evidence may be able to be captured in a more accurate and systematic way to understand the positive change for people with disabilities in the future.

See section 4.2 in the main report for more information.

### **3. Value for money**

CBMA's investment in external advisory work represents value for money. Clients and partners noted that the IAG-A's approach is cost effective through being fit-for-purpose, engaging relevant stakeholders and providing valuable and impactful advice whilst meeting required timeframes. CBM senior staff and Board members interviewed also said that the IAG-A is delivering on organisational expectations by using fit-for-purpose approaches for catalytic change, contributing to positive impact, sourcing skilled and experienced personnel and developing and nurturing influencing, lasting relationships with changemakers, particularly OPDs.

See section 4.3 in the main report for more information.

### **4. How the IAG-A can describe its contribution simply, clearly, and credibly**

The advisory role that IAG-A plays in bringing out positive change for people with disabilities means that its contribution is (and needs to be) very much 'behind the scenes'. Claiming responsibility for transforming people with disabilities' lives would alienate and undermine clients and partners who see themselves as doing the disability inclusion 'work', albeit with the support of the IAG-A. This 'behind the scenes' role contributes to confusion about who and what the IAG-A is and how it fits in CBMA. Internally, some clarity is needed to define and describe what the IAG-A does and its expected outcomes through clarifying a theory of change and defining what impact means and for whom. Key elements of the message must include that the IAG-A works directly with boundary partners (those who work in international development and have other development focuses outside of DID) and OPDs to bring about systems change at the structural, relational and transformative level. What this means is that the IAG-A, through working effectively with boundary partners, has greater reach and impact than it would working directly with people with disabilities. The IAG-A contributes to strengthening the enabling environment for DID by taking a systems lens, and working with key actors to improve capabilities, policies and practices to advance disability rights.

See section 4.4 in the main report for more information.

## **Conclusion and recommendations**

The evaluation found that the IAG-A's work is highly valued by clients and partners. The evaluation findings demonstrate we can have a high degree of confidence that IAG-A's work contributes to positive change for individuals and organisations, including OPDs. The IAG-A's contextualised knowledge, having the right people and the right approach, are success factors. The advisory work represents excellent value for money on balance by providing fit for purpose advice that has had significant impact on clients and partners, with a small proportion of respondents requiring to do more work to implement the advice. Internally within CBM the work of the IAG-A is also considered to provide excellent value for money.

However, the advisory role requires IAG-A to work 'behind the scenes' using multiple levers of change to influence systems change – structural, relational and transformative. The way IAG-A communicates its contribution to these levers of change needs to focus on how it works to support boundary partners to claim and fulfil rights, rather than measure success through the number of people with disabilities reached.

Below are the recommendations from the evaluation for the IAG-A:

- Continue to focus on knowledge generation and translation – through working with a diverse range of stakeholders with high level technical and contextualised DID expertise
- Continue knowledge brokering and creating space – through trusted long term partnerships and networks that link duty bearers with rights holders, and explore expanding partnerships with OPDs to meet increasing demands for their involvement in DID
- Continue to strengthen capabilities and capacity – to enable conceptual and instrumental change, using practical and tailored advice, which meets clients “where they’re at”
- Consider nature of engagements and lean into long term partnerships as these seem to result in more significant/catalytic impact
- Clarify how and where IAG-A fits into CBMA more broadly - including developing a specific theory of change that accurately describes IAG-A and which leverage points in the system to focus on, that will have the greatest impact, and that the IAG-A is best equipped to do within the broader context of CBMA
- Develop a MEL system for IAG-A - that reflects the theory of change and behind the scenes role to allow systematic data to be collected for communication, strategic and reflective purposes. This should include tools that capture outcomes in a systems-change environment such as outcome harvesting, MSC, significant instances of policy influence (SIPSI) etc.